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Management accounting and institutional management in Higher Education

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Management accounting and institutional management in Higher Education

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APPENDIX B

SYNOPSIS OF PUBLICATIONS SUBMITTED

1. "The Accountant's Contribution to the Pricing Decision", *The Journal of Management Studies*, Vol.3, May 1966, pp.129-149; reprinted in Taylor and Wills (Editors), *Pricing Strategy*, Staples, London, 1969, pp.381-400.

This paper critically examines the accountant's contribution to the process of determining selling prices. It compares and contrasts absorption pricing with marginal pricing, reviews the author's and others' empirical research on the use of marginal costs in pricing decisions, draws the distinction between 'primary' and 'secondary' pricing decisions, discusses the advantages of marginal pricing and disadvantages and special considerations surrounding its use.

2. "A Risk Analysis Approach to Marginal Cost Pricing", *Accounting and Business Research*, Number 1, Winter 1970, pp.30-38; reprinted in John Sizer, *Perspectives in Management Accounting*, Heinemann/I.C.M.A., 1981, Chapter 12, pp.220-36.

In his earlier paper (1) the researcher argued that marginal cost pricing is theoretically superior to full cost pricing under conditions of certainty, but the risk and uncertainty attached to the marginal cost approach make it less attractive to the accountant in the real world. In this paper an approach is suggested which will enable the accountant to assist management in assessing the risk entailed in various pricing alternatives when the firm is a price maker and marketing a limited number of products.

3. "Note on 'The Determination of Selling Prices'", *Journal of Industrial Economics*, Vol.XX, November 1971, No.1, pp.85-89.

This paper examines critically R. C. Skinner's interpretation of the results of his survey of pricing procedures on Merseyside in which he suggests that the most surprising aspect of accounting methods revealed was the widespread use of variable costing. It is argued that a more reasonable interpretation of Skinner's results may be that firms analyse costs into fixed and variable elements as part of the procedure for establishing overhead recovery rates and mark-up on cost percentages.

4. "Accountants, Product Managers and Selling Price Decisions in Multi-Consumer Product Firms", *Journal of Business Finance*, Vol.4, No.1, Spring 1972, pp.70-84.

In this paper the researcher argues that in many multi-product firms pricing is not simply a process of setting figures at which the company's products are to be offered to customers, but it is also part of a broad and complex field also embracing problems of determining characteristics of products to be sold, selecting customers, choosing sales promotion methods and determining channels of distribution. While economists and mathematical model builders have been active in this field, product managers continue to rely heavily on the accountant when evaluating selling price and other marketing mix decisions. Academic accountants have shown little interest in selling price decisions, and the newly qualified accountant has a limited knowledge of the nature of selling price decisions and the financial information required by

product managers for this purpose. A conceptual framework is developed which academic accountants may use for teaching and discussing the financial aspects of selling price decisions in the multi-consumer product firm.

5. "The Company Liquidity and Profitability Crisis of 1974-75", *Perspectives in Management Accounting*, op.cit., Chapter 1, pp.5-26.

In this paper the impact on company liquidity and profitability during 1974 and 1975 of the inter-related effects of a high rate of inflation, price controls, and historical cost accounting are examined. In a postscript it is suggested that evidence to the Committee to Review the Functioning of Financial Institutions supports the researcher's view that industry's legitimate needs for finance were satisfied in 1974 and 1975, given the low level of profitability and lack of confidence that existed. It was also suggested that many of the factors that gave rise to the liquidity and profitability crisis of 1974-5 were likely to give rise to a similar crisis in 1980-81.

6. "Pricing Policy in Inflation: A Management Accountant's Perspective", *Accounting and Business Research*, No.22, Spring 1976, pp.107-124; reprinted in John Sizer (Editor), *Readings in Management Accounting*, Penguin, 1980, pp.429-462.

This major discussion paper, which has been drawn upon extensively by subsequent researchers, is a management accountant's perspective of pricing of consumer products with a high rate of inflation under conditions of expansion and recession, with and without prices legislation, and with some extensions to the pricing of industrial products. In particular it examines the relationship between pricing policy, product portfolio, and market share strategy. It is an amended version of an invited paper to the Royal Economic Society Conference on 'The Rate of Profit in British Industry' held at Sussex University from 22nd-24th September 1975.

7. "Pricing and Product Profitability Analysis", *Management Accounting*, February 1982, pp.32-35.

The first of two related papers provides a management accounting perspective of pricing of consumer goods with a high rate of inflation under conditions of growth and expansion. It is a summary of a paper presented to three I.C.M.A. seminars on 'Management Accounting in Inflationary Conditions'. The concept of the product life cycle and the market growth rate/market share matrix provides the basis for examining the relationship between pricing policy, product portfolio and market share strategy and individual pricing decisions. The paper develops the researcher's earlier work by discussing in greater detail the impact of high rates of inflation and falling real disposable incomes.

8. "Export Market Analysis and Pricing Strategies", *Management Accounting*, Vol.61, January 1983, pp.30-33.

The second paper draws on the framework developed jointly by the researcher, W A Atkins and Partners Ltd and H R Windle in *Exporting is for Profit* (National Economic Development Office, 1970) to argue that when evaluating exporting opportunities it is useful to recognise three different postures involving increasing levels of risk from which a company may export:

'no change', 'production change', and 'production and capital change'. Logic diagrams are used to illustrate the nature of the financial analysis relevant to each posture. Companies in the 'production and capital change' posture should recognise the concepts of critical mass, market segmentation and selectivity and the hidden cost 'traps' of short-term opportunistic exporting. The need to undertake analysis and develop strategies and plans for individual export markets requires data accumulation, performance reporting and short-term decision analysis to be focused on market segments.

9. "Budgetary Planning and Control in Today's Environment", *Perspectives in Management Accounting*, op.cit., Chapter 3, pp.45-67.

This paper examines developments in Budgetary Planning and Control systems at a time when dynamic changes are taking place in the external environment in which companies operate. The influence of the information technology revolution and of developments in organisation theory are explored and illustrated by reference to their use by marketing management in those companies that employ staff specialists with responsibility for a particular product or group of products. The researcher's discussions with senior managers and accountants are contained in a postscript.

10. "Managing Liquidity and Profitability in Recession - I", *The Accountant's Magazine*, September 1981, pp.299-302. "Managing Liquidity and Profitability in Recession - II", *The Accountant's Magazine*, October 1981, pp.343-346. "Managing Liquidity and Profitability in Recession - III", *The Accountant's Magazine*, November 1981, pp.385-387. Reprinted in *The Cost and Management Accountant*, Calcutta, Vol II No 5 and 6, 1985

In Part I some strategies which companies can adopt to anticipate and manage liquidity problems are suggested. Short-term profitability management in recession is considered in Parts II and III: cost-volume-profit relationships, product policy, product-market profitability, pricing decisions, the relevance of C.C.A., budgetary planning and control, and cost reduction programmes. It is suggested that strategies for financial emergencies and cost reduction programmes are the two inter-related parts of a strategy for survival.

11. "The Accountant's Contribution to Operational Research", *OMEGA*, Vol.1, No.4, August 1973, pp.411-420; reprinted in John Sizer, *Perspectives in Management Accounting*, Heinemann/I.C.M.A., 1981, Chapter 15, pp.276-286.

The paper discusses the provision of data by accountants for use in operational research (OR) models. It explores the reasons why accountants are criticised by OR workers for failing to provide relevant incremental cost and opportunity cost data in a desired form. The changes that need to be made to many accounting systems to meet OR workers' requirements are examined. It is suggested in some situations that the onus is upon the OR worker to put forward a convincing case for generating additional information. A communication gap between accountants and OR workers is recognised, and an educational problem identified.

12. "Some Implications for Operational Research in the Area of Inflation as it affects a Company's Profitability and Liquidity", *Operational Research Quarterly*, Vol.28, No.1, ii, 1977, pp.125-138.

The impact of inflation on company liquidity and profitability during 1974 and 1975 is summarised and implications for operational research in the areas of forecasting, cash flow management, budgetary planning and control systems, and terotechnology are examined. It is concluded that a high rate of inflation highlights the need for closer working relationships between management accountants and operational research workers.

13. "Some Difficulties Facing Organisers of Interfirm Comparison Schemes", *Accounting and Business Research*, Number 14, Spring 1974, pp.116-126; reprinted in John Sizer (Editor) *Readings in Management Accounting*, Penguin Education, 1980, pp.56-77.

This paper presents the results of a study of a trade association's interfirm comparison scheme. It examines the level of participation in the scheme over a ten year period, reasons why past participants withdrew, views of year 10 participants and non-participants, and the operation of the scheme. The study highlights some of the difficulties faced by organisations operating interfirm comparison schemes and, in particular, why these difficulties may be more acute when schemes are operated by trade associations.

14. *Case Studies in Management Accounting*, Longman 1974, Pelican 1976, Penguin Education 1979, pp.248.

The twenty case studies in this book describe events that actually took place in Britain. The majority of the case studies are concerned with the examination of systems and procedures, and the evaluation and interpretation of control and decision information presented to management. However, some case studies require computation work prior to the evaluation and interpretation stage. The reader is required to reach conclusions and make recommendations based upon his study of the case, and his consideration of the situation described.

15. With Nigel Coulthurst, *A Casebook of British Management Accounting*, Volume One, The Institute of Chartered Accountants in England and Wales, London, 1984, pp 224.

This volume contains detailed description of systems and practices in eleven named companies,

16. With Nigel Coulthurst, *A Casebook of British Management Accounting*, Volume Two, The Institute of Chartered Accountants in England and Wales, London, 1985, pp 260.

This volume contains a further 11 case studies.

17. *An Insight into Management Accounting*, 3rd edition, Penguin Books, Harmondsworth, 1989, pp 483.

At the time of writing the second edition, in the late 1970's, managements of British businesses faced considerable government constraints. Prices were set within criteria established by the government and policed by the Price Commission, there were controls on wages salaries, dividends and foreign exchange. Throughout the 1970's managements also had to live with high rates of inflation. The election of a Conservative Government in May 1979, under Mrs Thatcher's premiership, led to the removal of many of the constraints on competitive business. Mrs Thatcher's cure for high rates of inflation was to administer a severe dose of recession, the brunt of which was borne by the manufacturing sector. For the first two to three years of the Thatcher government many groups of British companies were forced, by necessity, to concentrate on the disposal of loss makers, and the elimination of surplus capacity. Following the period of retrenchment many groups undertook more fundamental reviews of their policies and strategies. These strategic reviews frequently led to changes in structure and organizational philosophy involving greater decentralization of profit responsibility. The major revisions to the structure of book reflects these developments. In the first two editions, the text was illustrated as far as possible with examples taken from industrial and consulting experience. In the third edition extensive use is made of examples of actual company practice drawn from *A Casebook of British Management Accounting* (see 15 and 16). The first two editions (Penguin 1969 and 1979) sold in excess of 200,000 copies and have been extensively cited.

18. Jointly with D. W. Birch, J. R. Calvert & J. Dockerill, "The Development of Performance Indicators for the Teaching Function in Higher Education", *Proceedings of the Second General Conference of Member Institutions, O.E.C.D./C.E.R.I. Programme on Institutional Management in Higher Education*, Paris, 20th-22nd January 1975, pp.34.

This invited progress report states the background to the project and its objectives, identifies the major internal components of the teaching function, describes the data collected in the two institutions relating to these major components, in particular the purpose and nature of the timetable analysis and the student record analysis, and presents some detailed results of these analyses.

19. Jointly with D. W. Birch & J. R. Calvert, "A Study of Some Performance Indicators in Higher Education with Particular Reference to Lanchester Polytechnic and Loughborough University", *Proceedings of the Third General Conference of Member Institutions, O.E.C.D./C.E.R.I. Programme on Institutional Management in Higher Education*, Paris, 13th-16th September 1976, pp.62.

This final report describes the nature of the project, the components of the teaching function: objectives, inputs, processes and outcomes/outputs, and the methodologies employed and performance indicators developed to analyse these components. The Lanchester and Loughborough contexts are described, the results of the analyses presented, and some economic implications discussed.

20. Jointly with D. W. Birch & J. R. Calvert, "A Case Study of Some Performance Indicators in Higher Education in the United Kingdom", *International Journal of Institutional Management in Higher Education*, Vol.1, No.2, October 1977, pp.133-142; reprinted in John Sizer, *Perspectives in Management Accounting*, Heinemann/I.C.M.A., 1981, Chapter 10, pp.184-194.

The major purpose of this case study was to explore the potential for performance indicators for the teaching function in higher education. A framework for performance assessment in terms of "response" to learning opportunities provided and "resource utilisation" is developed and tested on data from Lanchester Polytechnic and Loughborough University for the academic year 1972/73. At a "discipline" level of aggregation few significant differences in response but quite different patterns of instruction leading to very different unit costs are identified. The study concludes that there is a case for a systematic collection of data on instruction and resource utilisation patterns within and across institutions. However, in the absence of an accurate specification of cause and effect such a data base would require careful and sympathetic interpretation pending the development of finer measurements of outcome.

21. Jointly with D. W. Birch & J. R. Calvert, "A Note on Costing the Teaching Activity in Higher Education", *Higher Education*, No.7, 1977, pp.67-74.

This note explains one method of calculating unit costs for the teaching function in higher education. A formula is developed for allocating expenditures on the basis of a timetable analysis and tested on data for the academic year 1972/73 from Lanchester Polytechnic and Loughborough University.

22. "Assessing Institutional Performance: An Overview", *International Journal of Institutional Management in Higher Education*, Vol.3, No.1, May 1979, pp.49-75.

The growing interest in developing performance indicators for institutions of higher education is identified. The objectives of profit and non-profit making institutions is contrasted, leading into a discussion of objectives for institutions of higher education, planning and control systems, and non-profit performance evaluation techniques and the increasing interest in institutional self-evaluation. Recent developments in multi-dimensional analysis are outlined. It is concluded that while it may not prove possible to agree objectives, measure outcomes and develop performance indicators for an institution as a whole, it should be possible to do so for parts of the organisation. A summary of objectives and properties of various 'partial' performance indicators in higher education is presented. Tests of appropriateness which could be applied to various possible indicators are considered: relevance, verifiability, freedom from bias, quantifiability, economic feasibility, and institutional acceptability. An approach for the development of performance indicators for central services is suggested. The paper goes on to consider briefly the common issues of the relevance and practicability of output/benefit/impact measures; jointness of inputs and outputs; the development and use of information systems; and the possible uses and misuses of performance indicators. Finally, the various strands are linked together by recognising that institutions must identify and respond to the need for resource mobility.

23. "Performance Assessment and the Management of Universities for the 1990s", *Proceedings of the Conference of University Administrators' Annual Conference*, Edinburgh University, 5th-7th April 1979.

This paper builds upon "Assessing Institutional Performance: An Overview". It recognises the changing nature of institutional performance assessment, and recognises that the process of institutional performance assessment carries with it potential liabilities which warrant careful consideration. It reviews recent work by Norris and by Romney, and the implications of recent developments in inter-active financial planning models. It recognises that consensus building might not be easily achieved when resources are relatively scarce. It contrasts Sizer's tests of appropriateness with Romney's impressionist assessment of the five factors that distinguished measures of goal progress given relatively low appropriateness in his study. Finally, the various strands are drawn together in a discussion of the implications of the D.E.S. discussion document, *Higher Education in the 1990s*, for university management and performance assessment. It is argued that there is a need to employ high quality "managers of change".

24. "Performance Assessment in Institutions of Higher Education under Conditions of Financial Stringency, Contraction and Changing Needs: A Management Accounting Perspective", *Maandblad voor accountancy en bedrijfshuishoudkunde* (Netherlands) April 1981, pp.145-169; and a revised and shortened version in *Accounting and Business Research*, Vol.11, No.43, Summer 1981, pp.227-242.

This paper concentrates on various aspects of institutional performance assessment under conditions of financial stringency, contraction and changing needs. In particular, it argues that there is a strong case for developing progress measures of performance in addition to process measures and measures of outcomes/benefits/impacts. It suggests performance of an institution should be assessed in terms of its responsiveness to changing needs of society and appropriate performance indicators should be developed to measure the institution's progress in responding to these changing needs. Institutions need to compare strengths in various subject areas relative to other institutions with the future attractiveness of subject areas to provide a starting point for internal discussions on the institution's long-term strategy for resource mobility. An institution's resource allocation procedures should be consistent with its long-term objectives and strategy for resource mobility.

25. "Institutional Performance Assessment under Conditions of Changing Needs", *Proceedings of the Fifth General Conference of Member Institutions of the Programme on Institutional Management in Higher Education of O.E.C.D./C.E.R.I.*, Paris, 8th-10th September 1980; a shortened version appears in *International Journal of Institutional Management in Higher Education*, Vol.6, No.1, March 1982, pp.17-28, reprinted in Maurice Kogan (Ed), *Evaluating Higher Education*, Jessica Kingsley in association with O.E.C.D., London, 1989, pp 105 - 116.

This expository paper is catalytic rather than prescriptive. It examines the changing nature of performance assessment under conditions of financial stringency, possible contraction and changing needs. It argues that the performance of an institution should be assessed in terms of its responsiveness to the needs of a complex and rapidly changing society. A portfolio approach to evaluating an institution's subject areas and developing a strategy for its future development is advocated, which would distinguish

between existing and emerging growth areas, consolidation areas and redeployment areas. To achieve positive motivation it is recognised that faculty and administrators at all levels should participate in a process of institutional self-evaluation and self-renewal. A case is made for the appointment of high quality managers of change who can build consensus within institutions and overcome the behavioural problems surrounding self-evaluation.

26. "European Perspectives Suggest Other Criteria" in Richard Miller (Editor) *Institutional Assessment for Self Improvement*, New Directions in Institutional Research, Jossey Bass, San Francisco, No.29, 1981, pp.61-87.

This chapter gives a European perspective. It is argued six standards can be applied to existing and proposed performance indicators. During uncertain times "high quality managers of change" of appropriate academic standing should be motivating their institutions to become effective in the long term. This can be done by examining the future environment, communicating implications for the future to institutional constituencies, developing priorities for evaluating the current programme, and setting future goals and objectives of the institution.

27. "Indicators of Institutional Performance", *Measuring up to the Future: Institutional Evaluation and Renewal*, Manchester Polytechnic Conference Papers, No.40, 1981, pp.29-56.

This paper examines performance indicators in the context of the changing nature of institutional performance under conditions of financial stringency, possible contraction and changing needs. It relates the author's earlier writings to a German performance indicators project, the work of the Carnegie Council on Policy Studies in Higher Education, to the I.M.H.E. State of the Art Survey, to the A.U.P.E.L.F./I.M.H.E. study of financing and control systems, and to the speeches of the Chairman of the U.G.C. The Institutional Directional Policy Matrix is discussed in greater depth, and illustrated by reference to portfolios of two hypothetical universities and to the work of Melchiori on discontinuance options open to an institution.

28. "Institutional Performance Assessment, Adaptation and Change", a paper prepared for the Seminar on Institutional Adaptation and Change for the Leverhulme Programme of Study into the Future of Higher Education, Bristol Polytechnic, 21st-23rd September 1981, pp.60 and supplementary bibliography; a shortened version appears in: "Assessing Institutional Performance and Progress" in Leslie Wagner (Editor) *Agenda for Institutional Change in Higher Education*, Society for Research in Higher Education, Monograph 45, 1982, pp.33-69.

This paper reviews work that has been undertaken during the last decade and current thinking on the assessment of performance of institutions of higher education in Britain, Europe, North America and Australasia. It is written from an institutional and financial management perspective. It provides a rationalist view of institutional management and should not be considered in isolation from the political, behavioural and organisational aspects. In particular it highlights:

- 1 The difficulties surrounding performance assessment in institutions which frequently do not have clearly defined objectives, which generate

multiple inputs, outputs, and outcomes, and within which sub optimal behaviour tends to be the norm.

- 2 The changing natures of performance assessment in response to conditions of financial stringency, possible contraction and changing needs.
- 3 The managerial implications for adaptation and change.

This paper has been extensively cited in the literature on higher education policy and institutional management in higher education.

29. "Top-Down, Bottom-Up, Top-Down: Better the Dirigiste Devils we Know", report and recommendations by Joint Convenor, The Leverhulme Programme of Study into the Future of Higher Education, Seminar on Resources and Their Allocation, Civil Service College, Sunningdale, 21st-23rd June 1982; published: "Better the Dirigiste Devils we Know?" in Alfred Morris & John Sizer (Editors) *Resources and Higher Education*, Society for Research into Higher Education, Monograph No.51, 1983, pp.11-24.

This report illustrates the discussions that led to seven resolutions being presented to the final session of the Seminar. The recommendations in the report reflect the dominant views that emerged, and also accord closely with the author's views. Overall, the seminar favoured an approach to planning and resource allocation under conditions of contraction, financial stringency and changing needs, which requires a 'top-down' D.E.S./U.G.C./N.A.B. statement of policies, objectives and guidelines; 'bottom-up' responses from institutions, advice to the Secretary of State from the N.A.B. and the U.G.C., and 'top-down' decisions by him, the N.A.B. and the U.G.C.

30. "An Analysis of Institutions' Responses to Constitutional Recommendations in the Jarratt Report" in University Grants Committee, *Report to the Secretary of State on Universities Responses to the Jarratt Report*, July 1987, Annex 6, pp 48.
31. "Efficiency and Scholarship, Uncomfortable or Compatible Bedfellows?", in *Wirtschaftlichkeitskontrolle an Hochschulen*, Fortbildungsprogramm für die Wissenschaftsverwaltung, Materialien Nr.23, Essen, 1985, pp 191 - 204, and *Higher Education Review*, Vol. 18, No. 2, Spring 1986, pp 45 - 54.

This paper, prepared for international conferences on efficiency in higher education held in Innsbruck in September 1985, makes the case for the appointment of high quality managers as vice-chancellors, who can apply professional managerial expertise to create an environment which will lead to positive responses to institutional self-evaluation and secure participation in strategy formulation and implementation.

32. "The Management of Institutions of Higher Education into the 1990's" in Hywel Thomas & Tim Simkins (Eds) *Economics and the Management of Education: Emerging Themes*, The Falmer Press, 1987, pp.155-163.

This paper, which was prepared for a British Educational Management and Administration Society (BEMAS) Research Seminar, suggests ways in which economists might assist institutional managers in the areas of planning,

resource allocation and performance assessment, as well as assisting economists in formulating a research agenda in the area of institutional management in higher education.

33. Institutional Responses to Financial Reductions in the University Sector, Background Paper No 1, *'An Analysis of the Development of the University Sector of Higher Education post-Robbins Report up to May 1979'*, Loughborough, July 1985, pp 49.

This paper analyses the emergence of significant trends and concerns during the post Robbins period to May 1979, and their impact upon the UGC and upon the planning, resource provision and management of universities. It provides an understanding of the climate, the atmosphere and nature of the cumulative experience that existed in universities at the time of the election of the Conservative Government in May 1979, and at the commencement of the period leading up to the UGC's letter of 1st July 1981. It concludes that the universities and the UGC were ill-prepared for the events arising from the election of a Government committed to reducing significantly the level of public expenditure.

34. Institutional Responses to Financial Reductions in the University Sector, Background Paper No 2, *'An Examination of the Events Leading up to the UGC's letter dated 1st July 1981'*, Loughborough, August 1985, pp 49.

This paper considers in detail the events leading up to the UGC's letter of 1st July 1981, together with the content of the letter, in the context of related actions by the Government and the UGC. It provides an essential background to the analysis of the responses of the nine universities to these events. It raises questions about advice given by the UGC to the DES in July 1979, the choice of hypotheses and the absence of any questions on the impact on research in the UGC's letter to universities dated 15th October 1979, the subject provision and single university system of approach of the UGC, the role of Subject Sub-Committees, and a number of other matters.

35. Institutional Responses to Financial Reductions in the University Sector, Background Paper No 3, *'An Examination of the Events Impacting upon the Management of Financial Reductions during the 1981 - 84 Restructuring Period'*, Loughborough, pp 46.

This paper describes how the Government, through the UGC, assisted universities in resolving their restructuring problems and also other events which impacted upon universities during the 1981 - 84 period to assist in the analysis and interpretation of the case studies. As well as coping mechanisms and incentive structures provided by the Government, it also considers student numbers and fees, the continuing squeeze on Exchequer grants and the emerging longer term funding prospects, and developments in research funding and selectivity.

36. Institutional Responses to Financial Reductions in the University Sector (The Sizer Report).

Part 1: Report, pp 47
2: Comparative Analysis (i) Comparative Analysis of Universities' Case Studies, pp 201
2: Comparative Analysis (ii), Tables, Figures and Appendix
Department of Education and Science, London, 1987.

The Report summarises the Comparative Analysis, the Policy Implications for the DES and the CVCP, and the managerial guidelines for Vice-Chancellors and Principals faced with developing and implementing a plan for significant financial reductions.

37. "An Analysis of Trends impacting upon the UGC and British Universities 1961 - May 1979", *Financial Accountability and Management*, Spring 1987, Vol 3, No 1, pp 9 - 28.

This paper analyses the development of the University Sector of the British Higher Education System post Robbins Report (1963) to May 1979, with particular emphasis on the increasing dependence on government funding, the financial pressures universities faced during the 1970s and their impact on the University Grants Committee, and on universities' autonomy, planning and resource allocation. It concludes that the UGC and the universities were ill-prepared for the events arising from the General Election in May 1979 of a Government committed to reducing significantly the level of public expenditure.

38. "Universities in Hard Times: Some Policy Implications and Managerial Guidelines", *Higher Education Quarterly*, Volume 41, No 4, Autumn 1987, pp 354 - 372.

This paper arises from a research project funded by the DES which was concerned primarily with the impacts of, and nine British universities' responses to, the UGC's grant letters for 1981 - 82, dated 1st July 1981. At a time when future funding of universities is under review and Vice-Chancellors and Principals are faced with managing further financial reductions it considers some of the policy implications for the DES and UGC, provides guidelines drawn from experiences of managing significant financial reductions, and highlights the leadership and managerial roles of Vice-Chancellors and Principals.

39. "The impacts of financial reductions on British universities: 1981 - 84, *Higher Education*, 16, (1987), pp 557 - 580.

This paper arises from a research project funded by the Department of Education and Science which was concerned primarily with nine British Universities' responses to and the impacts of the University Grants Committee's recurrent grant reductions during the period 1981 - 84. The responses are summarised briefly prior to considering the impacts on the universities. It is concluded that whilst a number of the universities successfully developed and implemented plans to reduce staff and student numbers, to reduce expenditure and to increase income from non-government sources, there were serious negative impacts which suggest a further period of financial stringency would constrain the capacity to undertake effective teaching and research and to respond to the changing needs of society.

40. "British Universities' Responses to Financial Reduction", *International Journal of Institutional Management in Higher Education*, November 1987, Vol 11, No 3, pp 248 - 66.

This paper arises from a research project, funded by the Department of Education and Science (DES) which was concerned primarily with nine British

universities' responses to the University Grants Committee's (UGC) grant letters for 1981 - 82 dated 1st July 1981, and also to the events leading up to the issue of the grant letters during the period 1st August 1979 to 1st July 1981. It summarises the responses of the nine universities and the impacts of the financial reductions upon them, policy implications for the DES, UGC and Committee of Vice-Chancellors and Principals (CVCP), and managerial guidelines for managing financial reductions, the leadership and managerial roles of Vice-Chancellors and Principals are highlighted. Finally a policy implication is drawn for the IMHE Programme.

41. "British Universities' Responses to Events leading to Grant Reductions Announced in July 1981", *Financial Accountability and Management*, Summer 1988, Vol 4, No 2, pp 79 - 98.

This paper arises from research project funded by the Department of Education and Science (DES). It relates an analysis of the events leading to the announcement of significant recurrent grant reductions by the University Grants Committee (UGC) on 1st July 1981 to the responses of nine universities to these events. It draws policy implications for the DES and the UGC, or the proposed Universities Funding Council (UFC), and an important managerial lesson for university managements, ie, the need to respond positively to about warnings reductions in grants.

42. "Financial Reductions in British Universities 1981 - 1984: Responses, Impacts, Policy Implications and Managerial Lessons", In Christof Helberger (Ed), *Ökonomie der Hochschule I*, Duncker & Humblot, Berlin, 1989, pp 117 - 151.

This invited paper, to a conference of German economists specializing in higher education, describes and presents the results of the research project funded by the Department of Education and Science of particular interest to this group.

43. "The Management of Institutional Adaptation and Change under Conditions of Financial Stringency", in Heather Eggins (Ed), *Restructuring Higher Education*, The Society for Research into Higher Education and Open University Press, Milton Keynes, 1988, pp 80 - 92.

This paper integrates the author's work on managerial guidelines for managing financial reductions with his analysis of institutions' responses to the Jarratt Report.