



Catalogue of the papers and correspondence of

Raymond Thomas OBE

(1923-2007)



Title: Catalogue of the papers and correspondence of Raymond Thomas OBE (1923-2007), Professor of Business Administration

Compiled by: Lotti Mealing & Lizzie Richmond

Description level: Fonds

Date of material: 1940-2009

Extent of material: 9 boxes, c 250 items

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GENERAL INTRODUCTION

PROVENANCE

The material was donated by Dr Eric Albone, on behalf of Professor Thomas's family, in 2009.

BRIEF OUTLINE OF THE CAREER OF RAYMOND THOMAS

Raymond Elliott Thomas was born in Glamorgan, Wales, in 1923. He attended Aberdare Boys County Grammar School before graduating from Cardiff Technical College (University of London) in 1943 with a Bachelor of Commerce. After completing his national service with the RAF, he undertook postgraduate study at the University of Birmingham, before taking up an appointment as lecturer at the Scottish College of Commerce (now part of the University of Strathclyde) in 1948. In collaboration with colleagues at the Royal College of Science and Technology, he played a major part in the foundation of the Glasgow School of Management Studies, becoming its first joint head in 1956.

In 1962 Thomas was appointed first head of the new Department of Management Studies then being established by Bristol College of Science and Technology. In 1966 the College became Bath University of Technology, subsequently the University of Bath, by which time Thomas had been appointed Professor of Business Administration and the Department of Management Studies had become the School of Management. The School was based in Rockwell House, Bristol, until 1975 when it moved to the University's Claverton Down campus.

Thomas stayed at the University of Bath until his retirement in 1987. His main areas of teaching and research interest included management principles and practice, corporate governance, executive behaviour and organisation, commercial apprenticeship, and transport economics and strategy. He held external examinerships at universities throughout the UK, and contributed to strategic audits of the business management schools at universities in the Netherlands, Belgium and Ireland. He served as Pro-Vice-Chancellor of the University of Bath from 1978 to 1983, playing an important role in the early shaping and development of institutional structure, direction and priorities.

Thomas was a director of the South Western Industrial Research Ltd, a University of Bath based research and consultancy organisation. He was a member of the South West and South Wales Regional Advisory Board of the British Institute of Management, the Standing Joint Committee of the Universities and Accountancy Profession, the National Economic Development Council Working

Party on the Future of Management Education, and many other bodies concerned with management development both in the UK and overseas. He served as Chairman of the Avon Area Manpower Board of the Manpower Services Commission, and of the Economic Development Committee for the Food and Drink Industries at the National Economic Development Office (NEDO). He also served as the Wales and South West Regional Chair of the Royal Society of Arts.

In 1976 he was the recipient of a British Institute of Management Burnham Gold Medal. He received the Queen's Silver Jubilee Medal in 1977, and was awarded an OBE (Order of the British Empire) in 1978.

Professor Thomas died on 12 January 2007.

DESCRIPTION OF THE COLLECTION

The material is presented in the order given in the contents list. It covers the period from 1940 to 2009. As far as possible the arrangement of the Collection follows the original order imposed by Professor Thomas.

The Collection includes a small amount of biographical material but mainly comprises drafts, notes and papers relating to Thomas's teaching and research. In combination, they form a record of his long, active and successful academic career, documenting his interest in all aspects of business, commerce and management. Journal articles and other published outputs evidence his contribution to the emergence and development of management as an academic discipline, and the role he played in shaping management education in the UK.

The Collection also contains a range of reports and papers relating to Thomas's work beyond the University of Bath. They reflect his strong connections within the business and industry sectors.

ACKNOWLEDGEMENTS

We are grateful to Dr Eric Albone and Dr Gary Davis for their assistance in making this material available.

SECTION A **BIOGRAPHICAL** **A.1-A.23**

This section contains a small amount of biographical material. It includes degree certificates, records of professional memberships, obituaries, and press cuttings. It also contains teaching timetables relating to the early years of Raymond Thomas's academic career as a lecturer at the Scottish College of Commerce in Glasgow.

A.1-A.13	EDUCATION & QUALIFICATIONS
A.9-A.16	TEACHING (EARLY CAREER)
A.17-A.23	PRESS CUTTINGS, OBITUARIES & MEMORIALS

A.1-A.13 **EDUCATION & QUALIFICATIONS** **1940-1980**

A.1	Hardback notebook containing an essay entitled 'The Iron and Steel Industries of Glamorgan, and West Monmouthshire; their Origin, Development, and Importance', 1940.
A.2	Degree certificate, Bachelor of Commerce, University of London, 7 August, 1943.
A.3	123pp (?incomplete) typescript draft thesis entitled 'The Effects of Governmental Policies in England on the Location of Industry, 1918-1939', July 1944.
A.4	Accounting and Administration IIA, Terminal Examination, University of Birmingham, December 1947.
A.5	228pp (?incomplete) typescript thesis entitled 'The Transport Factor in Ribbon Development', October 1948.
A.6	Certificate of Membership (Associate Member), British Institute of Management, 12 June 1957.

A.7 Certificate of Membership, British Institute of Management, 14 June 1961.

A.8 Degree certificate, Doctor of Laws *honoris causa*, Council for National Academic Awards, 19 May 1980.

A.9-A.16 **TEACHING (EARLY CAREER)** **1950-1962**

A.9	1p manuscript notes entitled 'Economics of British Transport - First Principles for 1950'.
A.10	2pp typescript examination questions entitled 'Commercial Teachers' Diploma Third Year - Special Supplementary Examination: Business Administration', Glasgow and West of Scotland Commercial College, 21, 22 August 1951.
A.11	Calendar of Day Classes, Scottish College of Commerce, 1955-1956.
A.12	Calendar of Day Classes, Scottish College of Commerce, 1956-1957.
A.13	Calendar of Day Classes, Scottish College of Commerce, 1957-1958.
A.14	Prospectus, Glasgow School of Management Studies 1957-1958.
A.15	Annual Report, Scottish College of Commerce, 1957-1958.
A.16	Part-Time Day and Evening Classes, Department of Management Studies, Scottish College of Commerce 1961-1962.

A.17-A.23	PRESS CUTTINGS, OBITUARIES & MEMORIALS	1948-2009
A.17	Press cuttings relating to Thomas's life, achievements and career, nd, 1948-1978.	
A.18	Obituary, University of Bath website (http://www.bath.ac.uk/news/2007/1/18/raymondthomas.html), 18 January 2007.	
A.19	Obituary, <i>Bath Chronicle</i> , 24 January 2007.	
A.20	Obituary, Aberdare Boys Grammar School website (http://www.abgs.org.uk/FormerPupils/REThomas/ret.html), nd, c January 2007.	
A.21	Order of Service, St Mary's Church, Clevedon, North Somerset, UK, 29 January 2007.	
A.22	2pp typescript oration given by Richard Mawditt, Service of Thanksgiving, St Mary's Church, Clevedon, North Somerset, UK, 29 January 2007.	
A.23	1p typescript programme, Professor Raymond Thomas Memorial Library Launch, Royal Society of Arts (RSA) Wales and Western Region, The Exchange, Stroud, Gloucestershire, UK, 26 May 2009.	

SECTION B	WRITINGS	B.1-B.98
	This section contains a representative selection of Raymond Thomas's writing output. Covering most of his working career from 1942 to 1992, it includes reports, lectures, articles in magazines, and papers published in specialist and academic journals, as well as drafts and working notes. Topics range from retail management and the teaching of business administration, to commercial leadership and enterprise development.	
	The presentation is chronological. Undated material appears at the end of the sequence.	
B.1	17pp manuscript entitled 'A Critical Account of the Growth of Monopolistic Organisations in Great Britain in Recent Years', 6 March 1942.	
B.2	'What Price Security?', <i>The BAFO Times</i> , December 1946.	
B.3	'Transport Co-ordination and Price Policy', <i>Journal of the Glasgow and West of Scotland Commercial College</i> 1(1), pp31-39, February 1950.	
B.4	'Economic Framework for Coal', <i>Journal of the Glasgow and West of Scotland Commercial College</i> 1(2), pp59-72, February 1951.	
B.5	'Executive Responsibility in Joint Consultation', <i>Journal of the Glasgow and West of Scotland Commercial College</i> 2(2), pp100-118, February 1953.	
B.6	'Economic Prospect', Glasgow and West of Scotland Commercial College Department of Business Administration Occasional Paper in Business Administration 3, January 1954.	
B.7	'From Allocation to Competitive Selling: A Case Study', <i>Journal of the Glasgow and West of Scotland Commercial College</i> 3(1), pp1-17, February 1954.	

- B.8 'The Management Student', *Journal of the Glasgow and West of Scotland Commercial College* III(2), pp18-33, February 1955.
- B.9 'Some Recent Developments in the Management Field', *Company Accountant* 37, pp18-22, April 1955.
- B.10 'Notes on Work Study', Department of Management Studies, Scottish College of Commerce, 1955-1956.
- B.11 'The Office Manager and Organisation', Scottish College of Commerce Department of Business Administration Occasional Paper in Business Administration 14, 1955-1956.
- B.12 'Staff Reporting and Merit Rating', Scottish College of Commerce Department of Business Administration Occasional Paper in Business Administration 15, 1955-1956.
- B.13 'Management Theory and the Management Student', *Journal of the Scottish College of Commerce* IV(1), pp38-46, 1956.
- B.14 4pp typescript entitled 'Shop Management for Today', nd, c 1956.
- B.15 'Shops Need Good Managers Too!', *Scotland*, pp37-39, March 1957.
- B.16 'Retail Management Today', Scottish College of Commerce Department of Management Studies Occasional Paper in Business Management 8, April 1957.
- B.17 'The Framework of Management', Scottish College of Commerce Occasional Papers in Business Management 7, October 1957.
- B.18 'Management and Research', Scottish College of Commerce Occasional Paper in Business Management 19, December 1957.

- B.19 'New Methods in Management Training', *Education*, pp626-629, 4 April 1958.
- B.20 'Management - A Leadership Crisis?', *Scotland* 19, pp13-16-July 1958.
- B.21 'Management Studies - What Next?', *Journal of the Scottish College of Commerce* V(1), pp17-27, 1958.
- B.22 'The Foreman's Point of View - An Interim Report', *Journal of the Scottish College of Commerce* V(2), pp105-109, 1958.
- B.23 'Management and the Cost of Administration', *Journal of the Scottish College of Commerce* VI(1), pp73-77, 1960.
- B.24 3pp typescript entitled 'The Rose Report on Management Education in the 1970's', ATM Conference, 26 June 1960.
- B.25 68pp typescript entitled 'Training for Commerce', 1960.
- B.26 'Management: A Task To-Day in its Own Right', *The Glasgow Herald*, 26 April 1961.
- B.27 'Management Studies - The New Opportunity', *Journal of the Scottish College of Commerce* VI(2), pp110-113, 1961.
- B.28 8pp typescript entitled 'Management and the Cost of Administration', December 1962.
- B.29 'American Management and Education in Transition', *Journal of the Scottish College of Commerce* VII(2), pp94-98, 1963.
- B.30 4pp typescript entitled 'Professionalism and the Organisation of Child Care Services', Child Care and Allied Social Welfare Seminar, Bath, 22 February 1966.

- B.31 *Challenge and Opportunity: The Employer's Role in a Changing Environment*, nd, c 1966.
- B.32 'The State of the Bosses', *Twentieth Century* **175**(1034), pp16-19, 1967.
- B.33 'Management', *Journal of Management Studies* **6**(3), pp386-389, October 1969.
- B.34 12pp typescript entitled 'National Job Evaluation: A Case Against', October 1972.
- B.35 *A Study into the Possibilities for Diversification in the South West of England: Report to the Board of Directors Charles Hill of Bristol Limited*, South Western Industrial Research Limited **108**, October 1972.
- B.36 5pp typescript entitled 'The Diploma in Management Studies - Its Changing Context and Role', Scottish Diploma Centres Conference, Edinburgh, Scotland, UK, 6 September 1973.
- B.37 *Sources of Conflict in British Industry*, Institute for the Study of Conflict, February 1974.
- B.38 5pp typescript entitled 'The Changing Context of Managerial Accountability', 17 April 1974.
- B.39 8pp typescript entitled 'Business Schools - Their Inputs and Outputs', 30 December 1974.
- B.40 16pp typescript entitled 'Economics of Management Development', 1974.
- B.41 5pp typescript entitled 'The Changing Context of Business Enterprise', General University Lecture Programme (GULP), University of Bath, 28 October 1975.

- B.42 7pp typescript entitled 'Institute of Personnel Management: South-West Regional Conference', Stratford on Avon, Warwickshire, UK, 1-3 April 1977.
- B.43 'Planning for Future Employment', *The Planner* **63**(6), pp173-174, November 1977.
- B.44 *Instructor's Manual: Business Policy*, 1977.
- B.45 21pp typescript (annotated) entitled 'Corporate Strategic Planning in a University', March 1978.
- B.46 8pp typescript entitled "Higher Education and the National Economy", CIPFA (Chartered Institute of Public Finance and Accountancy) Seminar, 13 April 1978.
- B.47 'Bath in its Regional Setting', *Bath: Museum or City?* edited by Gerry Hones, pp53-55, 1978.
- B.48 *Industry, Education and Management: Report of BIM Working Party*, British Institute of Management Foundation, 1979.
- B.49 18pp typescript entitled 'Socio-Political Factors in Investment Decisions: UK Experience with Locational Decisions', February 1980.
- B.50 'Corporate Strategic Planning in a University', *Long Range Planning* **13**(5), pp70-78, October 1980.
- B.51 'British Business Schools', IEE Proceedings, 127(9), pp588-590, December 1980.
- B.52 3pp typescript entitled 'University Planning: Some Reflections on Present Dilemmas', June 1981.

- B.53 17pp typescript entitled 'Future Employment in a Restricted Economy', 20 January 1982.
- B.54 11pp typescript entitled 'Applying Strategic Management to a High Technology Politically Sensitive Company', 16 May 1982.
- B.55 13pp typescript entitled 'Future Employment in Avon: Implications for Further Education', 6 July 1982.
- B.56 5pp typescript entitled 'Diagnosing Socio-Political Capability' by J. P. Edwards and R. E. Thomas, July 1982.
- B.57 14pp typescript entitled 'Research and Teaching in Business Policy', October 1982.
- B.58 'Enterprise Development and Local Initiatives', *Local Business Development through Innovation and Technology Licensing*, pp1-6, 22 April 1983.
- B.59 19pp typescript entitled 'Business Policy Studies', August 1983.
- B.60 2pp typescript address entitled 'Changing Patterns of Employment and Leisure: Some Reflections on their Implications for Employers and those in Education', Bath Chamber of Commerce, 20 October 1983.
- B.61 17pp typescript entitled 'Social Policy at Enterprise Level', February 1984.
- B.62 'Can We Respond to the Challenge?', *Training and Development*, pp4-5, April 1984.
- B.63 4pp typescript entitled 'Management Education and Changing Technology', 7 May 1984.
- B.64 3pp typescript entitled 'The Teaching Company Concept', June 1984.

- B.65 5pp typescript entitled 'The Making of Future Managers', 15 July 1984.
- B.66 19pp typescript entitled 'Workshop Report: Creative Planning in Times of Contraction', August 1984.
- B.67 'Social Policy at Enterprise Level', *Journal of General Management* 9(4), pp3-16, Summer 1984.
- B.68 'Creative Planning in Times of Contraction', *International Journal of Institutional Management in Higher Education* 8(3), pp261-271, November 1984.
- B.69 3pp typescript entitled 'Competence and Competition: Manpower - Constraint or Asset?', 4 February 1985.
- B.70 34pp typescript entitled 'Dartington Trading: Future Development of the Dartington/Staverton Companies', April 1985.
- B.71 3pp typescript entitled 'Management Education and Development: The New Concerns Nationally', 20 June 1985.
- B.72 3pp typescript entitled 'ESRC/SERC Funding for Management Education', 1 August 1985.
- B.73 *Criteria for Private Venture Investment in Research and Development in Plessey Marine: Plessey Marine Limited as a Case Study*, by C. R. Tomkins and R. E. Thomas, August 1985.
- B.74 *The Management of University Based Companies and Science Parks: Appendices*, Committee of Vice-Chancellors and Principals, 29 October 1985.
- B.75 'The PhD - Ordinary or Outstanding?', *Graduate Management Research* 2(2), pp24-28, Winter 1985.

- B.76 2pp typescript entitled 'Teaching Companies: Their Extension to Business Management', January 1986.
- B.77 19pp typescript entitled 'Management Education and Development: Innovation or Déjà Vu?', June 1987.
- B.78 *Old Buildings, New Opportunities: A Survey of Rural Avon*, August 1987.
- B.79 'Towards a Better Standard of Management?', *Personnel Management*, pp52-55, January 1989.
- B.80 3pp typescript entitled 'National Forum for Management Education and Development Standing Committee on Education and Accreditation Education Working Party: Undergraduate Programmes in Management and Business Studies', 29 August 1989.
- B.81 15pp typescript entitled 'Accreditation and Assessment of Business Schools in the United Kingdom', 11 March 1992.
- B.82 5pp typescript entitled 'MCI [Management Charter Initiative] and the Competences Approach to Management', 15 October 1992.
- B.83 3pp typescript entitled 'An Analysis of the Growth of the Firm' nd.
- B.84 6pp typescript entitled 'Business Policy in Management Studies: A Stocktaking', nd.
- B.85 7pp typescript entitled 'Challenge and Opportunity: The Employer's Role in a Changing Environment', nd.
- B.86 *Regional Development Policy*, Discussion Papers in Business Research, Finance, Accounting and Industrial Economics 1, nd.

- B.87 28pp typescript draft entitled 'Divestment', nd.
- B.88 25pp typescript entitled 'Economic Development S. Wales and S. West England', nd.
- B.89 14pp typescript draft entitled 'Future Employment and Economic Activity in Bath: A Role for the University?', nd.
- B.90 7pp typescript entitled 'Government and Universities in the UK: A Changing Context', nd.
- B.91 6pp manuscript notes entitled 'Higher Education and the National Economy: The Response to Change - A View of the Industry's Expectations', nd.
- B.92 16pp typescript report entitled 'Management Schools in the United Kingdom', nd.
- B.93 6pp typescript draft (annotated) entitled 'The National Forum's Proposals for Management Education: Some Possible Implications for University Business Schools', nd.
- B.94 4pp typescript entitled 'University Industry Liaison', nd.
- B.95 5pp typescript entitled 'The Evolution of Trade Unionism: A Study of Some of its Implications for Management', nd.
- B.96 8pp typescript entitled 'The Teaching of Management Principles', nd.
- B.97 'Business Policy', *Academic Teaching of Management Occasional Papers 4*, pp112-117, nd.
- B.98 *Responsibilities of Management Decisions*, Industrial Educational and Research Foundation, 1, nd.

SECTION C UNIVERSITY OF BATH

C.1-C.13

This section contains a very small amount of material relating to Raymond Thomas's work at the University of Bath. Though it is not a comprehensive record of the 25 years he spent at the institution, it gives an idea of the range of his activities as an academic and an officer of the University, and some valuable insight into the history and development of the School of Management he helped to establish.

After his retirement in 1987, Thomas returned annually to the University to present the Professor Raymond Thomas Prize set up and sponsored by former students in recognition of the huge contribution he had made to the School and the University.

The presentation is chronological from 1962 to 2003.

- C.1, C.2 University of Bath Department of Human Resources staff file, 1962-2007.
Documentation, including application form, references, and contracts, relating to Thomas's employment by the University of Bath.
Two folders.
- C.3 Letter acknowledging receipt of Thomas's resignation from the Scottish College of Commerce, 1 March 1962.
- C.4 1p typescript programme relating to a Bristol College of Science and Technology Senior Common Room discussion about universities and management studies, Autumn term 1962.
- C.5 6pp typescript entitled 'Additional Information relating to Mr Raymond Elliott Thomas', with covering letter submitted as part of the University staff grade assimilation process, 8 March 1965.
- C.6 3pp typescript entitled 'The Development of the School of Management', nd, c 1965.

- C.7 Press cuttings relating to Thomas and the University of Bath, 1965-1981.
- C.8 2pp typescript oration (annotated) for honorary graduand Sir George Dowty, nd, c November 1966.
See also C.13.
- C.9 2pp typescript oration (annotated) for honorary graduand Sir Ronald Edwards, nd, c November 1966.
See also C.13.
- C.10 2pp typescript oration (annotated) for honorary graduand Sir Arnold Hall, nd, c November 1966.
See also C.13.
- C.11 2pp typescript oration (annotated) for honorary graduand Rt. Hon. Aubrey Jones, nd, c November 1966.
See also C.13.
- C.12 1p typescript oration (annotated) for honorary graduand Professor Seymour Cunningham Redshaw, nd, c November 1966.
See also C.13.
- C.13 Programme, Bath University of Technology Foundation Ceremonies, 9-11 November 1966.
Includes the text of five honorary degree orations given by Thomas in his role as University Orator.
- C.14 Promotional flyer advertising a public lecture by Professor R. E. Thomas entitled 'Business Growth and Public Policy', Pump Room, Bath, UK, 28 May 1968.
- C.15 22pp typescript inaugural lecture entitled 'Business Growth and Public Policy', May 1968.

- C.16 *Management Development Practices and Needs Among Selected Firms in the South West of England*, J. Stredwick and J. Williamson, nd, c 1969.
- C.17 3pp typescript oration (annotated) for honorary graduand Hugh Charles Rogers, 9 July 1971.
- C.18 Colour photographic print showing a University of Bath award ceremony with honorary graduand Dr John Clark, and University Orator, Professor R. E. Thomas, Assembly Rooms, Bath, UK, June 1972.
- C.19 2pp typescript entitled 'University of Bath MSc Business Policy Reading List', nd, c 1980.
- C.20 5pp typescript entitled 'Normalair-Garrett Limited/University of Bath: Teaching Company Programme, 1978-1982.'
- C.21-C.24 Transcripts of audio recordings of discussions with Thomas made by University of Bath School of Management PhD candidate Gary Davis, 1982-1985.
- Thomas supervised research for Davis' thesis entitled 'Strategic Trading in Business: A Study of Strategic Aspects of Restructuring, and the Exchange, Sale, Disposal and Acquisition of Business Units by Firms in the United Kingdom', 1986.
- The transcripts were made from digital recordings donated by Gary Davis. They have been preserved as a small, representative sample of a series of wide-ranging conversations covering research topics and resources, project aims and progress, and the arrangement of interviews and visits.
- C.21 9pp typescript transcript, 14 December 1982.
- C.22 4pp typescript transcript, 10 October 1983.
- C.23 7pp typescript transcript, 28 March 1984.
- C.24 5pp typescript transcript, 30 September 1985.

- C.25 2pp typescript address (annotated) entitled 'Changing Patterns of Employment and Leisure', Bath Chamber of Commerce, Bath, UK, 20 October 1983.
- C.26 5pp typescript entitled 'The University and New Employment Generation in Bath and the Region: A Progress Report', 14 November 1983.
- C.27 2pp typescript entitled 'Industrial Development in Wiltshire: Possible Links to the University of Bath', 8th May 1984.
- C.28 3pp typescript entitled 'Technology Transfer Facilities', 13 September 1984.
- C.29 15pp typescript lecture entitled 'New Enterprises - New Employment?', 22 November 1984.
- C.30 University of Bath Teaching Company Scheme (TCS) Centre information pack containing documents relating to the Scheme's history and participants, 1999.
- C.31 7pp typescript delegate list, University of Bath MBA Speaker's Evening, 12 May 2000.
- C.32 3pp typescript entitled 'University of Bath School of Management: Origins and Development', 28 May 2003, with covering letter addressed to Professor G. M. Breakwell, Vice-Chancellor, University of Bath (2001-2018).

SECTION D **CONFERENCES** **D.1-D.23**

This section contains a small number of papers, programmes and proceedings from conferences, seminars and meetings where Raymond Thomas participated as an organiser, speaker or attendee. They range in date from 1965 to 1998.

The presentation is chronological.

- D.1 7pp typescript draft (annotated) entitled 'The Supply of Teachers', British Institute of Management National Conference, Brighton, UK, 18 March 1965.
- D.2 8pp manuscript entitled 'Management in Britain 1966', Centre d'Etudes Industrielles, Geneva, Switzerland, 1 November 1966.
- D.3 'A Report to the Foundation for Management Education', UK/US Management Education Seminar, London, UK, 11 July-5 August 1966.
- D.4 *Men, Machines and the Social Sciences*, edited by J. Hoskin Lamble, Bath University Press, 1969.
- D.5 3pp typescript entitled 'The Educational Implications of Growth and Change', International University Contact for Management 16th Annual Conference, Vienna, Austria, 2 September 1969.
- D.6 *Management Education in the 1970s: Proceedings of the Management Education Review Conference*, London, UK, 7-8 January 1970.
- D.7 5pp typescript (annotated) entitled 'The Rose Report on Management in the 1970s: A Personal View', ATM Conference, 26 June 1970.
- D.8 *Some Approaches to National Job Evaluation: A Symposium*, Foundation for Business Responsibilities, November 1972.

- D.9 International Training and Development Conference, University of Bath, Bath, UK, 27 September-3 October 1973.
- D.10 5pp typescript entitled 'Anticipation or Reaction? Business Relations with Government', Young Managing Printers National Conference, Bournemouth, Dorset, UK, 24 February 1979.
- D.11 21pp typescript entitled 'Institutional Planning: Has it Any Significance in Promoting Educational Change?', Seminar on Current Developments in the Planning and Control of Contemporary Higher Education Institutions, University of Zurich, Switzerland, 10-12 September 1979.
- D.12, D.13 University/Industry Relationships, One Day Conference for Senior Managers, Industrial Liaison Officers and those concerned with increasing university/industry links, University of Bath, Bath, UK, 29 February 1984.
- D.12 Programme, information pack and papers relating to arrangements.
- D.13 12pp manuscript entitled 'University Industry Liaison'.
- D.14 6pp typescript entitled 'Enterprise Development and Local Initiatives', University of Bath, Bath, UK, 22 April 1984.
- D.15 1p typescript agenda, 'Innovation and Local Business Development', School of Management, University of Bath, Bath, UK, 25 May 1984.
- D.16, D.17 Managing Change: Royal Town Planning Institute Conference, Bristol, UK, 3-6 June 1986.
- D.16 Programme and papers relating to arrangements.
- D.17 7pp typescript entitled 'The Changing Needs of Industry'.

- D.18 'The Role of Ethics in Business Management: A Changing Scene', European Foundation of Management Development Seminar, Brussels, Belgium, 27-28 June 1986.
- D.19 Correspondence and papers relating to arrangements, and presentation notes, Vereniging Voor Universitair Bestuur & Management Summer Conference, Delft, the Netherlands, 31 August-1 September 1987.
- D.20 *Proceedings*, What is Management Competence? Conference, London, UK, 26 October 1989.
- D.21, D.22 Foundation for Performance Measurement UK Meeting, London, UK, 20 March 1995.
- D.21 Agenda, correspondence and papers relating to arrangements.
- D.22 Presentation slides and 2pp manuscript notes.
- D.23 Delegate list, Second Caribbean Hotel & Tourism Investment Conference, Ocho Rios, Jamaica, 25-27 March 1998.

SECTION E PROJECTS E.1-E.72

This section contains material relating to various projects and initiatives with which Thomas was involved as part of his work as an academic and management consultant.

- E.1-E.24 SEVERN BRIDGE PROJECT
- E.25-E.45 NATIONAL ECONOMIC DEVELOPMENT OFFICE (NEDO)
- E.46-E.49 LAKER AIRWAYS
- E.50-E.62 TOMORROW'S COMPANY
- E.63, E.64 CHANNEL TUNNEL
- E.65-E.72 JACKDAW'S EDUCATIONAL TRUST

E.1-E.24 SEVERN BRIDGE PROJECT 1966-1984

Between 1966 and 1973 Raymond Thomas and Esmond Cleary of University College Swansea were joint directors of a Severn Bridge evaluation study, funded by the Department of Economic Affairs. The study examined the impact of the newly-opened bridge on parts of South Wales and South West England, investigating, among other issues, traffic flow, tourism, economic growth and industrial competition in the region. Thomas was responsible for the collection of data on the English side of the bridge.

This sub-section consists of correspondence, reports and other associated papers relating to the project. It also includes material relating to several smaller projects subsequently undertaken by Thomas as a direct result of his work on the Severn Bridge.

- E.1-E.3 Newspaper cuttings relating to the opening of the Severn Bridge, 1966.
Three folders.

- E.4 *The Severn Bridge and the Future: A Controversial Address given by Gerald Manner, Lecturer in Geography at the University College of Swansea, nd, c 1966.*

- E.5, E.6 A Region with a Future: A Conference on the Recent Report of the S. W. Region Economic Planning Council, Bath, UK, 2 November 1967.
- E.5 Programme.
- E.6 9pp typescript entitled 'The Structure of Communications in the South-West' by R. E. Thomas.
- E.7 17pp typescript report with appendices entitled 'Severn Bridge Studies', by R. E. Thomas and D. R. Jones, Town Planning Institute South West Branch - Northern Group Meeting, Bath, UK, 20 March 1969.
- E.8 25pp typescript booklet entitled 'The Impact of the Motorway on the South West', British Federation of University Women, 1972.
- E.9 *The Economic Consequences of the Severn Bridge and its Associated Motorways*, E. J. Cleary and R. E. Thomas, Bath University Press, 1973.
- E.10 12pp typescript entitled 'The Severn Bridge Project: Research Seminar Paper', January 1974.
- E.11 25pp typescript entitled 'Economic Development S. Wales and S. West England', February 1975.
- E.12 12pp typescript draft with appendices entitled 'Severn Bridge Report', January 1977.
- E.13 11p typescript entitled 'The Economic Consequences of the Severn Bridge', PTRC Summer Annual Meeting, University of Warwick, Coventry, UK, 27-30 June 1977.
- E.14 3pp typescript entitled 'Severn Bridge Report 1973 - Update', 16 September 1993.

- E.15-E.18 Humber Bridge, 1981.
- E.15 13pp typescript entitled 'The Severn Bridge: Precedent or Not? Reflections on Economic Consequences on the Occasion of the Opening of the Humber Bridge', April 1981.
- E.16 Cashing in on the Humber Bridge, Scunthorpe, Glanford and Gainsborough Chamber of Commerce Seminar, Scunthorpe, Lincolnshire, UK, 20 November 1981.
2pp typescript synopsis entitled 'The Humber Bridge: Prospects and Implications', and papers relating to seminar arrangements.
- E.17 2pp typescript entitled 'Humber Bridge Six Months After Opening', nd, c 1981.
- E.18 Publicity material and background papers relating to the construction and opening of the Humber Bridge, 1981.
- E.19-E.21 House of Commons Welsh Affairs Committee Inquiry into the Need for a Second Severn Bridge, 1983.
- E.19 5pp typescript entitled 'Inquiry by the Committee on Welsh Affairs into the Need for a Second Severn Bridge: A Background Paper', with 2pp manuscript notes, nd, c April 1983.
- E.20, E.21 Papers submitted as evidence, April 1983.
Two folders.
- E.22-E.24 Public Inquiry into Proposed Revision of Severn Bridge Tolls, 1984.
- E.22 7pp typescript entitled 'Severn Bridge Tolls Enquiry 1984: Memorandum by Professor R. E. Thomas'.
- E.23, E.24 Papers submitted as evidence, 1984.
Two folders.

E.25-E.45 NATIONAL ECONOMIC DEVELOPEMNT OFFICE (NEDO) 1984-1988

Raymond Thomas served as chairman of the National Economic Development Office (NEDO) Food and Drink Manufacturing Economic Development Committee. The Committee brought together representatives of management, unions and government connected to food and drink manufacturing industries with the aim of helping companies become more efficient and competitive, thereby increasing their share of UK and world markets. The Committee focussed particularly on takeovers, mergers, and monopolies in the food and drink manufacturing industries.

This sub-section contains correspondence, working papers, minutes of meetings, briefing notes, and background reports relating to the work of the Food and Drink Manufacturing Economic Development Committee.

The presentation is chronological.

E.25, E.26

1984.

Two folders.

E.27

1985.

E.28

Technology Transfer in the UK Food and Drink Industry, August 1985.

E.29

January 1986.

E.30

February 1986.

E.31

March 1986.

E.32

April 1986.

E.33

May 1986.

E.34

June 1986.

E.35

July-August 1986.

E.36

September 1986.

E.37, E.38

October 1986.

Two folders.

E.39

November 1986.

E.40

December 1986.

E.41

January-March 1987.

E.42

Food and Drink Manufacturing EDC: Protecting Company Pension Funds in Takeover Situations, June 1987.

E.43, E.44

Competition Policy in the Food Industries, University of Reading, Reading, UK, 10-11 September 1987.

Papers 1, 2, 4, 5-7.

Two folders.

E.45

Food and Drink Manufacturing EDC: Guide to Good Practice on Takeovers, January 1988.

E.46-E.49 LAKER AIRWAYS 1982-1985

In February 1982 Laker Airways, founded by Sir Freddie Laker in 1966, was declared bankrupt. Raymond Thomas chaired a group that was commissioned by the Air Transport Reserve Fund Agency to investigate some of the causes and implications of the airline's collapse. He subsequently contributed to a review of the financial protection available to those purchasing package holidays conducted by Sir Peter Lane and the Department of Transport.

This sub-section contains correspondence, notes, and working papers documenting Thomas's work relating to Laker Airways.

The presentation is chronological.

E.46, E.47

1982.

Two folders.

E.48

1984.

E.49

1985.

E.50-E.62 TOMORROW'S COMPANY 1992-1995

In January 1993 the Royal Society for the Encouragement of Arts, Manufacturers and Commerce (RSA) instigated an inquiry entitled 'Tomorrow's Company: The Role of Business in a Changing World'. The inquiry, which brought together representatives of leading UK businesses, chaired by Sir Anthony Cleaver, aimed to explore and develop a shared vision and understanding of business success in the 21st century, and to enhance the future competitiveness of UK companies. A final report was published in June 1995.

Closely involved from the outset, Raymond Thomas chaired an inquiry network group focusing on ownership, governance and measures of performance.

This sub-section contains correspondence, minutes of meetings, working papers, drafts, and reports relating to Thomas's work on the Tomorrow's Company project.

The presentation is chronological.

E.50

1992.

E.51

January-June 1993.

E.52, E.53

July-December 1993.

Two folders.

E.54

January 1994.

E.55

Tomorrow's Company: The Role of Business in a Changing World - Interim Report, February 1994.

E.56

March-August 1994.

E.57

September-November 1994.

E.58, E.59	December 1994. Two folders.
E.60	January-June 1995.
E.61	<i>Tomorrow's Company: The Role of Business in a Changing World</i> , June 1995.
E.62	<i>What the Papers Say: Coverage of the Findings of the RSA Inquiry Tomorrow's Company</i> , June 1995.
E.63, E.64	CHANNEL TUNNEL 1973 This sub-section contains a small amount of material relating to a South Western Industrial Research Ltd (SWIRL) project to assess the possible implications to shipping and trade between the UK and Europe of the proposed Channel Tunnel.
E.63, E.64	Papers and reports relating to work carried out by Thomas in connection with the SWIRL Channel Tunnel project, 1973. Two folders.

E.65-E.72	JACKDAWS MUSIC EDUCATION TRUST 1998-2002 The Jackdaws Music Education Trust, based in Great Elm, Somerset, UK, was established in 1993 with the aim of improving participation in and enjoyment of music through courses, educational projects and a programme of support for young artists. This sub-section contains minutes of meetings, accounts and associated papers relating to Raymond Thomas's involvement with the Trust as chair of the Board of Trustees. The presentation is chronological.
E.65	1998.
E.66, E.67	1999. Two folders.
E.68	2000.
E.69, E.70	2001. Two folders.
E.71, E.72	2002. Two folders.