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STATUS AND PROFESSIONAL ASSOCIATION COUNCILS

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Thesis submitted as requirement for the degree of  
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VOLUME ONE

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Status and Professional Association Councils

Colin Joseph Coulson-Thomas  
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SUMMARY

This thesis examines the predictive value of a conceptual distinction between status-seeking associations and status-maintaining associations for enhancing understanding of ten selected professional associations and of the attitudes, values, behaviour and policies of their governing organs.

Thirty four specific hypotheses have been tested by such research methods as questionnaires administered to individuals and associations, participant observation and an examination of association minutes and publications. Certain hypotheses have been found to be valid for particular matched pairs and/or groups of associations.

The findings of the study suggest that the present conceptualisation of profession, the individual professional, professionalism, professionalisation, professional status and that relating to the role of the professions in society needs to be refined and modified in varying degrees in application to accounting associations, business graduate associations and management associations. The concept of the 'ideal type' profession is shown to be of limited value in understanding certain aspects of the activities of business graduate and management associations.

The findings of the study suggest that in future the professional associations examined may attach less importance to their qualifying role and lay more stress upon their representational role. The professional association faces a managerial challenge to adjust and adapt to a range of 'external' pressures and 'internal' demands from members and may increasingly need to be regarded as an organisation that possesses certain combinations or sets of characteristics rather than as a type of organisation that possesses a particular or relatively exclusive set.

With a blurring of the distinction between the professional and state sector vocational education, and a growing customer/market orientation associated with the changing nature of work, membership of a professional association may, in future, come to be associated rather more with securing access to a relevant range of services and less with qualification for a particular career.

**Professional/Occupational Association Categorisation/Management**  
Colin Joseph Coulson-Thomas PhD 1988

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PART I

INTRODUCTION AND NATURE  
OF STUDY

CHAPTER ONEINTRODUCTION AND OBJECTIVES OF THE STUDY1.1 INTRODUCTION

The purpose of this chapter is to set out the objectives underlying the study and outline the structure of the thesis and the form in which the findings are presented.

The study has built upon the author's familiarity with the status concerns of professional associations as a result of a comparative study of selected associations for which the degree of MSc (Econ) of London University was awarded in 1980<sup>(1)</sup>. That study revealed that a conceptual distinction between status-seeking associations and status-maintaining associations appeared to have predictive value within certain parameters and contexts for enhancing understanding of both the effectiveness of the associations studied in the representational role, and the behaviour and effectiveness of their governing organs, particularly so far as communication priorities are concerned.

Status, a sociological and psychological phenomenon, is a relative concept. An association tends to have a certain perceived status position, rank or standing in relation to other associations. This suggests that, given relatively objective and commonly agreed criteria for measuring degrees of status, comparative associations could be ranked on a spectrum, or indeed spectra, from least to highest status.

Status appears to be associated with the progress an association has made in the process of professionalisation. Those associations seeking further progress along what is perceived as a commonly understood and accepted process of professionalisation for the purposes in whole or in part of enhancing their reputation or standing are considered *prima facie* to fall within the category of status-seeking associations while those associations which appear satisfied with a level of reputation or standing achieved and aim largely to maintain such a position relative to other comparative or reference associations, are, *prima facie*, considered to fall within the category of status maintaining associations.

At the heart of the study lies the validity of and value of this status-seeking and status-maintaining distinction in relation to furthering understanding of the individual and collective opinions and values of association governing organ members and the policies, activities and practices of the associations studied.

The study has largely focused upon the qualitative comparison of and evaluation of status seeking association and status maintaining association governing organ characteristics. It examines these as revealed in the composition, behaviour, objectives and policies of the governing organs of selected associations that are perceived and explicitly described by their governing organs as being professional associations and in the values and attitudes of their individual governing organ members over the period 1980-85.

The term 'association' has been selected to embrace and provide a common description of organisations studied that are formally registered and named as 'Institutes', 'Associations' and 'Societies'. Similarly the term 'Council' has been selected for use in formulating hypotheses to provide a common description and identification of the governing organisation or ultimate policy making body of the associations studied. Some of the associations studied use the term 'Council' for their governing organ while others use the term 'Committee'.

The primary academic purpose of the research that has been undertaken is to widen and deepen understanding of status in the context of associations that are perceived by their governing organs as professional associations. It was decided at the outset that the purpose of the study would not be to examine and compare the historical development of a single pair of associations. Rather the study has been designed as a contemporary and comparative investigation encompassing as many associations and as many aspects of attitudes, values, behaviours and policies as possible within the practical limits of available time and resource constraints and the applicability of and access to appropriate means of testing hypotheses.

## 1.2 OBJECTIVES OF THE STUDY

The objectives set for the study and the subsequent structuring of the research programme and presentation of the findings reflect the initial contemporary and comparative purpose of the study and the explicit preference of examining the relevance of a status-seeking - status-maintaining distinction to as many associations and as wide a range of attitude, value, behaviour and policy questions as possible.

The objectives set for the first stage of the study, undertaken during 1980-81, were to:

- (i) Review and refine the research base relating to professional associations that already existed in terms of questions posed, work done and access to research situations achieved in order to determine the scope for:
  - (a) Posing established questions in respect of new/additional study associations/situations;
  - (b) Posing new questions in respect of existing study associations/situations;
  - (c) Posing new questions in respect of new/additional study associations/situations; and
  - (d) The re-examination and refinement of existing research questions in respect of existing study associations/situations;
- (ii) Extend and deepen the author's own knowledge of professions as a subject area and the question of professional association status;
- (iii) Identify those research areas likely to be most promising in terms of being significant, and manageable in terms of the professional subject area understanding, technical research competence, access time and financial resources of the researcher;

- (iv) Initiate selected literature reviews; ~~as far as possible.~~
- (v) Assess the availability of relevant data; ~~be upon the at this reading~~  
~~and. - 10 - comparative~~
- (vi) Formulate tentative working hypotheses; and
- (vii) Commence a preliminary investigation of relevant research techniques including appropriate models.

The issues identified in respect of the study of professionalism are set out in Chapter Two. Section 2.7 of Chapter Two lists the hypotheses selected for the study. Chapter Three describes the design and method of the study.

The selection of hypotheses, associations to be studied and appropriate research techniques, cannot be undertaken in isolation or in discrete sequential steps as these considerations are interdependent. The selection process in respect of hypotheses, associations and techniques involved trade-offs and questions of balance. To make explicit the reasoning underlying the exercise of judgement in trade-off situations the following broad objectives were established for the research programme:

- (i) To give a first priority to designing a research programme that would allow as many hypotheses as possible to be tested.
- (ii) To pose questions that covered both the attitudes and values of individual governing organ members, the collective behaviour and policies of such governing organs and the activities of the associations themselves.
- (iii) To give preference in the selection of hypotheses to those specifically concerned with attitudes towards, or activities relating to, questions of status, standing and recognition.

(iv) To encompass as many different associations as possible. ~~NOT~~

It was understood that a primary focus would be upon the status-seeking - status-maintaining distinction and that the study would be comparative and contemporary and not historical.

### 1.3 STRUCTURE OF THESIS AND PRESENTATION OF FINDINGS

The thesis has four parts:

- (i) Part I introduces and sets out the objectives of the study and explains the design of the research programme and the methodologies adopted.
- (ii) To enable the reader to obtain an understanding of the similarities and differences between the associations selected for study and certain of their attributes and activities relevant to the hypotheses selected for testing, Part II sets out the history and background of these associations.
- (iii) Part III of the thesis presents the findings of the research programme in a format that allows tested hypotheses to be separately identified while appropriately grouped.
- (iv) Part IV presents a summary of the findings of the study and discusses the implications of these findings for both the academic understanding of the attitudes, values, policies and behaviour of professional association individual governing organ members and of the professional associations themselves, and the practical operational use of the findings.

To assist their easy identification throughout the thesis the associations studied are consistently referred to by appropriate identifying letters (eg Business Graduates Association - BGA) while the hypotheses selected for study are consistently identified by roman numerals (i) to (xxxiv) corresponding to their initial listing in Section 2.7 of Chapter Two.

In view of the large amount of material collected on the history and background of the accounting associations studied, Part II aims to present summary information in a common and consistent format across all associations while selected relevant association specific information relating to hypotheses selected for testing is presented in Appendices VIII - XIII.

In view of the relatively large number of hypotheses tested and associations examined and to prevent the thesis from being overly long, the interview and participant observation findings are presented in Part III in summary form. Documentary evidence consulted and found to be relevant was extensive. To contain the length of the thesis and ensure a smooth flow of the presentation of findings and consistency with the findings derived from other categories of evidence a similar summary of findings derived from published evidence is given in Part III with a selection only of such relevant evidence presented in the form of Appendices XIV - XXX.

The Appendices themselves are grouped into Parts I - IV corresponding to the Parts I - IV of the main body of the text.



## CHAPTER TWO

### ISSUES IN THE STUDY OF PROFESSIONALISM

#### 2.1 INTRODUCTION

This chapter examines the concepts of profession, professionalism, professionalisation and professional status in the context of the objectives of the study and presents and groups the hypotheses selected for study.

## 2.2 THE CONCEPT OF THE PROFESSION

There are a number of distinct approaches to the definition of the term 'profession'. The 'trait' approach identifies occupational groups as professions according to whether or not they possess certain traits and characteristics. Adopting this approach involves formulating a list of characteristics and attributes, which are not necessarily theoretically related, and examining whether or not they are possessed by the occupational group(s) under examination<sup>(1)</sup>.

Flexner<sup>(2)</sup> identifies five characteristics of a profession, namely skill based on theoretical knowledge, the need for training and education, the organisation of the profession, altruistic service and service applied to the affairs of others. Sidney and Beatrice Webb<sup>(3)</sup> identified similar elements with their definition of a profession as:

"A vocation founded upon specialised educational training, the purpose of which is to supply disinterested counsel and service to others, for a direct and definite compensation, wholly apart from expectations of other business gain."

The characteristics identified by Carr-Saunders and Wilson<sup>(4)</sup> that distinguish professions are skill based on theoretical knowledge, prolonged and specialised training and education, concern with standards and integrity of practice, the existence of a professional association, adherence to an ethical code and a system of remuneration related to professional service provided. The questions of skill, technique and theory, training and examination, demonstration of competence and codes of ethics feature among characteristics set out by Millerson<sup>(5)</sup>. The importance of specialist knowledge is also recognised by Rowbottom in his definition of a professional as 'a person capable of applying special theoretical knowledge or insight in cases where objective and impartial judgement of both needs and appropriate responses is called for<sup>(6)</sup>.

The identification of a profession is, according to Carr-Saunders and Wilson<sup>(7)</sup> a complex of characteristics. A number of classification schemes have been developed which, while having some common elements, are far from uniform. Millerson<sup>(8)</sup> examining the work of 21 writers identified 23 characteristics. Too tight a definition of a profession can lead to a concentration upon characteristics possessed by 'ideal type' professions rather than characteristics of groups aspiring to professional recognition<sup>(9)</sup>.

Not all the associations to be examined have been fully accepted as 'ideal type' professions. The Institute of marketing (IM), for example, has been said to match three of five of Wilensky's professionalisation criteria<sup>(10)</sup> to be a 'qualifying association' in Millerson's<sup>(11)</sup> sense, whose qualification is of limited value<sup>(12)</sup> and facing restraints limiting it to 'semi-profession' status<sup>(13)</sup>.

Another approach to the study of the professions is the functionalist approach which concentrates upon the social role and function of the occupational group(s) under examination. The functionalist model of the professions tends to limit the characteristics examined to those that have some relevance for the professional-client relationship or the social system as a whole<sup>(14)</sup>.

Very diverse organisational groups have attracted the label 'profession'<sup>(15)</sup>. Experience before this study was commenced had recognised: 'the impossibility of defining sufficiently clearly the work of a practising accountant to enable legislation to be drafted in order to 'close' the profession', recognising 'the problem of giving legal definition to the field of activity covered by members of a profession'<sup>(16)</sup>.

Professions are, however, broadly 'characterised by (a) a specific code of conduct regulating the work of members, often based on legislation, (b) a body of knowledge that requires several years of study and examination before the right to practise is granted, and (c) a consideration for the welfare of clients or patients or users that takes priority over the needs of the practitioner.'<sup>(17)</sup> A more recent Institute of Chartered Accountants in England and Wales (ICA) view has regarded a 'Profession' as an entity which has a body of knowledge and expertise built up over a period of time and which its members improve by common effort; an education process for transmitting this body of knowledge to new entrants and for keeping its members up to date; a standard of professional qualification maintained by examination; a standard of conduct and competence governing the relations of its members with clients, the public and their colleagues; and permission to protect its professional interests, provided it does so in the public interest.<sup>(18)</sup>

For discretion to be delegated to a profession, the degree of professionalisation achieved should be validated by public approval of the profession's dominant values and primary purpose. As one moves from the professional to the representative end of a notional professional-representative spectrum, a tendency towards member heterogeneity reduces the prospects of validation achievement<sup>(19)</sup>.

A major operational factor in the identification of professional bodies to include in this study was explicit expressions of concern in aims and objectives sections of constitutions with the establishment and maintenance of 'professional standards' and 'codes of practice'. Standards pose a dilemma for professions in that while they can assert a profession's authority and autonomy they can also be used as a means of external control of the profession<sup>(20)</sup>.

Another factor was explicit recognition of the need for educational rather than purely representational activity within a field claimed to be a 'Profession' area and within which training to an appropriate standard and 'professional' recognition, if not qualification, was claimed to be necessary for authoritative practice. It will be seen that such a definition, based upon tangible and explicit indicators, is relatively objective compared with a 'subjective' approach that identified as professions, without assessment of such tangible indicators, those groups that claimed to be, or described themselves as, professions. There is, in the literature on 'professions', more apparent agreement about the consequences in terms of behavioural implications of claims to professional status than there is about definitive definition.<sup>(21)</sup>

Qualification has been seen as the key to 'professionalisation'<sup>(22)</sup>. The 'status' of a profession and 'the reputation of each member' depends on the preservation of high standards, particularly in initial education qualifying for membership<sup>(23)</sup>. Traditionally the universities had been the home of professional education<sup>(24)</sup>. The IM, with a view to raising the academic status of the Institute was at the end of the study period aiming to "introduce courses, in co-operation with other University Management Centres such as Ashridge Management Centre and Cranfield School of Management"<sup>(25)</sup>. An academic commentator has criticised both the IM and the British Institute of Management (BIM) for failing to produce a 'graduate level' journal and advanced qualifications and has suggested that "both the IM and the BIM must set their sights higher in intellectual terms"<sup>(26)</sup>.

Status, image, role, credibility and the questions of public understanding and self-regulation appear to be major preoccupations of individual professionals<sup>(27)</sup>. Professionalism, standards, independence and continuing professional education also appear very important to individual professionals<sup>(28)</sup>.

The concept of the Profession is, to a large degree, an Anglo-Saxon construct<sup>(29)</sup>. In Anglo-Saxon countries the professions are recognised as playing an increasingly important role in government<sup>(30)</sup>. The professions have been subject to a Monopolies Commission enquiry<sup>(31)</sup>.

Independence has been seen as the 'principal advantage' of a profession, the professional being able to 'take a detached view', 'one of the principal attributes of the professional man' being the 'ability to remain impartial'<sup>(32)</sup>. This independence is prized and it may be perceived from time to time even by a 'recognised' profession as under threat<sup>(32)</sup>. A representational role needs to be such as not to compromise professional independence.

'Neo-Weberian' and Marxist approaches to the definition of professions have tended to view role and function as special or class privileges that have been secured by direct action, and which may have been achieved at the expense of other groups in society<sup>(33)</sup>. Neo-Weberian and Marxist analyses have viewed professionalisation in terms of exclusion to create barriers to entry and promote a privileged position through restrictive practices and legal monopolies<sup>(34)</sup>.

The Neo-Weberian or Marxist approach to the study of the professions has tended to reinterpret traits and characteristics as pretensions, claims, images and symbols rather than 'realities'<sup>(35)</sup>. The Neo-Weberian concentration upon closure, which could be said itself to be a 'trait', would not appear as relevant to the business graduates associations or the management associations as it would be to the accounting associations selected for study<sup>(36)</sup>.

The Marxist approach differs from the Neo-Weberian approach with its focus on the market context in that it is focused more on the class role of the professions in the production process. The established professions have been linked with the dominant capitalist class<sup>(37)</sup>. The professions have been described as the 'agents of capitalist control' and as 'servants of capitalism'<sup>(38)</sup>.

Professional associations in some form have a relatively long history within the UK. While a number of chartered associations have achieved recognition and full professional status since the second World War, there has been a proliferation of associations as new bodies have been established in fields that had hitherto not been professionalised. In the 1960s and 1970s claims for recognition and professional status emerged in respect of these new associations.

In the 1970s a second trend emerged parallel to the growth in the absolute number of associations. This was the growing interest in the representational role. Existing professional associations embraced the representational role more aggressively while a number of new associations were established with an explicit double representational and professional purpose the articulation of the double role being evidence of a belief, so far as these associations were concerned, that the traditional concept of profession did not embrace the representational role.

The development of a wider range of vocational courses within the UK state education sector challenged the primacy of professional education. In some cases professional associations lost monopolies. Syllabuses have been changed and in a number of cases the formal educational role has been dropped in the area of initial qualification, though generally where this has occurred an updating role has been maintained.

The importance of the growth of UK state vocational education should not be underestimated in the context of the present study. In the post-graduate business studies area, for example, the UK lagged behind the US and significant development only dates from the the 1960s<sup>(39)</sup>. The implications of State provision have still to be fully understood in a number of areas. Some associations conscious of the impact of State provision have felt their existing role to have been infringed upon or duplicated to such an extent that they have consciously sought new roles, in a number of cases the representational role.

With the growth in the number of associations claiming to be professions there has been in some quarters an unfavourable reaction. Established associations have eyed new entrants with a mixture of arrogance and annoyance. Some new associations have been regarded as a threat not only to potential membership and income but to hard-won professional standing. Some associations have regarded others as bogus.

The question of the academic recognition given to a field with claims to 'professional' status is directly relevant to the origins of the present study. The first chapter of one of the author's books alludes to the professionalisation of public relations<sup>(40)</sup>. It is significant that while there are several departments of public relations in North America offering Masters Programmes and a small but growing number offering Doctoral Programmes, there was within the UK University system, at the outset of the study, not a single full-time lecturer in public relations<sup>(41)</sup>.

The adoption of a representative role by professional associations has increased their importance in certain areas of national decision-making where there is a degree of shared responsibility between the government and private groups and in the view of Blank<sup>(42)</sup>, insufficient attention has been given to this aspect of the activities of professional associations. In Dahl's<sup>(43)</sup> view, there is a dearth of studies on (this) subject.

The validity and credibility of claims to professional status depend in large part upon demonstration of the existence of self-regulation and consultation in respect of subject fields in which the government itself could and would be likely to intervene in some form in the absence of the associations concerned<sup>(44)</sup>. Government itself on occasion welcomes and encourages 'specialist organisations that can help it in carrying out policies' and is 'likely to respond helpfully' to those able to provide expert knowledge<sup>(45)</sup>. The government may itself mobilise, consult and negotiate with 'groups that control needed expertise and information'<sup>(46)</sup> and may itself take the initiative in the creation of channels of representation<sup>(47)</sup>.



A focus of the author's earlier work upon representational activity<sup>(48)</sup> was designed to correct an imbalance which Fielding<sup>(49)</sup> felt existed in that work in professionalisation had been too occupation-orientated and had neglected the social context in which the process occurs, and in particular the increasing role played by the State.

The concern of the study with the governing organs of associations is felt to be of particular value given the tendency of profession studies to focus upon questions of professional education and training<sup>(50)</sup>.

### 2.3 PROFESSIONALISM

Professionalism is defined by Vollmer & Mills<sup>(51)</sup> as an ideology and associated activities that can be found in many and diverse occupational groups where members aspire to professional status. Straus<sup>(52)</sup> associates the values of expertise, autonomy, commitment and responsibility with professionalism. Kleingartner<sup>(53)</sup> identified some 30 goals or values sought by professional workers in their work and careers and categorised these into those concerned with individual satisfaction and career development, autonomy, economic security and enhancement and occupational integrity and identification.

To Freidson<sup>(54)</sup> the attitudes, values and orientation associated with professionalism comprise three groups of commitments to professional ideals of knowledge and science, concrete professional life-career and to concrete historically-located institutions and to the special character of professional work. Expertise, autonomy, commitment, identification with the profession and fellow professionals, ethics and collegial maintenance of standards are professional characteristics associated by Kerr, Von Glinow and Schriesheim<sup>(55)</sup> with professionalism. Such values and characteristics have been found among chartered accountants in industry<sup>(56)</sup>.

A significant source of professional standing is the degree of occupational control exercised by a profession in the relationship between the producer and the consumer. Johnson has defined 'professionalism' in terms of the ability of a professional association to define and control the services required by the consumer and has expressed the view that professionalisation can lead to no more than partial autonomy due to mediation by the state<sup>(57)</sup>. Johnson has defined professions as occupations in which 'the producer defines the needs of the consumer and the manner in which these needs are catered for'<sup>(58)</sup>.

Comparative examination of the relationships between producers, consumers and the state has occurred in the health services and legal professions, but there has been little examination of them in the context of the management and accounting professions<sup>(59)</sup>.

The study is not primarily concerned with the sociology of the professions at the level of the professional work undertaken by the individual professional<sup>(60)</sup>.

A distinction has been drawn between a profession and professionalism on the grounds that while an activity (eg Marketing) may not be a purely professional activity, there are degrees of professionalism and in a particular area a higher degree of professionalism may be desirable<sup>(61)</sup>.

Walter Goldsmith, formerly Director General of the Institute of Directors (IOD), has drawn attention to a possible educational role for the IOD in its drive for 'professionalism'. "Qualification for membership is only one ingredient of a forward plan which is being fully discussed within the Institute . . . The forward plan involves not only professionalism, but also the manner in which the Institute will become more influential and develop an increasing contribution to business practice and the conduct of the nation's affairs . . . the standing of company directors needs raising. The IOD, as the only organisation in the country representing business leaders as individuals, intends to play the leading role in this process."<sup>(62)</sup>

The British approach to professionalism in industry has been suggested as having lowered the status of production and manufacturing with a consequent impact on performance, suggesting there has been a 'price to pay' for professionalisation<sup>(63)</sup>.

## 2.4 PROFESSIONALISATION

Professionalism as a concept tends to be applied at the level of the individual and professionalisation at the level of the group, although this distinction has not been without challenge<sup>(64)</sup>. Vollmer & Mills<sup>(65)</sup> define professionalisation as "the dynamic process whereby many occupations can be observed to change certain crucial characteristics in the direction of a 'profession'." The proposed study will examine the role of status in this process.

One view of professionalisation is that it represents a series of discrete stages through which every occupational group undergoing professionalisation must pass<sup>(66)</sup>. The nature and order of these stages, or the 'process' by which an occupational group becomes a profession is the primary focus of the historical and process approaches to the study of professional associations. Those adopting the historical or process approaches have tended to select a single occupational group for study. While the structural-functionalist approach to professionalism identifies a relatively high degree of skill and a service orientation or dedication, as a justification for special recognition, and the power approach distinguishes professions by their ability to work for and secure recognition, the process approach suggests that underlying the process of professionalisation is a relatively common pattern of development over time<sup>(67)</sup>.

Fielding<sup>(68)</sup> has examined the process of professionalisation within the ophthalmic optician profession in Britain and has identified as important in the occupation's process of professionalisation and search for status of the actions of the optician's leaders, the gradual unification of the associations representing segments of the profession, the struggle with medicine and the involvement of ophthalmic opticians in state-organised optical welfare schemes. A key question is the extent to which the achievement of status is the consequence of this process and the extent to which the search for status is a motivator of further steps along the process of professionalisation.

Wilensky's<sup>(69)</sup> five stage 'typical sequence' of professionalisation, namely doing the work full-time, determining standards of work and establishing training schools, promoting an effective occupational association, gaining legal protection of the monopoly of skills and establishment of a code of ethics, although developed in the context of the established professions of medicine and law, represent criteria that could be suggestive of position upon a conceptual status-seeking and status-maintaining spectrum.

Professionalisation can exist at two levels, the level of structure and the level of values, attitudes and behaviour<sup>(70)</sup>. A view has been expressed that values tend to be uniform within professional groups<sup>(71)</sup>. A value such as a desire for relative autonomy can be widely shared<sup>(72)</sup>. Professional identity has significance for the self-concept and social lives of professional students during their professionalisation<sup>(73)</sup>. There is some evidence that ritual has played a significant role in the process of professionalisation in the case of traditional professions such as medicine<sup>(74)</sup>.

The process of professionalisation can be seen as an exercise in collective social mobility, a collective search for status<sup>(75)</sup>. The sponsorship of the State<sup>(76)</sup> can be a significant step in the process of professionalisation<sup>(77)</sup>.

Further study of the motivation for the process of professionalisation will add the stock of empirical information about professions within the field of sociology of the professions<sup>(78)</sup>. It has been argued that the Marxist approach, in particular, has been based largely on assertion rather than empirical evidence<sup>(79)</sup>.

In the view of the author, professional studies are under-represented in the industrial, commercial and managerial semi-profession category compared with the ideal-type profession and paramedical type profession categories<sup>(80)</sup>. The associations to be examined in the industrial, commercial and managerial category vary in the extent to which they are knowledge- or service-orientated and findings might allow an assessment of the value of this distinction<sup>(81)</sup>.

It should be said that the notion of professionalisation is not without challenge. Doubt has already been expressed about whether non-routine white-collar occupations inevitably progress along a path of professionalisation<sup>(82)</sup>. The study would uncover a number of deviations from and inconsistencies with such a model. The BIM and IPR for example have both moved for a number of years out of the role of qualifying association.

Professionalisation need not always be positive and cumulative. One study has suggested that changes in the knowledge base, shifts in the composition of the profession, emerging employment patterns, consumerism, and encroachment from allied professions are eroding the position of the professions and resulting in a process of 'deprofessionalisation'<sup>(83)</sup>. The next section will examine some of these challenges to the professions.

## 2.5 PROFESSIONS AND SOCIETY

The rise of professionalism has been identified as a social phenomenon of some significance<sup>(84)</sup>. In McLoughlin's<sup>(85)</sup> view, the problems of professions, professional people and professionalisation are nothing less than an aspect of twentieth century life, and one of increasing weight and importance in that the professions are now reshaping the structure and purpose of organisations on a far greater scale than in the nineteenth century. In Freidson's<sup>(86)</sup> view, professionals increasingly formulate the rationale for organisations and control the performance of the core of the work which is the prime justification for the existence of the organisations.

Within the public sector, particularly in the context of introducing management criteria into the conduct of organised professional activity, the role of professionals is recognised as a major issue<sup>(87)</sup>. An understanding of professionalism<sup>(88)</sup> and the question of professional values have become more central to public administration<sup>(89)</sup>. The special interests of professions can have a significant impact on public policy<sup>(90)</sup>.

Threats to a profession include changes in technology and in its knowledge base<sup>(91)</sup>, the removal of problems<sup>(92)</sup> and the encroachment of other groups<sup>(93)</sup>. Clients themselves are becoming better informed and more self-reliant<sup>(94)</sup> and critical<sup>(95)</sup>. Suggestions have been made for lay representation<sup>(96)</sup>. Governments have also been critical of professions and have sought to accommodate them within a national vocational education framework<sup>(97)</sup>.

The threats and challenges that have occurred have been perceived as having an impact upon professional status. The growth of vocational education in the state educational system has been interpreted as a challenge to the status of the professions<sup>(98)</sup>. The employment of professionals in groups has been seen as a threat to individual professional status<sup>(99)</sup>. A rise in the supply of professionals relative to demand can also endanger professional status<sup>(100)</sup>.

With greater access by the state vocational education system to their knowledge base, the pressures of 'corporate' employment of professionals, a more demanding client attitude and a state dedicated to greater competition, it has been suggested that it is becoming more difficult for the professions to maintain occupational control<sup>(101)</sup>. Professions then face a challenge, both to their core knowledge and its control and the conditions under which it is applied in the market-place<sup>(102)</sup>. Governments have begun to interfere in the professional market-place<sup>(103)</sup>.

Friedman<sup>(104)</sup> has advocated the de-professionalisation of such an established profession as the medical profession, on the grounds of its lack of responsiveness. The newer and aspiring or status seeking professions have been accused of pursuing self-interests at the expense of the public welfare<sup>(105)</sup>.

Government activity in a number of areas such as taxation, company law, exchange, dividend and prices and incomes policies plus the legal cases resulting from intervention policies have an impact upon the work of the accountant. In certain areas as a result of Department reports, some public criticism of accountants had arisen in respect of a number of specific questions such as the holding of shares in a client company.

Recent events, particularly in the case of the accounting profession, provide some support for the Johnson view that the profession-state relationship is an interdependent one and may change over time<sup>(106)</sup>. In the period 1986-87 the accountancy profession has been forced by legislation, and by a Government discussion paper directly relating to the regulation of the accounting profession, to enter into a close dialogue which has suggested a degree of interdependence in respect of the relative roles of government regulation and professional self-regulation<sup>(107)</sup>.

A 1970 Monopolies Commission Report examined professional services as a restrictive practice. A number of broad technology and social trends have also been perceived as posing threats to the professions<sup>(108)</sup>.



As their authority is challenged, professions may need to exercise power<sup>(109)</sup>. The challenge for the governing organs of professional associations is to understand the changing relative importance of different sources of power and how power might best be exercised.

The regulation of the professions has itself been a subject of study<sup>(110)</sup>. How the professions should be regulated is not a significant concern of this study. Operational lessons drawn from the results of the study will be primarily concerned with the management of professional associations.

Accounting has been categorised as mainly serving corporate or governmental organisations rather than individuals<sup>(111)</sup>. This is also primarily the case with the associations composed of business graduates and the management associations. It should be noted that government activity can represent opportunities as well as challenges to professional associations<sup>(112)</sup>.

## 2.6 PROFESSIONAL STATUS

The trait model of a profession links its standing and position to the possession of characteristics, while the functionalist approach tends to view the standing and position achieved by a profession, including self-regulation as granted by society in return for the profession's ethical and responsible practise of a relatively complex skill<sup>(113)</sup>. Freidson has defined 'profession primarily as a special status in the division of labour supported by official and sometimes public belief that it is worthy of such status'<sup>(114)</sup>.

A profession could be considered as a status set or group conferring, confirming, reinforcing and supporting status and accommodating group status needs and drives<sup>(115)</sup>. Joining a profession can confer standing and create what is perceived as a channel of individual and collective social mobility<sup>(116)</sup>. Membership of a profession has itself been considered a status measure<sup>(117)</sup>.

Skills, knowledge and education have been suggested as relatively important determinants of the prestige and status of a profession<sup>(118)</sup>. Freidson, however, has argued against the content or length of a particular form of training, as a significant contributor to professional status<sup>(119)</sup>.

The individual and collective search for status, standing, recognition, authority and self-respect are recognised by Burton<sup>(120)</sup> as a basic drive. Status-seeking by individuals and groups, the search for externally authoritative or generally accepted standing and recognition is considered a basic human need<sup>(121)</sup>. It may be that those who seek professional as opposed to managerial careers have distinct personal values, self-identities and behavioural preferences<sup>(122)</sup>.

Recognition is an important value<sup>(123)</sup> and the drive for recognition and identity is manifest in individuals at a young age<sup>(124)</sup>. The search for identity is also a strong drive<sup>(125)</sup>. The study examines the status drive within the context of the governing organs of selected professional associations.

Authority to the professional association could be considered analagous to the power of the nation state<sup>(126)</sup>. Like power, authority, in the context used, is difficult to define, though its existence can be inferred from the ability to achieve desired outcomes and in terms of the deference given to formal statements of view.

The degree of occupational control achieved by professionals could reflect their power relative to clients or customers and society in general. Professional and managerial control have been perceived as ends of a power continuum according to the degree of autonomy and occupational monopoly secured in an organisational context, a view which plays down other sources of power in society<sup>(127)</sup>.

Access to resources can be a source of power and relatively scarce professional knowledge could be considered as one such resource<sup>(128)</sup>. Individuals are, on occasion, able to use their access to the resources of professional associations to advance their own personal interests. An examination of the British 'business elite' as defined in terms of membership of the boards of about one thousand of Britain's largest companies has identified the holding of office in the IOD and the BIM as a route to advancement, the BIM in particular emerging as a gate-keeper for business access to government<sup>(129)</sup>.

One could examine the extent to which knowledge workers across traditional professional boundaries are emerging as a relatively homogenous new class. The emerging awareness of a distinction between managerial work in the larger organisation and professional practise supports survey findings that have revealed that professional-technical workers and managers can differ from one another structurally and ideologically<sup>(130)</sup>.

The authority of the representative association, the extent to which the probability of outcomes will be affected depends upon a number of factors. The motivation to use potential authority may not be strong. The effectiveness of authority will vary according to in respect of what and of whom it is exercised, the width or range of its application and its scope. Authority can be conceived of as both a symbol and as a reality. It can be built up by shrewd investment and spent rather like currency.

Influence depends upon reputation<sup>(131)</sup>. There is some evidence that legislators and government agencies judge representative associations upon the basis of the quality and accuracy of the information they provide, the 'professionalism' of their spokesmen and media and public impressions of the associations concerned<sup>(132)</sup>.

The leaders of the ophthalmic occupation have been found to have pursued status-enhancing activities<sup>(133)</sup>. Objective and subjective authority and status has been found to be a central concern of selected professional associations<sup>(134)</sup> and 'status and power' has been used by Dion<sup>(135)</sup> as one of three means of classifying consultative associations in comparative studies.

The six characteristics of a profession identified by Millerson<sup>(136)</sup> include a comparative status level reached after deliberate action by the occupation concerned, recognise that professional status is a dynamic quality that reflects economic and social change and include both subjective and objective recognition as a profession. Millerson<sup>(137)</sup> defines a profession as a type of higher grade, non-manual occupation, with both subjectively and objectively recognised status, possessing a well-defined area of study or concern and providing a definitive service, after advanced training and education.

The complexity of work undertaken has been identified as a significant source of occupational status and prestige<sup>(138)</sup>. Complexity of work can also be important to self-image<sup>(139)</sup>.

Task complexity and education can be significant predictors of future occupational earnings and success<sup>(140)</sup>. For those with non-elite backgrounds or with a professional family tradition, university education can have a significant impact upon occupational and professional success<sup>(141)</sup>. It has also been suggested that experience in a first job can be an important determinant of future occupational success<sup>(142)</sup>. Vocational and professional education may increase an individual's chances of obtaining a first job opportunity that is conducive to future success.

To Caplow<sup>(143)</sup> the process of professionalisation begins with the formation of a Qualifying Association. Promoting an effective occupational organisation represents the third of Wilensky's<sup>(144)</sup> five stages of professionalisation, the remaining two stages being the gaining of legal protection of the monopoly of skills and the establishment of a code of ethics.

The registration under statute of members of a professional occupation has been identified as a source of upward professional status mobility. It has been suggested that this form of 'closure' is no longer sought by the recognised accountancy profession as the ICA, for example, has achieved this objective by other means<sup>(145)</sup>.

Whether or not an association has or has not been or is or is not seeking legal protection of the monopoly skills or the establishment of a code of ethics, could be taken as a criterion for distinguishing associations into status-seeking and status-maintaining categories. Other criteria that could be employed to establish relative position on a status-seeking - status-maintaining spectrum would be the 21 elements of professionalisation suggested by Harries-Jenkins<sup>(146)</sup> or the 13 elements found to be important in the study of 43 qualifying associations undertaken by Hickson & Thomas<sup>(147)</sup>. Entry to a status-maintaining category could, following Orzack & Uglum<sup>(148)</sup>, be according to the criterion of achievement of protection of the state.

The hypotheses selected and presented in the next section assume clusters of characteristics can be grouped along a status-seeking - status-maintaining continuum. Findings may allow some assessment of the extent to which postulating such continua is of value to the study of professional associations. Fielding<sup>(149)</sup> has thrown some doubt upon the value of a simple continuum running from the occupation which has yet to commence the process of professionalisation through to the 'ideal type' of profession such as law and medicine.

The study will examine the role of professional knowledge in the establishment of status in society<sup>(150)</sup>. In the view of Krause<sup>(151)</sup> the mandate of a profession is based on the expertise which it can successfully claim in a society, regardless of whether the expertise is real or not in terms of some outside or objective criterion.

The professional associations to be studied are all primarily located in the commercial sector. Their members largely offer an indirect service to organisations rather than a direct personal or social welfare service to individuals. The status, standing and power of the associations in question derive from their work location and reflect the differences between this location and that within which, say, medical practice is undertaken.

A number of attempts have been made to categorise the semi-profession<sup>(152)</sup>. A search for professional status could derive from the desire of a semi-profession to achieve a firm theoretical base and relative freedom from guidance and control by administrative rules and by superiors in the organisational hierarchy<sup>(153)</sup>. The eight characteristics of a semi-profession identified by Toren, namely the lack of a firm theoretical base, a relatively short period of training, the absence of a monopoly of exclusive skills or special area of competence, that rules to guide practice which exist are laid down by non-professionals, relatively less specialisation, the exercise of control by non-professionals, recruitment from the lower classes while possessing an ethic of serving people could be taken as criteria for suggesting that a status-maintaining state has not been reached. One professional association it is proposed to examine, namely the Institute of Marketing (IM) has been categorised by Walker<sup>(154)</sup> as a semi-profession.

Three associations in the status-seeking category with a common vocational concern with communications (including the IM) that, in the opinion of the author, would qualify for inclusion in the 'semi-profession' category have been selected for study and are profiled in Chapter Six.

It is important to distinguish between subjective concepts of status such as the level of status achieved by a profession in society and objective status such as the level of professionalisation achieved. Thus Jarvis<sup>(155)</sup> has criticised recruitment from the lower classes as a criterion for the identification of a semi-profession<sup>(156)</sup> on the grounds that this could be a status in society rather than a professionalisation measure.

Professionalism could be a confirmation of an individual's existing social status as much as a route to a higher status. It has been suggested that social class measured separately from fathers' educational level and occupational prestige can have a strong additive effect on educational attainment<sup>(157)</sup>. Differing opinions have been expressed on the effect of family socio-economic status independent of education as a determinant of occupational status<sup>(158)</sup>. There is some evidence, however, that fathers can use their connections to assist their sons' careers so long as the sons remain in occupations of similar status to those of their fathers<sup>(159)</sup>.

Within a particular profession different groups of member may have differing concepts of professionalism<sup>(160)</sup>. It has been recognised that integration of a distinct profession into a pre-existing managerial hierarchy, operating in a separate managerial hierarchy or operating in private practice represent differing forms of relationship between professions and their employing authority<sup>(161)</sup>.

Differing concepts of professionalism may be related to certain characteristics<sup>(162)</sup>. In Millerson's<sup>(163)</sup> view an aspiring occupation must be subjectively and objectively recognised as a profession.

Certain concepts of professionalism could be associated with Gender. It has been argued that Gender has been largely ignored in the study of occupational groups<sup>(164)</sup>. Some evidence exists to suggest that among business graduates, women MBAs are more likely than men MBAs to seek independent and alternative forms of work<sup>(165)</sup>.

The managerial semi-professions, it has been argued, have become patriarchal and male dominated, as tends to be the case with the traditional or established professions, as professionalisation has increased male control even though certain semi-professions employ a relatively higher proportion of women<sup>(166)</sup>. A growth in the number of women securing professional qualifications may have an impact upon their future occupational prospects<sup>(167)</sup>.

The associations selected for study were male dominated in that relatively few women served on their governing organs. It has been suggested that the structures, ideologies and recruitment patterns of certain professional associations could discriminate against women<sup>(168)</sup>.

The distinction between an ethic of merely serving people as, for example, in retail service, and the possession of a professional code of ethics as, for example, in medicine could be taken as a criterion for distinguishing between a semi-profession and a profession<sup>(169)</sup>.

A status-seeking and status-maintaining distinction is to a degree implicit in and position on a status-seeking to status-maintaining spectrum could be identified according to Carr-Saunders<sup>(170)</sup> four major types of professions, the would-be professions, the semi-professions, the new professions and the established professions. Professionalisation could be considered in terms of progress along a status-seeking to status-maintaining spectrum and a professionalisation formula such as that of Hickson and Thomas<sup>(171)</sup> could be used to locate position on a notional spectrum.



The importance of the process of seeking status and recognition as a profession has been identified by Hughes<sup>(172)</sup>. To Millerson<sup>(173)</sup> professionalisation is "the process by which an occupation undergoes transition to become a profession". Status is one of the 21 elements of professionalisation identified by Harries-Jenkins<sup>(174)</sup>. An objective measure of status (Royal Charter of Incorporation) features in the list of 13 significant or discriminating items resulting from the empirical study by Hickson & Thomas<sup>(175)</sup> of professionalisation. Status-seeking and openness to 'opportunity and expediency' in the achievement of professional aspirations were recognised by Wilensky<sup>(176)</sup>. The search for status has been an identified element in University of Aston based studies in Ophthalmic Optics<sup>(177)</sup> and Marketing<sup>(178)</sup> as professions.

Johnson<sup>(179)</sup> has recognised the need to develop theory relating to the factors upon which the authority of the professional practitioner is based.

The majority of profession studies have been concerned with status-achieved, status-maintaining professions such as medicine and law<sup>(180)</sup> or have been snapshot studies at a particular level of status<sup>(181)</sup>.

Notions of status and authority have been identified as being central concerns of professional associations and a comparative case study approach based largely upon participant observation of the behaviour and effectiveness of a number of selected professional associations has revealed that a conceptual distinction between status-seeking associations and status-maintaining associations had predictive value within certain areas for enhancing understanding of both professional association and professional association governing organs behaviour, particularly so far as communication priorities are concerned and association and association governing organ effectiveness<sup>(182)</sup>. The current study aims to explore the extent to which association leaderships can be categorised as status-seeking and status-maintaining by focusing upon the characteristics, values and goals of association governing organs.

In Henry's<sup>(183)</sup> view, professions are beset by status problems and actively seek status. The proposed study will not adopt the functional approach of Parsons<sup>(184)</sup> and Barber<sup>(185)</sup> in view of the study's concentration upon the process of development of professional status. The dynamic nature of occupational change is recognised by Foote and others<sup>(186)</sup>.

The search for status and authority has been established as a formal objective of the Institute of Marketing<sup>(187)</sup>, the Communication, Advertising and Marketing Foundation<sup>(188)</sup>, the Institute of Chartered Secretaries and Administrators<sup>(189)</sup>, the London Society of Chartered Accountants<sup>(190)</sup>, the Society of Company and Commercial Accountants<sup>(191)</sup> and the Association of Authorised Public Accountants<sup>(192)</sup>. The search for 'Chartered' status has been a conscious element of the policy of the Institute of Scientific and Technical Communicators<sup>(193)</sup>, CAM, the British Institute of Management<sup>(194)</sup> and the Institute of Marketing<sup>(195)</sup>.

The status of governing organ members could be assessed according to the stage reached on some notional typical professional career process<sup>(196)</sup>. Thus higher status might be associated with having moved upwards through a greater number of clearly defined stratified stages within the profession or with more established professional norms, expectations and life styles<sup>(197)</sup>. It might also be associated with work occupying a more central role in life<sup>(198)</sup>. Status-seeking might be associated with a higher work commitment than is the case with an established profession given the pressure upon a marginal profession to create an image of professionalism<sup>(199)</sup>.

A further distinction that could be of value in categorisation of associations is that between the creators and the reproducers of knowledge within a profession<sup>(200)</sup>. In practice, association governing organs and their members are likely to a degree to be involved in both roles<sup>(201)</sup> but the relative emphasis upon each role may vary from association to association.

It is proposed to identify empirically the relative perceived importance of the ends that professional association governing organs actually pursue and the degree of conflict between these ends, economic or social, to examine how these ends relate to the status situation as perceived inside and outside the associations studied, the means used to attain ends, why certain means are used by groups at certain times in terms of either the availability of means or the relationship of one means to others, the consequences actions have for the social situation of the organisation and the process by which ends are modified and how the availability and effectiveness of different means may vary<sup>(202)</sup>.

A number of the professional associations to be studied in the accounting and management categories (Institute of Marketing (IM), Communication, Advertising and Marketing Foundation (CAM), Institute of Chartered Secretaries and Administrators (CIS), and the Society of Company and Commercial Accountants (SCCA)) have qualifying roles and are in Millerson's<sup>(203)</sup> sense qualifying associations while two further associations which could allow a direct status-maintaining and status-seeking comparison already explored<sup>(204)</sup> to be assessed have aspects of prestige organisations<sup>(205)</sup>. The professional associations selected for study allow a Royal Charter association (CIS) to, if desired, be compared with an association (IM) that has sought and failed to obtain a Royal Charter during the study period, and a relatively new association (CAM) could be compared with more mature organisations (CIS, SCCA, IM).

All the professional associations selected face some problems in that the notions of 'client' and 'competence' cannot be defined without ambiguity in their cases<sup>(206)</sup>. The full list of associations to be examined is presented in Section 3.3 of Chapter Three.

## 2.7 HYPOTHESES SELECTED FOR THE STUDY

Against the background of the great many issues identified in this Chapter and in accordance with the preferences and priorities established in Section 1.2 of Chapter One, 34 hypotheses were selected for testing. They are listed in this section and identified henceforth by roman numerals (i) - (xxxiv).

All the hypotheses selected for study contrast associations that are seeking higher status (status seekers) with those that are already relatively high in status (status maintainers). The status ranking or categorisation of associations as status seeking or status maintaining is according to the perceptions of their Council members.

Hypotheses selected for testing fall into two categories. The first consists of those which seek to apply hypotheses and findings from studies of non-management professions to associations that make claims to be professional associations in subject fields that could be broadly categorised as falling within functional fields of management (i) - (vii). The second group seeks to submit tentative suggestions arising out of the author's existing work<sup>(207)</sup> to a much greater degree of systematic, rigorous and qualitative testing (viii) - (xxxiv).

Each hypothesis selected postulates relationships already suggested implicitly or explicitly in the literature examined in this chapter, the contribution of the proposed study to knowledge being a first systematic and comparative study within the management field of the importance of perceived association status in understanding association and association governing organ attitudes, values, behaviour and policies.

The hypotheses selected for testing are as follows (the references given indicate the primary source of previous research from which each hypothesis is derived):

- (i) Council members of status-seeking associations tend to be of lower ranking class origins than Council members of status-maintaining\* associations<sup>(208)</sup>.

\* as perceived by their Council members

- (ii) The Council professional self-recruitment rate (the extent to which children join the professional associations of their parents) of status-seeking\* associations is lower than the self-recruitment rate of status-maintaining\* associations<sup>(209)</sup>.
- (iii) Many status-seeking\* association Council members would ideally prefer to be members of a perceived status-maintaining association<sup>(210)</sup>.
- (iv) Council members of status-maintaining associations possess a more highly developed concept of professionalism than Council members of status-seeking\* associations<sup>(211)</sup>.
- (v) Status-maintaining associations tend to be creators of knowledge within professions while status-seeking\* associations tend to be reproducers of knowledge<sup>(212)</sup>.
- (vi) Members of Councils of status-maintaining associations are more professionally orientated than members of Councils of status-seeking\* associations<sup>(213)</sup>.
- (vii) Status-maintaining associations have larger bureaucracies and more formal organisations and procedures than status-seeking\* associations<sup>(214)</sup>.
- (viii) Status-seeking associations consciously seek links and joint ventures with associations of relatively higher status\* while status-maintaining associations consciously seek to avoid links and joint ventures with associations of relatively lower status\*<sup>(215)</sup>.
- (ix) The search for status is a stronger motivator of further steps along the process of professionalisation in the case of Councils that perceive their associations as relatively low in status<sup>(216)</sup>.
- (x) Values associated with professionalism tend to be more uniform among members of Councils that perceive their associations as relatively high in status<sup>(217)</sup>.

\* as perceived by their Council members

- (xi) The individual search for attributes perceived as associated with status aspects of professionalisation are more explicit in the case of members of Councils that perceive their associations as relatively low in status<sup>(218)</sup>.
- (xii) Councils that perceive their associations as relatively high in status exhibit a greater awareness of external threats to an established status<sup>(219)</sup>.
- (xiii) The drive for standing, recognition, identity and self-respect is stronger among members of Councils that perceive their associations as relatively low in status<sup>(220)</sup>.
- (xiv) The achievement of some form of state-recognition or additional form of state recognition is a higher priority objective of Councils that perceive their associations as relatively low in status<sup>(221)</sup>.
- (xv) The contribution of significant new activities to questions of standing, recognition, authority and status is relatively more explicit and significant an element in the decision to proceed with them in the case of Councils that perceive their associations to be relatively low in status<sup>(222)</sup>.
- (xvi) Councils that perceive their associations to be relatively low in status are more concerned with status opinions of and recognition granted by Councils of other associations perceived as higher in status<sup>(223)</sup>.
- (xvii) Councils that perceive their associations to be relatively low in status and which perceive a gap between an existing level of status and a desired status target or level of perceived satisfactory status favour status-enhancing activity rather than a lowering of a target threshold of satisfactory status<sup>(224)</sup>.
- (xviii) Status insecurity in Councils that perceive their associations to be relatively low in status tends to be related more to externally defined and relatively objective thresholds of satisfactory status (eg explicit recognition) than internally defined and relatively subjective thresholds<sup>(225)</sup>.

- (xix) Councils that perceive their associations as being relatively low in status exhibit a greater concern with establishing the relevance of the expertise claimed for members to the needs of society<sup>(226)</sup>.
- (xx) Councils that perceive their associations as being relatively low in status exhibit a greater concern with formal and informal initiatives to encourage a flow of volunteers willing to assist association activities<sup>(227)</sup>.
- (xxi) Councils that perceive their associations as being relatively low in status devote a relatively higher proportion of their financial and full-time staff resources to activities concerned with the enhancement of status<sup>(228)</sup>.
- (xxii) Councils that perceive their associations as being relatively low in status and which exhibit status-insecurity are more concerned with image issues<sup>(229)</sup>.
- (xxiii) Councils that perceive their associations as being relatively low in status are more concerned with quantity of membership and recruitment of new member issues<sup>(230)</sup>.
- (xxiv) Councils that perceive their associations as being relatively low in status are more concerned with the identification of VIP members within membership lists<sup>(231)</sup>.
- (xxv) Councils that perceive their associations as being relatively low in status are more concerned with the extent to which members make explicit and acknowledge their memberships (ie appear publicly to use and to quote their qualifications in the case of a qualifying association)<sup>(232)</sup>.
- (xxvi) A higher proportion of members of Councils that perceive their associations as being relatively low in status seek additional and relatively higher status qualifications<sup>(233)</sup>.

- (xxvii) Councils that perceive their associations as being relatively low in status are less concerned with codes of practice issues and disciplinary matters<sup>(234)</sup>.
- (xxviii) Status issues are more explicit in publications issued by Councils that perceive their associations as being relatively low in status<sup>(235)</sup>.
- (xxix) Councils that perceive their associations as being relatively low in status are more concerned with the opinions of peer associations (ie are more status self-conscious)<sup>(236)</sup>.
- (xxx) Councils that perceive their associations as being relatively low in status are less likely to exhibit concern regarding active two-way communication with members<sup>(237)</sup>.
- (xxxi) Councils that perceive their associations as being relatively low in status are more likely to be concerned with giving publicity to the process of representation<sup>(238)</sup>.
- (xxxii) Councils that perceive their associations as being relatively low in status are more opportunistic in terms of new opportunities for status enhancing activities<sup>(239)</sup>.
- (xxxiii) Councils that perceive their associations as being relatively low in status are more sensitive to both external confirmations of and assessments of their status<sup>(240)</sup>.
- (xxxiv) Councils that perceive their associations as being relatively low in status question to a greater degree the effectiveness of promotional activity<sup>(241)</sup>.



## 2.8 GROUPING OF HYPOTHESES

Given the relatively large number of hypotheses (34) to be tested, some grouping of hypotheses was thought desirable in order to:

- (i) Bring together, as appropriate, hypotheses with similar characteristics and common features.
- (ii) Reflect the preferences and priorities established in Section 1.2 of Chapter One.
- (iii) Provide a manageable and sensible structure for the presentation of the findings of the research programme in Part III.
- (iv) Assist in the drawing up of formal and informal interview agendas and the structuring, focusing and disciplining of participant observation.
- (v) Allow more orderly and logical structuring of formal questionnaires.
- (vi) Facilitate the summarisation of conclusions and the identification of the implications of findings for both the refinement of academic understanding and the drawing out of practical lessons for professional associations.

One grouping that suggested itself was that of hypotheses concerning the characteristics, attitudes and values of individual Council members. Findings in respect of this group of hypotheses are presented in Chapter Seven. The findings of another grouping of hypotheses, namely those concerning professional association structure and behaviour are presented in Chapter Eight.

The remaining hypotheses were largely concerned with the collective values, policies and priorities of Councils. These were divided into three groups of hypotheses dealing with the concerns of Councils with status and status issues (findings presented in Chapter Nine), status drive and association activity to increase status (findings presented in Chapter Ten) and the concerns of Councils other than explicitly status concerns (findings presented in Chapter Eleven).

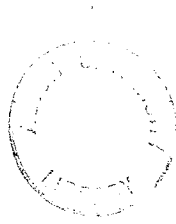
Table 2.1 lists all the hypotheses (i) - (xxxiv) selected for testing and identifies to which of the five categories corresponding with the presentation of findings in Chapters Seven - Eleven each of the hypotheses has been allocated. The next chapter sets out the research methods employed and the research opportunities identified and utilised in the testing of these hypotheses.

**TABLE 2.1**

**Grouping of Hypotheses**

**Primarily Concerning:**

| <u>Hypothesis</u> | <u>Subject Matter</u>                                      | <u>Individual Members</u> | <u>Association Structure &amp; Behaviour</u> | <u>Concerns of Councils with Status</u> | <u>Status Drive &amp; Association Activity to Increase Status</u> | <u>Concerns of Councils other than Explicitly Status Concerns</u> |
|-------------------|--|---------------------------|--|---|---|---|
| (i)               | Social Class Origins                                       | (i)                       |  |   |   |   |
| (ii)              | Self-recruitment   | (ii)                      |  |   |   |   |
| (iii)             | Association Preferences                                    | (iii)                     |  |   |   |   |
| (iv)              | Concept of Professionalism                                 | (iv)                      |  |   |   |   |
| (v)               | Knowledge Creation   |                           | (v)  |   |   |   |
| (vi)              | Professional Orientation                                   | (vi)                      |  |   |   |   |
| (vii)             | Bureaucracy  |                           | (vii)  |   |   |   |
| (viii)            | Links and Joint Ventures                                   |                           | (viii)                                       |   |   |   |
| (ix)              | Search for Status as Motivator                             |                           |  |   | (ix)  |   |
| (x)               | Values Associated with Professionalism                     | (x)                       |  |   |   |   |
| (xi)              | Status Attributes  | (xi)                      |  |   |   |   |
| (xii)             | External Threats   |                           |  | (xii)                                   |   |   |
| (xiii)            | Drive for Standing, Recognition, Identity and Self-respect |                           |  |   | (xiii)  |   |
| (xiv)             | State Recognition  |                           |  |   |   |   |
| (xv)              | New Activities   |                           |  |   | (xiv)   |   |
| (xvi)             | Opinions and Recognition by other Associations             |                           |  | (xvi)                                   |   |   |



**TABLE 2.1**

**Grouping of Hypotheses**

**Primarily Concerning:**

| <u>Hypothesis</u> | <u>Subject Matter</u>                                      | <u>Individual Members</u> | <u>Association Structure &amp; Behaviour</u> | <u>Concerns of Councils with Status</u> | <u>Status Drive &amp; Association Activity to Increase Status</u> | <u>Concerns of Councils other than Explicitly Status Concerns</u> |
|-------------------|--|---------------------------|--|---|---|---|
| (i)               | Social Class Origins                                       | (i)                       |  |   |   |   |
| (ii)              | Self-recruitment   | (ii)                      |  |   |   |   |
| (iii)             | Association Preferences                                    | (iii)                     |  |   |   |   |
| (iv)              | Concept of Professionalism                                 | (iv)                      |  |   |   |   |
| (v)               | Knowledge Creation   | (v)                       | (v)  |   |   |   |
| (vi)              | Professional Orientation                                   | (vi)                      |  |   |   |   |
| (vii)             | Bureaucracy  |                           | (vii)  |   |   |   |
| (viii)            | Links and Joint Ventures                                   |                           | (viii)                                       |   |   |   |
| (ix)              | Search for Status as Motivator                             |                           |  |   | (ix)  |   |
| (x)               | Values Associated with Professionalism                     | (x)                       |  |   |   |   |
| (xi)              | Status Attributes  | (xi)                      |  |   |   |   |
| (xii)             | External Threats   |                           |  | (xii)                                   |   |   |
| (xiii)            | Drive for Standing, Recognition, Identity and Self-respect |                           |  |   | (xiii)  |   |
| (xiv)             | State Recognition  |                           |  |   | (xiv)   |   |
| (xv)              | New Activities   |                           |  |   | (xv)  |   |
| (xvi)             | Opinions and Recognition by other Associations             |                           |  | (xvi)                                   |   |   |

**TABLE 2.1 (Cont'd)**

Grouping of Hypotheses

| <u>Hypothesis</u> | <u>Subject Matter</u>                     | <u>Primarily Concerning:</u> |  |   |   |   |
|-------------------|---|------------------------------|--|---|---|---|
|                   |   | <u>Individual Members</u>    | <u>Association Structure &amp; Behaviour</u> | <u>Concerns of Councils with Status</u> | <u>Status Drive &amp; Association Activity to Increase Status</u> | <u>Concerns of Councils other than Explicitly Status Concerns</u> |
| (xvii)            | Activity and Status Gaps                  |                              |  | (xviii)                                 | (xvii)  |   |
| (xviii)           | Status Insecurity                         |                              |  |   |   | (xix)   |
| (xix)             | Relevance of Expertise                    |                              |  |   |   | (xx)  |
| (xx)              | The Encouragement of Volunteers           |                              |  |   |   | (xxi)   |
| (xxi)             | Resource Allocation                       |                              |  |   |   |   |
| (xxii)            | Image Issues                              |                              | (xxi)  | (xxii)                                  |   |   |
| (xxiii)           | Membership Development                    |                              |  |   |   | (xxiii)   |
| (xxiv)            | VIP Member Identification                 |                              |  |   |   | (xxiv)  |
| (xxv)             | Explicit Acknowledgement of Membership    |                              |  |   |   | (xxv)   |
| (xxvi)            | Additional Qualifications                 | (xxvi)                       |  |   |   |   |
| (xxvii)           | Code of Practice and Disciplinary Matters |                              |  |   |   | (xxvii)   |
| (xxviii)          | Status Explicit in Publications           |                              |  | (xxviii)                                |   |   |
| (xxix)            | Peer Body Status Self-consciousness       |                              |  | (xxix)                                  |   |   |
| (xxx)             | Two-way Communication with Members        |                              |  |   |   | (xxx)   |
| (xxxi)            | Publicising Representation Activity       |                              |  |   |   | (xxxi)  |
| (xxxii)           | Opportunism                               |                              |  |   | (xxxii)   |   |
| (xxxiii)          | Sensitivity to External Status Opinions   |                              |  | (xxxiii)                                |   |   |
| (xxxiv)           | Promotional Activity                      |                              |  |   | (xxxiv)   |   |

CHAPTER THREE  
DESIGN AND METHOD OF THE STUDY

3.1 INTRODUCTION

This chapter sets out the research methods employed and the research opportunities identified and utilised. It identifies the associations selected for study and their grouping for comparative purposes into 'matched pairs'. It also explains how the research programme was structured and evidence collected to allow the relatively large number of hypotheses listed in Section 2.7 of Chapter Two to be tested.

The research design has not been formulated wholly within the framework of, and exclusively adopting the research methods associated with, one of the 'traditional' approaches to the study of the professions identified in Chapter Two. Each of these has deficiencies. It has been suggested that a deficiency of early exponents of both the trait and functionalist approaches is that they tend to ignore relative power positions and power struggles in the context within which professionalisation occurs.<sup>(1)</sup> The rigour of their analyses has also been criticised.<sup>(2)</sup> The trait and functionalist approaches to the study of professional associations have also been criticised as ahistorical.<sup>(3)</sup>

The 'neo-Weberian' and Marxist approaches and their methods have been criticised as lacking in rigour and failing to address the structural conditions under which an occupational group would be more or less successful in securing professional standing.<sup>(4)</sup> Some strong doubts have been expressed about the significance of capitalist relations of production as a determinant of professional standing.<sup>(5)</sup>

The historical and process approaches to the study of professional associations have tended to involve single profession studies. Their methods would not necessarily be appropriate in the context of a comparative study with a focus upon status. The approaches to the study of the professions examined in Chapter Two have usually adopted the occupational group as a whole, or the professional association, as the unit of analysis or the subject of study. It is likely that different methods would be appropriate to the examination of the association governing organ and its members as the unit of analysis.

A further 'economic' approach to study of the professions, with its focus upon the supply and demand of the 'services' offered by a profession, exists but is relatively underdeveloped.<sup>(6)</sup> The current study with its focus upon professional association governing organs, and the attitudes, values, objectives and other considerations underlying their decisions, could contribute to the development of this approach.

### 3.2 RESEARCH METHODS

In the absence of a definitive model that offers a generally acceptable framework for the analysis of the function and behaviour of the professions, and in particular, the study of the governing organs of professional associations, it was felt to be important that factors underlying the selection of research methods should be made explicit. In selecting appropriate research methods to apply the general objectives of the study set out in Section 1.2 of Chapter One and a number of other factors were taken into consideration.

The desire to mount a comparative study suggested a minimum number of associations greater than that implied by the in-depth study of one or two particular associations, while the additional preference for a contemporary study mitigated against a historical or longitudinal approach, or the construction of a dynamic model. The nature of the hypotheses being tested, namely their concern with the implications of the status seeking/status maintaining distinction per se rather than with movement from one category (status seeking) to another (status maintaining) over time also mitigated against the selection of a longitudinal study design.

It was felt that all the associations selected for study should be capable of a prior allocation into status seeking and status maintaining categories. With a primary focus upon the status seeking/status maintaining distinction and a desire to pose new questions and re-examine existing research, it was decided to include a 'semi-profession' group of status seeking associations in the study.

It was decided to seek to subject each of a relatively large number of hypotheses to testing of an equal degree of rigour and to an extent that took account of constraints of time, access and evidence. Preliminary investigation suggested that in the interests of an equal and satisfactory degree of rigour more than one category of evidence would be required to test almost all of the hypotheses selected for testing. It was decided that at least two distinct techniques (supplemented where practical) should be used, where possible, to test each hypothesis.



The distinct qualities of and differences between the selected associations and the relatively small number of association Council members who could be approached by interview and/or questionnaire mitigated against a more quantitative approach. Furthermore, the qualifications and understanding of, and access available to, the researcher suggested a more qualitative approach.

In view of the number of associations to be studied, the number of hypotheses to be tested and the number of changing factors influencing values, attitudes and policies over time, a more qualitative and broader approach would also allow a more balanced assessment of the implications of findings for the future study of and policies of the associations examined.

It was found that certain of the hypotheses selected for study had common characteristics:

- (i) A number of the hypotheses [(i), (ii), (iii), (iv), (v), (vi), (vii), (x), (xi)] are concerned with characteristics that relate to the definition of the distinction between status seeking and status maintaining associations.
- (ii) Other hypotheses [(viii), (ix), (xii-xxxiv)] are concerned with the distinction between the status maintaining and the status seeking categorisation of hypotheses.
- (iii) Certain hypotheses [(iv), (vi), (x)] relate to values, or [(xviii), (xxxii), (xxxiii)] relate to matters that could derive from particular values or attitudes to life.
- (iv) Certain hypotheses [(v), (vii), (viii), (ix), (xiii), (xiv), (xvii), (xix), (xx), (xxi), (xxii), (xxiii), (xxiv), (xxv), (xxvii), (xxix), (xxx), (xxxi), (xxxii), (xxxiv)] relate to matters that could influence the policies of professional associations in regard to the form and extent of particular activities undertaken.
- (v) Some of these hypotheses relate to matters which could influence administrative arrangements and procedures (eg the mode of communication with members (xxx)).

Some consideration was given, in view of the relatively large number of hypotheses that had been formulated, to the prioritisation of these hypotheses. One could have developed criteria for their consolidation and/or deletion. However, the relatively high number of hypotheses (twenty out of thirty-four) that relate to matters that could influence association policy in respect of particular activities mitigated against prioritisation and the deletion of hypotheses to make the study more manageable. To have done so would have limited the scope of the study to generate suggestions of implications for the policies and practices of occupational associations (see Chapter Thirteen) and their management (see Chapter Fourteen).

The focus of the study is not upon members of professional associations per se but upon active members, ie those members that serve upon the governing organs of the professional associations being studied. Given the importance of individual Council attitudes, perceptions and behaviour, it was felt desirable to examine all Council members of the associations to be studied. The characteristics that have been clustered to establish the prima facie allocation of associations to be studied into status seeking and status maintaining categories are to some extent based upon the perceptions of association Council members. Subjective factors such as perception can be as significant as objective factors (eg whether or not an association is in possession of a Royal Charter) in influencing association policy making. Professionalism itself is very much a question of values and attitudes (see Section 2.3 of Chapter Two).

Separation of associations into status seeking and status maintaining categories on the basis of a list of 'objective' characteristics or traits raises problems associated with the trait approach such as its failure to take account of factors external to the occupation in question, whereas 'subjective' assessment of status ranking by informed observation and discussion with those closely involved with the associations concerned can take these external factors into account.<sup>(7)</sup> One needs to be aware, however, of Roth's caution that use of elements of the trait and functionalist approaches can lead to results that tend to confirm and justify dominant positions.<sup>(8)</sup>

Given these differences in the dependent variable (see Table 3.2) the selection of the research methods employed in the testing of each hypothesis needed not only to reflect the data that would be required but also the degree of difficulty and practicality of collection taking into account considerations such as accessibility and time constraints.

A view was taken that the research should ideally cover a period of five years only as a problem with the comparison of professional associations is that 'the phenomena being examined may well change intrinsically over time'.<sup>(9)</sup> The same time span should preferably apply to each of the groups of professional associations to be studied. Such a period of time does, it is acknowledged, have limitations in respect of the study of professionalisation which is a process (see Section 2.4 of Chapter Two).

One could have initially generated further hypotheses and selected fewer professional associations for study. A balance had to be struck between the number of hypotheses and number of associations in that, other things being equal, in the interests of rigour per se, it was felt to be advantageous to have relatively fewer hypotheses and relatively more cases.

Other things being equal, it would be an advantage if testing created a defined population of cases from which it would be possible to draw conclusions regarding the proportion of cases supporting or contradicting hypotheses.

Saks has argued that a more positivistic approach to the study of the professions based on empirical research is needed<sup>(10)</sup>. One needs to acknowledge that the comparative case study technique is weak methodically. With relatively few cases and relatively crude quantitative outcome measures systematic mathematical significance testing can be difficult.<sup>(11)</sup> Comparing like with like is difficult when a study is as concerned with the differences between associations as with the similarities.<sup>(12)</sup>

Concentration upon a single case study can result in a focus upon the atypical.<sup>(13)</sup> Use of a group of case studies focused upon specific decisions, especially those that involve more than one association, can, in comparison, be relatively rich and suggestive if supplemented by other research techniques.<sup>(14)</sup>

Given the hypotheses and associations selected for study, it was decided that the period of study should be from 1980-85. Thus while the researcher had already collected certain relevant evidence prior to 1980 which has been used in the initial formulation of the hypotheses (see Table 3.6) evidence collection in all required categories would need to begin on 1st January 1980 and continue until 31st December 1985. In the interest of rigour, because of the problems of selective and biased recall/selection applying to the data collected prior to 1980, it was felt that the hypotheses selected should be tested by reference to the data collected in the period 1980-85.

The researcher sought to remain neutral on the question of whether or not the professions and professionalisation are beneficial or otherwise per se. A view has been expressed that too much of 'neo-Weberian' analysis has been rather sweeping and denigratory of the professions.<sup>(15)</sup>

A source of bias could be introduced were the researcher to be a member of some of the associations studied and not of others. In comparing one association with another membership per se could influence ones attitude towards an association. It could also bias interview responses where interviewees were themselves influenced by whether or not the interviewer was a member of their association.

Similar considerations would apply in respect of the comparison of an association on whose governing organ one served with another association upon whose governing organ one did not serve. Membership per se of an association Council and/or Committee could influence ones attitudes and perceptions, and the attitudes and perceptions of those with whom one came into contact as a researcher. Other things being equal therefore it was thought to be desirable for the researcher to be both a member and a governing organ member of all the associations selected for comparison.

Against this background, six distinct research methods were identified that appeared to satisfy the various factors to be taken into consideration:

- (i) Individual association Council member questionnaire, supplemented by;
- (ii) Individual association Council member interview;
- (iii) Minutes of association Council and Committee meetings;
- (iv) Participant observation;
- (v) Association and other relevant publications; and
- (vi) Specific decision case studies.

Table 3.1 indicates the research methods which could be employed in the testing of each hypothesis, the intention being to test each hypothesis by at least two distinct techniques.

**TABLE 3.1**

**Research Methods Employed in the Testing of Hypotheses**

| <u>Hypothesis</u> | <u>Subject Matter</u>                  | <u>Individual Council Member Questionnaire &amp; Interviews</u> | <u>Association Council &amp; Committee Minutes</u> | <u>Participant Observation</u> | <u>Association &amp; Relevant Publications</u> | <u>Specific Decision Case Studies</u> |
|-------------------|--|---|--|--------------------------------|--|---------------------------------------|
| (i)               | Social Class Origins                   | X   |  | X                              |  |                                       |
| (ii)              | Self-recruitment                       | X   | X  |                                |  |                                       |
| (iii)             | Association Preferences                | X   |  | X                              |  |                                       |
| (iv)              | Concept of Professionalism             | X   |  | X                              |  |                                       |
| (v)               | Knowledge Creation                     | X   | X  | X                              |  | X                                     |
| (vi)              | Professional Orientation               | X   |  | X                              |  |                                       |
| (vii)             | Bureaucracy                            |   | X  |                                | X  |                                       |
| (viii)            | Links and Joint Ventures               | X   | X  | X                              |  | X                                     |
| (ix)              | Search for Status as Motivator         | X   | X  | X                              |  |                                       |
| (x)               | Values Associated with Professionalism | X   |  | X                              |  |                                       |
| (xi)              | Status Attributes                      | X   |  | X                              |  |                                       |
| (xii)             | External Threats                       | X   | X  | X                              |  | X                                     |

TABLE 3.1 (CONT'D)

Research Methods Employed in the Testing of Hypotheses

| <u>Hypothesis</u> | <u>Subject Matter</u>                                      | <u>Individual Council Member Questionnaire &amp; Interviews</u> | <u>Association Council &amp; Committee Minutes</u> | <u>Participant Observation</u> | <u>Association &amp; Relevant Publications</u> | <u>Specific Decision Case Studies</u> |
|-------------------|--|---|--|--------------------------------|--|---------------------------------------|
| (xiii)            | Drive for Standing, Recognition, Identity and Self-respect | X   | X  | X                              |  |                                       |
| (xiv)             | State Recognition  | X   |  | X                              |  | X                                     |
| (xv)              | New Activities   |   | X  | X                              |  | X                                     |
| (xvi)             | Opinions and Recognition by other Associations             | X   | X  | X                              |  | X                                     |
| (xvii)            | Activity and Status Gaps                                   | X   |  | X                              |  |                                       |
| (xviii)           | Status Insecurity  | X   | X  | X                              |  | X                                     |
| (xix)             | Relevance of Expertise                                     | X   |  | X                              | X  |                                       |
| (xx)              | The Encouragement of Volunteers                            | X   | X  | X                              |  |                                       |
| (xxi)             | Resource Allocation  | X   | X  |                                |  |                                       |
| (xxii)            | Image Issues   | X   | X  | X                              | X  |                                       |
| (xxiii)           | Membership Development                                     | X   | X  | X                              |  | X                                     |
| (xxiv)            | VIP Member Identification                                  |   | X  | X                              |  |                                       |

TABLE 3.1 (CONTD)

Research Methods Employed in the Testing of Hypotheses

| <u>Hypothesis</u> | <u>Subject Matter</u>                     | <u>Individual Council Member Questionnaire &amp; Interviews</u> | <u>Association Council &amp; Committee Minutes</u> | <u>Participant Observation</u> | <u>Association &amp; Relevant Publications</u> | <u>Specific Decision Case Studies</u> |
|-------------------|---|---|--|--------------------------------|--|---------------------------------------|
| (xxv)             | Explicit Acknowledgement of Membership    | X   |  | X                              | X  |                                       |
| (xxvi)            | Additional Qualifications                 | X   |  |                                | X  |                                       |
| (xxvii)           | Code of Practice and Disciplinary Matters | X   | X  | X                              |  |                                       |
| (xxviii)          | Status Explicit in Publications           |   |  |                                | X  | X                                     |
| (xxix)            | Peer Body Status Self-conscious           | X   |  | X                              |  |                                       |
| (xxx)             | Two-way Communication with Members        |   | X  | X                              | X  |                                       |
| (xxxi)            | Publicising Representation Activity       |   | X  | X                              | X  |                                       |
| (xxxii)           | Opportunism                               |   | X  | X                              |  | X                                     |
| (xxxiii)          | Sensitivity to External Status Opinions   | X   | X  | X                              |  | X                                     |
| (xxxiv)           | Promotional Activity                      |   | X  | X                              |  |                                       |



The differences in dependent variables hypothesised as between the status seeking and the status maintaining associations are summarised in Table 3.2. (The categories of evidence ultimately collected in respect of each hypothesis to be tested are listed in Table 3.7.) The independent variable is the status seeking/status maintaining distinction while the thirty-four dependent variables each relate to a specific hypothesis to be tested.

To test hypothesis (i), one needs a measure of social class origin. For hypothesis (ii) a measure of the extent to which offspring follow in the professional footsteps of their parents is required. In the case of hypothesis (iii), one needs to identify and rank in status other associations to which respondents would prefer to belong.

To test professionalism (hypothesis (iv)) and values associated with professionalism (hypothesis (x)), one could assess the relative importance attached to certain professional issues and values. Knowledge creation (hypothesis (v)) could be one such professional issue or activity to which importance could be attached. Professional orientation (hypothesis (vi)) could be assessed in terms of both attitude and activity.

The scale of an association's bureaucracy is a matter of fact and can be relatively objectively measured, while the degree of formality can be observed (hypothesis (vii)). The term bureaucratic is used in its Weberian sense, referring to size, complexity, structure and formality of organisation, and not in the 'bureaucratic profession' sense of Fielding and Portwood which refers to some accommodation with and recognition by the state.<sup>(16)</sup>

Whether or not links and joint ventures are sought or avoided can likewise be observed, if not always documented (hypothesis (viii)). Other hypotheses which can be assessed by direct observation of a relevant activity are those concerned with new activities (xv), membership development (xxiii), the encouragement of volunteers (xx), resource allocation to status enhancement (xxi), VIP member identification (xxiv), code of practice and disciplinary matters (xxvii), publicising representational activity (xxxii), and promotional activity (xxxiv).

To test status motivation (hypothesis (ix)) and status drive (hypothesis (xiii)) one needs to identify relevant attitudes and a means of their assessment.

Individual association Council or Committee member measures are required to test hypotheses concerned with status attributes (xi), explicit acknowledgement of membership (xxv) and additional qualifications (xxvi). The awareness and sensitivity of individual Council or Committee members is at issue in respect of the hypotheses concerned with external threats (xxii), opinions and recognition by other associations (xvi), status insecurity (xviii), image issues (xxii), peer body status self-consciousness (xxix), and sensitivity to external status opinions (xxxiii).

The relative priority of an objective or activity is at issue in the testing of hypotheses concerned with knowledge creation (v), state recognition (xiv), new activities (xv), relevance of expertise (xix), the encouragement of volunteers (xx), resource allocation (xxi), and opportunism (xxxii).

In order to test hypothesis (xvii) one needs to determine initially whether or not a status gap is perceived and subsequently, in the event of a gap being determined, measure professional Council response. Similarly, in the case of hypothesis (viii), one needs, initially, to determine relative status ranking and, subsequently, Council response on matters concerning links and joint ventures.

A number of hypotheses explicitly deal with the degree of concern expressed by Council members [(xvi), (xix), (xx), (xxii), (xxiii), (xxiv), (xxv), (xxvii), (xxix), (xxx), (xxx)]. These could be tested together by means of measuring relative importance attached to the issue or activity concerned.

It would be difficult to avoid testing hypothesis (xxviii) as formulated without examining association publications. The examination of association publications would also yield evidence that could be relevant to the hypotheses concerned with explicit acknowledgement of membership (xxv) and publicising representation activity (xxx).

Operationalising hypotheses as suggested in Table 3.2 could result in some relatively extreme statements in regard to what is prima facie expected in respect of status seeking and status maintaining differences. If the absolute statements included in Table 3.2 were valid, it would have been more appropriate to consider quantitative measures and quantitative testing of hypotheses. In reality one finds differences of degree and qualified differences rather than the more absolute differences suggested by Table 3.2. This reality mitigated against quantitative testing.

TABLE 3.2Nature of Dependent Variable Differences

| <u>Hypothesis</u> | <u>Subject Matter</u>                                      | <u>Professional Association is:</u> |                           |
|-------------------|--|-------------------------------------|---------------------------|
|                   |  | <u>Status Seeking</u>               | <u>Status Maintaining</u> |
| (i)               | Social Class Origins                                       | Lower                               | Higher                    |
| (ii)              | Self-recruitment   | Lower                               | Higher                    |
| (iii)             | Association Preferences                                    | Another                             | Own                       |
| (iv)              | Concept of Professionalism                                 | Lower                               | Higher                    |
| (v)               | Knowledge Creation   | Reproduced                          | Created                   |
| (vi)              | Professional Orientation                                   | Lower                               | Higher                    |
| (vii)             | Bureaucracy  | Lower                               | More                      |
| (viii)            | Links and Joint Ventures                                   | Sought with higher bodies           | Avoided with lower bodies |
| (ix)              | Search for Status as Motivator                             | Strong                              | Weak                      |
| (x)               | Values Associated with Professionalism                     | Less                                | More                      |
| (xi)              | Status Attributes  | More                                | Less                      |
| (xii)             | External Threats   | Less                                | More                      |
| (xiii)            | Drive for Standing, Recognition, Identity and Self-respect | More                                | Less                      |
| (xiv)             | State Recognition  | High                                | Not relevant (achieved)   |
| (xv)              | New Activities   | Explicit                            | Not significant           |
| (xvi)             | Opinions and Recognition by other Associations             | Sought                              | Not sought                |
| (xvii)            | Activity and Status Gaps                                   | Upwards                             | Not relevant              |
| (xviii)           | Status Insecurity  | Objective                           | Subjective                |
| (xix)             | Relevance of Expertise                                     | Stressed                            | Not stressed              |
| (xx)              | The Encouragement of Volunteers                            | Sought                              | Not sought                |

TABLE 3.2 (CONT'D)

Nature of Dependent Variable Differences

| <u>Hypothesis</u> | <u>Subject Matter</u>                     | <u>Professional Association is:</u> |                           |
|-------------------|---|-------------------------------------|---------------------------|
|                   |   | <u>Status Seeking</u>               | <u>Status Maintaining</u> |
| (xxi)             | Resource Allocation                       | Higher                              | Lower                     |
| (xxii)            | Image Issues                              | High                                | Low                       |
| (xxiii)           | Membership Development                    | High                                | Low                       |
| (xxiv)            | VIP Member Identification                 | High                                | Low                       |
| (xxv)             | Explicit Acknowledgement of Membership    | Sought                              | Not Sought                |
| (xxvi)            | Additional Qualifications                 | Yes                                 | No                        |
| (xxvii)           | Code of Practice and Disciplinary Matters | Lower                               | Higher                    |
| (xxviii)          | Status Explicit in Publications           | More                                | Less                      |
| (xxix)            | Peer Body Status Self-conscious           | Higher                              | Lower                     |
| (xxx)             | Two-way Communication with Members        | Less                                | More                      |
| (xxxi)            | Publicising Representation Activity       | More                                | Less                      |
| (xxxii)           | Opportunism                               | More                                | Less                      |
| (xxxiii)          | Sensitivity to External Status Opinions   | High                                | Low                       |
| (xxxiv)           | Promotional Activity                      | High                                | Low                       |

### 3.3 ASSOCIATIONS TO BE STUDIED

Preliminary research concentrated upon the following associations, the governing organs (Councils and/or Committees) of which have made and continue to make claims of professional status:

- Association of Authorised Public Accountants (AAPA)
- Association of Certified Accountants (ACA)
- British Business Graduates Society (BBGS)
- British Computer Society (BCS)
- Business Graduates Association (BGA)
- British Institute of Management (BIM)
- Communication, Advertising and Marketing Foundation (CAM)
- Institute of Administrative Management (IAM)
- Institute of Chartered Secretaries and Administrators (ICSA)
- Institute of Data Processing (IDP)
- Institute of Directors (IoD)/(IOD)
- Institute of Management Services (IMS)
- Institute of Marketing (IM)/(Inst M)
- Institute of Public Relations (IPR)
- Institute of Statisticians (IS)
- International Association of Business Communicators (IABC)
- London Society of Chartered Accountants/Institute of Chartered Accountants in England and Wales (LSCA/ICA)
- Society of Company and Commercial Accountants (SCCA)

These associations will be subsequently referred to by the capital letters indicated in brackets after the name of each association.

These associations were selected for initial investigation as not only did they all fall within the area of professions related to management, but they could be categorised as falling within four broad functional categories, namely General Management/Administration, Accounting/Company Secretarial, Marketing/Communications and Management Services. The initial allocation of associations selected for preliminary investigation between these four categories of association is set out in Table 3.3. Background information was obtained and preliminary investigation undertaken in respect of all the bodies listed.

**TABLE 3.3****Initial Grouping of Associations to be Studied****(a) General Management/Administration**

BGA  
BBGS  
IoD  
BIM  
ICSA  
IAM

**(b) Accounting/Company Secretarial**

AAPA  
ACA  
LSCA/ICA  
SCCA  
ICSA

**(c) Marketing/Communications**

IM  
CAM  
IABC  
IPR

**(d) Management Services**

BCS  
IDP  
IMS  
IS

Following this initial investigation, it was decided not to utilise the Management Services group of associations to test the selected hypotheses. Although the BCS was of interest in that during the period of the study it successfully applied for a Royal Charter, the author, while an Associate Member, was not during the period of the study a member of any BCS Council or Committee and hence did not have an opportunity to conduct participant observation. The same disadvantage applied to the IMS. In the case of the IS, while the author, in a professional capacity, had access to IS officers, Council members, related papers and, in a similar capacity, was concerned with IS publications, he was not a member of the IS.

In respect of the IDP, while the author, in a professional capacity, had access to certain officers and papers, he was neither a member of the IDP nor during the period of the study had access to appropriate participant observation opportunities. In the case of the IAM, the author had limited access to officers and papers, but was not, during the period of the study, a member and did not have access to participant observation opportunities.

During the period of study, certain categories of evidence were collected in respect of associations in the Management Services group of associations and other associations not selected for the testing of hypotheses where such collection helped to enhance the authors understanding of professional associations in general.

To make the study more manageable and given the marginal nature of the benefit of four rather than three associations in the category, it was decided to delete one association from the Marketing/Communications category. The IABC suggested itself as a candidate for deletion as additionally it was the only association selected for preliminary investigation that was not a 'British' association in that it had been originally formed in and during the period of the study was headquartered in the United States of America. All the other associations selected for preliminary investigation had been formed in and throughout the period of the study were headquartered in the United Kingdom.



Within the Accounting/Company Secretarial group of associations the AAPA was found to be distinct in that it was of relatively recent formation and no further individuals could qualify for membership, while many of the concerns of its Council members relating to the hypotheses selected for testing were not comparable with those of Council members of other associations in the group. The AAPA was deleted from the list of associations to be studied.

During the preliminary investigation the author concluded that ICOSA should be definitively transferred from the Accounting/Company Secretarial group to the General Management/Administration group into which it had also been allocated.

The General Management/Administration group of associations was now found to consist of two relatively new and relatively small associations, the BGA and BBGS, the qualification for membership of which was possession of a degree in business administration/business studies and three relatively older and significantly larger associations the IoD, BIM and ICOSA. This distinction formed the basis of allocating the BGA and BBGS to a new group of associations namely business graduate associations. The revised grouping of selected associations is presented in Table 3.4.

**TABLE 3.4****Revised Grouping of Associations to be Studied**(a) **Business Graduate**

BGA

BBGS

(b) **General Management/Administration**

IoD

BIM

ICSA

(c) **Accounting**

LSCA/ICA

SCCA

(d) **Marketing/Communications**

IM

CAM

IPR

Table 3.5 sets out the major roles adopted by the associations selected for initial study and indicates of which of these associations the author is a member.

The LSCA was selected as a proxy for the ICA as the author had participant observation access to the governing organ of the LSCA but not to that of the ICA. While comparing a District Society (LSCA) with a national society (SCCA) raises problems relating to the comparing of like with like, these disadvantages should be viewed in the context of the following observations:

- (i) The LSCA had at the commencement of the period of study a membership of some 17,000 (by far the largest of any ICA District Society).
- (ii) Its geographic area covered the location of the ICA headquarters and the headquarters of and offices of the senior partners of most of the larger firms of practising accountants.
- (iii) Throughout the period of the study a number of ICA Council members sat on the LSCA Committee.
- (iv) Service on the LSCA Committee was (and still is) an established route to service on the ICA Council (a number of ICA Presidents have been former LSCA Chairmen).
- (v) Throughout the period of the study, several individuals sat on both LSCA committees and ICA committees.
- (vi) Throughout the period of the study, the LSCA was consulted by and made representations to the ICA on almost all of the significant issues considered and examined in the course of the study.

TABLE 3.5Roles of Associations to be Studied and Relationship of Author

| <u>Body</u> | <u>Author<br/>Member</u> | <u>Educational</u> | <u>Roles<br/>Qualification</u> | <u>Representation</u> |
|-------------|--------------------------|--------------------|--------------------------------|-----------------------|
| AAPA        |                          |                    | X                              | X                     |
| ACA         | X                        | X                  | X                              | X                     |
| BBGS        | X                        |                    | X                              |                       |
| BCS         | X                        | X                  | X                              | X                     |
| BGA         | X                        |                    |                                | X                     |
| BIM         | X                        |                    | X                              | X                     |
| CAM         | X                        | X                  | X                              |                       |
| IABC        | X                        | X                  | X                              |                       |
| ICSA        | X                        | X                  | X                              | X                     |
| IM          | X                        | X                  | X                              | X                     |
| IMS         | X                        | X                  | X                              |                       |
| IoD         | X                        | X                  | X                              | X                     |
| IPR         | X                        |                    | X                              |                       |
| IS          |                          | X                  | X                              |                       |
| LSCA/ICA    | X                        | X                  | X                              | X                     |
| SCCA        | X                        | X                  | X                              | X                     |

### 3.4 RESEARCH OPPORTUNITIES

In the event the author was, throughout the period of the study, a member of all the associations selected for study (see Table 3.5). The level of membership of the author of each association studied is indicated in Appendix I. This resulted in automatic receipt of all official publications of all the associations studied that were distributed to the membership at large.

Membership of an association per se was found to result in a relatively higher degree of receptivity from and access to those approached than would probably otherwise have been the case. Membership per se also tended to result in association officials feeling a sense of obligation to respond positively to requests for information and access to research situations.

Association membership also gave the author a perspective on events and incidents, a sense of proportion, and some empathy with, and understanding of, the contexts within which these events and incidents occurred. On the other hand, a 'non-member' researcher would have been less emotionally involved, and more distanced from, the events and incidents observed. One could debate the advantages and disadvantages of forms and degrees of involvement with the subject matter of study and the subjective biases that can result. On balance, it is the view of the author that his association memberships allowed a richer assessment of the associations selected for study, but at some cost in terms of the qualification of the author to compare the findings with those for, and to discuss, their implications for, other associations of which he is not a member.

Table 3.6 sets out both the categories of evidence that had already been collected at the commencement of this particular study in 1980 and the categories of evidence that, on the basis of the research opportunities that then existed could be collected in respect of each of the associations that had initially been selected for study.

TABLE 3.6Research Opportunities in Respect of Associations to be Studied

| <u>Association</u>                    | <u>Council<br/>Questionnaire<br/>&amp; Interview</u> | <u>Council &amp;<br/>Committee<br/>Minutes</u> | <u>Participant<br/>Observation</u> | <u>Publications</u> | <u>Specific<br/>Decision<br/>Case<br/>Studies</u> |
|---------------------------------------|--|--|------------------------------------|---------------------|---|
| (a) <u>Evidence Already Collected</u> |  |  |                                    |                     |   |
| AAPA                                  |  | X  |                                    | X                   | X   |
| ACA                                   |  |  |                                    | X                   |   |
| BBGS                                  |  | X  | X                                  | X                   |   |
| BCS                                   |  |  |                                    | X                   |   |
| BGA                                   |  | X  | X                                  | X                   |   |
| BIM                                   |  | X  |                                    | X                   |   |
| CAM                                   |  | X  | X                                  | X                   |   |
| IABC                                  |  | X  | X                                  | X                   |   |
| ICSA                                  |  | X  | X                                  | X                   |   |
| IM                                    |  | X  | X                                  | X                   |   |
| IMS                                   |  | X  |                                    | X                   |   |
| IoD                                   |  | X  | X                                  | X                   | X   |
| IPR                                   |  |  |                                    | X                   |   |
| IS                                    |  |  |                                    | X                   |   |
| LSCA/ICA                              |  | X  | X                                  | X                   |   |
| SCCA                                  |  | X  | X                                  | X                   | X   |

TABLE 3.6 (CONT'D)

Research Opportunities in Respect of Associations to be Studied

| <u>Association</u>                  | <u>Council<br/>Questionnaire<br/>&amp; Interview</u> | <u>Council &amp;<br/>Committee<br/>Minutes</u> | <u>Participant<br/>Observation</u> | <u>Publications</u> | <u>Specific<br/>Decision<br/>Case<br/>Studies</u> |
|-------------------------------------|--|--|------------------------------------|---------------------|---|
| (b) <u>Evidence to be Collected</u> |  |  |                                    |                     |   |
| AAPA                                | X  | X  |                                    | X                   | X   |
| ACA                                 | X  |  |                                    | X                   |   |
| BBGS                                | X  |  | X                                  | X                   |   |
| BCS                                 | X  |  |                                    | X                   |   |
| BGA                                 | X  | X  | X                                  | X                   |   |
| BIM                                 | X  | X  |                                    | X                   | X   |
| CAM                                 | X  | X  | X                                  | X                   |   |
| IABC                                | X  | X  | X                                  | X                   |   |
| ICSA                                | X  | X  | X                                  | X                   | X   |
| IM                                  | X  | X  | X                                  | X                   | X   |
| IMS                                 | X  | X  |                                    | X                   |   |
| IoD                                 | X  | X  | X                                  | X                   |   |
| IPR                                 | X  | X  | X                                  | X                   | X   |
| IS                                  | X  | X  |                                    | X                   |   |
| LSCA/ICA                            | X  | X  | X                                  | X                   |   |
| SCCA                                | X  | X  | X                                  | X                   | X   |

The particular and relatively unique situation of the researcher resulted in the identification of research opportunities in excess of those required by the research programme ultimately adopted. Table 3.7 summarises the categories of evidence collected in respect of each hypothesis. Table 3.7 also indicates the author's view of the relative importance of each of the categories of evidence selected.



**TABLE 3.7**

**Categories of Evidence Collected in Respect of Each Hypothesis**

(1 = Categories of Evidence of Prime Importance; 2 = Categories of Secondary Importance)

| <u>Hypothesis</u> | <u>Subject Matter</u>                  | <u>Participant Observation</u> | <u>Interview</u>       | <u>Minutes</u> | <u>Publications</u> | <u>Questionnaire</u> | <u>Other</u>               |
|-------------------|--|--------------------------------|------------------------|----------------|---------------------|----------------------|----------------------------|
| (i)               | Social Class Origins                   | 2                              | (Where no Biographies) |                |                     | 1                    | 2<br>Published Biographies |
| (ii)              | Self-recruitment                       | 2                              |                        |                |                     | 1                    |                            |
| (iii)             | Association Preferences                | 2                              |                        |                |                     | 1                    |                            |
| (iv)              | Concept of Professionalism             | 2                              |                        | /              | /                   | 1                    |                            |
| (v)               | Knowledge Creation                     |                                |                        | 2              | 1                   | /                    | 9<br>6                     |
| (vi)              | Professional Orientation               | 2                              |                        |                |                     | 1                    |                            |
| (vii)             | Bureaucracy                            |                                | 2                      |                |                     |                      | 1<br>Accounts              |
| (viii)            | Links and Joint Ventures               | 2                              |                        | 1=             | 1=                  |                      |                            |
| (ix)              | Search for Status as Motivator         | 2=                             | 2=                     |                | /                   | 1                    |                            |
| (x)               | Values Associated with Professionalism | 2                              |                        |                |                     | 1                    |                            |
| (xi)              | Status Attributes                      | 2                              |                        |                |                     | 1                    |                            |
| (xii)             | External Threats                       |                                |                        |                | 2                   | 1                    |                            |

**TABLE 3.7 (CONTD)**

**Categories of Evidence Collected in Respect of Each Hypothesis**

| <u>Hypothesis</u> | <u>Subject Matter</u>                                      | <u>Participant Observation</u> | <u>Interview</u> | <u>Minutes</u> | <u>Publications</u> | <u>Questionnaire</u> | <u>Other</u>  |
|-------------------|--|--------------------------------|------------------|----------------|---------------------|----------------------|---------------|
| (xiii)            | Drive for Standing, Recognition, Identity and Self-respect | 2=                             | 2=               | /              | /                   | 1                    |               |
| (xiv)             | State Recognition  |                                |                  | 1              | 2=                  | 2=                   |               |
| (xv)              | New Activities   | 1                              | 2                | /              | /                   |                      |               |
| (xvi)             | Opinions and Recognition by other Associations             | 1                              | 2                |                |                     | /                    |               |
| (xvii)            | Activity and Status Gaps                                   | 2                              |                  |                |                     | 1                    |               |
| (xviii)           | Status Insecurity  | 1                              | 2=               |                |                     | 2=                   |               |
| (xix)             | Relevance of Expertise                                     |                                | 2=               |                | 2=                  | 1                    |               |
| (xx)              | The Encouragement of Volunteers                            | 2=                             |                  | 1=             | 2=                  | 1=                   |               |
| (xxi)             | Resource Allocation  |                                | 2=               | 2=             |                     |                      | 1<br>Accounts |
| (xxii)            | Image Issues   | 1                              | 2=               | 2=             | /                   |                      |               |
| (xxiii)           | Membership Development                                     | 2=                             |                  | 1              | 2=                  |                      |               |
| (xxiv)            | VIP Member Identification                                  | 2=                             | 1                | 2=             |                     |                      |               |

**TABLE 3.7 (CONTD)**

**Categories of Evidence Collected in Respect of Each Hypothesis**

| <u>Hypothesis</u> | <u>Subject Matter</u>                     | <u>Participant Observation</u> | <u>Interview</u>      | <u>Minutes</u> | <u>Publications</u> | <u>Questionnaire</u> | <u>Other</u>         |
|-------------------|---|--------------------------------|-----------------------|----------------|---------------------|----------------------|----------------------|
| (xxv)             | Explicit Acknowledgement of Membership    | 2=                             | 2=                    |                |                     | 1                    |                      |
| (xxvi)            | Additional Qualifications                 |                                | 2<br>(Where no Biogs) |                |                     | 1                    | 2<br>Published Biogs |
| (xxvii)           | Code of Practice and Disciplinary Matters |                                | 2=                    | 1=             | 1=                  | 2=                   |                      |
| (xxviii)          | Status Explicit in Publications           |                                |                       | 2              | 1                   |                      |                      |
| (xxix)            | Peer Body Status Self-conscious           | 2=                             | 2=                    |                |                     | 1                    |                      |
| (xxx)             | Two-way Communication with Members        | 1                              | 2                     | /              | /                   |                      |                      |
| (xxxi)            | Publicising Representation Activity       | /                              | /                     | 2              | 1                   |                      |                      |
| (xxxii)           | Opportunism                               | 2=                             | 2=                    | 1              |                     | /                    |                      |
| (xxxiii)          | Sensitivity to External Status Opinions   | 2                              |                       | /              | /                   | 1                    |                      |
| (xxxiv)           | Promotional Activity                      | 1                              |                       | 2              |                     |                      |                      |

Note: "/" indicates further category of evidence found during the study to be relevant

The potential richness of the research opportunity is illustrated by Table 3.8 which indicates from which of the associations initially selected for study relevant data could be collected in respect of each of the hypotheses to be examined.

The full range of associations was available to test hypotheses (i)-(vi), (viii)-(xiv), (xvi)-(xxiii), (xxv)-(xxvii), (xxix) and (xxxiii). In the case of these hypotheses, relevant data could be collected from every one of the associations initially selected for study.

In respect of hypotheses (i)-(vi), (viii)-(xiv), (xvi)-(xxiii), (xxv)-(xxvii), (xxix) and (xxxiii), data could be collected to allow results for any one broad functional grouping (say Accounting/Company Secretarial of Table 3.3) to be compared with that for any other such grouping (say Marketing/Communications).

**TABLE 3.8**

Associations from which Relevant Data could be Collected for each Hypothesis

| <u>Hypothesis</u> | <u>Subject Matter</u>                  | <u>AAPA</u> | <u>ACA</u> | <u>BBGS</u> | <u>BCS</u> | <u>BGA</u> | <u>BIM</u> | <u>CAM</u> | <u>IABC</u> | <u>ICSA</u> | <u>IM</u> | <u>IMS</u> | <u>IoD</u> | <u>IPR</u> | <u>IS</u> | <u>LSCA</u><br><u>/ICA</u> | <u>SCCA</u> |
|-------------------|--|-------------|------------|-------------|------------|------------|------------|------------|-------------|-------------|-----------|------------|------------|------------|-----------|----------------------------|-------------|
| (i)               | Social Class Origins                   | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (ii)              | Self-recruitment                       | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (iii)             | Association Preferences                | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (iv)              | Concept of Professionalism             | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (v)               | Knowledge Creation                     | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (vi)              | Professional Orientation               | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (vii)             | Bureaucracy                            | X           |            | X           |            | X          |            | X          |             | X           |           | X          |            | X          |           | X                          |             |
| (viii)            | Links and Joint Ventures               | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (ix)              | Search for Status as Motivator         | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (x)               | Values Associated with Professionalism | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (xi)              | Status Attributes                      | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (xii)             | External Threats                       | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |

**TABLE 3.8 (CONT'D)**

Associations from which Relevant Data could be Collected for each Hypothesis

| <u>Hypothesis</u> | <u>Subject Matter</u>                                      | <u>AAPA</u> | <u>ACA</u> | <u>BBGS</u> | <u>BCS</u> | <u>BGA</u> | <u>BIM</u> | <u>CAM</u> | <u>IABC</u> | <u>ICSA</u> | <u>IM</u> | <u>IMS</u> | <u>IoD</u> | <u>IPR</u> | <u>IS</u> | <u>LSCA</u><br><u>/ICA</u> | <u>SCCA</u> |
|-------------------|--|-------------|------------|-------------|------------|------------|------------|------------|-------------|-------------|-----------|------------|------------|------------|-----------|----------------------------|-------------|
| (xiii)            | Drive for Standing, Recognition, Identity and Self-respect | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (xiv)             | State Recognition  | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (xv)              | New Activities   |             |            | X           |            | X          |            | X          | X           | X           | X         |            | X          | X          |           | X                          | X           |
| (xvi)             | Opinions and Recognition by other Associations             | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (xvii)            | Activity and Status Gaps                                   | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (xviii)           | Status Insecurity  | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (xix)             | Relevance of Expertise                                     | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (xx)              | The Encouragement of Volunteers                            | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (xxi)             | Resource Allocation  | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (xxii)            | Image Issues   | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (xxiii)           | Membership Development                                     | X           | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (xxiv)            | VIP Member Identification                                  |             |            |             |            | X          |            | X          | X           | X           | X         |            | X          | X          |           | X                          | X           |

TABLE 3.8 (CONT'D)

Associations from which Relevant Data could be Collected for each Hypothesis

| <u>Hypothesis</u> | <u>Subject Matter</u>                     | <u>APA</u> | <u>ACA</u> | <u>BBGS</u> | <u>BCS</u> | <u>BGA</u> | <u>BIM</u> | <u>CAM</u> | <u>IABC</u> | <u>ICSA</u> | <u>IM</u> | <u>IMS</u> | <u>IoD</u> | <u>IPR</u> | <u>IS</u> | <u>LSCA</u><br><u>/ICA</u> | <u>SCCA</u> |
|-------------------|---|------------|------------|-------------|------------|------------|------------|------------|-------------|-------------|-----------|------------|------------|------------|-----------|----------------------------|-------------|
| (xxv)             | Explicit Acknowledgement of Membership    | X          | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (xxvi)            | Additional Qualifications                 | X          | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (xxvii)           | Code of Practice and Disciplinary Matters | X          | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (xxviii)          | Status Explicit in Publications           | X          |            | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          |           | X                          | X           |
| (xxix)            | Peer Body Status Self-conscious           | X          | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (xxx)             | Two-way Communication with Members        |            |            |             | X          |            |            | X          | X           | X           | X         | X          | X          | X          |           | X                          | X           |
| (xxxi)            | Publicising Representation Activity       |            |            |             | X          |            |            | X          | X           | X           | X         | X          | X          | X          |           | X                          | X           |
| (xxxii)           | Opportunism                               |            |            |             | X          |            |            | X          | X           | X           | X         | X          | X          | X          |           | X                          | X           |
| (xxxiii)          | Sensitivity to External Status Opinions   | X          | X          | X           | X          | X          | X          | X          | X           | X           | X         | X          | X          | X          | X         | X                          | X           |
| (xxxiv)           | Promotional Activity                      |            |            |             | X          |            |            | X          | X           | X           | X         | X          | X          | X          |           | X                          | X           |

In the case of the remaining hypotheses (vii, xv, xxiv, xxviii, xxx, xxxi, xxxii, xxxiv) there were one or more associations from which relevant data could not be collected. However, in respect of these 'remaining' hypotheses, in all cases relevant data could be collected from all the associations initially categorised as belonging to the 'Marketing Communications' group of associations. In the case of hypothesis (vii) and (xxviii), relevant data could be collected from all the associations initially categorised as belonging to the 'General Management/Administration' group of associations.

Table 3.9 indicates which of the 'remaining' hypotheses (vii, xv, xxiv, xxviii, xxx, xxxi, xxxii, xxxiv) could have been tested by all of the associations in the broad initial functional groupings indicated.

It will be seen that the bodies initially categorised (see Table 3.3) as falling within the Management Services functional area were least crucial to the initial research design, while the extension of the Marketing/Communications group<sup>(17)</sup> to include the IPR and IABC provided a larger comparative group for the testing of hypotheses (xv), (xxiv) and (xxx)-(xxxiv) which could not have been tested with the aid of another complete functional group of associations.



**TABLE 3.9****Hypotheses which could be Tested by All Members of Certain Initial Association Groups Only**

| <u>Hypothesis</u>                                | <u>General<br/>Management<br/>Administration</u> | <u>Accounting<br/>Company<br/>Secretarial</u> | <u>Marketing<br/>Communications</u> | <u>Management<br/>Services</u> |
|--|--|---|-------------------------------------|--------------------------------|
| (Subject Matter)                                 |  |   |                                     |                                |
| (vii)<br>(Bureaucracy)                           | X  |   | X                                   |                                |
| (xv)<br>(New Activities)                         |  |   | X                                   |                                |
| (xxiv)<br>(VIP Member Identification)            |  |   | X                                   |                                |
| (xxviii)<br>(Status Explicit in Publications)    | X  |   | X                                   |                                |
| (xxx)<br>(Two-way Communication with Members)    |  |   | X                                   |                                |
| (xxxii)<br>(Publicising Representation Activity) |  |   | X                                   |                                |
| (xxxii)<br>(Opportunism)                         |  |   | X                                   |                                |
| (xxxiv)<br>(Promotional Activity)                |  |   | X                                   |                                |

### 3.5 SELECTION OF MATCHED PAIRS

In order, so far as was possible, to compare like with like associations were first grouped into 'matched pairs'. This was achieved within each particular professional/vocational area by matching a status maintaining association with a status seeking association.

A preliminary investigation was made of eight pairings of the associations initially identified for possible study and listed in Section 3.3. These are set out in Table 3.10. In each case an association allocated to the status maintaining category (SM) was matched, as nearly as possible, with an association from the status seeking category (SS).

Of associations the membership of which was composed of business graduates, the BGA (SM) was matched with the BBGS (SS). Of the accounting associations, the ACA (SM) was matched with the AAPA (SS) and the ICA (SM) with the SCCA (SS).

Of the associations concerned broadly with the area of Marketing Communications, a prima facie allocation into degrees of status seeking only was possible as an initial assessment suggested that all the associations in this group were to a greater or lesser degree status seeking associations. On the basis of degrees of status seeking, the IM (lower) was matched with CAM (greater) and the IPR (lower) with the IABC (greater). The distinction of degree was, however, felt not to be sufficient for use as the basis of hypothesis testing.

Of the associations that could be categorised as concerned with Management Services, the IS (SM) was matched with the IMS (SS). Of the two associations concerned with Computing/Data Processing, the BCS (SM) and the IDP (SS) formed a natural matched pair as did the two associations concerned broadly with professional administration, namely ICOSA (SM) and the IAM (SS). The associations concerned with direction (IoD) and management (BIM) were felt to both fall within the status maintaining category.

**TABLE 3.10****Selection of Matched Pairs**

| <u>Association Group</u>    | <u>Status Maintaining</u> | <u>Status Seeking</u> |
|-----------------------------|---------------------------|-----------------------|
| Business Graduate           | BGA                       | BBGS                  |
| Accounting                  | ACA                       | AAPA                  |
|                             | ICA                       | SCCA                  |
| Management Services         | IS                        | IMS                   |
| Computing/Data Processing   | BCS                       | IDP                   |
| Professional Administration | ICSA )                    | IAM                   |
| Direction Management        | IoD )                     |                       |
|                             | BIM )                     |                       |
| Marketing Communications    |                           | ( CAM                 |
|                             |                           | ( IABC                |

Notes: \_\_\_\_\_ Initial Matching of associations for possible study

(see Section 3.3, Table 3.3).

----- Selected Matching of pairs of associations (see Table 3.4).

- - - - - Selected Matching of a 'status maintaining' group of associations (IoD, BIM, ICSA) with a status seeking group of associations (IM, CAM, IPR) (see Table 3.4).

For the reasons set out in Section 3.3, adequate evidence in certain categories and for certain associations was not available to the degree necessary to allow all of these matched pairs to be used for the testing of hypotheses. Hence some further consolidation of the matching opportunities was required.

The groupings that emerged from this consolidation consisted of two primary matched pairs of business graduate associations (BGA, BBGS) and accounting associations (ICA, SCCA) and a match of two groupings of management associations.

Of the matched pair of associations the memberships of which was composed of business graduates, the status maintaining association was the BGA while the status seeking association was the BBGS. This pair of associations is introduced in Chapter Four.

Of the accounting association matched pair, the status maintaining association was the ICA (and the LSCA) and the status seeking association was the SCCA. This pair of associations is introduced in Chapter Five.

Chapter Six introduces the six associations in the management associations group. Within this grouping is a set of three associations concerned with management/administration categorised as status maintaining associations (IoD, BIM, ICSA) and a matched set of three associations concerned broadly with the area of marketing communications and categorised as status seeking associations (IM, CAM, IPR).

By comparing matched pairs and sets of associations, it is hoped to limit the areas in which there could be differences between associations that are to be compared to, so far as is possible, to factors that relate to the distinction of status seeking or status maintaining categorisation.

### 3.6 ASSOCIATION QUESTIONNAIRE

In order to allow a more systematic comparison of the matched pairs and matched sets of associations, an Association Questionnaire to elicit certain factual information relevant to the purposes of the study and relating to the hypotheses being tested was sent to an appropriate and receptive contact (eg the President or Chief Administrative Officer) of each of the associations to be studied. This Questionnaire to Professional Associations is presented as Appendix VI.

The Questionnaire to Professional Associations was circulated together with a covering letter which explained its purpose and that of the study as a whole. This Letter of Introduction to Professional Associations also requested circularisation among members of the association in question's governing organ of an Individual Questionnaire and is presented as Appendix III. The person to whom the Letter of Introduction was sent is also indicated in Appendix III.

Summaries of the findings of the Questionnaire to Professional Associations are presented as Table 4.1 in Chapter Four (Comparison of Business Graduate Associations), Table 5.1 in Chapter Five (Comparison of Accounting Associations) and Table 6.1 in Chapter Six (Comparison of Management Associations).

### 3.7 INDIVIDUAL QUESTIONNAIRE

A Questionnaire to Individual Professional Association Council and Committee members was circulated under a covering Letter of Introduction to Individual Professional Association Council and Committee members. The covering 'Letter of Introduction' is given as Appendix IV, while the 'Individual Questionnaire' is given as Appendix VII.

The use of a covering letter and the ability to generally check questionnaire responses against other forms of evidence (eg formal personal interview, informal discussion and participant observation of questionnaire respondents) limited the disadvantages<sup>(18)</sup> of questionnaire use. Perceived inadequacies of response were compensated by additional remedial or supplementary interviews, discussions and observation. This process of cross-checking and compensation was helped by the fact that questionnaire targets could be identified and in most cases were personally known by the researcher.

It was decided to test the attitudes and status perceptions of association Council members by means of a questionnaire supplemented by interview in order that the purposes of the research could be explained, questions of understanding and/or explanation dealt with, questions tackled in a similar and logical order, responses not discussed with others and, in view of the relatively small sample sizes, a relatively high response rate achieved.<sup>(19)</sup> The value of using questionnaires in the context of the study of professional attitudes has already been demonstrated.<sup>(20)</sup>

In drawing up the Individual Questionnaire, there were a number of factors to be taken into consideration. In particular, there was the number of hypotheses to be tested. To keep the questionnaire to a reasonable length (ie a target no more than six pages was aimed at) in the interests of an acceptable response rate, one would need to be very selective in choosing indicators (measures for each hypothesis).

The presence of other means of testing each hypothesis and the relative priority for each hypothesis of questionnaire data suggested that one should, other things being equal, only use the questionnaire for those hypotheses most effectively tested by questionnaire, taking into account the other methods of testing available.

Given the primary importance of the implications of the status seeking/status maintaining distinction for all the associations studied, it was felt that a single or standard questionnaire would be preferable, other things being equal, to group specific questionnaires (eg a separate questionnaire, say, for accounting associations). Individual questions should, so far as was possible, relate to all recipients (ie not the inclusion of particular questions that related to one group of associations rather than another).

It was thought that the questionnaire should be constructed to flow logically (eg starting with background questions and moving on to those concerning views on professional issues). The questionnaire should ideally take no more than twenty minutes to complete.

It was recognised that, for ease of understanding and use, questions should be grouped. Questions with a similar purpose (eg those relating to personal or background factors, or concepts of professionalism, or image/status/standing issues) were grouped together. Questions concerning the personal backgrounds of questionnaire recipients were likely to be largely factual in nature which suggested early positioning in a questionnaire. Questions concerning values and attitudes (eg those concerning concepts of professionalism) are likely to be largely subjective in nature and could be presented later in the questionnaire.

In ordering questions on image, status and standing, it was felt, other things being equal, that it would be desirable to distinguish and group questions dealing with internal/self image from those concerning external/peer image. One would therefore move from the perception of the image, status and standing that an association is perceived to have, to where respondents would like it to be. It was also thought preferable for questions dealing with association activities and actions to be grouped together.

- It was recognised that to encourage questionnaire completion and return questions should, wherever possible, be short, clear, simple and factual. Questions offering a multiple choice (eg in order to test the relative importance of a number of factors) were judged to be less intimidating if they could be responded to by means of a tick in an appropriate column. A conscious effort was made to include as few open ended questions as possible.

It was recognised that normal considerations relating to the construction of minimum sample size and quantitative analysis would need to be tempered by the acceptance that those to whom the individual questionnaire would be sent, namely those serving on the governing organs of selected professional associations were finite in number. The number of questionnaires that could be circulated was given and limited to the size of governing organ membership. Preliminary discussion with the professional associations suggested that an anonymous (ie names of respondents not requested) questionnaire would result in a higher rate of response.

Prior to constructing the questionnaire (and taking into account the factors identified in this section for consideration), one had first to identify suitable measures and/or proxies for use with each hypotheses. Such measures or proxies needed to reflect the nature of the dependent variable differences (see Table 3.2). The measures and/or proxies considered in the process of drafting the individual questionnaire (and, where appropriate, other means of testing such as interview or participant observation) are summarised in Appendix V. Appendix V also identifies where certain measures and/or proxies relate to more than one hypothesis.

While aware of the measures and/or proxies used by other students of professional associations<sup>(20)</sup> cited in Chapter Two, the measures and/or proxies listed in Appendix V all derive from the author's own 'first principles' analysis of what would be most appropriate in terms of the objectives and context of testing the specific hypotheses of this study.



To test hypothesis (i), evidence was sought of social class origins. Problems that have been experienced with the measurement of inter-generational mobility suggested use of more than one indicator of the social status of fathers and that of questionnaire recipients.<sup>(21)</sup>

Questions (questions 3,4,5,6,7 in the questionnaire given in Appendix VII) were included in the questionnaire sent to individual professional association Council and Committee members (presented as Appendix VII) on father's main occupation, professional associations, social class, school and highest qualification. Lower social class origins in the case of status seeking association respondents and higher social class origins in the case of status maintaining association respondents would be consistent with the hypothesis.

For hypothesis (ii) on the subject of self-recruitment, evidence was sought of prior family involvement with the profession concerned. Questions (3,4) on father's main occupation and professional associations were also applicable to the testing of this hypothesis. An additional question (13) was put into the questionnaire to determine if any other members of the respondent's family were members of the association concerned. Evidence consistent with the hypothesis would be a lower rate of self-recruitment for status seeking associations and a higher rate (more of a 'family tradition') in the case of status maintaining associations.

To test hypothesis (iii) on the subject of association preferences and hypothesis (xxvi) on additional qualifications, it was decided to include questions on further professional qualifications obtained (14) and professional associations joined (15) since joining the association the membership of which resulted in the receipt of the questionnaire. This would yield factual evidence of additional qualifications and evidence of satisfaction with initial qualification, and the extent to which it was felt necessary to supplement and complement it with further qualification(s). In order to identify the professional associations questionnaire recipients would prefer to their own (hypothesis (iii)) questions were also included on what associations recipients would join if they were to start their careers again (16), and which associations would be preferred if it were possible to swap memberships of associations (17).

Evidence that status seeking respondents would prefer another association (possibly a status maintaining matched association), while status maintaining respondents tended to be satisfied with their own association would be consistent with hypothesis (iii). Evidence consistent with hypothesis (xxvi) would be of status seeking respondents obtaining and status maintaining respondents not obtaining additional qualifications.

It was decided to test hypotheses concerned with relative importance of, or concern with, professional issues and activities by means of collective questions that required listed issues and activities to be ranked on a scale of importance. The scale of importance used throughout the questionnaire was a five point scale: Extremely Important - Very Important - Fairly Important - Of Little Importance - Not Important. Professional issues were listed under question 18 and professional activities under question 20 in the questionnaire.

Hypothesis (iv) on the recipient's concept of professionalism was tested by question 18 on the importance of various professional issues. The issues listed in question 18 were drawn from the issues in the study of professionalism identified in Chapter Two. Almost all of these were felt to be relevant to the testing of the hypothesis. Evidence consistent with the hypothesis would be a tendency for status seeking respondents to place a lower importance, and for status maintaining respondents to place a higher importance, upon the issues listed.

In order to test hypothesis (v) on the subject of knowledge creation, the 'creation of new knowledge' and 'use of existing knowledge' were among the professional issues listed in question 18. In addition, 'development of knowledge' was among the professional activities listed in question 20. Evidence consistent with the hypothesis would be a higher relative importance given by status seeking respondents to using existing knowledge, and a higher relative importance given by status maintaining respondents to knowledge creation and development.

It was decided to test hypothesis (vi) on professional orientation in terms of both activity and attitude. A specific question (14) on post-qualification education and professional development was included. Evidence consistent with the hypothesis would be a greater relative commitment to this activity on the part of status maintaining recipients. Further consistent evidence would be a higher relative importance attached to association professional activities (listed in question 20) by status maintaining recipients.

To yield further evidence on hypothesis (vi) an additional question (19) was included. This asked recipients to rank in importance their links and relationships with their profession, professional association, company/employer, industry sector, professional peers and workplace peers, and with other professional associations and their members. Evidence consistent with the hypothesis would be of status seeking respondents placing a relatively lower priority upon profession and professional links and relationships, and a relatively higher priority on other links and relationships, as compared with status maintaining recipients.

Hypothesis (ix) on the subject of search for status and hypothesis (xvii) on activity and status gaps both concern the acquisition of status. To yield evidence on these hypotheses it was decided to include in the questionnaire specific questions on whether a status gap was perceived (26), and, if so, action favoured to close this gap (27). Questionnaire recipients were also asked whether the association in question had objectives relating to an increase in status (28). As a further measure of motivation (hypothesis (ix)) an extra question (29) was included concerning how realistic respondents judged association objectives to increase status to be. The 'achievement of greater status and standing' was also listed among the professional activities of question 20. Evidence of a preference for action to close a perceived status gap on the part of status seeking respondents (consistent with the hypothesis (xvii)) would be a higher proportion of 'yes' replies as compared with status maintaining respondents. Such a higher proportion of 'yes' responses would also be consistent with hypothesis (ix). In the case of hypothesis (ix) particular attention would be given to the assessment of 'motivation' in interview and participant observation situations.

Hypothesis (x) is concerned with the values associated with professionalism. It was decided that the pattern of responses to questions in the questionnaire on the relative importance of professional issues (18), links and relationships (19) and professional activities (20) would yield useful evidence on the uniformity of values. More uniformity in the importance rankings in the responses of status maintaining respondents and less uniformity in the responses of status seeking respondents would be consistent with the hypothesis.

It was decided that hypothesis (xi) on the subject of individual search for status attributes could be tested by examining the relative importance attached by respondents to certain of the professional issues listed under question 18 of the questionnaire. Evidence consistent with the hypothesis would be of greater importance being placed on relevant issues by status seeking respondents as compared with status maintaining respondents.

Hypothesis (xii) is concerned with awareness of external threats to an established status. Evidence relevant to this hypothesis was sought by means of two questions (22,24). Question 22 was open-ended and required questionnaire recipients to specify what they felt to be the main problems, threats and challenges to both their profession and their professional association. Responses would provide an opportunity for both quantitative and qualitative assessment. A relatively high level of problems, threats and challenges and their more perceptive and precise definition on the part of status maintaining, as compared with status seeking respondents, would be consistent with the hypothesis.

Evidence relevant to hypothesis (xii) was also sought by question 24 which asked respondents to rank in importance each item of a list of 'challenges' to their professional association. From the responses one would be able to compare, as between status seeking and status maintaining respondents, the overall number of challenges ticked and the degree of importance attached to them. One could also compare, as a measure of perceptiveness, these responses with the author's own, and the documented assessments of other authorities, of the challenges facing the professions concerned. Evidence consistent with the hypothesis would be a pattern of responses which demonstrated greater awareness of external threats on the part of status maintaining respondents compared with status seeking respondents.

The drive for standing, recognition, identity and self-respect, the subject matter of hypothesis (xiii) was measured in part by the importance attached by respondents to relevant professional issues and activities listed under questions 18 and 20. Evidence consistent with the hypothesis would be of greater importance attached by status seeking, as compared with status maintaining, respondents to these issues and activities.

It was decided to further test hypothesis (xiii) by including in the questionnaire questions that required comment on, and assessment of, the degree of status and recognition achieved by the association in question (25), and the ranking in importance of various forms of recognition (30). A higher proportion of status seeking respondents, as compared with status maintaining respondents, considering the recognition achieved by their professional association to be 'unsatisfactory', 'not sufficient', 'falling', 'not realistic', 'undeserved' and 'below other associations in the profession' would be consistent with the hypothesis. Also consistent with the hypothesis would be responses from status seeking, as compared with status maintaining, respondents that placed greater importance upon the forms of recognition listed in question 30.

Hypothesis (xiv) concerns the priority given to the achievement of state recognition: 'securing official recognition', 'search for public/statutory recognition' and 'achievement of a Royal Charter' were among the professional activities listed under question 20. A higher importance placed upon these activities by status seeking, as compared with status maintaining, respondents would be consistent with the hypothesis. Among the forms of recognition listed under question 30 were 'statutory recognition', 'Royal Charter' and 'recognition by public bodies'. A higher importance placed upon these forms of recognition by status seeking, as compared with status maintaining, respondents would be consistent with the hypothesis.

Hypothesis (xiv) was also tested directly by question 23 on the desirability, realism, importance and priority of achievement, and/or maintenance, of Royal Charter status. Greater priority, importance and desirability among status seeking respondents, as compared with status maintaining respondents would be consistent with the hypothesis. Question 24 of the questionnaire required recipients to rank in importance a number of 'challenges' to their professional associations. 'Official recognition' and 'lack of some form of official recognition' were listed among the challenges. Greater importance attached to these challenges in the responses from status seeking, as compared with status maintaining, associations would be consistent with the hypothesis.

Hypothesis (xvi) is concerned with status opinions of, and recognition granted by, other associations. A number of the questions that have already been indicated were relevant to the testing of this hypothesis. Thus 'opinions of other bodies in the profession' was listed under question 18 on views on professional issues, and 'other professional bodies' were included under question 19 on links and relationships'. 'Forming alliances/links with other bodies' was included as an association activity under question 20, while 'opinions of other bodies' was included among 'challenges' to the profession concerned under question 24. Finally, 'recognition by other professional bodies' was included as a form of recognition under question 30. In all these cases, a higher importance in the responses from status seeking, as compared with status maintaining, associations would be consistent with the hypothesis.

To test hypothesis (xviii) on status insecurity 'your own personal satisfaction', 'whether your Council is satisfied' and 'recognition by members' were listed, along with a number of 'external' and 'objective' forms of recognition, under question 30. Evidence consistent with the hypothesis would be of a relatively greater importance attached by status seeking respondents to 'objective' forms of recognition such as statutory recognition, and 'external' forms such as academic, employer and public body recognition. In the case of status maintaining respondents, consistent evidence would be of greater importance attached to 'subjective' forms of recognition such as own, personal and Council satisfaction. Such evidence would also be consistent with hypothesis (xxxiii) on the subject of sensitivity to external status opinions.

Questionnaire evidence to test hypothesis (xix) on the relevance of expertise was accumulated by listing: 'service to society' under question 18 on views on professional issues; 'establishing relevance of professional skills to needs in society' and 'monitoring public/client reactions/feedback' under question 20 on professional association activities; 'relevance of skills in society' and 'public attitudes and public opinions' under question 24 on 'challenges' to professional associations; and 'recognition by employers' under question 30 on forms of professional association recognition. In all these cases, a higher importance ranking given to these items by status seeking, as compared with status maintaining, respondents would be consistent with the hypothesis.

To assist with the testing of hypothesis (xx) on the subject of the encouragement of volunteers, the 'encouragement of member involvement in association affairs' was added to the list of professional activities to which an importance indication was required under question 20. A higher importance placed upon this item by status seeking respondents, and a relatively lower importance placed upon it by status maintaining respondents, would be consistent with the hypothesis.

In order to test hypothesis (xxiii) on membership development, 'recruiting new members' was included as one of the professional association activities under question 20 (the importance of which questionnaire recipients were requested to indicate). A higher importance given to this item by status seeking, as compared with status maintaining, respondents would be consistent with the hypothesis.

In order to test hypothesis (xxv) on explicit acknowledgement of professional association membership, questionnaire recipients were asked, under question 18, about the importance they attached to the 'use of professional designation/letters'. They were asked under question 20 about the importance of the 'encouragement of members to use their professional designations/letters' as a professional association activity. A higher importance upon these items in the responses from status seeking, as compared with status maintaining, respondents would be consistent with the hypothesis.

Questionnaire recipients were also asked (question 31) whether they used a professional designation or any designatory letters to which they were entitled on: 'letterheads/calling cards; by-lines (eg when writing articles); potted biographies; internal staff lists; published lists (eg of directors in annual reports and accounts)'; and 'professional correspondence'. Greater use of professional designations and/or designatory letters on the part of status seeking, as compared with status maintaining, respondents would be consistent with the hypothesis.

The subject matter of hypothesis (xxvii) is concerned with code of practice and disciplinary matters. Relevant evidence was sought by including items related to code of practice and disciplinary matters under questions 18 and 20. Both these questions asked questionnaire recipients to attach importance to the listed items. 'Self-regulation', 'development of standards of practice', 'adherence to professional standards', 'a sense of professional responsibility/ethical standards' and 'adherence to code of practice' were included as professional issues in question 18. 'Maintaining standards of entry', 'raising standards of entry', provision of a licence to practice', 'maintenance of standards', and 'disciplinary procedure/code of practice' were included as professional activities under question 20. In the case of all of these items, a higher importance rating from status maintaining, as compared with status seeking, respondents would be consistent with the hypothesis.

To test hypothesis (xxix) on concern with the opinions of peer bodies, it was decided to include an open-ended question (21) requiring questionnaire recipients to identify which groups (if any) they felt constituted a peer group. The listing of greater numbers of associations in the same professional area by status seeking, as compared with status maintaining, respondents would be consistent with the hypothesis. The 'opinions of other associations' was included among the 'challenges' to the professional association concerned under question 24, while 'recognition by other professional associations' and 'recognition by members of other professional associations' were included as forms of recognition under question 30. In the case of these items under questions 24 and 30, a higher importance rating in questionnaires sent in by status seeking, as compared with status maintaining, respondents would be consistent with the hypothesis.



Responses to question 20 on the importance of 'new activities' of a professional association, it was judged, would have some relevance to hypothesis (xxxii) on opportunism. A higher importance attached to this item in questionnaires returned from status seeking, as compared with status maintaining, respondents would be consistent with this hypothesis.

Hypotheses (vii), (viii), (xv), (xxi), (xxii), (xxiv), (xxvi), (xxviii), (xxx), (xxxi) and (xxxiv) were not primarily addressed by questionnaire as other methods of research were thought to be more appropriate for establishing evidence to test them. In the case of hypothesis (viii) on links and joint ventures, 'forming alliances/links with other associations' was listed as one of the association activities under question 20 to be ranked in importance. 'Initiating new activities' relevant to hypothesis (xv) concerned with new activities was also listed under question 20. 'The profession's image' relevant to hypothesis (xxii) on the subject of image issues was listed under question 18 concerned with views on professional issues.

Table 3.11 lists the numbers of the questions on the resulting Individual Questionnaire which relate to particular hypotheses being tested.

Table 3.12 lists the hypotheses to which each of the Individual Questionnaire questions relates. Table 3.12 also identifies those questions that were used to elicit background information relating to and characteristics of the Individual Questionnaire respondents. The responses to these particular questions was used to assist the compilation of Section 7.2 of Chapter Seven on the Characteristics of Respondents.

**TABLE 3.11****Individual Questionnaire Questions Relating to Each Hypothesis**

| <u>Hypothesis</u> | <u>Subject Matter</u>                                      | <u>Questions</u> |
|-------------------|--|------------------|
| (i)               | Social Class Origins                                       | 3,4,5,6,7        |
| (ii)              | Self-recruitment   | 3,4,13           |
| (iii)             | Association Preferences                                    | 14,15,16,17      |
| (iv)              | Concept of Professionalism                                 | 18               |
| (v)               | Knowledge Creation   | 18,20            |
| (vi)              | Professional Orientation                                   | 14,19,20         |
| (vii)             | Bureaucracy  | -                |
| (viii)            | Links and Joint Ventures                                   | (20)             |
| (ix)              | Search for Status as Motivator                             | 26,27,28,29      |
| (x)               | Values Associated with Professionalism                     | 18,19,20         |
| (xi)              | Status Attributes  | 18               |
| (xii)             | External Threats   | 22,24            |
| (xiii)            | Drive for Standing, Recognition, Identity and Self-respect | 18,20,25,30      |
| (xiv)             | State Recognition  | 20,23,24,30      |
| (xv)              | New Activities   | (20)             |
| (xvi)             | Opinions and Recognition by other Associations             | 18,19,20,24,30   |
| (xvii)            | Activity and Status Gaps                                   | 26,27,28         |
| (xviii)           | Status Insecurity  | 30               |
| (xix)             | Relevance of Expertise                                     | 18,20,24,30      |
| (xx)              | The Encouragement of Volunteers                            | 20               |
| (xxi)             | Resource Allocation  | -                |
| (xxii)            | Image Issues   | (18)             |
| (xxiii)           | Membership Development                                     | 20               |

**TABLE 3.11 (CONT'D)****Individual Questionnaire Questions Relating to Each Hypothesis**

| <u>Hypothesis</u> | <u>Subject Matter</u>                     | <u>Questions</u> |
|-------------------|---|------------------|
| (xxiv)            | VIP Member Identification                 | -                |
| (xxv)             | Explicit Acknowledgement of Membership    | 18,20,31         |
| (xxvi)            | Additional Qualifications                 | 14,15            |
| (xxvii)           | Code of Practice and Disciplinary Matters | 18,20            |
| (xxviii)          | Status Explicit in Publications           | -                |
| (xxix)            | Peer Body Status Self-conscious           | 21,24,30         |
| (xxx)             | Two-way Communication with Members        | -                |
| (xxxi)            | Publicising Representation Activity       | -                |
| (xxxii)           | Opportunism                               | 20               |
| (xxxiii)          | Sensitivity to External Status Opinions   | 30               |
| (xxxiv)           | Promotional Activity                      | -                |

Note: Questions in brackets, eg (20), were not used as primary sources of evidence.

**TABLE 3.12****Hypotheses for which each Individual Questionnaire Question is Relevant**

| <u>Question</u> | <u>Hypothesis</u>  |
|-----------------|--|
| 1               | Identification of Association, Number of Respondents                                   |
| 2               | Characteristics of Respondents   |
| 3               | (i), (ii)  |
| 4               | (i), (ii)  |
| 5               | (i)  |
| 6               | (i)  |
| 7               | (i)  |
| 8               | Characteristics of Respondents   |
| 9               | Characteristics of Respondents   |
| 10              | Characteristics of Respondents   |
| 11              | Characteristics of Respondents   |
| 12              | Characteristics of Respondents   |
| 13              | (ii)   |
| 14              | (iii), (vi)  |
| 15              | (iii)  |
| 16              | (iii)  |
| 17              | (iii)  |
| 18              | (iv), (v), (x), (xi), (xiii), (xvi), (xix), (xxv), (xxvii)                             |
| 19              | (vi), (x), (xvi)   |
| 20              | (v), (vi), (x), (xiii), (xiv), (xvi), (xix), (xx), (xxiii), (xxv), (xxvii),<br>(xxxii) |
| 21              | (xxix)   |
| 22              | (xii)  |
| 23              | (xiv)  |
| 24              | (xii), (xiv), (xvi), (xix), (xxix)   |
| 25              | (xiii)   |
| 26              | (ix), (xvii)   |
| 27              | (ix), (xvii)   |
| 28              | (ix), (xvii)   |
| 29              | (ix)   |
| 30              | (xiii), (xiv), (xvi), (xviii), (xix), (xxix), (xxxiii)                                 |
| 31              | (xxv)  |

Following the initial approach via the Letter of Introduction to Professional Associations (Appendix III) six of the associations selected for study agreed to distribute the Individual Questionnaire. In the case of the primary matched pairs, both the associations the members of which were business graduates (BGA, BBGS) agreed to the circulation of the Individual Questionnaire to members of their governing organs (Committees) as did both the accounting associations (LSCA (proxy for ICA), SCCA) to their Councils.

In the case of the matched sets of management associations, only the IPR (categorised as status seeking) agreed to a Council circulation, with ICSA (categorised as status maintaining) agreeing to a very selected circulation. None of the associations reacted favourably to a request for the numbering of Individual Questionnaires to allow non-responders among recipients to be followed up.

The response rates resulting from the circulation of the Individual Questionnaire are given in Table 7.1 of Chapter Seven. The overall response rate was 49%. In the case of ICSA the Individual Questionnaire was distributed, at the request of the Institute, to Officers of the Institute only. In the case of the other associations surveyed by questionnaire, it was decided, in view of the relatively small total population size, to circulate questionnaires to all Council members (rather than to a sample or subset of them).

In some cases, recipients of questionnaires produced their questionnaires in formal interview and informal discussion situations and while making it clear they would not be prepared for one reason or another to complete a written questionnaire indicated they would be prepared to talk it through and answer, where possible, verbally. Such offers were accepted but the responses obtained were not included in the questionnaire response rates given in Table 7.1 of Chapter Seven, nor were they used as a basis for assessing questionnaire findings. Such responses were, however, used where appropriate to supplement interview findings. In some cases where such offers were accepted further formal interviews and/or informal discussions were scheduled to replace the time spent talking through the Individual Questionnaire.

Had verbal responses to Individual Questionnaires been included as formal responses (ie equivalent to sending in a written and completed questionnaire) then the overall response rates given in Table 7.1 would have risen from about a half to about two thirds.

### 3.8 INTERVIEWS

Interview strategy, structure and content was considered in parallel with and operationalised in order to complement other selected methods of evidence collection. The relatively large number of hypotheses to be tested and the relative complexity of relevant issues, and the subjective nature of certain measures and proxies, established the importance of interviews as a method of collecting evidence.

In drawing up an informal interview programme, the author identified the relevant measures and/or proxies that could, prima facie, most easily be evaluated/tested by means of interview. These are summarised in Table 3.13, grouped into those concerning individual and association characteristics, those dealing with values, attitudes, issues and concerns, those relating to identified goals and those requiring comment.

Interviews were informally structured to ensure that all matters relating to the testing of hypotheses, for which this category of evidence was selected, were covered. In the event of insufficient time being available to raise questions in respect of all the hypotheses to be tested by interview, further interviews were scheduled.

Further and supplementary interviews were also held for the purposes of clarification where the interviewee was felt to be uncertain or as a result of lack of understanding, distraction or for any other reason was, in the judgement of the interviewee, not responding with sufficient authority, comprehension, reflection and commitment to allow definitive testing of a particular hypothesis.

The sequence of informal questioning followed the numerical ordering of hypotheses in Table 2.1 beginning with questions relating to the individual characteristics, values and attitudes of the interviewee once rapport had been established and a satisfactory level of interviewee attention and reflection secured and leading through questions relating to association structure and behaviour to those relating to status concerns and status drive/activities to those questions dealing with the concerns of Councils other than explicitly status concerns.

**TABLE 3.13****Measures and/or Proxies Susceptible to Interview Assessment****Characteristics of Interviewees**

- Social Class Origins
- Self-recruitment
- Association Preferences
- Reference Group Aspirations
- Seeking of Extra Qualifications
- Professional Orientation
- Sensitivity to 'External' Opinions
- Status Insecurity
- Status Self-consciousness
- Status Seeking Motivation
- Opportunism/Risk Taking
- Explicit Acknowledgement of Membership

**Concerns/Values/Issues of Interviewees**

- Motivation
- Search for Status attributes
- Status Explicit
- Existence of and Activity Relating to Perceived Status Gap
- Stress on Relevance/Justification/Rationalisation
- Concern with Peer Opinion
- Concern with Image Issues
- Ethics/Discipline Issues/Codes of Practice Associated with Professionalism
- Identification of Threats/Challenges
- Concerns Relating to Succession/Volunteers

**Goals of Interviewees**

- Drive for Recognition, Standing and Self-respect
- Status Rationale Explicit
- Status Opinion of Peers
- Seeking VIP Recruits to Help From Members



TABLE 3.13 (CONT'D)

- PR Drive/Column Inches
- Membership Development
- Two-Way Communication Concern (SS Insecure, SM Encourage bureaucratisation)

Characteristics of Professional Associations

- Scale and Complexity
- Formality of Operation
- Priorities in Allocation of Financial Resources and Staff Time
- Opportunism in Respect of Status Enhancing Activity
- Specific/Particular Case Studies
- Particular Links and Joint Ventures
- New Activities
- Views on Effectiveness of Particular Promotional Activity
- Code of Practice and Disciplinary Matters
- Representational Activity

Note:

The evaluation of whether or not a particular measure and/or proxy is susceptible to interview assessment is that of the author.

While the sequence of questioning was adhered to, a formal questionnaire was not employed as it was felt this would inhibit the achievement of rapport and produce more 'guarded' responses. The author did however approach each interview with a mental 'check list' of points to be covered. During the course of the interviews, in order to encourage more relaxed, frank and open responses, the author did not record the verbatim comments of all interviewees. The broad conclusions only of interviewee responses in 'aide memoir' form were recorded during interview discussions, fuller notes (by hypothesis tested) being written up at the first available moment after the conclusion of each interview session.

The informal approach adopted allowed more flexibility in terms of the pace and style of the interviews in order to tailor the approach adopted to the interviewee and interview circumstances/context. The advantage taken by the author of the flexibility afforded by a relatively informal approach was tempered by the need for consistency in the employment of interview collection of evidence across the associations studied.

The informal approach also allowed for clarification and, on occasion and where appropriate, supplementary questions to be put. In all cases, however, questions were put in a form as close as possible to the formal statement of the hypotheses being tested as soon as it was judged by the interviewer that the interviewee understood the terminology of, context of and implications of the questions.

In the course of the interviews, the interviewer attempted to remain aware of any factor that would influence or bias a response or significantly effect its value for matched pair comparative purposes. An example of such a factor would be inhibition as a result of the close proximity of a fellow member of an association Council in an informal situation. On occasion, interviews were brought to an end and rescheduled where such factors were judged to be in operation. Where it was thought that a response might have been influenced by the timing of an interview, the same relevant question was put at a subsequent interview. For example, shortly after a topic had been discussed by an association Council, it might for a short period assume an importance that did not reflect the long-term or 'normal' perceived relative importance of the issue concerned.

Table 3.14 presents a summary of the number and type of interviews carried out for each of the associations selected for initial and subsequent study. A complete listing of all formal interviews undertaken of one hour or longer in duration is given as Appendix II. In total these amount to some 340 hours of formal interviews.

Thought was given to the establishment of criteria for the selection of those members of association Councils to be interviewed. Given the variable (comparing associations) and relatively small sample size, and the desirability of interviewing at least one association Officer and members that participant observation suggested were most likely to give a balanced and representative view, a random sampling technique was not used. Given that the total population was to be covered by both questionnaire and participant observation, it was decided that the disadvantages of author selection of those to be interviewed were more than outweighed by the advantages. Positive selection allowed the author to make due allowance for such factors as the presence of factions or 'geographic' points of view among members of an association Council.

When using the material derived from interviews to test individual hypotheses, the author sought to distinguish between 'prompted' and 'unprompted' responses. The author also sought to group, and to assess the pattern and consistency of, views expressed by association.

Some familiarity with the views expressed by, and behaviour of, individual interviewees in association Council discussions, derived from participant observation, allowed the author to assess the strength of feeling, conviction underlying and nuances apparent in interview responses. This same familiarity might have biased the recording and interpretation of such responses and the author was at pains to reduce the risk of this.

TABLE 3.14Summary of Number and Category of Interviews Carried Out(a) Number of Interviews Carried Out

Total number of interviews carried out in respect of associations selected for final study in period 1980-85 (see Appendix III).

|          | <u>Status<br/>Maintaining</u> | <u>Status<br/>Seeking</u> |
|----------|-------------------------------|---------------------------|
| BGA      | 15                            |                           |
| BBGS     |                               | 6                         |
| LSCA/ICA | 19                            |                           |
| SCCA     |                               | 29                        |
| IoD      | 12                            |                           |
| BIM      | 13                            |                           |
| ICSA     | 17                            |                           |
| IM       |                               | 14                        |
| CAM      |                               | 15                        |
| IPR      |                               | 29                        |
|          | —                             | —                         |
|          | 76                            | 93                        |
|          | =                             | =                         |

Notes:

1. Additional interviews were carried out prior to the commencement of the study period in connection with the author's previous research (Coulson-Thomas 1980).

TABLE 3.14 (CONT'D)(b) Categories of Interviews Carried Out

"/" indicates interview carried out.

|          | <u>Constitutional Head<br/>of Governing<br/>Organ<br/>President/Chairman</u> | <u>Chief<br/>Administrative<br/>Officer/<br/>Secretary</u> |
|----------|--|--|
| BGA      | /  | /  |
| BBGS     | /  | NA (6)   |
| LSCA/ICA | /  | / (7)  |
| SCCA     | /  | /  |
| IoD      | / (4)  | /  |
| ICSA     | / (3)  | /  |
| BIM      | / (1)  | /  |
| IM       | / (5)  | /  |
| CAM      | / (2)  | /  |
| IPR      | /  | /  |

Notes:

1. Sir Peter Parker has been Chairman of BIM and Chairman of Advisory Council of BGA.
2. Chairman of CAM Graduate Members Committee.
3. Annual interviews of ICSA Presidents carried out while the author was editor of Professional Administration.
4. Denys Randolph (Chairman) while the author was an employee of the IoD.
5. Martin Van Mestag (Chairman) while the author was on the IM External Affairs Committee.
6. During the period of the study, the BBGS did not have a full time Chief Administrative Officer.
7. Secretary of LSCA.

### 3.9 MINUTES

At some point during the period of the study, the author, by virtue of his Council or Committee membership (including LSCA Committee membership as proxy for the ICA), had access to and was in receipt of minutes from all the associations selected for final study. In large part the opportunities relating to minutes mirrored the participant observation opportunities set out in Tables 3.15-3.17.

At the commencement of the study it was established that relevant (in terms of the hypotheses to be tested) minutes of meetings of Councils and/or Committees of associations to be compared either had<sup>(22)</sup> or would be made available for at least a two year period. In order to ensure that full use was made of this tangible source of evidence, and significant events and developments were not overlooked, the total stock of available minutes was examined (rather than a sample of it).

Minutes represent documentary evidence. Certain limitations of minutes because of agenda control<sup>(23)</sup> and 'non-decision'<sup>(24)</sup> could be remedied by the complementary use of participant observation.<sup>(25)</sup> Participant observation as a complementary source of evidence was particularly valuable in instances where matters (including sensitive and inconclusive but important issues) discussed were not formally or were selectively minuted.

The classification and quantification of references in minutes relevant to particular hypotheses was considered in the hope of generating data that could be subjected to statistical analysis. However, the great variety of references in terms of the role and terms of reference of the committee, relation to agenda items, whether a decision, recommendation or observation etc, and the context and nature of a reference did not make this a practical proposition. The fact that the minutes available in respect of associations to be compared did not always coincide in terms of the period covered further mitigated against the use of quantitative techniques. Instead a qualitative assessment was made of the total population of minute references.

TABLE 3.15Business Graduate Association Participant Observation OpportunitiesBGA

Member, Services to Industry Operating Committee 1976-77

Member, Committee (Governing Organ) 1977-84

Chairman, Education for Senior Local Government Officers Working Party 1978-80

Chairman, Services to Business Schools Operating Committee 1979-84

Chairman, BGA/CAM Education for Business Communicators Working Party  
1981-82

Member, Editorial Advisory Board, The Business Graduate 1977-83

BBGS

Member, Committee (Governing Organ) 1978-81

Notes:

1. The author was the compiler of BGA Guide to Business Schools (5th Edition), Plymouth, Macdonald & Evans, 1981.
2. The author was the Chairman of two BGA working parties leading to the BGA publications: 'Education for Senior Local Government Officers', 1980; and 'Business School Education in the 1980s: An Agenda for Discussion', 1982.
3. The author was also the author of a BGA document reviewing contemporary issues concerning management education: 'Education for Business Communicators', 1982.

TABLE 3.16Accounting Association Participant Observation OpportunitiesLSCA

Member, Programme Industrial & Commercial Sub-Committee 1978-80

Member, Committee (Governing Organ) 1979-81

Vice-Chairman, Programme (Other Events) Sub-Committee 1979-80

Member, Recruitment Sub-Committee 1979-80

Member, Programme (Industrial and Commercial) Sub-Committee 1980-81

Member, General and Publicity Sub-Committee 1980-81

Vice-Chairman, Publicity and General Services Sub-Committee 1981

SCCA

Member, Council (Governing Organ) 1978-86

Member, Publicity and Development Committee 1978-83

Vice-President and Vice-Chairman of Council 1983-84

President and Chairman of Council 1984-85

Immediate Past President 1985-86

Chairman, Editorial Board, Accountants Record 1984-85

Chairman, Technical Committee 1985-86

Notes:

1. The author was Consultant Editor of the commercial publication 'Recruitment Accountant' during the period 1981-82.
2. The author was also the author of an ICA 'Accountants Digest' series publication 'New Product Development Checklist', London, ICA, 1978.



TABLE 3.17Management Association Participant Observation OpportunitiesIoD

Research Executive (employee) March 1977-April 1978

BIM

Member, Committee, Central London Branch BIM 1977-81

Treasurer, Central London Branch BIM 1977-79

Chairman, BIM (with IM 1978-81 Crossbencher Programme 1977-81)

Corporate Affairs Adviser 1987-

ICSA

Editor (employee), Professional Administration 1978-81

Publisher (employee), Professional Administration 1979-81

Head of Publications and Public Relations (employee) 1980-81

Secretary, Publications and Public Relations Committee (employee) 1980-81

Member, Post-graduate Qualifications Working Party 1986-

IM

Member, Public Affairs Committee 1978-80

Chairman, Public Affairs Committee 1979-80

Chairman, BIM (with IM 1978-81) Crossbencher Programme 1978-81

Representative, International Chamber of Commerce British National Committee  
on Marketing 1979-80

TABLE 3.17 (CONT'D)Management Association Participant Observation OpportunitiesCAM

Member, Graduate Members Committee (Governing Organ of CAM Society)  
1979-82

Chairman, BGA/CAM Education for Business Communicators Working Party  
1981-82

IPR

Member, Council (Governing Organ) 1983-86

Chairman, Membership Development Committee 1983-84

Vice-Chairman, Development Committee 1984-85

Chairman, Professional Practices Committee 1985-86

Member, Board of Management 1983-84, 1985-86

Member, Editorial Advisory Board, Public Relations 1982-86

Notes:

1. The author was an IoD radio spokesman in the period 1977-78.
2. The author was Editor, ICSA 1980 Annual Conference Proceedings published 1981.
3. The author was the author of an IM sponsored title 'Marketing Communications', London, Heinemann, 1982.
4. The author acted as CAM representative in the BRAD Supermind of Advertising Competition (Finalist) 1980 and 1981.

Summaries of the evidence derived from association minutes are presented in Chapter Seven to Eleven for each of the hypotheses tested by means of this form of evidence. A selection of this evidence is presented where appropriate in Appendices XIV-XXX.

It had been hoped at the commencement of the study that it would be possible to subject association minutes to content analysis and present findings in the form of comparative tables of frequency counts. In practice, however, the variety of approaches to minuting across the associations and changes of approaches by individual associations over time did not allow this. In the case, for example, of 'accounting associations' minutes, those of the LSCA tended to be a record of business transacted while those of the SCCA, particularly in the period 1980-83, were discursive, recording the major points of each contributor to a discussion. Given these differences of approach, the use of quantitative assessment techniques was not thought to be appropriate. In the case of certain associations (eg SCCA, BGA, ICSA, IPR) the use of quantitative techniques in the context of a relatively straightforward longitudinal study of a single association would also have been difficult in view of periodic significant changes or 'discontinuities' in the form and style of minuting, resulting from changes of chairman or secretariat staff, or the express wish of the association Council concerned.

### 3.10 PARTICIPANT OBSERVATION

The participant observation opportunities open to the author during the period of the study are set out in Tables 3.15-3.17. The range of BGA participant observation opportunities exceeded those available for the BBGS (Table 3.15) as a result of the BGA's greater number of activities and the fact that the BGA, unlike the BBGS, operated a number of sub-committees which reported to its main Committee. The author attempted to compensate for this imbalance when interpreting participant observation findings.

In the case of the accounting associations (Table 3.16), while the SCCA participant observation opportunities spanned the full period of study (1980-85), those for the LSCA were concentrated at the beginning of the period of study. The author took this into account when interpreting participant observation findings. In order to remedy the disadvantage of a relative lack of direct LSCA participant observation opportunity towards the end of the period of study the author carried out seven interview 'reviews' with LSCA Committee members in addition to the interviews listed in Appendix II. The purpose of these 'review' sessions was to assess the continuing validity of the author's participant observation findings in respect of the LSCA.

So far as the 'management associations' are concerned (see Table 3.17), the author has been an employee of two of these associations (IoD and ICSA). In interpreting the participant observation findings relating to the management associations, the author has attempted to make due allowance for the fact that the different viewpoints of an employee and an elected member of a governing organ or association Committee could colour both the findings and their interpretation. In the case of the IoD, because the period of the author's employment pre-dated the main period of study (1980-85), annual visits to the IoD were made from 1980-85 and discussions were held with former colleagues to allow the author to assess the continuing validity of the earlier participant observation findings.

It will be seen from Table 3.17 that the author has had more recent involvement with ICOSA and particularly extensive involvement in the affairs of the BIM. The author has endeavoured, in writing up this thesis, to ensure that comparative interpretation of participant observation findings relating to the period 1980-85 have not been coloured by this more recent experience.

The participant observation opportunities taken by the author are presented in Table 3.18. In view of the fact that for most of the associations studied the period of participant observation opportunity was less than the full period of the study (1980-85), and in order to avoid missing evidence relating to a particularly important or illustrative issue or event, the total population of available participant observation evidence was consulted (rather than a sample or subset of it). The author endeavoured, throughout the period of the study, to go to every association meeting he was entitled to attend.

In the case of all the associations selected for final study the author has been a participant observer as of right through legitimate election and/or appointment and as a result all minutes of business transacted and in some cases the main points made in discussion are available as documentary evidence to reduce the risks of selective and biased recall inherent in the participant observer approach, while as off right presence reduces the risks of bias as a result of the Hawthorne effect.<sup>(26)</sup>

Participant observation in the context of the proposed study has already been tested and has revealed differences between Council declared objectives and operational objectives and has allowed weights to be attached in terms of the relative allocation of secretariat and Council time.<sup>(27)</sup>

Participant observation can correct the tendency of questionnaire and interview respondents to overestimate their own influence<sup>(28)</sup> and can allow access to informal assessments by Council members of their own and other associations.<sup>(29)</sup> Relative bias is minimised by comparing on participant observation findings only those associations that allow participant observation status.<sup>(30)</sup> Participant observation can allow the detection of informal elites,<sup>(31)</sup> agenda control,<sup>(32)</sup> 'non-decisions'<sup>(33)</sup> and coalitions.

**TABLE 3.18****Participant Observation Opportunities Taken**

"/" indicates opportunity taken

|          | <u>Employee</u> | <u>Governing<br/>Organ</u> | <u>Committee of<br/>Governing<br/>Organ</u> | <u>Working<br/>Party<br/>Membership</u> |
|----------|-----------------|----------------------------|---|---|
| BGA      |                 | /                          | /   | /                                       |
| BBGS     |                 | /                          | /   |   |
| ICA/LSCA |                 | /(1)                       | /(1)  |   |
| SCCA     |                 | /                          | /   | /(5)                                    |
| IoD      | /               |                            |   | /(4)                                    |
| BIM      |                 |                            | /   | /(6)                                    |
| ICSA     | /               | /(2)                       | /(2)  | /(7)                                    |
| IM       |                 |                            | /   | /(8)                                    |
| CAM      |                 | /(3)                       | /(4)  | /                                       |
| IPR      |                 | /                          | /   |   |

**Notes:**

- (1) LSCA
- (2) As Employee
- (3) CAM Graduate Members Committee
- (4) Attended some meetings while not formally a member
- (5) For selection of new Chief Administrative Officer
- (6) For investigation/establishment of Crossbencher Programme
- (7) From 1986 (after conclusion of period of study)
- (8) (Ad hoc and informal) to advise on the application for a Royal Charter

In respect of formal conversation at meetings and informal 'off-line' conversations, the author initially began to note and count references to matters relevant to particular hypotheses in the hope that a body of quantitative data could be assembled and subjected to statistical testing. In the event such numerical data was felt not to be suitable given the variety of the nature, duration and context of comments and the degree of conviction and consistency with which views were held.

The references earlier in this section to the imbalances in the author's participant observation involvement (eg duration, extent, whether as employee or elected member) with associations to be compared illustrate the difficulties of employing quantitative techniques. A quantitative comparison of such indicators as 'numbers of references' to a particular subject could have been used had the author's involvement with associations to be compared been more equal in terms of its nature and duration.

A view might also need to be given greater weight when expressed by a 'pivotal', 'central', office holder or 'opinion former' as opposed to a peripheral or 'back-bench' member of an informal group or a Council or Committee. Hence a qualitative approach was adopted, an informed observer attempting an overall assessment.

Such assessments were made in respect of each hypothesis upon an annual basis. For example, the annual assessments for the BGA and BBGS in respect of hypothesis (viii) concerned with links and joint ventures, and primarily tested by minutes and published evidence, would not only record that formal and informal approaches of the BBGS to the BGA took place, but the attitudes and values (if not prejudices) underlying and colouring the responses of the BGA. Such assessments, while inevitably coloured by the viewpoint of the observer, can allow, in the case of an informed and 'self-aware' observer, some understanding to be gained of the motives behind, and reasons for, certain of the events, outcomes and activities that are merely 'logged' or recorded by more objective forms of evidence (for example Committee minutes).

Participant observation findings as noted on an annual basis were subsequently found to be relatively consistent as regards to the distinction, that was the focus of the investigation, between status maintaining and status seeking associations, throughout the period of the study. An exception was the IPR which appeared to become more concerned with a number of aspects of professionalism towards the end of the period of the study and such instances are noted in the presentation of the findings in Part III.

When using participant observation findings, the author has attempted to make due allowances for the different meeting practises, styles of conduct, forms of debate and attitudes to chairmanship experienced in respect of associations to be compared. The quality and form of discussion, even with a single association, can vary over time, particularly in the case of those association Councils that change their Chairman upon an annual basis.

The author, when comparing participant observation findings at different times in the five year study period (1980-85), has also attempted to make allowance for 'hindsight' and the evolution and development of his own thinking over this period. Some compensation has at times been necessary in order to ensure consistency of interpretation.



### 3.11 PUBLICATIONS

Publications like minutes represent a source of documentary evidence.

Associations selected for final study all publish annual reports and journals and/or newsletters which record basic financial and organisational data. Association periodicals provide both an objective record of events and developments and can act as a forum of discussion. Comparisons can be made on the basis of published information.<sup>(34)</sup>

At the commencement of the study some thought was given to the classification, recording and quantification of 'mentions' of issues, attitudes, policies and activities in publications in order to generate numerical data that could be used as the basis of content or trend analysis. A satisfactory means of classification was not identified that could cope with the differing nature (eg news item, article, speech, release, source, context, tone) of 'mentions'. Given that each association periodical had its own particular editorial style and purpose, format, size, frequency and tone, classification, it was felt, would be misleading.

Publications of associations and relevant professional/vocational publications such as periodicals were monitored throughout the period of the study. Rather than use a sampling technique which might have resulted in the non-inclusion of seminal articles, or the reports of particularly important events and developments, every issue of the leading periodical of each of the associations studied that was published during the period 1980-85 was reviewed. Due and conscious allowance was made for differences in the purposes, frequencies, styles, formats and editorial policies of these periodicals when evidence taken from them was used for comparative purposes.

The assessment of published evidence, the findings of which are presented in Part III, was made on the basis of a qualitative assessment of the total population of evidence collected in the context of the publications in which they appeared and the associations and professional contexts within which they were felt to be relevant. A quantitative approach that would allow statistical testing was felt not to be appropriate given the differing natures and roles and purposes of the periodicals and other publications examined.

A considerable volume of evidence sufficient to fill three shelves some four feet in length was collected during the period of the study and assessed. 'Publications' evidence was used where appropriate as a benchmark to test and ensure the continuing objectivity of, and balance in, the author's own understanding developed upon the basis of other forms of evidence.

A selection of the evidence is presented in Appendices XIV-XXX. On occasion where evidence in both association and independent (ie non-association) periodicals or other publications essentially covered the same subject matter and the latter was considered as authoritative and informed, the independent and, on occasion, relatively more objective evidence was selected for presentation. Thus in respect of the accounting profession, on occasion, evidence from the independent publication 'Accountancy Age' is presented in preference to evidence from the ICA's own periodical 'Accountancy' and/or that of the SCCA 'Accountants Record', where comparison with association publications confirms factual accuracy.

The documentary evidence examined during the course of the study is summarised in Table 3.19. The author's assessment of the value and limitations of 'publications' and the other forms of evidence considered in this chapter in relation to the study of professional associations is given in Section 12.11 of Chapter Twelve.

In total, some 250 items of documentary evidence derived from association minutes and association and other publications are cited in the body of the text and a further 1,500 items of documentary evidence are cited in the Appendices in support of the summaries of the history and background of each of the associations presented in Part II and the findings presented in Part III of this thesis.

**TABLE 3.19****Published Evidence Consulted**

"/" indicates evidence consulted

|          | <u>Annual Reports</u> | <u>Periodicals</u> | <u>Governing Organ Minutes</u> | <u>Committee Minutes</u> | <u>Biographies</u> | <u>Other Publications Ad Hoc Reports</u> |
|----------|-----------------------|--------------------|--------------------------------|--------------------------|--------------------|--|
| BGA      | /                     | /                  | /                              | /                        | N/A(8)             | /  |
| BBGS     | /                     | /                  | /                              | /                        | N/A(8)             | /  |
| ICA/LSCA | /(1)                  | /(2)               | /(3)                           | /(6)                     | /(9)               | /  |
| SCCA     | /                     | /                  | /                              | /                        | /                  | /  |
| IoD      | /                     | /                  |                                | /(7)                     | /                  | /  |
| BIM      | /                     | /                  |                                | /                        | /                  | /  |
| ICSA     | /                     | /                  | /(4)                           | /                        | /                  | /  |
| IM       | /                     | /                  |                                | /                        | /                  | /  |
| CAM      | /                     | /                  | /(5)                           | /                        | /                  | /  |
| IPR      | /                     | /                  | /                              | /                        | /                  | /  |

**Notes:**

- (1) ICA
- (2) ICA and LSCA
- (3) LSCA
- (4) Attended meetings and access to ICSA Council papers while the author was an ICSA employee
- (5) CAM Graduate Members Committee
- (6) LSCA and some selected ICA
- (7) Access to certain Committee papers while the author was an IoD employee
- (8) Not issued on a regular basis
- (9) ICA and LSCA

In Part II, the history and background of the associations selected for study, and in respect of which evidence was collected, is presented in separate chapters dealing with the 'business graduate' (Chapter Four), 'accounting' (Chapter Five) and 'management' (Chapter Six) associations.

**PART II**

**HISTORY AND BACKGROUND  
OF ASSOCIATIONS**

CHAPTER FOUR  
BUSINESS GRADUATE ASSOCIATIONS

4.1 INTRODUCTION

This chapter presents in summary form the history and background of the matched pair of associations the eligibility for membership of which is based upon the possession of a degree in business studies or business administration.

The status maintaining association of the pair in The Business Graduates Association (BGA) the status seeking association being The British Business Graduates Society (BBGS).

A comparison of the principle features of the BGA and BBGS derived from the Questionnaire to Professional Associations (Appendix VI) is set out on Table 4.1. The numbers in () after the narrative heading in the table represent the number of the corresponding Questionnaire question.

For the purposes of the present study, both associations are of relatively recent origin, neither conducts examinations or issues a practising certificate. Both require possession of a degree in business studies for membership (although only degrees at the post-graduate level are accepted by the BGA). Neither has a disciplinary procedure. At the time of writing (1986), both associations circulate 'The Business Graduate' magazine to their members.

Representatives of specialist/vocational groups or geographic groups do not sit on the governing organ of either association. The governing organs of both the BGA and the BBGS meet monthly.

The principal differences between the BGA and BBGS, ie form of incorporation, number of members, publication of an annual list/register of members, number of people employed and whether a charitable trust has been established, reflect the relatively higher standing and greater resources of the BGA as compared with BBGS.

**TABLE 4.1**

**Comparison of Business Graduate Associations**

| <u>Name (1)</u>   | <u>The Business Graduates Association (BGA)</u>  | <u>The British Business Graduates Society (BBGS)</u>  |
|---|--|---|
| Names of previous bodies which have amalgamated into the present association with dates of amalgamation (2) | None   | Institute of Scientific Business (1979 - effective 1980)  |
| Date of Incorporation (3)   | 8.11.1967  | 1973  |
| Means of Incorporation (3)  | Company limited by Guarantee   | Constitution modelled on that of the Barnet Rifle Club, suitably amended  |
| <b><u>Membership (1985)</u></b>   |  |   |
| Total Membership (4)  | 2,800  | 1,000   |
| Membership Trend (4)  | Rising   | Rising  |
| Total Membership resident in UK (5)   | 2,500  | 600   |
| Total Membership admitted by the organisation's own examinations (6)  | N/A Note 1   | N/A Note 1  |
| Total number of registered students (7)   | N/A Note 1   | N/A Note 1  |
| <b><u>Education</u></b>   |  |   |
| Conducts own examinations (8)   | No   | No  |
| Completion of own examinations a requirement for membership (9)   | No   | No  |
| Educational requirements for registration (10)  | Registration N/A Note 1  | Registration N/A Note 1   |
| Requirements as to practical training and/or experience for membership (11)                                 | None but possession of a Master of Business Administration (MBA) or equivalent postgraduate qualification is required for membership | None but possession of a degree in business (either first degree or postgraduate degree) studies is required for membership |
| Whether practising certificate issued (12)  | No Note 2  | No Note 2   |
| <b><u>Ethics and Professional Standards</u></b>   |  |   |
| Whether the organisation has a code of professional practice/conduct/ethics (13)                            | No   | Yes Note 3  |
| Whether the organisation has a disciplinary procedure (14)  | No   | No  |

TABLE 4.1 (Cont'd)

Comparison of Business Graduate Associations

| <u>Name (1)</u>   | <u>BGA</u>                              | <u>BBGS</u>  |
|---|---|--|
| <u>Publications</u>   |   |  |
| Whether the organisation has a periodical (15)  | Yes 'The Business Graduate' A4 Magazine | Yes 'BBGS Review' (now replaced by BGA Magazine 'The Business Graduate' (a) and 'Perspective' (b)) |
| Format of periodical (16)   |   | a) A4 Magazine<br>b) Newsletter  |
| Frequency of publication (16)   | 3 issues per annum                      | a) 3 issues per annum<br>b) Intermittent   |
| Whether the organisation publishes an annual list/register of members (17)  | Yes                                     | No   |
| <u>Management</u>   |   |  |
| <u>Titles of Officers (18)</u>  | Chairman<br>Vice-Chairman<br>Treasurer  | Chairman<br>Vice-Chairman<br>Secretary<br>Treasurer  |
| Maximum allowed size of organisations' governing organ (19)   | 25                                      | 15   |
| Maximum number of representatives of specialist/vocational groups included in total membership of governing organ (20)                    | None                                    | None   |
| Maximum number of representatives of geographical groups included in total membership of governing organ (21)                             | None                                    | None   |
| Maximum number of members of governing organ who may be co-opted (22)   | At the discretion of the Committee      | 5  |
| Number of times the governing organ meets in full in any one year (23)  | 12                                      | 12   |
| Official job title of the organisation's chief administrative officer (24)  | Director                                | Administrator  |
| Total number of people employed by the organisation (25)  | 2 Full Time; 1 Part Time                | 1 Part Time  |
| Whether the organisation has established a charitable trust for the purpose of the promotion and dissemination of relevant education (26) | Yes                                     | No   |

Notes to Table 4.1

1. The BCA and BBGS do not conduct their own examinations.
2. The BGA does not issue a membership certificate whereas the BBGS does issue a membership certificate.
3. In the form of broad principles of conduct.



The BGA, by the date of completion of the Professional Association Questionnaire (1985) had been in existence for half as long again as the BBGS. Interview and participant observation findings revealed that BGA Committee members did not feel the issue of a BGA membership certificate was necessary and that the issue of such a certificate by the BBGS was evidence of the relative status insecurity of the later body.

#### 4.2 THE BUSINESS GRADUATES ASSOCIATION

The BGA was founded in 1967 to:

"advance business education at post-graduate level, increase the number of suitably qualified people seeking graduate business education; contribute to the development of the graduate business school; assist industry, commerce and the public sector in making the most effective use of business graduates; provide information for management in every field on the role of graduate business education in the development of professional managers; and improve the opportunities for the further education of business graduates throughout their careers"<sup>(1)</sup>

The campaign for the establishment of university based post-graduate business schools in Britain began in 1956 with informal dinners and other meetings between Vice-Chancellors and a small group that had been "exposed... to Business School experience" in the United States of America<sup>(2)</sup>

The Business Graduates Association Ltd is a company limited by guarantee and a registered charity and the BGA Committee members being directors of the company therefore are required to satisfy such requirements as disclosing other directorships in an Annual Return.<sup>(3)</sup>

Day to day operational responsibility for running the affairs of the BGA is in the hands of a Committee (regarded for the purposes of the present study as the governing organ of the BGA) of not less than 10 and not more than 25 members elected by the general membership in Annual General Meeting. The BGA also had an Advisory Council of between 4 and 10 individuals who "although not qualified for membership of the Association, are concerned with the attainment of the objects of the Association" to "proffer advice from time to time to the Committee upon the conduct of the affairs of the Association".<sup>(4)</sup>

In 1984, the BGA Committee decided that its membership should be reduced from 24 to 18 members, with, as before, "no more than 3" coming from one school.<sup>(5)</sup>

The BGA had during the period of the study a category of 'Corporate Member'. Corporate Members played no part in the management of the BGA but were entitled to receive certain benefits such as receipt of certain BGA publications in return for the payment of an annual fee.

In 1979, BGA Corporate Membership topped 200,<sup>(6)</sup> and, by 1978, BGA income from its Corporate Members exceeded that from its individual members, a year in which its income was 22 times that of the BBGS.<sup>(7)</sup>

During the greater part of the study period, the Chief Administrative Officer of the BGA<sup>(8)</sup> was a retired Vice-Admiral, Sir David Clutterbuck.

In 1983, Professor J A Kennerley was appointed 'Director' of the BGA in succession to Sir David Clutterbuck.<sup>(9)</sup>

At the time of his application for the position of Executive Director of the BGA, Professor Kennerley was Principal of the University of Strathclyde Business School and Chairman of the Conference of University Management Schools.<sup>(10)</sup>

In 1983, a commercial publisher signed an agreement with the BGA to publish its magazine 'The Business Graduate'.<sup>(11)</sup> From 1986, 'The Business Graduate' was also distributed to all members of the BBGS in place of its own 'British Business Graduate Review' which had hitherto been distributed on an intermittent basis.

The BGA post-graduate students loan scheme was instituted in 1969 to enable experienced men and women to return to full or part-time study at post-graduate level in business administration and administered by the BGA on behalf of participating banks, including National Westminster, Lloyds and Barclays Banks.<sup>(12)</sup> In its first ten years, the scheme had loaned in excess of £1.5 million.<sup>(13)</sup>

#### 4.3 THE BRITISH BUSINESS GRADUATES SOCIETY

The BBGS was formed in the summer of 1973 as a result of a meeting of final year BA business studies students at Middlesex Polytechnic, called by course tutor, C J Munro, following a letter from the Administrative Director of the BGA to a BGA membership enquiry from a Middlesex Polytechnic student about to gain a BA in business studies.<sup>(14)</sup> The letter pointed out that the BGA confined its activities to full-time post-graduate courses, "not because we regard part-time courses as undeserving of the same attention, it is simply because we have our hands full with our existing scope".<sup>(15)</sup>

The BBGS constitution was "modelled on that of the Barnet Rifle Club, suitably amended".<sup>(16)</sup>

The BBGS was established as a "representative body for all graduates of business, management and commercially orientated courses", with objectives to "promote and assist the advancement of all business graduates in industry, commerce and the public sector; contribute to the advancement of all types of business education, especially the continuing education of management and executives during their careers" and "advocate throughout industry and commerce the important role of business graduates and their contribution to the economic welfare of the country".<sup>(17)</sup>

The organisation and structure of the BBGS was similar to that of the BGA in that the policy-making and day to day administration is the responsibility of a Committee (regarded for the purposes of the present study as the governing organ of the BBGS), drawn from the Society's members, while "in addition, the Society has a National Advisory Committee comprising representatives of industry, commerce, business education and politics to provide an objective viewpoint and to offer guidance on the development of the Society's activities".<sup>(18)</sup>

Like the BGA, the BBGS offered Corporate Membership which was "open to any organisation wishing to keep itself fully informed of developments in business and management".<sup>(19)</sup>

During the period of the study, the BBGS did not, unlike the BGA, have the benefit of a full-time Chief Administrative Officer. Basic administrative support was provided by a part-time housewife working from home.

During the period of study, the BBGS made an approach to the BGA with a view to amalgamation which was rejected by the BGA on the grounds that the 'status gap' between the two bodies was sufficiently large that a coming together would represent 'dilution' and would have an adverse impact upon what was regarded as a satisfactory level of achieved BGA status.<sup>(20)</sup>

At the end of 1979, the BBGS finalised a merger with the Institute of Scientific Business as a result of which BBGS members for a period began to receive the journal 'Management Decision' three times a year in place of the BBGS's own 'British Business Graduate Review', an arrangement that was replaced by circulation of the BGA's magazine 'The Business Graduate'.<sup>(21)</sup>

#### 4.4 STATUS COMPARISON

The previous work of the author<sup>(22)</sup> suggested prima facie allocation of the BBGS to the status seeking category, and the BGA to the status maintaining category of association. This section reviews the justification for this status categorisation of these associations. The evidence used is summarised in Table 4.2.

The 'subjective' evidence from interviews and participant observation suggests that members of the Committees of both the BGA and the BBGS rank the BGA more highly in terms of status than the BBGS. This is confirmed by the 'working recognition' which has been given by the BIM, CBI and IoD to the BGA but not to the BBGS. Exchanges of communication and informal contact between the BGA and these other associations suggest they 'recognise' the BGA as having the 'authority' to express views and, on occasion, to be worked with and consulted on matters concerned with post-graduate management education. These associations do not accord the same degree of recognition to the BBGS.

Summaries of 'subjective' evidence relating to each individual hypothesis and derived from interviews and participant observation are presented in Chapters Eight to Eleven. In the case of interviews, the interviewer specifically asked for a comparative assessment of the BGA and BBGS, and recorded the conclusions of such assessment. Participant observation findings regarding the relative status of the BGA and the BBGS largely resulted from BBGS Committee discussion on whether or not, and how, to approach the BGA, and BGA Committee discussion on how to respond to these approaches.

'Subjective' evidence concerning 'working recognition' is largely found in Sections 8.4 (concerning links and joint ventures), 9.3 (concerning opinions of and recognition by other associations), 10.2 (concerning drive for standing, recognition, identity and self-respect) and 10.3 (concerning state recognition) of Chapters Eight, Nine and Ten respectively.

**TABLE 4.2****Business Graduate Associations Status Comparison Evidence**

| <u>Category of Evidence</u>                    | <u>Comparison</u>                     |   |
|--|---------------------------------------|---|
|  | <u>BGA</u>                            | <u>BBGS</u>                                     |
| <b><u>Subjective</u></b>                       |                                       |   |
| Author prior status assessment <sup>(22)</sup> | Higher                                | Lower   |
| Interview Status Assessment                    | Higher                                | Lower   |
| Participant Observation Assessment             | Higher                                | Lower   |
| Working Recognition by BIM, CBI, IoD, etc      | Greater                               | Lower   |
| <b><u>Objective</u></b>                        |                                       |   |
| Date of Incorporation                          | Older                                 | Newer   |
| Means of Incorporation                         | More Formal<br>(Under Companies Acts) | Less Formal                                     |
| Membership                                     | Larger<br>Higher UK Proportion        | Smaller<br>Lower UK Proportion                  |
| Education Requirement                          | Higher<br>(All Post-graduate)         | Lower<br>(High Proportion<br>First Degree Only) |
| Publishing Activity                            | Greater                               | Smaller   |
| Resources                                      | Greater                               | Smaller   |
| Organisation                                   | Larger                                | Smaller   |
| Education Contact Focus                        | University<br>Business Schools        | Polytechnic<br>Business Schools                 |

Further 'subjective' (and largely inconclusive) evidence relating to the relative status of the BGA and the BBGS is presented in Chapter Seven concerned with individual members of association Councils. Chapter Seven also presents some 'objective' evidence consistent with a view that the BGA is of higher status than the BBGS. For example, there is evidence that BGA Committee members have been educated to a higher level than BBGS Committee members (see Table 7.8) and are of higher ranking social class origins (Section 7.3).

The 'objective' categories of evidence listed in Table 4.2 summarise points already made in this chapter. At the time the present study's field research began (1979-80), the later formation date of the BBGS (which meant it had had less time to progress along a process of professionalisation) was of greater significance than it would be at the conclusion of field research (1985). The larger membership, resource base and organisation of the BGA gives it greater means and potential, and more opportunity, for acquiring status, standing and recognition.

Taking all this evidence into account, the view was taken that the differences between the BGA and BBGS were such as to justify the categorisation of one association (BGA) as status maintaining, and the other (BBGS) as status seeking. The findings of the study (see Chapters Twelve and Thirteen) would later suggest that these differences could also be regarded as, to some extent, differences of degree, with both associations possessing some status seeking characteristics.

The next chapter will be concerned with the history and background of the 'accounting' associations.



## CHAPTER FIVE

### ACCOUNTING ASSOCIATIONS

#### 5.1 INTRODUCTION

This chapter presents in summary form the history and background of the matched pair of accounting associations.

The status-maintaining association of the pair is the Institute of Chartered Accountants in England and Wales (ICA) and, where appropriate and as a proxy for assessment and the collection of evidence, the London Society of Chartered Accountants (LSCA), the status-seeking association being the Society of Company and Commercial Accountants (SCCA).

A comparison of the principle features of the ICA and SCCA derived from the Questionnaire to Professional Associations (Appendix VI) is set out as Table 5.1. The numbers in brackets after the narrative headings in the Table represent the number of the corresponding Questionnaire question.

Both associations are relatively long established in terms of the earliest formation date of a constituent association. Both the ICA and SCCA conduct their own examinations and issue a practising certificate. Both require similar qualifications for registration as students and similar periods of practical experience prior to eligibility for membership.

Both the ICA and SCCA issue practising certificates, have codes of professional conduct and have and operate a disciplinary procedure.

Representatives of specialist/vocational groups do not sit as of right on the governing organ of either the ICA or the SCCA. Both associations have a charitable trust.

**TABLE 5.1**

**Comparison of Accounting Associations**

| <u>Name (1)</u>   | <u>Institute of Chartered Accountants in England and Wales (ICA)</u>   | <u>Society of Company and Commercial Accountants (SCCA)</u>   |
|---|--|---|
| Names of previous bodies which have amalgamated into the present association with dates of amalgamation (2) | The Society of Incorporated Accountants (1957)   | Institute of Company Accountants (1974)<br>Society of Commercial Accountants (1974)<br>Incorporated Association of Cost and Industrial Accountants (1974)<br>The British Association of Accountants and Auditors (1981) |
| Date of Incorporation (3)   | 11 May 1880  | a) 1929 oldest constituent body<br>b) 15 March 1974 (SCCA)  |
| Means of Incorporation (3)  | Royal Charter  | a) & b) Company limited by Guarantee  |
| <b><u>Membership (1985)</u></b>   |  |   |
| Total Membership (4)  | 79,324   | 6,800   |
| Membership Trend (4)  | Rising   | Falling   |
| Total Membership resident in UK (5)   | 67,339   | 5,684   |
| Total Membership admitted by the organisation's own examinations (6)  | All  | Over half   |
| Total number of registered students (7)   | Note 1<br>13,501   | Note 6<br>2,903   |
| <b><u>Education</u></b>   |  |   |
| Conducts own examinations (8)   | Yes  | Yes   |
| Completion of own examinations a requirement for membership (9)   | Yes  | Yes   |
| Educational requirements for registration (10)  | 5 GCE passes, 2 of which must be at 'A' level. The 'O' levels must include English Language & Mathematics (Note 2) | 5 GCE passes, 2 at 'A' level (or their equivalent) or passing a SCCA pre-professional examination   |
| Requirements as to practical training and/or experience for membership (11)                                 | 3 years for graduates and 4 years for non-graduates in training office specially authorised for the purpose        | 3 years approved practical experience   |
| Whether practising certificates issued (12)   | Yes Note 3   | Yes Note 7  |

Comparison of Accounting Associations

| <u>Name (1)</u>  | <u>Institute of Chartered Accountants in England and Wales (ICA)</u>             | <u>Society of Company and Commercial Accountants (SCCA)</u> |
|--|--|---|
| <b>Ethics and Professional Standards</b>   |  |   |
| Whether the organisation has a code of professional practice/conduct/ethics (13)                                       | Yes  | Yes   |
| Whether the organisation has a disciplinary procedure (14)   | Yes  | Yes   |
| <b>Publications</b>  |  |   |
| Whether the organisation has a periodical (15)   | Yes 'Accountancy' A4 Journal Monthly   | Yes 'Accountants Record' A4 Journal Alternate months        |
| Format of periodical (16)  |  |   |
| Frequency of publication (16)  | Monthly  | Alternate months  |
| Whether the organisation publishes an annual list/register of members (17)   | Yes  | No  |
| <b>Management</b>  |  |   |
| Titles of officers (18)  | President, Deputy President, Vice-President Note 4                               | President, Vice-President Note 8                            |
| Maximum allowed size of organisations governing organ (19)   | 60   | 15  |
| Maximum number of representatives of specialist/vocational groups included in total membership of governing organ (20) | None by right but some co-opted members could in effect represent such interests | None  |
| Maximum number of representatives of geographical groups included in total membership of governing organ (21)          | 60 Note 5  | None Note 9   |
| Maximum number of members of governing organ who may be co-opted (22)  | 20   | None Note 10  |
| Number of times the governing organ meets in full in any one year (25)   | Normally 11 per annum  | 4   |
| Official job title of the organisation's chief administrative officer (24)   | The Secretary  | Secretary-General   |

**TABLE 5.1 (Cont'd)**

**Comparison of Accounting Associations**

|                        |   |
|------------------------|---|
|                        | <b>Society of Company and<br/>Commercial Accountants (SCCA)</b>                 |
| <b><u>Name (1)</u></b> | <b><u>Institute of Chartered Accountants<br/>in England and Wales (ICA)</u></b> |

Total number of people employed by the organisation (25)  
 Whether the organisation has established a charitable trust for the purposes of the promotion and dissemination of relevant education (26)

307 at July 1984

9

Yes

Yes

**Notes to Table 5.1**

1. In addition ICA membership included 154 reciprocal members.
2. In practice the overwhelming majority of new ICA entrants in 1985 (85%) were UK graduates.
3. Subject to completion of a minimum of two years of Approved Practical Experience under a Supervising Principal.
4. Officers listed are those per ICA bye-law 19. In addition the ICA has a 'Treasurer' but the holder of this position is not elected by the members and is not an 'Officer'.
5. All ICA Council members other than co-opted members are elected on the basis of geographic constituencies.
6. At the time of writing, completion of elements of the SCCA examination scheme was required of all new entrants to membership.
7. Applications for a practising certificate are individually vetted by the SCCA Practising Committee.
8. For certain purposes the SCCA considers the Chairmen of Committees as 'Officers'.
9. All members of the SCCA are elected on the basis of constituency that embraces the entire membership.
10. The Articles of Association of the SCCA are 'silent' on the question of co-options to the SCCA Council.

The principle differences between the ICA and SCCA, ie means of the incorporation, size and trend of total membership, number of registered students, and full time staff, frequency of journal publication and Council meetings, publication of an annual list/register of members, Council size and constituency for election reflect the relatively higher standing and greater resources of the ICA as compared with the SCCA.

In 1923 at the date of formation of the oldest constituent association (The British Association of Accountants and Auditors) merged into the SCCA the ICA had been in existence for 43 years.

## 5.2 The Institute of Chartered Accountants in England and Wales

The ICA was incorporated by Royal Charter in 1880. Its objects as set out in the preamble to the Royal Charter of 1880 include:

'the elevation of the profession of public accountants as a whole and the promotion of their efficiency and usefulness by compelling the observance of strict rules of conduct as a condition of membership and by setting up a high standard of professional and general education and knowledge' and 'public recognition of the importance of the profession'<sup>(1)</sup>.

1980 was the centenary year of the ICA and the 110th anniversary of the LSCA. The Institute of Accountants being formed in London in 1870 and following the formation of a national body the ICA in 1880, a twelve man London Members Committee came into being in 1921 'to foster interest in matters concerning the profession by means of lectures, papers and discussions, to provide social intercourse through lunches and dinners' and to 'keep in touch with the council on matters of professional usage and custom', which in 1942 became an official district society of the ICA, its journal, the London Accountant first appearing in the spring of 1978<sup>(2)</sup>.

At the commencement of the study period the LSCA had over 16,500 members and was by far the largest of the District Societies affiliated to the ICA. Though partly funded by the ICA the LSCA is a 'separate self-managed body' with its own secretariat and its affairs managed by a Committee supported by a developed sub-committee system which included technical sub-committees<sup>(3)</sup>.

The objectives of the LSCA have been established as:

'to promote high standards in the professional work and conduct of Institute (ICA) members within its area',

'to protect and further the professional interests and welfare of members',

'to represent the interests of members at national and local level', and

'to enhance the standing of Chartered Accountants in the eyes of businessmen and the general public'<sup>(4)</sup>.

The ICA as its name implies, was incorporated as The Institute of Chartered Accountants in England and Wales.

In Scotland the Edinburgh Society (the oldest body of organised accountants in the world) was founded in 1854, the Glasgow Institute in 1855, and the Aberdeen Society in 1867. These bodies linked in a General Examining Board in 1892 and although each obtained a separate Royal Charter, a merger was effected in 1951 by the Glasgow Institute and Aberdeen Society joining the Edinburgh Society to become by supplementary charter 'The Institute of Chartered Accountants of Scotland'<sup>(5)</sup>.

The ICA is considered part of the recognised accounting profession, an outline history of which is given as Appendix VIII. The specific and relevant (in the context of the present study) history of the ICA is given as Appendix IX and that of the Society of Incorporated Accountants which integrated with it in 1957 as Appendix X.

The Society of Accountants and Auditors, the forerunner of the Society of Incorporated Accountants which merged with the ICA in 1957 was formed in 1885 under the then current Companies Act with a licence from the Board of Trade<sup>(6)</sup>.

The governing organ of the ICA is its Council. The evolution of the ICA Council is traced and certain issues relating to its composition presented in Appendix IX.

Elections to the ICA Council during the period of study have been contested and far from formalities with existing members of Council failing to be re-elected<sup>(7)</sup>. In 1983, however, the ICA experienced some difficulty in finding candidates to fill all the vacancies available in its Council elections with members 'reluctant to stand for council because of the time involved'<sup>(8)</sup>.

The 1985 Worsley Report conscious of the claims on Council members' time proposed a Council of 80, consisting of 12 from the new representative boards, 12 from the new faculties, 36 elected through district societies and 20 co-options up to 5 of whom might be of non-accountants who were leading figures in public life, an important objective of the proposals being to reduce the number of meetings and allow debate to concentrate on general policy this process being assisted by a strong executive committee to which all main committees would report and which would replace the general purposes and finance committee and expanded secretariat while Council meetings could be open to members and to the public<sup>(9)</sup>.

The ICA, along with the Scottish and Irish chartered bodies, the Association of Certified Accountants (ACA), the Institute of Cost and Management Accountants (ICMA) and the Chartered Institute of Public Finance and Accountancy (CIPFA) constituted during the period of study, the membership of the Consultative Committee of Accountancy Bodies (CCAB) of which the Accounting Standards Committee (ASC) was technically a sub-committee.

In 1984 the ICA decided to make policy statements on key issues independent of the Consultative Committee of Accountancy Bodies (CCAB).

In 1982 a research report was reported based on a survey of 'nearly 700 qualified chartered accountants working in professional offices in England and Wales revealed the 'typical chartered accountant' to be 'usually married, from a professional or semi-professional background, independent or grammar school educated, and between 35 and 40' with 'most respondents' displaying 'highly professional attitudes'<sup>(10)</sup>.

A survey of the remuneration of professional accountants in the year to September 1982 found the highest average pay was earned by English ICA members. Certified accountants were next, followed by Scottish chartered accountants, cost and management accountants and, finally, members of the chartered institute of public finance and accountancy<sup>(11)</sup>.



The chief administrative officer of the ICA is its Secretary. In 1982 John Hough, who had served as Secretary of the ICA for 11 years, was replaced by John Warne, a career civil servant whose experience had included a period in the Office of Fair Trading and responsibility for industrial and commercial policy at the department of industry<sup>(12)</sup>.

ICA members at the ICA 1983 annual conference in Cambridge voted narrowly in favour of creating the post of director-general with wide ranging powers to run the ICA<sup>(13)</sup>. The 1985 Worsley Report, however, concluded 'the appointment of a director-general on the model of the Institute of Directors or of a trade association would not be appropriate. The implications of appointing a director-general are that the institute could no longer generate its own leadership and must buy in talent to do its thinking for it'<sup>(14)</sup>.

The main objectives of the LSCA at the start of the period of study were:

'to promote high standards in the professional work and conduct of Institute (ICA) members within its area.

'to protect and further the professional interests and welfare of members.

'to represent the interests of members at national and local level.

'to enhance the standing of Chartered Accountants in the eyes of businessmen and the general public.'<sup>(15)</sup>

The main 'roles' and 'objects' of a district society were considered by the ICA to be:

'(a) To operate as the local professional body for all categories of members of the Institute, providing services which it can carry out effectively and which cannot be provided adequately by the Institute directly to or for members.

'(b) To assist the Council to formulate its policies.

'(c) To assist in the implementation of Council policies.

'(d) To act as one of the principal links in two-way communication between the Council and members of the Institute.'<sup>(16)</sup>

The LSCA co-ordinated its activities with and liaised regularly with London members of the ICA Council<sup>(17)</sup> and regularly briefed them on LSCA activities<sup>(18)</sup>. Each meeting of the LSCA Committee considered a verbal and written report on business transacted at the ICA Council<sup>(19)</sup>.

The complexity of the LSCA organisation was such that the LSCA issues an annual Committee Calendar listing some ten pages of committee and sub-committee meetings<sup>(20)</sup>.

From 1981 the ICA Council restructured its General Purposes and Finance Committee 'to give it authority to act (with limitations) as an Executive Committee with specific responsibility for development and co-ordination of future plans and for the apportionment of financial resources' and designated one of its members as 'Treasurer'.<sup>(21)</sup>

### 5.3 The Society of Company and Commercial Accountants

The SCCA was formed in 1974 as the result of an amalgamation between the Institute of Company Accountants (formed in 1928), the Incorporated Association of Cost and Industrial Accountants (formed in 1937) and the Society of Commercial Accountants (formed in 1942).

The formal objects of the SCCA include:

"to elevate the status and advance the interests of the profession and of the Society" and

"to confer upon the company and commercial accountant a definite professional status"<sup>(22)</sup>.

The SCCA is considered part of the unrecognised profession an outline history of which is given as Appendix XI. The specific and relevant (in the context of the present study) history of the SCCA is given as Appendix XII.

The governing organ of the SCCA is its Council. Formal responsibility for the "conduct and management of SCCA affairs in accordance with the policies laid down by the Council and the authority delegated to it by the Council" was granted to a nine-strong Executive Committee chaired by the Chairman of Council, whereas in practice this body existed in name only, its work being done by the Council of "not less than twelve nor more than eighteen Fellows"<sup>(23)</sup>. Certain issues relating to the evolution and operation of the SCCA Council are presented in Appendix XII.

Meetings of the SCCA Council were held four times a year<sup>(24)</sup> although the SCCA at one point considered two meetings per year<sup>(25)</sup>.

In 1976 the SCCA Council agreed that the Chairman of Council should automatically be President of the Society<sup>(26)</sup> and that the Vice-Chairman of Council should be Vice-President of the Society<sup>(27)</sup>.

The SCCA Council<sup>(28)</sup> agreed in 1980 to take into membership members of the British Association of Accountants and Auditors on 1st October 1980 as per Heads of Agreement agreed in 1979.

For a period the Council of the SCCA was raised in number to 24 to accommodate six BAAA Council members elected by the BAAA to serve on the SCCA Council following the merger with the BAAA<sup>(29)</sup>.

In 1983 "it was agreed that Council be reduced from 21 members to 15" and that each committee of Council "should have a minimum of five members, excluding the President and Vice-President, of whom at least two must be Members of Council"<sup>(30)</sup>.

During the period of the study there was some dissatisfaction with the working of the SCCA Council. At one point in 1981 the SCCA Council considered a proposal that it abolish the Committee system and appoint instead an individual member of Council "to supervise and control the various functions, eg Finance, Education, ... etc" a system which had "operated with success in the functions of Technical and Europe"<sup>(31)</sup>.

In 1982 the President of the SCCA felt it necessary to appeal to Council "to make unified policy decisions", "be cohesive in Council meetings", "avoid private meetings of small groups whose individual discussions could be divisive rather than an aid to progress" and furthermore "once a matter had been agreed by a majority decision" ... "it should receive wholehearted support"<sup>(32)</sup>. Subsequently the President circulated all members of the SCCA Council with an appeal for an end to "rumour and gossip"<sup>(33)</sup> and due to a continuing "lack of closeness and unity which was still apparent amongst Members of Council, as a means of reducing the friction "a special" dinner and discussion evening was agreed to enable the future development of the Society to be considered<sup>(34)</sup>.

Early in 1983 it further emerged that strong and continuing differences of opinion between members of the SCCA Education Committee were impeding the work of this Committee<sup>(35)</sup>. At the end of 1983 "concern was expressed over the disagreements within Council and it was considered that a high price was being paid for the ineffectiveness of its policies and attitudes"<sup>(36)</sup>.

Until 1980 the responsibilities of a chief administrative officer of the SCCA was split between two joint Executive Directors, one of whom (previously chief administrative officer of the Society of Commercial Accountants) was based in Bristol and the other (previously chief administrative officer of the Institute of Company Accountants) in Birmingham.

In 1980 a special meeting of Council of the SCCA was held "to review the policy of the Society" following the death of Robert Beecham, one of its two Executive Directors<sup>(37)</sup>. It was decided that the remaining Executive Director, John Tresman, would become the Society's sole Executive Director and effectively chief administrative officer.

In February 1982 the SCCA Council resolved to "appoint a Director General of the Society"<sup>(38)</sup>. Subsequently the Executive Director of the SCCA resigned<sup>(39)</sup> and in July 1982 an appointment of a Director General was made<sup>(40)</sup> effective August 1982<sup>(41)</sup>. This appointment was subsequently terminated with effect from 31st January 1983<sup>(42)</sup>.

Later in 1983 an appointment was made of a Secretary General of the SCCA<sup>(43)</sup>. The person so appointed subsequently resigned as from 1st November 1983, the third change in the chief administrative officer of the Society in two years<sup>(44)</sup>. It was recognised that "the lack in recent years of an effective head of secretariat had not allowed Council properly to fulfil its role"<sup>(45)</sup>. A new Secretary General was appointed by the SCCA Council at its meeting on 3rd November 1983<sup>(46)</sup>.

In January 1984 the SCCA Council resolved "that the Birmingham office of the Society be closed as soon as administratively convenient and the Bristol office be accordingly developed"<sup>(47)</sup>. At the conclusion of the study the Secretary General of the Society operated from its Bristol office.

Throughout the period of the study many SCCA Council members have expressed formally and informally, concern regarding the future of the Society.

In 1980 the Chairman of the SCCA Education Committee took the view that the SCCA was "a dying society, because we are not attaining the recruitment we need and are losing out on any recruitment we do get because of poor examination performance"<sup>(48)</sup>.

The aging profile of SCCA membership resulted in an average of some 300 members "retiring or dying each year"<sup>(49)</sup>.

Membership of the Society had steadily declined since 1974 ... "in 10 years (the Society had) lost 2,000 members who have not been replaced"; approaching 1,200 members of the Society were retired while "62.3% of all members (were) over (the) age of 52"<sup>(50)</sup>.

In January 1984 it was reported that "statistics were now available which indicated that approximately 30% of the Society's current membership had been admitted by examination" and that "approximately 60 new members were ... being admitted each year against an annual loss of about 450"<sup>(51)</sup>.

In September 1982 the recently appointed SCCA Director General presented to Council a paper on the Society setting out the results of his preliminary investigation of the current and future state of its affairs "a forthcoming battle to survive" was being faced by a Society that was "floundering about unable to reach a decision on where it is going"; were it to make a "formal claim for recognition ... (under Section 161) ... it would be bound to fail", while "the chance of the Society becoming a CCAB member has diminished to the extent that for all intents and purposes, it must be put on one side and forgotten about, at least for a good number of years"<sup>(52)</sup>.

In May 1983 the staff at the Birmingham office of the SCCA felt it necessary to write to the President to explain they were "becoming increasingly anxious regarding the future of the Society" and to report "the feeling of this office is one of despair that the Society has taken a downward trend, a fact which often appears to be reflected in correspondence from the membership"<sup>(53)</sup>.

The Secretary of the SCCA based at the Bristol office also reported "there were indications that the Society was no longer held in the esteem it had enjoyed several years ago. The abnormal amount of critical correspondence received by both the President and the Secretary underlined the increasing dissatisfaction of members"<sup>(54)</sup>.

The evening before the September 1984 meeting of the SCCA Council an extensive discussion took place on the "future role of the Society" and it was agreed that "the Society represents itself strongly as the body professionally unrivalled in meeting the accountancy needs of smaller businesses", the new SCCA examination syllabus "should not aspire to CCAB standards and the setting of its scope and degree of difficulty (was) accepted as being critical in meeting the dual but conflicting requirements of enhanced status and increased membership", "when the Society has enhanced both its image and credibility, research should be undertaken so that a positive contribution may be seen to be made by the Society to the well-being of the profession", "the establishment of a London office was ... an important long term objective", and "under favourable circumstances the Association of International Accountants, and of the non-CCAB bodies, that body alone, would be suitable as a merging partner with the Society"<sup>(55)</sup>.

In 1981 it was reported that the SCCA was attracting student registrations from among those registered as students of the ICA, ACCA and ICSA but who were possibly finding it difficult to pass the examinations of such bodies<sup>(56)</sup>.

The quality of SCCA students was such that an "overall pass rate of only 20%" was achieved in the Society's May 1982 examinations<sup>(57)</sup>.

Comparing the SCCA journal "Accountants Record", and the ICA journal "Accountancy" a far higher proportion of the content of Accountants Record was devoted to prestige events of the Society and a significantly lower proportion was devoted to technical updating matters. The editorial content of Accountants Record was contributed by a significantly narrower pool of contributors with a much higher proportion of content being devoted to regular columns by particular contributors.

The SCCA attempted to hold an annual study conference in 1981 along the lines of the ICA Annual Conference but the idea of such a conference was "abandoned" when only three registrations were received<sup>(58)</sup>.



#### 5.4 Status Comparison

The previous work of the author<sup>(59)</sup> suggested prima facie allocation of the SCCA to the status seeking category, and the ICA to the status maintaining category of association. This section reviews the justification for this status categorisation of these associations. The evidence used is summarised in Table 5.2.

The 'subjective' evidence from interviews and participation observation indicates that members of the Councils of both the ICA (and LSCA Committee) and the SCCA rank the ICA significantly more highly in terms of status than the SCCA. This is confirmed by the very different 'external' status and standing assessments of the two associations that is revealed through their dealings with Government and with other associations and organisations. The differences in 'external' assessment are such as to suggest the ICA and SCCA are regarded as different in kind, in short the ICA as 'recognised' and the SCCA as not.

'Subjective' evidence relating to each individual hypothesis and derived from interview and participant observation is presented in Chapters Eight to Eleven. 'Subjective' evidence concerning working recognition, as was the case with the 'business graduate' associations, is largely found in Sections 8.4, 9.3, 10.2 and 10.3 of Chapters Eight, Nine and Ten respectively.

In interviews the interviewees were asked to rank the comparative status of the ICA and the SCCA. In every interview the ICA was ranked higher in status than the SCCA.

The extent of participant observation evidence in respect of the SCCA was much greater than that for the ICA and LSCA. In almost every (and frequently throughout the meeting) SCCA Council meeting the status or standing of the SCCA would be compared by one or more Council members with, or defined in terms of, the higher status and degree of recognition achieved by the ICA.

**TABLE 5.2****Accounting Associations Status Comparison Evidence**

| <u>Category of Evidence</u>                              | <u>Comparison</u>    |                          |
|--|----------------------|--------------------------|
|  | <u>ICA</u>           | <u>SCCA</u>              |
| <u>Subjective</u>  |                      |                          |
| Author prior status assessment(59)                       | Higher               | Lower                    |
| Interview Status Assessment                              | Higher               | Lower                    |
| Participant Observation Assessment                       | Higher               | Lower                    |
| Working Recognition by Government and Other Associations | Greater              | Lower                    |
| <u>Objective</u>   |                      |                          |
| Date of Incorporation                                    | Older                | Newer                    |
| Means of Incorporation                                   | Royal Charter Status | Non-Royal Charter Status |
| Membership   | Larger<br>Rising     | Smaller<br>Falling       |
| Education Requirement                                    | Nominally the same   |                          |
| Publishing Activity                                      | Greater              | Smaller                  |
| Resources  | Greater              | Smaller                  |
| Organisation   | Larger               | Smaller                  |
| Statutory Recognition                                    | Yes                  | No                       |
| Membership of CCAB                                       | Yes                  | No                       |

In comparison, the SCCA was only very rarely mentioned in the deliberations of the LSCA, and only then as one of a number of 'second tier' associations that were regarded without question as being of inferior status.

Further 'subjective' evidence relating to the relative status of the ICA/LSCA and the SCCA is presented in Chapter Seven concerned with the characteristics and attitudes of individual members of the Councils of professional associations. Whereas LSCA Committee members seemed satisfied with their ICA membership, SCCA Council members tended to seek additional professional qualifications (Section 7.2). The view that the ICA is of higher status than the SCCA is supported by both the 'subjective' and 'objective' evidence concerning 'association preferences' (Section 7.5).

Chapter Seven also presents some 'objective' evidence consistent with a view that the ICA/LSCA is of higher status than the SCCA. For example, there is evidence that LSCA Committee members have been educated to a higher level than SCCA Council members (see Table 7.8). 'Self-recruitment' is also higher in the case of the ICA/LSCA (Section 7.4).

The 'objective' categories of evidence listed in Table 5.2 summarise points already made in this chapter. It should be noted that while the Society of Incorporated Accountants merged with the ICA in 1957, the SCCA was significantly affected by merger and absorption activity (see Table 5.1) as late as 1974 and 1981. The ICA was incorporated by Royal Charter as early as 1880, while the SCCA remains uncertain concerning its eligibility for the 'chartered' status it does not yet possess.

The ICA is a member of the Consultative Committee of Accountancy Bodies (CCAB), while the SCCA is not. Members of the ICA can secure recognition to practise as auditors under the Companies Acts, by virtue of their association (ICA) membership, while members of the SCCA cannot (some SCCA members retain individual recognition independently of their membership of the SCCA). Membership of the CCAB and recognition as auditors by virtue of association membership appear to be generally accepted as the key indicators of whether or not an association is a part of the 'recognised' accountancy profession. These indicators establish the ICA as recognised and the SCCA as not.

So far as membership, activities, resources and organisation are concerned, the differences of scale between the ICA and SCCA are such as, in the author's view, to justify their differentiation as different in kind in status categorisation terms. Overall the evidence prior to and during the field study (see Chapters Twelve and Thirteen) supported the initial categorisation of the ICA as status maintaining and that of the SCCA as status seeking.

The next chapter will be concerned with the history and background of the 'management' associations.

## CHAPTER SIX

### MANAGEMENT ASSOCIATIONS

#### 6.1 INTRODUCTION

This chapter presents in summary form the history and background of the matched group of management associations. (The status-maintaining group of associations the members of which are concerned with management and administration consists of:

The Institute of Directors (IOD)

The British Institute of Management (BIM) and

The Institute of Chartered Secretaries and Administrators (ICSA)

The status-seeking group of associations the members of which have a common vocational concern with communication and, in particular, the practise of marketing communications consists of:

The Institute of Marketing (IM)

Communication, Advertising and Marketing Education Foundation Limited (CAM) and

The Institute of Public Relations (IPR)

A comparison of the principal features of the six management associations selected for study (IOD, BIM, ICSA, IM, CAM and IPR) and derived from the Questionnaire to Professional Associations (Appendix VI) is set out in Table 6.1. The numbers, eg (1) after the narrative headings in the table represent the number of the corresponding questionnaire question.

Three management associations were formed prior to 1914 (IOD, ICSA and IM) and three post 1945 (BIM, CAM and IPR). All three of the status-seeking associations are incorporated as limited companies while two of the three status-maintaining associations (IOD and ICSA) are in possession of Royal Charters.

**TABLE 6.1**

**Comparison of Management Associations**

| <u>Name (1)</u>   | <u>Institute of Directors (IOD)</u>              | <u>British Institute of Management (BIM)</u>  | <u>The Institute of Chartered Secretaries (ICSA)</u>  | <u>The Institute of Marketing (IM)</u> | <u>Communication, Advertising &amp; Marketing Education Foundation (CAM)</u>                             | <u>The Institute of Public Relations (IPR)</u>    |
|---|--|---|---|--|--|---|
| Names of previous bodies which have amalgamated into the present association with dates of amalgamation (2) | N/A (none)                                       | Institute of Industrial Administration (1958) | Incorporated Secretaries Association (1937)<br>Corporation of Secretaries (1970)<br>Institute of Local Government Administrators (1982) | N/A (none)                             | Education Functions of Institute of Practitioners in Advertising, IPR and Advertising Association (1959) | N/A (none)  |
| Date of Incorporation (3)   | a) 1903 limited company<br>b) 1906 Royal Charter | 10 September 1947                             | Founded 1891  | 1911                                   | 1969   | Founded 1948                                      |
| Means of Incorporation (3)  |  | Company limited by guarantee                  | Royal Charter 1902  | Company limited by guarantee           | Limited company  | Incorporated 1963<br>Company limited by guarantee |
| <u>Membership (1985)</u>  |  |   |   |  |  |   |
| Total Membership (4)  | 32,900   | 75,000  | 44,061 Note 3   | 20,910                                 | c.1,000  | 2,300   |
| Trend of Membership (4)   | Rising   | Rising  | Stable Note 4   | Rising                                 | Rising   | Static  |
| Total Membership resident in UK (5)   | 26,250   | 61,000  | 21,995  | 18,142                                 | c.800  | 2,100   |

ND/6\*/1

**TABLE 6.1 (Cont'd)**

**Comparison of Management Associations**

|   | <u>(IOD)</u>                                | <u>(BIM)</u>  | <u>(ICSA)</u>   | <u>(IM)</u>  | <u>(CAM)</u>                             | <u>(IPR)</u>                     |
|---|---|---|---|--|--|----------------------------------|
| Total Membership admitted by the organisation's own examinations (6)        | N/A   | N/A<br>Note 1                                       | All except in case of mergers/ absorptions                              | 5,301  | c.1,000                                  | N/A                              |
| Total number of registered students (7)                                     | N/A   | N/A   | 22,123  | 14,668   | c.2,700                                  | 80                               |
| <u>Education</u><br>Conducts own examinations (8)                           | No  | No  | Yes   | Yes  | Yes                                      | No                               |
| Completion of own examinations a requirement for membership (9)             | No  | No  | Yes   | Qualified<br>Yes<br>Note 6   | Qualified<br>Yes<br>Note 8               | No                               |
| Educational requirements for registration (10)                              | N/A   | MBIM: DMS or equivalent post-graduate qualification | GCE 5 subjects of which 2 at AL (including English or English Language) | GCE 5 subjects at OL (grades A-C and including English and a numeracy subject) | GCE 5 subjects at OL or 2 subjects at AL | GCE 5 subjects including 2 at AL |
| Requirements as to practical training and/or experience for membership (11) | Directorship of a limited liability company | Minimum 1 year's experience                         | 6 years' practical experience   | 1 year's experience in marketing field required for studentship<br>Note 7      | 3 years' professional experience         | 5 years' professional experience |
| Whether practising certificates issued (12)                                 | No  | No  | Yes   | No   | No                                       | No                               |

ND/6\*/2

TABLE 6.1 (Cont'd)

Comparison of Management Associations

|  | <u>(IOD)</u>              | <u>(BIM)</u>  | <u>(ICSA)</u>  | <u>(IM)</u>  | <u>(CAM)</u>  | <u>(IPR)</u>   |
|--|---------------------------|---|--|--|---------------|--|
| <u>Ethics and Professional Standards</u>   |                           |   |  |  |               |  |
| Whether the organisation has a code of professional practice/conduct/ethics (13) | No<br>Note 11             | Yes   | Yes  | Yes  | No            | Yes  |
| Whether the organisation has a disciplinary procedure (14)                       | No<br>Note 12             | Yes   | Yes  | Yes  | No            | Yes  |
| <u>Publications</u>  |                           |   |  |  |               |  |
| Whether the organisation has a periodical (15)                                   | Yes                       | Yes   | Yes  | Yes  | Yes           | Yes  |
| Format of periodical (16)  | A4 journal 'The Director' | a) Tabloid newspaper<br>b) Journal 'Management Today' | a) A4 journal 'Administrator'<br>b) Specialist supplements | a) A4 journal 'Marketing'<br>b) A4 Newsletter 'Marketer' | A4 newsletter | a) A4 journal 'Public Relations'<br>b) A4 newsletter |
| Frequency of publication (16)  | Monthly                   | a) 10 pa<br>b) Monthly                                | 11 pa [(a) and (b)]  | a) 48 pa<br>b) 6   | c.6 pa        | a) 4 pa<br>b) Monthly                                |
| Whether the organisation publishes an annual list/register of members (17)       | No                        | No  | No   | No   | Yes           | Yes  |



TABLE 6.1 (Cont'd)

Comparison of Management Associations

|   | <u>(IOD)</u>  | <u>(BIM)</u>  | <u>(ICSA)</u>   | <u>(IM)</u>  | <u>(CAM)</u>   | <u>(IPR)</u>  |
|---|---|---|---|--|--|---|
| <u>Management</u><br>Titles of Officers (18)  | Chancellor<br>President<br>Past-Presidents<br>(3)<br>Vice-Presidents<br>(2)<br>Chairman of<br>Council<br>Treasurer<br>Leader of<br>Parliamentary<br>Panel | Vice-Presidents<br>(9)<br>Chairman of<br>Council<br>Vice-Chairman<br>of Council (6) | President<br>Vice-Presidents<br>(2)<br>Treasurer          | President<br>National<br>Chairman<br>Vice Chairmen<br>(3)<br>National<br>Treasurer | President<br>Vice-Presidents<br>(2-4)<br>Chairman<br>Hon Treasurer | President<br>President Elec<br>Immediate Past<br>President<br>Hon Treasurer |
| Maximum allowed size of<br>organisations governing organ<br>(19)  | 20 > 40 elected<br>members and<br>officers  | 82  | 21 elected<br>20 nominated<br>Past-Presidents<br>under 70 | 63   | N/A<br>Note 9  | 37  |
| Maximum number of<br>representatives of specialist/<br>vocational groups included in<br>total membership of governing<br>organ (20) | None  | 4<br>Note 2   | None  | 53   | None   | 3   |
| Maximum number of<br>representatives of geographical<br>groups included in total<br>membership of governing organ<br>(21)           | Ex-officio<br>29 UK branch<br>chairmen<br>9 overseas<br>branches  | None  | 20  | 53   | None   | 10  |

TABLE 6.1 (Cont'd)

Comparison of Management Associations

|   | <u>(IOD)</u>   | <u>(BIM)</u>   | <u>(ICSA)</u>                    | <u>(IM)</u>                    | <u>(CAM)</u> | <u>(IPR)</u> |
|---|--|--|----------------------------------|--------------------------------|--------------|--------------|
| Maximum number of members of governing organ who may be co-opted (22)   | Only to fill a vacancy subject to confirmation at next AGM | 29   | 3<br>Note 5                      | No maximum, but not often used | None         | 3            |
| Number of times the governing organ meets in full in any one year (23)  | c.5  | 4  | 8                                | 4                              | Varies (c.4) | 7            |
| Official job title of the organisation's chief administrative officer (24)  | Director General<br>Deputy Director<br>General (2)         | Director General<br>Director of<br>Administration<br>and Finance | Secretary and<br>Chief Executive | Director General               | Director     | Director     |
| Total number of people employed by the organisation (25)  | c.160  | 150  | 79 full time<br>2 part time      | 97                             | 13           | 3            |
| Whether the organisation has established a charitable trust for the purpose of the promotion and dissemination of relevant education (26) | No   | Yes  | Yes                              | Yes                            | Yes          | Yes          |

ND/6\*/5

TABLE 6.1 (Cont'd)

Comparison of Management Associations

Notes

BIM 's own examinations were absorbed by the Council for National Academic Awards during the late 1960s.

Co-options from organisations with similar objectives to those of the BIM.

This membership figure does not include 1,296 licentiates of whom 256 are resident in the UK (and are not included in the answer to question 5).

After allowance for mergers and absorptions.

The power to co-opt to the ICSA Council is not used.

Membership requires possession of the IM's own diploma or another recognised marketing qualification.

Mature students without appropriate academic qualification must have 3 years' practical experience.

Certain other qualifications such as an MBA with appropriate specialisation may be accepted in lieu of CAM's own diploma.

The total number is dependent upon the number of constituent members of CAM, each of which is entitled to governing organ representation.

0. Not for membership, but the IOD awards a Diploma in Company Direction to those completing certain IOD short courses.

1. The IOD does periodically issue all its members with a guide to the duties and responsibilities of a company director.

2. The IOD Council has byelaw power to remove a member from membership of the IOD.

The BIM is not in possession of a Royal Charter but its 'established' status dates from its origin in the sense that its creation in 1947 was the result of the recommendation of a committee of enquiry (Baillieu Committee) set up by the Board of Trade to advise on 'the steps which should now be taken to form a central institution for all questions connected with management<sup>(1)</sup>.

Although initially established in 1947, the BIM between 1957 and 1959 completed a staged merger with the Institute of Industrial Administration which had been established as a professional body for administrators and managers in 1920, and by 1957 numbered about 6,000 members.

In terms of total membership, the three status-maintaining associations are larger than the status-seeking associations, although one of the status-seeking associations (IM) is closer in total membership and in total number of people employed to the status-maintaining associations than to the other two status-seeking associations.

Whether or not membership is based upon the associations own examinations does not correspond with status-maintaining and status-seeking categorisation. Two of the three status-maintaining associations (IOD and BIM) do not conduct their own examinations or require their completion as a requirement for membership while two of the three status-seeking associations (IM and CAM) do.

The BIM and IOD do engage in educational activity at executive course level. The BIM acquired a system of graduate examinations as a result of its merger with the Institute of Industrial Administration, but these examinations were phased out after 1961 in place of BIM support of and participation in (negotiated with the Department of Education and Science - DES) the Diploma in Management Studies (DMS) scheme. The BIM was represented on the Department's joint committee which administered and managed the DMS scheme and continues to be represented in the Council for National Academic Awards (CNAA) arrangements for the DMS scheme. Responsibility for the scheme was transferred to the CNAA from the DES joint committee in 1976. The IOD awards a Diploma in Company Direction for those who complete a certain combination of its short courses.

Of the six management associations, only the IOD does not have educational requirements for registration, while only ICSA issues a practising certificate. All have an experience requirement for membership although in the case of the IOD, this is expressed in the form of a requirement that members be a director of a limited liability company.

Two of the six management associations, the status-maintaining IOD and the status-seeking CAM, do not have a code of professional conduct or practise or a disciplinary procedure.

All the management associations have some form of periodical for communication with the membership but only two associations, both status-seeking (CAM and IPR) published an annual register of members.

The CAM governing organ is different from that of the other management associations in that its membership is made up of representatives of the constituent organisations of CAM. For the purposes of participant observation evidence collection the CAM Graduate Members Committee was used for comparative purposes because its membership like that of the governing organs of the management associations other than CAM is elected by the membership of the association at large.

To some extent CAM, IM and IPR all represented a self-diagnosed status-seeking group. In 1978 it was agreed that a joint CAM/IM programme to increase awareness of their vocational qualifications would be broadened to a Management Qualifications Working Party set up with a CAM chairman and representatives of six 'Institutes which offer qualifications ... as yet ... not given the recognition they deserve by top management', including the IM and the IPR<sup>(2)</sup>.

The Director of CAM publicly recognised in 1982 that advertising, marketing and public relations fell within a 'Second Division League' ... 'of management qualifications'<sup>(3)</sup>.

In 1983 the CAM Graduate Member Committee<sup>(4)</sup>, acknowledging that the IM and IPR also operated within the field of marketing communications, identified set out and compared the benefits of membership of CAM with those of membership of IM and IPR and found a broadly similar package of member benefits.

## 6.2 THE INSTITUTE OF DIRECTORS

The IOD was incorporated in 1903 and secured a Royal Charter in 1906.

The main aims of the IOD have been established as:

"to provide an effective voice to represent the interests of ... members, and to bring the experience of the business leader to bear on the conduct of public affairs for the common ... good", and

"to encourage and help ... members to improve their professional competence as business leaders"<sup>(5)</sup>.

IOD representational activity dates from circulation in 1904 of an IOD Council Resolution on the Pharmacy Bill to its promoters and to those MPs who were members of the Council of the Institute while in 1907 the IOD Council "succeeded in modifying several important provisions of the Companies Act as it went through Parliament"<sup>(6)</sup>.

In 1948 the IOD published an action plan which led to the establishment of a Legal Committee "to scrutinise legislation and liaise with MPs", a "Parliamentary Committee of Peers and MPs", and a "Policy and Executive Committee"<sup>(7)</sup>.

The governing organ and policy making body of the IOD is its National Council of approximately 80 members, including the Chairmen of all IOD branches and some 40 elected members. The twelve strong Executive Committee of the IOD consists of the principal officers of Council, branch representatives and the leader of the Parliamentary Panel, and is responsible to the IOD Council for the general running of the IOD.

The chief administrative officer of the IOD is its Director-General. The Director-General of the IOD, from 1975-79 was Jan Hildreth and from 1979, at the commencement of the study, and until 1984, Walter Goldsmith.

Sir John Hoskyns, Head of the Prime Minister's Policy Unit from 1979-82, took up his appointment as Director-General of the IOD in succession to Walter Goldsmith on 1st July 1984. Sir John had delivered the 1983 IOD Annual Lecture<sup>(8)</sup>. He regarded his first priority to be the "professional standing and the help required by directors"<sup>(9)</sup>.

Just prior to the commencement of the study, the IOD in response to a consultant's report created a new role of Executive Director with such responsibilities as administration and finance, leaving the Director-General free to concentrate upon his role as public spokesman of the IOD<sup>(10)</sup>.

The first edition of the IOD's journal 'The Director' was issued in January 1921 and by 1939 it was published on a quarterly basis<sup>(11)</sup>.

To be a member of the IOD an applicant must be a director of a limited liability company. In 1981 the IOD introduced new criteria for Fellowship (membership), "a minimum of ten years in business, with five years as a director"<sup>(12)</sup>.

In 1978 the IOD moved its headquarters from 10 Belgrave Square, London, SW1 to 116 Pall Mall, London, SW1. During the study period (compared with the previous five years) the IOD gave a relatively high priority to member services and to encouraging a full use of the facilities offered by its Pall Mall headquarters and the generation of income.



### 6.3 THE BRITISH INSTITUTE OF MANAGEMENT

The BIM was formed in 1947. Its aims are to promote the art and science of management and to represent persons concerned with or interested in management.

The governing organ of the BIM is its national Council of in excess of 80 members. The BIM has a relatively formal organisation and developed committee structure with a Chairman's Committee, National Branch Policy Committee and numerous other administrative committees.

At the commencement of study period and until 1984, and supported by some 10,000 subscribing corporate members, professional activities, information and other essential services to both individual members and subscribing organisations was provided through a charitable trust set up by the BIM, the BIM Foundation. The BIM Foundation itself had a formal committee structure its Board and Committees including nine Regional Advisory Boards, which were consulted on topical issues.

The BIM in the autumn of 1983 consulted its own members on the question of its constitution and structure by means of printed material sent to all members and supplemented by branch meetings and found support for its priority objectives of representation and the development of the highest standards of management education, development and training and the existing branch and regional structure<sup>(13)</sup>.

The consultation exercise resulted in a proposal for the elimination of the BIM Foundation Board, the changes suggested by the Working Party examining the BIM constitution and structure being put to an Extraordinary General Meeting on 5th June 1984<sup>(14)</sup>.

The 1984 Extraordinary General Meeting to "place the administration of the ... 'BIM Foundation' ... under the control of BIM Council" "abolished the separate Board of Directors and separate committee structure of the 'BIM Foundation' and put their responsibilities under the BIM Council"<sup>(15)</sup>.

In 1983 and 1984 the BIM also organised whole day conferences for branch chairmen the main purpose of which was to discuss the contribution of branches to the local promotion of the BIM<sup>(16)</sup>.

The chief administrative officer of the BIM is its Director-General. The Director-General of the BIM from the commencement of the study until June 1985 was Roy Close, CBE who, prior to his appointment, had been head of the Management Centre at Aston University. His successor (who himself resigned in 1986) as Director-General, was Professor John Constable, head of the business school at the Cranfield Institute of Management.

The membership of the BIM has grown relatively quickly. In the nine years to March 1985 BIM membership doubled to over 76,000<sup>(17)</sup>.

The BIM maintains an extensive management library of over 70,000 books, journals, reports, company documents and case studies. The BIM offers its members a range of information services. It also publishes approaching 200 titles covering a range of management subjects including check lists. Information sheets, guides and reading lists are also available.

The monthly journal of the BIM is published on behalf of the Institute by a commercial publisher, Haymarket Publishing. Following the introduction in 1983 of a member newspaper Management News, the BIM continued to use the BIM Report section of 'Management Today' to report its representational activities to members<sup>(18)</sup>.

In October of 1984 Sir Peter Parker MVO (Chairman of the Advisory Council of the BGA) became Chairman of BIM<sup>(19)</sup>.

#### 6.4 THE INSTITUTE OF CHARTERED SECRETARIES AND ADMINISTRATORS

ICSA was founded in 1891 and secured its Royal Charter in 1902.

The objects of the Institute of Secretaries included "to devise means for testing the qualifications of candidates for admission to ... professional membership" ... "to collect and form a strong body of expert opinion with the view of codifying and amending the Acts relating to joint stock companies, and to watch any legislation affecting the same" ... "to exercise supervision over ... members ... when engaged in professional duties; to promote the interests and welfare of secretaries; to further their advancement, and obtain for them as such formal and definite professional standing; and to promote whatever may lead to the improvement of the status of secretaries in general and the members of the Institute in particular" ... and "to apply or petition for or promote any Act of Parliament, Royal Charter or other authority with a view to the attainment of the above objects or any of them"<sup>(20)</sup>.

The objectives of ICSA have been given generally as "the promotion and advancement of efficient administration"<sup>(21)</sup>.

An outline and relevant (in the context of the current study) history of ICSA is given as Appendix XIII.

The governing organ of ICSA is its Council. At the commencement of the study, ICSA restructured its Council and committee system in order to free Council from detail to allow it to "debate and decide issues of policy"<sup>(22)</sup>.

The chief administrative officer of ICSA is its Secretary and Chief Executive. Throughout the period of the study this position was held by Barry Barker, MBE.

A 1980 ICOSA membership survey revealed only just over a half of ICOSA members to be working in limited liability companies, while in general members were employed in a great diversity of tasks and functions with only one in ten having a university degree and a relatively small proportion of members holding other qualifications<sup>(23)</sup>.

## 6.5 THE INSTITUTE OF MARKETING

The 'IM' was initially incorporated in 1911. The IM, with its present name as The Institute of Marketing, has only been in existence since 1967 but had operated previously and since 1960 as the Institute of Marketing and Sales Management which itself was a successor to the Incorporated Sales Managers' Association which was formed in 1911<sup>(24)</sup>.

The main objectives of the IM have been established as:

"to encourage the development of knowledge about marketing"

"to provide services for members and registered students" and

"to make the principles and practices of marketing more widely known and effectively used throughout industry and commerce"<sup>(25)</sup>.

The main central aims of the IM as per its 'Long-Term Plan' for the 'Period 1980-85' have been:

"to promote to the British business community at large, and to Her Majesty's Government, the vital importance of professional marketing and the contribution it can make to improving national prosperity"

"to acquire new knowledge about marketing and its successful practice and to disseminate that knowledge as widely as possible"

"to promote the need for marketing executives to possess a sound basis of professional marketing education and training and to provide such education and training to a high standard of excellence"

"to provide valuable professional and other services to members and to encourage them to greater involvement in, and support of, the work of the Institute"

"to be the examining body for the Certificate and Diploma in Marketing, to provide valuable service to registered students and to encourage them to greater involvement in, and support of, the work of the Institute"

"to continue the financial and professional development of the Institute so that it is seen by the business community, by the media and by marketing executives at all levels, to be the most active, progressive, influential and successful body within the field of marketing practice."<sup>(26)</sup>

The governing organ of the IM is its National Council. More detailed matters of management within the framework of the overall policy established by Council are handled by the National Executive Committee, the membership of which is drawn from that of the full Council.

The chief administrative officer of the IM (and based at its headquarters in Cookham, Berkshire) is its Director-General. Peter Blood served as IM Director-General from September 1972 to 1984, one of his three initial priorities on his appointment in 1972 being "to improve substantially both the professionalism and professional standing of the Institute"<sup>(27)</sup>.

Peter Blood had joined the IM in September 1971 as director of marketing services and succeeded Sir John Hamilton as Director-General in July 1972<sup>(28)</sup>.

The new IM Director-General appointed on 30th July 1984, Tony McBurnie, following considerable experience as a Marketing Director, was Managing Director of a group of packaging, tableware and distribution companies<sup>(29)</sup>. The objectives of his predecessor Peter Blood, as formulated at his departure, had been "to increase professionalism in marketing and to establish Cookham as the recognised marketing education centre of Europe"<sup>(30)</sup>.

On 1st December 1981 a very senior businessman, Sir Patrick Meaney, assumed the Presidency of the IM<sup>(31)</sup>.

In 1985 the IM appointed its first marketing director to market the IM<sup>(32)</sup>.

At the IM 'council meeting' immediately preceding the 1985 AGM, the IM Director-General "tabled the IM strategic plan for the next five years" with "a five-pronged role for the institute to increase the awareness and understanding of the vital importance of marketing; to strengthen IMs position as the influential UK and international marketing body; to raise the calibre and professionalism of people in marketing; to operate appropriate commercial activities in support of these objectives; and to demonstrate best marketing principles and practice in all IM operations, coupled with 'a new Committee structure' to 'enable senior managers to contribute to IM affairs without giving up too much of their time' and the encouragement of mature entry "to ensure that the Institute is truly representative of the marketing profession"<sup>(33)</sup>.

The rebuilding and funding of the College of Marketing at Moor Hall, Cookham, imposed a relatively heavy workload upon IM full-time management resources during the first half of the study period. The IM was also distracted in the early part of the study period by an unsuccessful campaign to secure a Royal Charter.

In 1971 a NEDO study of marketing education concluded "the standards of existing qualifications are variable and their value is often viewed with some scepticism by industry"<sup>(34)</sup>.

The University of Aston's 1975 "General Population Survey on Professionalism" found that when examining the public's view of the professions, 58% of survey respondents regarded the Accountant as representing an "old established profession" while 66% regarded the Marketing executive as "developing into a professional occupation"<sup>(35)</sup>.

The IM introduced examinations in 1960 and began phasing in new qualifying certificate and diploma examinations in the period 1973-75 by which time "well over 100 polytechnics and technical colleges" provided tuition for the Institute's examinations<sup>(36)</sup>.

In 1979 the Director of CAM expressed the view that the Institute of Marketing's Diploma in Marketing "has been established for many years, yet is still unable to gain any marked level of reliability or acceptance amongst employers"<sup>(37)</sup>.

At the commencement of the period of study, 60% of IM members possessed a business or marketing qualification and some 23% of members held the IM's own Diploma in Marketing<sup>(38)</sup>. A clear majority of IM members appeared to favour "some form of membership by qualification"<sup>(39)</sup> and by the end of the study period this was largely achieved.

In the year 1980-81 "the decision was ... taken ... to make future membership of the Institute open only to those possessing one of a range of marketing qualifications" and "membership by qualification became effective on 1st July 1981" a development regarded by the National Chairman of the IM as "a major step in the Institute's plans to be the recognised professional body of marketing people"<sup>(40)</sup>. By 1981 60% of the Institute's members had a marketing qualification and 78% had an academic or professional qualification<sup>(41)</sup>.

The requirement from July 1981 for an approved marketing qualification as a requirement for membership denied entry "to many senior marketing directors and managers" who would make "first class Institute members". So in 1983 the IM "introduced a new form of membership: Membership by Mature Entry (ME)" which required successful submission of a paper of, not more than 5,000 words in length which would: (a) cover a marketing programme which the applicant has been personally responsible for planning and implementing; (b) demonstrate the application of management skills of market diagnosis, analysis and planning; (c) show practical results measurable in management terms and related to corporate aims; (d) establish that applicants have implemented up-to-date concepts effectively in a competitive market situation; and (e) deal with an actual business situation or problem where the applicant's expertise can clearly be shown to have accomplished measurable results"<sup>(42)</sup>.

The first IM mature entry member was announced to IM members in November 1984<sup>(43)</sup>.



In 1984 the IM introduced its first Intensive Diploma Course, a course "structured around five study week-ends at Moor Hall, the first one of which is mandatory, the successful completion of this programme (resulting) in delegates being awarded the Diploma in Marketing" the course being "especially designed to enable senior management with practical marketing experience to achieve an internationally-recognised marketing qualification"<sup>(44)</sup>.

The IM, like the IOD, BIM and ICOSA, offered its members an information service. By 1981 the IM's Marketing Information Service was handling over 10,000 enquiries a year<sup>(45)</sup>.

In 1984 the IM Fellowship Panel "expressed concern about the scarcity of members applying for Fellowship ... at present there are only about 500 Fellows out of an overall membership of 21,000 which seems a rather small percentage ... members seem to believe that they must be marketing directors of multi-nationals to qualify for Fellowship" ... when they ... "have only to prove that they have achieved an appointment of significant distinction in marketing with successful results for the company"<sup>(46)</sup>.

6.6 COMMUNICATION, ADVERTISING, AND MARKETING EDUCATION  
FOUNDATION LIMITED

CAM, The Communication, Advertising and Marketing Education Foundation Limited, was incorporated in 1969 as a company Limited by Guarantee.

CAM was established in 1969 with Lord Robens as its first Chairman at the instigation of the Board of Advertising Education to 'run examinations', the examinations of the Advertising Association (formed in 1929), the Institute of Practitioners in Advertising (formed in 1938), the Institute of Public Relations (formed in 1948) and the Institute of Marketing (which in the event continued alone to conduct its examinations with its own Diploma, the Dip M) in order to bring these separate schemes of examination "together under one examining body"<sup>(47)</sup>.

CAM was "set up ... to run the industry's examinations - nothing else ... Not to teach the syllabus. Not to publicise the qualifications. Not to run the graduate members. Not to conduct seminars. Not to run ... courses ... . No to expand overseas. Simply to run examinations" and hence its financial base was acknowledged at its tenth anniversary dinner at the Savoy Hotel to be inadequate for the additional responsibilities CAM had taken upon itself<sup>(48)</sup>.

The objectives of CAM have been formulated as:

"to lay down the standards of vocational education required by industry",

"to provide a comprehensive professional qualification which will be recognised by all of its constituent bodies", and

"to encourage the setting up of courses throughout the country"<sup>(49)</sup>.

The governance of CAM, by virtue of its origins and the purpose of its formation, is rather different from that of the other associations studied and hence is considered in relatively more detail than has been the case with other associations.

The governing organ of CAM during the study period was the Board of Governors, consisting of 'nominated' Governors appointed by the Board, usually at an AGM on an annual basis, such individuals being nominated by their respective Constituent Bodies according to an agreed formula with a usual maximum period of office of three years and Co-opted Governors also appointed by the Board usually at an AGM on an annual basis but usually for a specific function "for instance to represent a particular branch of education, or to provide contact with one of the CAM Committees, the usual maximum period of office being 5 years<sup>(50)</sup>.

The Governors of CAM both nominated and co-opted together constituted a senior group that was representative of the major interests in CAM<sup>(51)</sup>.

In view of the size and nature of the CAM Board of Governors, an Executive Committee, composed of Governors, was established to "see to the more detailed matters of policy"<sup>(52)</sup>.

The Committee Chairmen of CAM were appointed by the Board of Governors, usually at the AGM, for an initial period of two years and thereafter renewable for a further year, the maximum period of office being five years while Committee Members were appointed by the respective Chairmen on the advice of the Director and subject to ratification by the Board of Governors with periods of office as for Chairmen, the exception being the Graduate Members Committee with the membership of CAM electing Committee members<sup>(53)</sup>.

The President, Chairman, Treasurer, Deputy Chairman and Deputy Treasurer of CAM were appointed by the Board of Governors, usually at the AGM, for an initial period of three years, thereafter such appointments being confirmed annually up to a normal maximum of five years, while Vice-Presidents were appointed by the Board of Governors, usually at an AGM, "for an indefinite period, ie for as long as they feel able to function actively in that position"<sup>(54)</sup>.

For the purposes of participant observation in the context of the current study, the CAM Graduate Members Committee has been selected rather than the CAM Board of Governors, as the Graduate Members Committee is directly elected by the CAM membership at large and, with its primary allegiance being to CAM, (as opposed to a nominating body) its functioning and operation has appeared more analogous to that of the governing organs of other professional associations.

The chief administrative officer of CAM from the commencement of the study period until 1984 was its Director, Norman Hart. The Director and Assistant Director of CAM resigned "at the end of 1984"<sup>(55)</sup>.

CAM has regarded its own administration as "a 'cottage industry' operation" with a "sometimes casual and informal nature"<sup>(56)</sup>.

By 1984 CAM was reported to be "riven with doubts about its future" with its Director having 'resigned' and criticisms of its education role as "badly organised" and "insufficiently rigorous"<sup>(57)</sup>. The Chairman of CAM reported to CAM members and students that a "major restructuring of CAM" was due on 1st January 1985 following "study of an independent report by Michael Barnes which was commissioned by CAM in April 1984" and the agreement of the governors of CAM representing its 24 constituent bodies which would result in CAM's "existing structure" being "replaced by an independent examining board which will include both educationalists and representatives of the main bodies in the communications industry"<sup>(58)</sup>.

The new board would "be served by three specialist panels responsible for examinations, teaching liaison and user consultation" the "funding of the new organisation ... (to) ... continue as before - largely self-supporting, but with substantial grants from industry organisations and contributions from patrons"<sup>(59)</sup>.

A Planning Group chaired by Ann Burdas was established to consider the detailed implementation of the independent report by Michael Barnes.

The 1985 report of CAM Planning Group chaired by Ann Burdas (which included an IPR representative) recommended that "CAM should retain its title" and concentrate upon its examining role, its involvement with education being "consultative rather than operational", while as "involvement with the CAM Seminars deflects the Foundation from its primary function of providing examinations for the constituent bodies" ... "it should detach itself from all teaching activity", the CAM Society "should be free to decide its own future" and "an Examinations Board headed by a paid part time academic of significant stature aided by chief examiners appointed by or approved by the relevant constituent bodies" should be appointed reporting to a "Finance and General Purposes Committee" on which the IPR would be represented, the chief administrative officer of CAM being a "General Secretary" who would also report to the Finance and General Purposes Committee, the Board of Governors acting "like the parent board of a corporation ensuring that the Foundation (CAM) is financially sound and is adhering to its agreed purpose"<sup>(60)</sup>.

The CAM Board of Governors subsequently "agreed to adopt the report of the CAM Planning Group under the chairmanship of Ann Burdas" and a new Examinations Board and Finance and General Purposes Committee were established and new senior staff recruited<sup>(61)</sup> to replace the former Director and Assistant Director, both of whom resigned<sup>(62)</sup>.

The CAM Graduate Members Committee also supported the Burdas Report, a new name "The CAM Association - The Association of the CAM Foundation Graduate Members" and role being proposed to provide professional updating services for members, support CAM, encourage candidates to seek CAM qualifications and generally "to help promote the image of CAM and the need for respect for the CAM qualifications"<sup>(63)</sup>.

A formal system of advertising education and qualifications was started in 1928 by the Institute of Practitioners in Advertising (IPA) and was followed in 1929 by the Advertising Association. Research evidence particularly from the IPA shows that the qualifications were not highly regarded<sup>(64)</sup>.

In 1967 an attempt was made to transfer responsibility for qualifications to the state system, relying upon the HND/C in Communications Advertising and Marketing. This did not work: the numbers of students plummeted and the colleges were unable to find enough lecturers<sup>(65)</sup>. The original examining bodies and others met to decide how best to reintroduce professional education and qualifications. Rather than take on the responsibility themselves, they set up an independent organisation, the Communication, Advertising and Marketing Foundation Limited (CAM)<sup>(66)</sup>, to operate on their behalf but with their full backing, support and involvement<sup>(67)</sup>.

CAM was set up in 1969 and its primary funding was £5,000 each from the AA and IPA, and £1,000 from the Institute of Public Relations. Each of these organisations shut down their own educational operations. Each year CAM made a loss which was covered by the AA on behalf of all the other Constituent Bodies<sup>(68)</sup>. In an effort to reduce losses, CAM resorted first to charitable appeals and then to semi-commercial enterprises such as seminars, overseas franchising, sponsored books<sup>(69)</sup>. As a result small operating margins were made in 1980 and 1981, and with a special fund raising 'Boxing Night' event, the accumulated deficit was wiped out. Thus in 1982 CAM for the first time became financially viable but only just<sup>(70)</sup>.

#### Associate Membership

In CAM's first operational year in 1971 there were some 800 students registered. By 1982 the figure had reached 4,000. The number of Certificates and Diplomas awarded tended to vary between 70 and 90 per annum, partly due to the high standard set by the examiners and also due to the lack of high quality teaching facilities<sup>(71)</sup>. Attempts were made by CAM to provide back-up to colleges and students in the way of specially commissioned books, teaching manuals, mock examination weekends, and so on but progress was restrained by lack of money<sup>(72)</sup>. The total industry input into CAM until 1982 averaged at around £20,000 per year, for a nationally organised examination and education service operating for 20 organisations.

on their CAM website  
CAM<sup>(73)</sup>

6.7 With its 1982-83 syllabus, CAM introduced a Dip CAM (Hons) qualification allowing students to secure a Diploma with honours by passing five papers compared with three papers for a Pass Diploma<sup>(73)</sup>. The 1982-83 syllabus also introduced a greater choice of subjects through a new 'modular' structure<sup>(74)</sup>.

In 1984 CAM introduced "special exemption from the CAM Certificate Stage for Senior Practitioners"<sup>(75)</sup> to allow certain senior practitioners with "at least ten years in some field of Marketing Communications" to enter directly to the CAM Diploma.

Holders of the CAM Diploma with 3 years experience and a suitable "responsible position" or IAA Diploma in International Advertising, three years experience and responsible position" or an MSc, MBA or PhD in Marketing, five years experience and a "responsible position" or Institute of Marketing Diploma (Dip M), ten years experience and a "responsible position" or the CAM Diploma with Honours (available to CAM Diploma holders on passing two additional papers) and one year of relevant experience were eligible to apply for membership of CAM (nominated and seconded by M CAMs), the designatory letters being M CAM, those with lower qualifications and less experience possibly being eligible for Associate Membership (AM-CAM or Assoc-CAM) or Affiliate Membership of CAM Soc (Society for Members of the Communication Advertising and Marketing Education Foundation Limited)<sup>(76)</sup>.

In 1985 following the withdrawal by CAM from the organisation of seminars, the Advertising Association launched its own programme of seminars, while the Institute of Practitioners in Advertising (IPA) withdrew from CAM and also established its own seminar programme<sup>(77)</sup>.

The IPA felt "they should introduce their own training programme" ... but "promised to continue their financial contribution to CAM throughout the next three years, in support of IPA students who have already embarked on their CAM courses", the other constituent bodies remaining with CAM<sup>(78)</sup>.

## 6.7 THE INSTITUTE OF PUBLIC RELATIONS

The IPR was formed in 1948 and incorporated as a company limited by guarantee in 1963.

The Standing Conference sub-committee charged with the task of forming an Institute following a meeting of local government public relations officers on 10th October 1946 agreed "that the formation of an association was desirable to assist in the establishment of a satisfactory status, recruitment and training of future public relations officers, safeguarding service conditions, formulating scales of salaries, pooling of knowledge, disseminating information and generally developing the techniques of public relations work"<sup>(79)</sup>. The Institute of Public Relations (IPR) was formally inaugurated on 10th February 1948. The first sectional group the Local Government Group was formed in July of 1948 and the first edition of the Journal of the Institute of Public Relations was published on 1st September 1948<sup>(80)</sup>.

In November of 1963 at a Special General Meeting the "unincorporated body known as the Institute of Public Relations" was dissolved and approval was given to the incorporation of The Institute of Public Relations under the Companies Act, 1948 which was effected on 31st December 1963<sup>(81)</sup>.

The formal objects of the IPR include:

"to promote the development of public relations practice being defined as the deliberate planned and sustained effort to establish and maintain mutual understanding between an organisation and its public ...",

"to encourage and foster the observance of high professional standards ... and to establish and prescribe such standards",

"to conduct examinations or other suitable tests with the object of raising the status of those practising public relations to a high professional level",



"to promote and gain authoritative recognition of the Institute as a responsible organisation representing qualified public relations practitioners in Great Britain",

"to give a united voice to the practice of public relations and to enhance its influence"<sup>(82)</sup>.

The IPR acquired its first headquarters at Templar House, High Holborn in 1961 and on 31st December 1963 appointed its first full-time Director<sup>(83)</sup>.

The governing organ of the IPR is its Council. Membership of Council is by national election or by election as a representative of a regional or vocational group. In order that Council can concentrate upon matters of policy, the role of more detailed management and co-ordination of the work of committees is handled by the IPR Board of Management, the membership of which is composed of the officers and IPR Committee chairmen.

The first woman Council member was elected to the IPR Council in November of 1956<sup>(84)</sup>.

The chief administrative officer of the IPR is its Director. From the commencement of the study until 1984 this position was held by Jimmy Wild. On 1st May 1984 the IPR appointed John Lavelle, an experienced businessman as Executive Director<sup>(85)</sup>.

The IPR Secretariat consisted only of five full-time appointments, the accounting work of the Institute being handled on a part-time basis<sup>(86)</sup>.

At the 1948 AGM of the IPR, the members passed a resolution calling on the IPR Council to consider the desirability of setting up an examination<sup>(87)</sup>. The first IPR examinations scheme was adopted and an Examinations (Education) Committee was established in February of 1952<sup>(88)</sup>. The first Intermediate Examination took place on 12th July 1957<sup>(89)</sup> and the first Final Examination in December of 1958<sup>(90)</sup>.

The first IPR Territorial Group, the North Eastern was launched in Leeds in April of 1952<sup>(91)</sup>.

Membership structure proposals adopted at the 1953 AGM of the IPR were "designed on the one hand to facilitate admission to membership and, on the other, to provide added Institute status to experienced and qualified members"<sup>(92)</sup>.

From 1st July of 1965 entrance to the voting categories of membership required the additional qualification of an Institute examination pass, although this requirement was not to last<sup>(93)</sup>. Reversion to the pre-1965 membership provisions required a series of extraordinary general meetings of the IPR and discussion with the Board of Trade before entry on the basis of age and experience became effective again in July of 1968<sup>(94)</sup>.

The education programme of the IPR was integrated with the Communication, Advertising and Marketing Education Foundation (CAM) with an IPR/CAM curriculum leading to the CAM Certificate in public relations in 1970 on the formation of CAM, the IPR as a constituent organisation of CAM having three representative Governors on the CAM Board of Governors<sup>(95)</sup>.

In 1984 the IPR "Student Group holds its first AGM as a fully constituted constituent body of the Institute ... and the Group received its first funding from the Institute"<sup>(96)</sup>.

## 6.8 Status Comparison

The previous work of the author<sup>(97)</sup> examined all the management associations considered in this chapter, with the exception of the IPR. This previous study suggested that the IOD, BIM, ICSA, IM, CAM and IPR were all to a degree status seeking in comparison with the ICA, and, in respect of representational activity, in comparison with the Confederation of British Industry<sup>(98)</sup>. The purpose of this section is to compare the evidence relating to the status of the IOD, BIM and ICSA as a group of associations with that of the IM, CAM and IPR as a group of associations. The evidence is summarised in Table 6.2

The available evidence was examined in the context of the management associations selected for study and the varying levels of status they had achieved prior to the commencement of fieldwork. The management associations were not, at this stage, compared with any of the non-management associations, nor was the evidence examined in the context of the total world of professional associations.

The initial status categorisation of this group of associations was the most problematic of any in the study. The evidence was found not to be entirely consistent with the categorisation selected. The subjective evidence, particularly that from interview and participant observation was, however, broadly supportive of a grouping of the IOD, BIM and ICSA into a status maintaining (relative to the IM, CAM and IPR) category, and a grouping of the IM, CAM and IPR into a status seeking (relative to the IOD, BIM and ICSA) category. The IOD, BIM and ICSA had a significantly greater involvement in representational contacts with government than the IM, CAM and IPR (although the IM sought actively to narrow the 'gap').

'Subjective' evidence relating to each individual hypothesis and derived from interview and participant observation is presented in Chapters Eight to Eleven. 'Subjective' evidence concerning 'working recognition' is largely found, as was the case with the 'business graduate' and 'accounting' associations in Sections 8.4, 9.3, 10.2 and 10.3 of Chapters Eight, Nine and Ten respectively.

**TABLE 6.2****Management Associations Status Comparison Evidence**

| <u>Category of Evidence</u>                              | <u>Comparison</u>                                  |                          |
|--|--|--------------------------|
|  | <u>IOD, BIM, ICSA</u>                              | <u>IM, CAM, IPR</u>      |
| <b><u>Subjective</u></b>                                 |  |                          |
| Author Prior Status Assessment                           | Higher   | Lower                    |
| Interview Status Assessment                              | Higher   | Lower                    |
| Participant Observation Assessment                       | Higher   | Lower                    |
| Working Recognition by Government and Other Associations | More Significant                                   | Less Significant         |
| <b><u>Objective</u></b>                                  |  |                          |
| Date of Incorporation                                    | Older (in cases of IOD and ICSA)                   | Newer                    |
| Means of Incorporation                                   | Royal Charter Status<br>(in cases of IOD and ICSA) | Non-Royal Charter Status |
| Membership   | Larger   | Smaller                  |
| Education Requirement                                    | Similar where it exists                            |                          |
| Publishing Activity                                      | Greater  | Smaller                  |
| Resources  | Greater  | Smaller                  |
| Organisation   | Larger   | Smaller                  |

In interview sessions it was thought, given the other objectives of the interviews (see Chapter Three), to be an inappropriate use of time to discuss the relative status rankings of six 'management' associations. Similarly, in the course of participant observation, a continuous record was not kept of the relative status ranking of these six associations. Rarely in participant observation situations did opportunities (or the occasion) arise to discuss relative status rankings across the total group of 'management' associations. Such status comparisons as did arise in interview, or were observed as a result of participant observation, tended to involve comparison, for a specific purpose (eg relative representational success), of the association in question, generally with one (eg the BIM comparing itself with the IOD) or, more rarely, more than one other association in the same status category (ie status-maintaining or status-seeking). Such evidence tended to confirm 'status group membership' more often than relative status rankings.

Chapter Seven, concerned with individual members of professional association Councils, presents both 'subjective' and 'objective' evidence concerning the relative status of associations in the 'management' group. In a number of cases individuals interviewed, observed and surveyed by questionnaire were members of associations in both the 'status-seeking' and 'status-maintaining' category (Section 7.2). Overall the evidence in Chapter Seven relating to the relative status of 'management' associations is significantly more ambivalent than that relating to the relative status of 'accounting' associations.

The objective evidence was, in comparison with the subjective evidence, more mixed. In terms of length of association life the IOD, ICSA and IM were relatively 'old established' while both the BIM and IPR, as was pointed out in Section 6.1, were formed in the late 1940s. Royal Charter status distinguished the IOD and ICSA from the other associations in the group, while the IOD and BIM did not operate the General Certificate of Education (GCE) based educational requirement of ICSA, the IM, CAM and IPR.

One could have envisaged a three way categorisation of the management associations into pairs on the basis of common characteristics. The Royal Charter bodies (IOD, ICSA) could have been constituted as a pair. CAM and IPR could have been paired on the basis of their similar size or scale. The remaining bodies, (BIM and IM) could have been paired as non-chartered bodies that were significantly larger in scale than the CAM/IPR pair of associations.

Taking the IOD, BIM and ICSA as one group of associations, and comparing them with another group composed of IM, CAM and IPR, it was true to say at the commencement of the field work that the membership and organisation of members of the former group was larger and their resources and publishing activity the greater (see Table 6.1 and Tables 8.1, 8.2, 8.6 and 8.7 of Chapter Eight).

Taking the evidence as a whole the author decided to proceed on the basis of categorisation of IOD, BIM and ICSA as constituting a status maintaining (relative to IM, CAM and IPR) group and IM, CAM and IPR as a status seeking (relative to IOD, BIM and ICSA) group. This initial categorisation was made in the knowledge that it would subsequently be possible to review it in the light of the evidence uncovered in the course of the study. This review is presented in Chapter Twelve (Sections 12.8 and 12.9).

Such survey evidence as existed tended to confirm the author's categorisation. The 'established' status of the BIM and IOD, for example, has been confirmed by opinion research among business leaders<sup>(98)</sup>.

The findings of the study in respect of the 'management' and other associations examined are presented in Part III. The next chapter presents the findings relating to those hypotheses which are concerned with the characteristics, attitudes and values of individual association Council members.

**INDIVIDUAL**

findings of the study in respect of the questionnaire respondents (Section 7.3) and findings on individual backgrounds, views, and attitudes (i), (ii), (iii), (iv), (v), (vi), (vii), (viii)

**PART III** - Sections 7.3 - 7.10 as follows

**FINDINGS** - Section 7.1

7.1.1. Introduction - Section 7.1

7.1.2. Summary of Findings - Section 7.2

7.1.3. Demographic Characteristics - Section 7.3

7.1.4. Attitudes and Views - Section 7.4

7.1.5. Attitudes Associated with Professionalism - Section 7.5

7.1.6. Attitudes Associated with Professionalism - Section 7.6

7.1.7. Attitudes Associated with Professionalism - Section 7.7

7.1.8. Attitudes Associated with Professionalism - Section 7.8

7.1.9. Attitudes Associated with Professionalism - Section 7.9

7.1.10. Attitudes Associated with Professionalism - Section 7.10

## CHAPTER SEVEN

### INDIVIDUAL MEMBERS

#### 7.1 INTRODUCTION

This Chapter presents the findings of the study in respect of the characteristics of individual questionnaire respondents (Section 7.2) and those by hypotheses concerning their individual backgrounds, views, attitudes and values, namely hypotheses (i), (ii), (iii), (iv), (vi), (x), (xi) and (xxvi). The findings are presented in Sections 7.3 - 7.10 as follows:

Hypothesis (i) concerning Social Class Origins - Section 7.3

Hypothesis (ii) concerning Self-recruitment - Section 7.4

Hypothesis (iii) concerning Association Preferences - Section 7.5

Hypothesis (iv) concerning Concept of Professionalism - Section 7.6

Hypothesis (vi) concerning Professional Orientation - Section 7.7

Hypothesis (x) concerning Values Associated with Professionalism - Section 7.8

Hypothesis (xi) concerning Status Attributes - Section 7.9.

Hypothesis (xxvi) concerning Additional Qualifications - Section 7.10.

For ease of reference to the findings relating to each hypothesis, each section 7.3 - 7.10 begins on a new page. Section 7.11 summarises the conclusions of the findings in respect of this group of hypotheses.



The full questionnaire sent to individual professional association council and committee members is given as Appendix VII. In order that the documentary evidence upon which the findings relating to hypothesis (iv) concerning Concept of Professionalism are based does not interrupt the flow of presentation, a summary only of this evidence is given in this Chapter while further evidence is presented in Appendix XIV.

A number of the questions in the Questionnaire to individual professional association Council members (Appendix VII) make use of a five point scale: 'extremely important', 'very important', 'fairly important', 'of little importance' and 'not important' (Questions 18, 19, 20, 24 and 30). In order to facilitate comparisons across all the associations studied, these levels of importance are given a points ranking: 'extremely important' (5), 'very important' (4), 'fairly important' (3), 'of little importance' (2), and 'not important' (1), and average rankings only are given in the comparative tables in Part III (Chapters Seven to Eleven) derived from this group of questions. Where appropriate, to illustrate particular points, reference is made to the actual number of, or spread of, responses in particular categories of importance.

The averages are calculated by multiplying the number of individual questionnaire responses (for each association) in each category of importance by the appropriate points ranking (1 - 5), and dividing the total for each question by the total number of questionnaire responses to this question. Thus, in respect of each question, one is able to determine the average degree of importance attached to the subject of the question by those responding from each association. This has been done to facilitate the comparison of responses across the associations in respect of whom individual questionnaires were returned (BGA, BBGS, LSCA, SCCA, ICSA, IPR). This procedure is followed throughout Part III (Chapters Seven to Eleven) for all evidence considered that is drawn from responses to 'Individual Questionnaire' (see appendix VII) questions requiring a 'five point' assessment of degree of importance.

Tables giving the exact number of responses in each category of importance for Questions 18, 19, 20, 24 and 30 in the 'individual' questionnaire are given in Appendix XXXI. These tables are presented in Appendix XXXI in the same order as the consideration of the hypotheses to which they relate in Part III. To facilitate comparison and examination, these detailed tables in Appendix XXXI are numbered as if they were in the position of the summary tables in Part III to which they relate (eg Tables 7.19 - 21), while Tables in Part III that summarise, through the presentation of average rankings derived from the information in the corresponding tables in Appendix XXXI are identified as 'summary' tables, and carry the numbers of these corresponding tables (eg Summary Table 7.19 - 21).

Throughout Part III the evidence relating to each hypothesis will be presented first for the 'BGA/BBGS' matched pair, then for the 'ICA/SCCA' matched pair and, finally, for the 'IOD, BIM and ICSA/IM, CAM and IPR' matched sets.

Individual questionnaires were received from Council members of six associations (BGA, BBGS, LSCA, SCCA, ICSA, IPR). At the end of each section in this Chapter, some overall consideration is given to the relevant questionnaire evidence for these associations as a group.

The purpose of presentation of documentary evidence relating to Part III in Appendices XIV - XXX and of questionnaire derived information in Appendix XXXI in a physically separate volume (Volume Three) of this thesis is to facilitate reference to the appendices while the main text (Volumes One and Two) is being read. Consideration was given to alternative methods of presentation and numbering, but the method selected was felt to be the most practical in view of the relatively large number of associations (ten) and hypotheses (thirty four) for which evidence was collected.

In order to compare associations (within and across the whole group of associations studied) on bases other than their division (on the basis of status categorisation) into matched pairs and sets, an attempt is made to develop, in respect of each hypothesis, a continuum based upon the nature of the dependent variable differences considered in Chapter Three and summarised in Table 3.2. The outcome of such comparison is presented in Section 12.9 of Chapter Twelve.

Because provision for the development of such continua was not made in the original research design (which assumed the evidence would be more consistent with the status categorisation), measures or indicators used have needed to rely upon 'available' evidence, and not the evidence that would have been generated had the use of these continua been envisaged when the initial research programme was developed. The measures and indicators used, as the reader will be reminded, are relatively simplistic and crude. The continuum relating to each hypothesis is presented in the 'conclusion' of the section within Chapters Seven to Eleven presenting the evidence collected and relating to the hypothesis in question.

Wherever possible, the measure used to develop a 'continuum' is a quantitative measure such as the 'average importance rankings' or percentages responses given in the relevant tables in Chapters Seven to Eleven.

## 7.2 CHARACTERISTICS OF RESPONDENTS

In total, 123 individual questionnaires (see Appendix VII) were distributed to association Council and Committee members of which 60 or about a half were returned completed and were usable. Table 7.1 sets out the number of questionnaires sent out and the number returned in respect of each of the associations studied. In the case of ICSA the association would only agree to the circulation of the questionnaire to the officers and a number of additional interviews were conducted with selected Council members to provide some compensation in respect of those hypotheses which were tested by both interview and questionnaire.

Two LSCA Committee members and two IPR Council members returned uncompleted questionnaires with a covering note explaining that they were not prepared to complete them. These uncompleted and unusable questionnaires represented just 1.6% of the questionnaires sent out and 3.3% of the number of questionnaires that were returned completed and were usable.

Table 7.2 lists the offices held by individual questionnaire respondents while Table 7.3 lists the previous offices held by the respondents, in both cases as given by the respondents. The BBGS was the only association from which a returned questionnaire was not identified as coming from an officer. On enquiry one questionnaire was found to have been returned by the BBGS Chairman.

Table 7.4 lists the present occupations given by respondents in the returned and completed questionnaires. About a half of the LSCA respondents identified themselves as being in public practice while no SCCA respondents identified themselves as being in public practice. A minority (4 of 17) of IPR respondents identified themselves as being in public practice this category of Council members being under-represented in comparison with the proportion of Council members who appeared to be in public practice on the basis of published biographies (about a half).

**TABLE 7.1**

**Number of Individual Questionnaire Respondents (Q1)**

|  | <u>TOTAL</u> | <u>BGA</u> | <u>BBGS</u> | <u>LSCA</u> | <u>SCCA</u> | <u>ICSA</u> | <u>IPR</u> |
|--|--------------|------------|-------------|-------------|-------------|-------------|------------|
| Number circulated (eg average governing body size less researcher) | 123          | 23         | 8 (1)       | 38 (2)      | 13          | 4 (3)       | 37         |
| Responding with completed questionnaires                           | 60           | 9          | 4           | 22          | 6           | 2           | 17         |
| Not responding (less researcher)                                   | 63           | 14         | 4           | 16          | 7           | 2           | 20         |
| % of total governing body (less researcher) responding             | 49%          | 39%        | 50%         | 58%         | 46%         | 50%         | 46%        |

Notes

- (1) Members attending meetings only
- (2) Elected members only
- (3) Circulated officers only

TABLE 7.2

Offices Held (Currently) by Individual Questionnaire Respondents (Q2)

| <u>BGA</u>                    | <u>BBGS</u> | <u>LSCA</u>                              | <u>SCCA</u>                     | <u>ICSA</u>        | <u>IPR</u>                                |
|-------------------------------|-------------|--|---------------------------------|--------------------|---|
| Chairman                      |             | Chairman                                 | Past President                  | President          | Committee (Development) Chairman          |
| Vice-Chairman                 |             | Chairman, Education & Training Committee | Past President                  | 2nd Vice-President | Committee (Membership) Chairman           |
| Editor: The Business Graduate |             | Area Group Chairman                      | Secretary, Scottish Association |                    | Committee (International) Deputy Chairman |
| Research Secretary            |             | Sub-Committee Chairman                   |                                 |                    | Committee (Education) Deputy-Chairman     |
|                               |             | Sub-Committee Chairman                   |                                 |                    | Chairman Scottish Group                   |
|                               |             | Sub-Committee Chairman                   |                                 |                    | Regional Chairman                         |
|                               |             | Representative on ICA Council            |                                 |                    | Regional Chairman                         |
|                               |             | Chairman Events Working Party            |                                 |                    |   |

**TABLE 7.3**  
**Offices Held (Previously) by Individual Questionnaire Respondents (Q2)**

| <u>BGA</u>                          | <u>BBGS</u> | <u>LSCA</u>                                   | <u>SCCA</u>   | <u>ICSA</u>        | <u>IPR</u>   |
|-------------------------------------|-------------|---|---|--------------------|--|
| Editor: The Business Graduate       |             | Vice-Chairman<br>Secretary                    | } President and<br>} Chairman of Council                | 1st Vice-President | President<br>Chairman (Twice)<br>Secretary<br>Committee Chairman |
| Joint Editor: The Business Graduate |             | Treasurer<br>Representative on ICA<br>Council | President and<br>Chairman of Council<br>Branch Chairman |                    | }<br>}<br>}  |
|                                     |             | Sub-Committee Vice<br>Chairman                |   |                    | Chairman<br>Treasurer<br>Hon Secretary                           |
|                                     |             | Area Group Treasurer                          |   |                    | Hon Director of<br>Studies<br>Chief Examiner                     |
|                                     |             |   |   |                    | }<br>}   |
|                                     |             |   |   |                    | Committee<br>(International)<br>Chairman                         |
|                                     |             |   |   |                    | Committee<br>(International)<br>Chairman                         |
|                                     |             |   |   |                    | Committee (Education)<br>Chairman                                |
|                                     |             |   |   |                    | Vocational Group<br>Secretary                                    |
|                                     |             |   |   |                    | Regional Chairman<br>Regional Secretary                          |

**TABLE 7.4**  
**Present Occupations of Individual Questionnaire Respondents (Q8)**

| <u>BGA</u>                                       | <u>BBGS</u>                  | <u>LSCA</u>  | <u>SCCA</u>                             | <u>ICSA</u>                                    | <u>IPR</u>                                |
|--|------------------------------|--|---|--|---|
| Industrial Economist                             | Marketing Executive          | Practising Accountant<br>Finance Officer,<br>Christ's Hospital   | MD, Port Authority                      | Executive Director /<br>Business Consultant    | Chief PRO, Regional<br>Water Authority    |
| Executive Search<br>Consultant                   | Employment Policy<br>Manager | Finance Director<br>(Senior Manager)   | Lecturer and<br>Consultant              | Deputy Chief<br>Executive, Building<br>Society | Retired Journalist<br>PR Manager          |
| Management Systems<br>Engineer                   | Area Manager                 | Practising Accountant<br>Chartered Accountant  | Lecturer and Examiner                   |  | Information Officer,<br>MOD               |
| Management &<br>Business Consultant              | Economist                    | Finance Director<br>Practising Accountant<br>(Senior Partner)  | Retired Company<br>Secretary/Accountant |  | Director, Information<br>Services         |
| University Lecturer                              |                              | Accounting Research<br>Officer   | Accountant and Trust<br>Administrator   |  | Account Director, PR<br>Consultancy       |
| Chairman (3 Cos),<br>Director (another 3<br>Cos) |                              | Practising Accountant<br>Chartered Accountant<br>Practising Accountant<br>(Partner)                          | Accountant                              |  | Director-General,<br>NAPF                 |
| Management<br>Accountant                         |                              | Chartered<br>Accountant/Company<br>Chairman  |   |  | Group PR Executive<br>PR Manager          |
| Engineer   |                              | Practising Accountant<br>Chartered Accountant<br>Practising Accountant<br>Practising Accountant<br>(Partner) |   |  | MD, Management<br>Consultancy             |
| Consultant                                       |                              | Civil Servant<br>Practising Accountant<br>(Tax Partner)  |   |  | Director of<br>Communications             |
|  |                              | Chartered Accountant<br>Practising Accountant<br>(Partner)   |   |  | Head of PR, Midland<br>Bank International |
|  |                              | Chartered Accountant   |   |  | Principal, Private<br>Sector College      |
|  |                              | Chartered Accountant   |   |  | PR Consultant                             |
|  |                              |  |   |  | Director, PR<br>Consultancy               |
|  |                              |  |   |  | Editor and Publisher<br>PR Executive      |



Table 7.5 lists the professional associations of which questionnaire respondents were members. All but one BGA respondent and one BBGS respondent completing this section of the questionnaire listed associations other than the BGA or BBGS which agrees with participant observation and published biography evidence which suggests that BGA and BBGS governing organ membership is overwhelmingly composed of professionals who have professional status independent of their BGA and BBGS membership. This is a significant difference from the accounting and management association respondents for whom the association being studied appeared to be the main basis of the respondents claims to professional status.

A comparison of LSCA and SCCA respondents (Table 7.5) reveals that a half of ICA respondents (the highest of any association) have not sought professional qualifications additional to their membership of the ICA while all but one SCCA respondent held at least one additional professional qualification (in 2 out of 5 of such cases the ICSA qualification).

So far as the management associations are concerned, the BIM qualification was cited by 5 BGA, 1 BBGS, 2 LSCA, 3 SCCA, 1 ICSA and 2 IPR respondents (Table 7.5). The IM qualification was cited by 1 BGA, 1 BBGS, 1 SCCA and 2 IPR respondents while the IOD qualification was cited by 1 BGA, 1 SCCA and 1 IPR respondent (Table 7.5).

Of the 17 IPR respondents, no fewer than 10 cited membership of another professional association concerned with the theory and practice of communications (eg CAM, IM, IABC, Industrial Editing, Journalism, Linguists) or European (CERP) or International (IPRA) public relations associations (Table 7.5).

**TABLE 7.5**

**Professional Associations of which Individual Questionnaire Respondents are Members (Q9)**

| <u>BGA</u>  | <u>BBGS</u>                   | <u>LSCA</u>                                 | <u>SCCA</u>                           | <u>ICSA</u>     | <u>IPR</u>                  |
|---|-------------------------------|---|---------------------------------------|-----------------|-----------------------------|
| BGA, BIM, Inst Admin Mngmt, Soc Long Range Planning                         | BBGS, IM, Market Research Soc | ICA   | SCCA, ICOSA, Inst Transport, IOD, BIM | ICSA, RSA       | CAM, IPR                    |
| BGA   | BBGS, BIM, IPM                | ICA   | SCCA, IM, IMS, BIM, BCS               | ICSA, CBSI, BIM | IPR, Inst Linguists         |
| BGA, Inst Civil Engs, Soc Civil Engs, C Inst Transport, IMS, Assn Cost Engs | BBGS                          | ICA, BIM, Inst Training & Development       | SCCA, AIA, RSS, RSA, BIM              |                 | IPR, BIM, BAIE              |
| BGA, BIM, Hotel Catering & Institutional Mngmt Assn                         | BBGS, Soc Business Economists | ICA   | SCCA, ICOSA                           |                 | IPR                         |
| BGA, IM, BIM  |                               | ICA, Assn Corporate Treasurers              | SCCA, Soc Law Accountants (Scot)      |                 | IPR, CAM, IOD, RSA          |
| BGA, BIM, IOD   |                               | ICA   | SCCA                                  |                 | IPR, Assn Conference Execs  |
| BGA, Soc Long Range Planning  |                               | ICA, Inst Taxation                          |                                       |                 | IPR, BAIE                   |
| BGA, Inst Metallurgists   |                               | ICA, Inst Taxation                          |                                       |                 | IPR, CERP                   |
| BGA, Inst Chemical Engs, BIM, IOD, Soc Long Range Planning                  |                               | ICA, Inst Internal Auditors                 |                                       |                 | IPR                         |
|   |                               | ICA   |                                       |                 | IPR, Inst Bankers, RSA, RGS |
|   |                               | ICA   |                                       |                 | IPR, IM, BAIE, IABC         |
|   |                               | ICA, CIPFA                                  |                                       |                 | IPR, BIM, IM, IOJ, RSA      |
|   |                               | ICA, Inst Taxation                          |                                       |                 | IPR, CAM                    |
|   |                               | ICA   |                                       |                 | IPR, IPRA, CERP             |
|   |                               | ICA, Inst Taxation, Soc Long Range Planning |                                       |                 | IPR                         |
|   |                               | ICA, ACCA, BIM                              |                                       |                 |                             |

The seeking of other and higher status professional qualifications by members of the Councils of status-seeking associations is a significant indicator of their self-perceived lower status and the implications of this for association status comparison was considered in Chapter Four (Section 4.4), Five (Section 5.4) and Six (Section 6.8). Overall, while the evidence relating to the seeking of further qualifications by members of the Councils of the 'management' associations is ambivalent, and that in respect of the associations composed of 'business graduates' is largely neutral, the evidence for the 'accounting' associations matched pair does suggest that SCCA respondents are less satisfied with the qualification they have achieved in comparison with ICA members and are likely to seek further and higher status qualifications. This is consistent with a self-perception of the SCCA respondents as being of lower relative status compared with ICA members.

On the basis of self-assessment of social class questionnaire respondents appear overwhelmingly middle class with every respondent answering this section of the individual questionnaire specifying either middle class or upper middle class (Table 7.6). In terms of self-assessment of social class, the respondents as a total population appear a homogenous group.

It is probably indicative that proportionately more BGA, LSCA and ICSCA respondents (ie respondents from the status-maintaining associations) consider themselves to be upper middle class (as opposed to middle class) than BBGS, SCCA and IPR respondents (ie respondents from the status-seeking associations (Table 7.6)).

In education the individual questionnaire respondents are overwhelmingly educated at either private or grammar schools (Table 7.7). The highest proportion of respondents completing the appropriate section of the individual questionnaire who were educated at a private school were the BGA respondents (noticeably higher than the proportion of BBGS respondents) (Table 7.7). A half of LSCA individual questionnaire respondents completing the appropriate section were educated at private school, compared with a third of SCCA respondents (Table 7.7).

In the case of the associations, the membership of which was composed of business graduates and the accounting associations membership of a status-maintaining association (as compared with a status-seeking association) is associated with education at a private school.

Table 7.8 identifies the highest academic qualifications held by individual questionnaire respondents. About a half of LSCA respondents held university degrees compared with only one of six SCCA respondents (Table 7.8). About a third of IPR respondents held university degrees (Table 7.8).

In the case of the associations, the membership of which was composed of business graduates and the accounting associations the respondents of the status-maintaining associations (BGA and LSCA) appear to have been educated to a higher level than the respondents of the status-seeking associations (BBGS and SCCA) (Table 7.8).

Taking the group of associations in respect of whom individual questionnaires were returned as a whole, the self-assessed social class of those who are members of the Councils of associations categorised as status-maintaining, (BGA, LSCA, ICOSA) is higher than that of those from the Councils of the 'status-seeking' associations (Table 7.6). A higher proportion of 'status-maintaining' respondees (compared with 'status-seeking' respondees) were also educated at 'private school' (Table 7.7).

**TABLE 7.6****Self Assessment of Social Class by Individual Questionnaire Respondents (Q10)**

|                          | <u>BGA</u> | <u>BBGS</u> | <u>LSCA</u> | <u>SCCA</u> | <u>ISCA</u> | <u>IPR</u> |
|--------------------------|------------|-------------|-------------|-------------|-------------|------------|
| Upper Middle Class       | 3          | 1           | 6           | 1           | 2           | 2          |
| Middle Class             | 6          | 3           | 15          | 5           | -           | 14         |
| Working Class: Skilled   | -          | -           | -           | -           | -           | -          |
| Working Class: Unskilled | -          | -           | -           | -           | -           | -          |
| Not Specified/Answered   | -          | -           | 1           | -           | -           | 1          |

**TABLE 7.7****Education of Individual Questionnaire Respondents (Q11)**

|                           | <u>BGA</u> | <u>BBGS</u> | <u>LSCA</u> | <u>SCCA</u> | <u>ISCA</u> | <u>IPR</u> |
|---------------------------|------------|-------------|-------------|-------------|-------------|------------|
| Private School            | 7          | 1           | 11          | 2           | -           | 4          |
| State School: Grammar     | 2          | 2           | 10          | 4           | 2           | 12         |
| State School: Non-grammar | -          | 1           | 1           | -           | -           | 1          |
| Other                     | -          | -           | -           | -           | -           | -          |
| Not Specified/Answered    | -          | -           | -           | -           | -           | -          |

**TABLE 7.8****Highest Academic Qualification Held by Individual Questionnaire Respondents (Q12)**

|                                 | <u>BGA</u> | <u>BBGS</u> | <u>LSCA</u> | <u>SCCA</u> | <u>ISCA</u> | <u>IPR</u> |
|---------------------------------|------------|-------------|-------------|-------------|-------------|------------|
| School Leaving Certificate      | -          | -           | 11          | 3           | 2           | 6          |
| College Diploma/HNC/HND         | -          | 1           | 1           | 2           | -           | 4          |
| First Degree (eg BA, BSc . . .) | -          | 2           | 9           | 1           | -           | 5          |
| Postgraduate Degree (eg MSc)    | 8          | 1           | 1           | -           | -           | 1          |
| Not Specified/Answered          | 1          | -           | -           | -           | -           | 1          |

### 7.3 SOCIAL CLASS ORIGINS

- (i) Council members of associations perceived by their Councils as status-seeking associations tend to be of lower ranking class origins than Council members of bodies perceived as status-maintaining associations.

#### Introduction

The hypothesis was tested by questionnaire (Qs 3 - 7) and published biographies and, where such biographies were not available, by interview. Evidence consistent with the hypothesis would be of lower social class origins in the case of Council members of status-seeking associations and of higher social class origins in the case of Council members of status-maintaining associations (Table 3.2).

#### BGA / BBGS

On the whole the questionnaire evidence is supportive of the hypothesis. The responses to the questions on 'father's main occupation' (Q3) listed in Table 7.9, 'father's professional associations' (Q4) listed in Table 7.10, 'father's social class' (Q5) summarised in Table 7.11, and 'father's school education' (Q6) summarised in Table 7.12 appear to support the hypothesis. While the social class of eight out of nine BGA respondents' fathers is given as middle class or upper middle class, three out of four BBGS respondents classified their fathers as skilled working class (Table 7.11). The fathers of three out of four BBGS respondents were educated at a non-grammar state school while a third of BGA respondents' fathers were similarly educated, a third at state grammar schools and a third at private school (Table 7.12).

The 'highest academic qualifications of fathers' (Q7) summarised in Table 7.13 do not support or refute the hypothesis. The number of respondents not able to identify the highest educational qualification of their fathers are such that too much should not be read into this result.



**TABLE 7.9**  
**Occupations of Fathers of Individual Questionnaire Respondents (Q3)**

| <u>BGA</u>             | <u>BBGS</u>         | <u>LSCA</u>                        | <u>SCCA</u>         | <u>ICSA</u>              | <u>IPR</u>                       |
|------------------------|---------------------|------------------------------------|---------------------|--------------------------|----------------------------------|
| Sales Director         | Supervisor          | Chartered Accountant (4)           | Company Director    | Fish Merchant/Wholesaler | Public Relations                 |
| Civil Servant          | London Assay Master | Accountant                         | Welfare Officer     | Administrative Officer   | Public Affairs Director          |
| Transport Manager      | Bricklayer          | Company Director (4)               | Electrical Engineer |                          | Engineer (2)                     |
| Officer and Banker     | Hairdresser         | Banker (4)                         | Ship/Tug Captain    |                          | Municipal Electrical Engineer    |
| Leather Goods Merchant |                     | Merchant Banker                    | Warehouseman        |                          | Postman                          |
| Civil Servant          |                     | Medical Practitioner               | Head Teacher        |                          | Insurance Inspector              |
| Civil Engineer         |                     | Journalist                         |                     |                          | Self-employed Landscape Gardener |
| Manufacturer           |                     | Manager                            |                     |                          | Business Executive               |
| Pharmacist             |                     | Civil Servant                      |                     |                          | Surgeon                          |
|                        |                     | Builder and Decorator              |                     |                          | Glass Cutter                     |
|                        |                     | Commercial Clerk                   |                     |                          | Veterinary Surgeon               |
|                        |                     | Office Manager                     |                     |                          | Clerk                            |
|                        |                     | Gentleman's Outfitter and Hotelier |                     |                          | Company Director                 |
|                        |                     | Pharmacist                         |                     |                          | Chartered Accountant             |
|                        |                     | Tram Conductor                     |                     |                          |                                  |

**TABLE 7.10**

**Professional Associations of Fathers of Individual Questionnaire Respondents (Q4)**

| <u>BGA</u>   | <u>BBGS</u>                  | <u>LSCA</u>   | <u>SCCA</u>   | <u>ICSA</u> | <u>IPR</u>  |
|--|------------------------------|---|---|-------------|---|
| Chartered Institute of Transport/Institution of Road Transport Engineers | Royal Institute of Chemistry | ICA (2)<br>ICA/Law Society<br>ICA (Scotland)                        | Welfare Officers Association<br>Institute of Works Managers/BIM |             | IPR/BIM<br>ICA<br>Institution of Electrical Engineers |
| Institute of Bankers   |                              | Institute of Directors/Royal Horticulture Society                   |   |             | Royal College of Surgeons                             |
| National Union of Small Shopkeepers                                      |                              |   |   |             |   |
| Institute of Civil Engineers   |                              | Institute of Bankers (2)<br>Institute of Metals                     |   |             |   |
| Institute of Pharmacists   |                              | Institute of Mechanical Engineers/Institute of Electrical Engineers |   |             |   |
|  |                              | Royal College of Surgeons   |   |             |   |

TABLE 7.11

Social Class of Fathers of Individual Questionnaire Respondents (Q5)

|                        | <u>BGA</u> | <u>BBGS</u> | <u>LSCA</u> | <u>SCCA</u> | <u>ICSA</u> | <u>IPR</u> |
|------------------------|------------|-------------|-------------|-------------|-------------|------------|
|                        | %          | %           | %           | %           | %           | %          |
| Upper Middle Class     | 3          | 1           | 4           | 1           | -           | -          |
|                        | 33         | 25          | 18          | 16          | -           | -          |
| Middle Class           | 5          | -           | 16          | 3           | 2           | 13         |
|                        | 56         | -           | 73          | 50          | 100         | 76         |
| Working Class: Skilled | 1          | 3           | 1           | 1           | -           | 3          |
|                        | 11         | 75          | 4.5         | 17          | -           | 18         |
| Unskilled              | -          | -           | 1           | 1           | -           | 1          |
|                        | -          | -           | 4.5         | 17          | -           | 6          |
|                        | 9          | 4           | 22          | 6           | 2           | 17         |
|                        | 100        | 100         | 100         | 100         | 100         | 100        |

TABLE 7.12

Education (School) of Fathers of Individual Questionnaire Respondents (Q6)

|                           | BGA              | BBGS | LSCA | SCCA | ICSA | IPR |
|---------------------------|------------------|------|------|------|------|-----|
|                           | No               | No   | No   | No   | No   | No  |
|                           | %                | %    | %    | %    | %    | %   |
| Private School            | 3                | 1    | 7    | 4    | -    | 5   |
|                           | 33 $\frac{1}{3}$ | 25   | 32   | 66   | -    | 29  |
| State School: Grammar     | 3                | -    | 10   | 1    | 1    | 5   |
|                           | 33 $\frac{1}{3}$ | -    | 45   | 17   | 50   | 29  |
| State School: Non-Grammar | 3                | 3    | 4    | 1    | 1    | 7   |
|                           | 33 $\frac{1}{3}$ | 75   | 18   | 17   | 50   | 42  |
| Not known                 |                  |      | 1    |      |      |     |
|                           |                  |      | 5    |      |      |     |
|                           | 9                | 4    | 22   | 6    | 2    | 17  |
|                           | 100              | 100  | 100  | 100  | 100  | 100 |

**TABLE 7.13**

**Education (Highest Qualification) of Fathers of Individual Questionnaire Respondents (Q7)**

|                            | BGA      |            | BBS      |            | LSCA      |            | SCCA     |            | ICSA     |            | IPR       |            |
|----------------------------|----------|------------|----------|------------|-----------|------------|----------|------------|----------|------------|-----------|------------|
|                            | No       | %          | No       | %          | No        | %          | No       | %          | No       | %          | No        | %          |
| School Leaving Certificate | 3        | 33+        | 3        | 75         | 10        | 45         | 1        | 17         | 2        | 100        | 7         | 41         |
| College Diploma/HNC/HND    | 1        | 11         | -        | -          | -         | -          | 2        | 33         | -        | -          | 3         | 18         |
| First Degree               | -        | -          | 1        | 25         | 4         | 18         | 3        | 50         | -        | -          | 2         | 11         |
| Postgraduate Degree        | 1        | 11         | -        | -          | 1         | 5          | -        | -          | -        | -          | 1         | 6          |
| Not Identified             | 4        | 44+        | -        | -          | 7         | 32         | -        | -          | -        | -          | 4         | 24         |
|                            | <b>9</b> | <b>100</b> | <b>4</b> | <b>100</b> | <b>22</b> | <b>100</b> | <b>6</b> | <b>100</b> | <b>2</b> | <b>100</b> | <b>17</b> | <b>100</b> |

The 'published biographies and interview findings' categories of evidence appeared to support the hypothesis. BGA interviewees assessed their Committee colleagues as overwhelmingly middle class in background, private school educated, and probably following other members of their family into a business career. BBGS interviewees assessed their Committee colleagues as middle class from a lower middle class and 'non- business' background, and probably grammar school educated.

When directly questioned concerning their social class origins, BGA interviewees tended to react as if their 'middle class' origins could be assessed or taken for granted. They gave such responses as 'normal middle class I'm afraid' or 'rather boring like the others - middle class'. One respondent gave a 'group' response: 'we're all middle class', while another suggested fatalistically that it would be difficult ever to escape from being middle class. BBGS interviewees in comparison tended to reflect and respond with a simple 'middle class' in a tone which suggested they considered their social class origins could not be assumed. One BBGS interviewee suggested that his own middle class status had but recently been 'earned and achieved'.

BBGS interviewees expressed the view that obtaining a business studies degree had probably helped a number of their Committee colleagues to be upwardly socially mobile. A similar view regarding Committee colleagues was not expressed during the BGA interviews.

ICA / SCCA

The questionnaire evidence for the accounting associations is less clear cut than that for the 'business graduate' associations. The responses to the question on 'father's main occupation' (Q3) listed in Table 7.9 do not support or refute the hypothesis. The responses to the questions on 'father's professional associations' (Q4) listed in Table 7.10 and 'father's social class' (Q5) listed in Table 7.11 appear to support the hypothesis while those for the questions on 'father's school education' (Q6) summarised in Table 7.12 and the 'highest education qualification of fathers' (Q7) summarised in Table 7.13 would appear to refute the hypothesis. Two thirds of the fathers of SCCA respondents went to private school compared with under a third of the fathers of LSCA respondents (Table 7.12) while a half of the fathers of SCCA respondents had obtained a degree compared with a third of the fathers of LSCA respondents for whom a qualification was identified (Table 7.13).

The published biographies and interview findings categories of evidence appeared marginally to support the hypothesis and suggested that ICA interviewees tended to be 'modest' in respect of information volunteered on social background while SCCA interviewees tended to wish to explain and qualify their background classifications in order to portray them in as 'favourable' a light as possible.

When directly questioned on their social class origins, ICA interviewees reacted quickly and somewhat apologetically. Phrases such as 'only middle class' or 'middle class really' were used in a manner which suggested their social class origins were comfortably 'middle class' and could possibly have been 'upper middle class'. In comparison, SCCA interviewees took longer to respond and generally qualified their responses in order to justify 'middle class' status. 'Middle class in values but working class in circumstances' was the response of one SCCA interviewee.

IOD, BIM and ICSA / IM, CAM and IPR

The questionnaire evidence in the case of the management associations was not sufficient to allow tentative conclusions to be drawn. Such responses as were received to the questions on 'father's main occupation' (Q3) listed in Table 7.9, 'father's professional associations' (Q4) listed in Table 7.10 'father's social class' (Q5) summarised in Table 7.11, 'father's school education' (Q6) summarised in Table 7.12, and 'father's highest education qualification' (Q7) summarised in Table 7.13 do not support or refute the hypothesis.

Interviewees who were members of the IM and CAM appeared the most comfortable when asked a direct question about their social class origins. Two BIM interviewees questioned the relevance and validity of social class distinctions, and at least one BIM, IM and CAM interviewee sought to avoid responding to a direct question on social class origins. IOD and ICSA interviewees, rather like BGA and ICA interviewees, tended to respond in a tone which suggested it could be largely assumed that their social class origins would be middle class. One IOD interviewee prefaced his 'middle class' response with 'just for the record', while another IOD interviewee commented that the recording of social class class origin information was 'obviously just a typical interview formality'.

Taking the groups of 'management' bodies as a whole, the published biographies and interview findings categories of evidence tended to be consistent with the hypothesis. These categories of evidence suggest a social status 'pecking order' with the IOD interviewees ranking highest on the 'background social scale' and the IM interviewees the lowest. The BIM, ICSA, CAM and IPR interviewees appeared similar and overwhelmingly 'middle class' in background.



### Summary

In the case of the BGA/BBGS matched pair, both categories of evidence tended to support the hypothesis. In the case of the accounting associations (ICA/SCCA), the hypothesis could not be said to be categorically proved. For the management associations (IOD, BIM and ICSA/IM, CAM and IPR), taking both categories of evidence together, the hypothesis could not be said to be confirmed or refuted.

### Conclusion

Overall the findings suggest a predominantly middle class background for all bodies investigated. Only in the case of business graduates and the BGA/BBGS matched pair was the evidence consistent with the hypothesis. Interview and participant observation evidence suggests that, other than in the case of the BBGS, the associations studied were not viewed as channels of social advancement.

Individual questionnaires were returned in respect of six associations (BGA, BBGS, LSCA, SCCA, ICSA, IPR). Taking these responses as a whole (see Tables 7.19 - 13) and ranking the six associations on a continuum from the lowest to the highest 'social class origins', the author's assessment would arrive at the following continua: BBGS, ICSA, SCCA/LSCA/IPR, BGA on the basis of father's occupations (Table 7.9); BBGS, SCCA, IPR, ICSA, BGA, LSCA on the basis of father's social class (Table 7.11); and BBGS, ICSA, IPR, LSCA, BGA, SCCA on the basis of whether 'father's education' was or was not private or at a grammar school (Table 7.12). While not all readers would agree with the author's assessment, it would appear that an overall social class origins ranking would be along the continuum BBGS, ICSA, IPR/SCCA, LSCA, BGA, from lowest to highest 'social class origins' of individual questionnaire respondents. This continuum is broadly supportive of the initial status categorisation as 'status-seeking' or 'status-maintaining' with the exception of the unexpectedly low ranking of ICSA. This result could be explained by the relatively small number of ICSA individual questionnaires returned.

#### 7.4 SELF-RECRUITMENT

- (ii) The Council Professional self-recruitment rate of associations perceived by their Councils as status-seeking associations is lower than the self-recruitment rate of associations perceived as status-maintaining associations.

##### Introduction

The hypothesis was tested by questionnaire and by interview. Evidence consistent with the hypothesis would be of a lower rate of self-recruitment in the case of Council members of status-seeking associations and of a higher rate of self-recruitment in the case of the status-maintaining associations (Table 3.2).

##### BGA / BBGS

The responses to the question on 'father's main occupation' (Q3) listed in Table 7.9 give some evidence of plausibility of the hypothesis. A higher proportion of occupations listed for the fathers of BGA respondents (compared with fathers of BBGS respondents) appear to involve managerial work.

The responses to the question on 'father's professional associations' (Q4) listed in Table 7.10 were not relevant in the context of this hypothesis as neither the BGA and BBGS, nor courses that would have established eligibility for membership, were in existence at a time when the parental generation might have sought membership. Similarly the question on family associations (Q13) was not relevant in that both the BGA and BBGS came into existence after the age when the parental generation would have been most likely to join such an organisation.

Interview findings appeared to support the hypothesis in that while business studies and business administration degrees were largely unavailable to the parental generation, a higher proportion of BGA Council members appeared to have followed a parent into a career that could broadly be termed as managerial.

BGA interviewees considered it was 'natural' that they would pursue 'some sort of professional career' given their family backgrounds. One claimed 'it would have been difficult to avoid a business career'. In the case of BBGS interviewees, one judged that compared with their BGA counterparts, the pursuit of a 'business career' had been much more a question of an assessment and a personal choice on their part.

#### ICA and ACCA / SCCA

The questionnaire evidence on the whole appeared to support the hypothesis. Responses to the question on 'father's main occupation' (Q3) listed in Table 7.9 support the hypothesis. The two ICA respondent banker and one merchant banker fathers would have had an involvement with finance in addition to the five identified as directly concerned with accountancy.

The responses to the question on 'father's professional associations' (Q4) listed in Table 7.10 also support the hypothesis. Four LSCA/ICA fathers were Chartered Accountants and another was an Accountant. So far as responses to the question on 'family associations' (Q13) was concerned, 18% (4 out of 22) ICA respondents reported members of the family other than the father (eg brother, cousin) who were ICA members (Table 7.14). No SCCA respondents identified other members of their families who were SCCA members.

The interviews undertaken also support the hypothesis. When discussing the current and future careers of their children, it emerged that some LSCA Committee members had children who had already qualified as chartered accountants while others had children who were contemplating an accountancy career. In the case of SCCA interviewees the future self- recruitment rate into membership of the society emerged as likely to be very low.

**TABLE 7.14**

**Family Associations of Individual Questionnaire Respondents (Q13)**

| <u>BGA</u> | <u>BBGS</u> | <u>LSCA</u>      | <u>SCCA</u> | <u>ICSA</u> | <u>IPR</u> |
|------------|-------------|------------------|-------------|-------------|------------|
| None       | None        | Brother          | None        | None        | None       |
|            |             | Father           |             |             |            |
|            |             | Brother          |             |             |            |
|            |             | Numerous Cousins |             |             |            |
|            |             | First Cousin     |             |             |            |

Those SCCA Council members with children that were contemplating or had contemplated an accountancy career had advised them to aim initially for membership of the ICA. One SCCA interviewee challenged the interviewer with the question 'would you advise your son or daughter to join the Society?'. One therefore has the prospect of self-recruitment into the profession but not, in the case of these SCCA members, into the particular professional association.

What emerged clearly from the ICA interviewees was that in those cases in which there had not been 'self-recruitment' into the ICA, there almost certainly had been self-recruitment into a 'profession of one form or another'. Responses from three ICA interviewees were along the lines of 'we are a professional family' in tones which suggested that it had been assumed by the families of these interviewees that they would pursue professional careers. In the case of SCCA interviewees, there was the suggestion that accountancy had been selected as an 'occupation' ('I had to do something after the war') and that the realisation that accountancy as an 'occupation' was regarded as a 'profession' came later ('I'm glad I ended up in a profession').

#### IOD, BIM and ICSA / IM, CAM and IPR

The questionnaire evidence in the case of the 'management associations' was not supportive of the hypothesis. The responses to the question on 'father's main occupation' (Q3) listed in Table 7.9 do not support the hypothesis but are not sufficient to disprove. The responses to the question on 'father's professional associations' (Q4) listed in Table 7.10 provide no prima facie evidence to suggest the hypothesis might be valid.

In the case of the responses to the question on 'family associations' (Q13) no respondents identified other members of their family who were also members of their professional association (Table 7.14).

The interviews uncovered some self-recruitment in the case of the IOD and BIM and a career in business while, in the case of the IPR, there was some evidence of interviewees following a father or other family member into a creative career. During the period of the study Kevin Traverse-Healy became President of the IPR following in the footsteps of his father Tim Traverse-Healy who was President in 1966-67.

### Summary

The interview findings represent some evidence in favour of the hypothesis in the case of the BGA and BBGS, while for the 'accounting associations' (ICA/SCCA) both categories of evidence support the hypothesis.

So far as the 'management associations' were concerned, neither category of evidence supported the hypothesis.

### Conclusion

The hypothesis would appear have validity in the case of the accountancy profession only to the extent that the balance of evidence is consistent with it. Because of its early formation, large size, established status and a relatively high demand for the services of its members, it seems not unexpected that self-recruitment is most in evidence in the case of the ICA.

Interview responses suggest that professional association membership per se is no longer regarded as an automatic guarantee of career success. Future earning potential appears increasingly to be regarded as a consequence of a continuing obligation on the part of an individual member to remain up to date and demonstrate the relevance of his or her skills to the work situation.

In interview discussion on the subject of 'self-recruitment' a number of interviewees gave such factors as having personal expertise and standing, relative autonomy, discretion and a degree of independence as attractions of a professional career. There was some recognition that the 'professional' mode of work was the attraction, not membership of a professional association per se. The questions were raised of whether in future one would need to necessarily join a particular professional association to adopt a 'professional' mode of work, or whether traditional career ladders and lifetime employment for which professional qualifications provided a preparation would continue to exist in their current form.

Individual questionnaires were returned in respect of six associations. Overall, the responses to the questions concerning the professional associations of fathers of individual questionnaire respondents (Q4) given in Table 7.10 and their 'family associations' (Q13) given in Table 7.14 suggest that if these six associations (BGA, BBGS, LSCA, SCCA, ICSA, IPR) were to be ranked on a continuum from the lowest to the highest rate of 'self-recruitment' the continuum would be ICSA/BBGS/SCCA/BGA, IPR, LSCA. It was not possible to distinguish between four associations (ICSA, BBGS, SCCA and BGA) in ranking, but these associations appear to have a lower rate of 'self-recruitment' than the IPR and the LSCA. This outcome is indeterminate so far as consistency with the initial status categorisation of associations as 'status-seeking' or 'status-maintaining' is concerned.

## 7.5 ASSOCIATION PREFERENCES

- (iii) Many status-seeking (as perceived by their Councils) association Council members would ideally prefer to be members of a perceived status -maintaining association.

### Introduction

The hypothesis was tested by questionnaire and by interview. Evidence consistent with the hypothesis would be of a preference on the part of Council members of status-seeking associations for an association or associations other than their own, and in the case of Council members of status-maintaining associations of a preference for their own association (Table 3.2). Comparative evidence was sought and is presented on further qualifications obtained by, additional associations joined by, and association preferences of, Council members of the associations categorised as status maintaining (BGA, ICA, IOD, BIM, ISCA) even though the hypothesis is not applicable to them.

### BGA/BBGS

The questionnaire evidence examined included the responses to questions on 'further academic and professional qualifications' (Q14) and 'subsequent professional associations joined' (Q15). The evidence (Tables 7.15 and 7.16) is not sufficient to support or refute the hypothesis. The evidence does reveal the tendency of BGA members to seek further qualifications from bodies in the status-maintaining category.

Other questionnaire evidence consulted included responses to questions on 'memberships if starting again' (Q16) and 'preferred associations' (Q17). The evidence (Tables 7.17 and 7.18) tends to contradict the hypothesis in that, while largely content with respective BGA and BBGS membership, BGA respondents revealed a greater propensity to express a preference for established professions (eg law, accountancy) and membership of status-maintaining bodies in such older/traditional professions.



**TABLE 7.15**

**Further Academic and Professional Qualifications Obtained by Individual Questionnaire Respondents (Q14)**

| <u>BGA</u>   | <u>BBS</u>  | <u>LSCA</u>  | <u>SCCA</u> | <u>ICSA</u> | <u>IPR</u>   |
|--|---|--|-------------|-------------|--|
| Diploma in International Affairs }<br>MSc (Econ) }<br>C Eng }  | Institute of Personnel Management<br>Cert in Industrial Relations | Institute of Taxation<br>MBA, Institute of Training<br>Association of Corporate Treasurers | None        | None        | DMA, Dip CAM<br>IPR<br>Dip CAM                               |
| MSc }<br>Certified Accountant }  |   | Institute of Taxation  |             |             | BSc (Econ), BA, Dip CAM, ABC                                 |
| MSc, PhD, Cert ITP   |   | Institute of Taxation  |             |             | MA, Institute of Bankers<br>Dip CAM                          |
| MSc, MBA }<br>Institution of Civil Engineers }<br>American Society of Civil Engineers }<br>Chartered Institute of Transport }<br>Association of Cost Engineers } |   | Institute of Taxation  |             |             | Proficiency Certificate in Journalism<br>Dip CAM<br>Cert CAM |
| MBA }<br>Secretarial Qualifications }  |   |  |             |             | Institute of Linguists                                       |
| MSc, DMS, Dip Int Econ   |   |  |             |             |  |

**TABLE 7.16**

**Subsequent Professional Associations Joined by Individual Questionnaire Respondents (Q15)**

| <u>BGA</u>   | <u>BBGS</u>   | <u>LSCA</u>  | <u>SCCA</u>                            | <u>ICSA</u> | <u>IPR</u>   |
|--|---|--|--|-------------|--|
| Institute of Management Services }<br>Association of Cost Engineers }<br>Association of Project Managers } | Institute of Personnel Management }<br>Society of Business Economists } | Pensions Research Accountants Group<br>Insolvency Practitioners Association<br>Institute of Taxation | ICSA, Institute of Transport, BIM, IOD | None        | BIM, Inst M<br>IABC<br>IABC, Investor Relations Society<br>BIM<br>BAIE |
| Society for Long Range Planning  |   | Chartered Institute of Public Finance and Accountancy  |  |             |  |
| Society for Long Range Planning  |   |  |  |             |  |

**TABLE 7.17**

**Professional Associations Individual Questionnaire Respondents Would Join if Starting Again (Q16)**

| <u>BGA</u>   | <u>BBGS</u>                                  | <u>LSCA</u>  | <u>SCCA</u>                       | <u>ICSA</u>  | <u>IPR</u>  |
|--|--|--|-----------------------------------|--------------|---|
| Chartered Accountant }<br>Institute of Bankers }           | Institute of Personnel Management }<br>BIM } | Chartered Accountant (ICA) (19)<br>Chartered Accountant (ICA)<br>Association of Corporate Treasurers | Law<br>ICA<br>ICMA<br>ICSA<br>ICA | ICSA<br>ICSA | IPR (7)<br>IPR, CAM<br>BAIE, IABC<br>IPR, CAM, IABC<br>IPR, Institute of Bankers<br>IPR, BAIE<br>IPR<br>Inst M, IOD |
| BIM  | BBGS   |  |                                   |              |   |
| Institution of Civil Engineers                             | Accountancy Institute                        |  |                                   |              |   |
| Barrister-at-Law }<br>Chartered Accountant }<br>BIM, IOD } |  | Chartered Accountant (ICA)<br>ICMA<br>Chartered Accountant (ICA)<br>ACA                              |                                   |              |   |
| BGA<br>Certified Accountant }                              |  |  |                                   |              |   |
| BIM/IOD  |  |  |                                   |              |   |

TABLE 7.18

Professional Associations Preferred by Individual Questionnaire Respondents to their Associations (Q17)

| <u>BGA</u>                                     | <u>BBGS</u>                       | <u>LSCA</u>                  | <u>SCCA</u>            | <u>ICSA</u> | <u>IPR</u> |
|--|-----------------------------------|------------------------------|------------------------|-------------|------------|
| Chartered Accountant<br>Institute of Bankers } | Amalgamation of BBGS<br>and BGA } | Psychology<br>ICA (Scotland) | Law ICA<br>ICA         | None        | None       |
| Law Society/Bar                                |                                   | ICMA rather than<br>CIPFA    | ICA<br>ACA<br>ICMA/ICA |             |            |

Interview findings appeared to contradict the hypothesis. BBGS members appeared more content than BGA members (eg 'I would have done the same thing again').

BGA members appeared to have higher expectations and exhibited a greater tendency to wish to be associated with the established professions, particularly law and accountancy. BGA respondents were more likely to explicitly refer to the chartered accountant qualification as an alternative to a business school qualification and to express the view that in certain quarters it had greater status and wider acceptance. Responses from BGA interviewees included 'perhaps I should have become an accountant' and 'it's not easy to chose between chartered accountancy and an MBA'. One 'philosophical' BGA interviewee expressed the view that 'an MBA is a qualification whose time has not come'.

Members of both the BGA and the BBGS interpreted direct questions concerning 'associations preference' in terms of obtaining a 'business studies' or MBA degree rather than in terms of BGA or BBGS membership.

### ICA / SCCA

The evidence in response to the questionnaire questions on 'further academic and professional qualifications' (Q14) and 'subsequent professional associations joined' (Q15) (Tables 7.15 and 7.16) does not support or refute the hypothesis but it does indicate a greater propensity on the part of the ICA group to join specialist vocational groups.

The evidence in response to the questions on 'memberships if starting again' (Q16) and 'preferred associations' (Q17) (Tables 7.17 and 7.18) strongly supports the hypothesis. In not one case did SCCA respondents 'nominate' their own association.

The interview findings category of evidence supports the hypothesis. ICA interviewees expressed almost universal satisfaction with their profession and the ICA while almost all SCCA interviewees would have preferred to be members of the ICA.

ICA interviewee responses tended to be rapid and positive, and included : 'same again', 'absolutely no doubts', and 'definitely accountancy'. SCCA responses tended to be less certain (eg 'I think if I could start out again I would try to join the English Institute (ICA) or the Chartered Secretaries (ICSA)').

#### IOD, BIM and ICSA / IM, CAM and IPR

The evidence in response to the questionnaire questions on 'further academic and professional qualifications' (Q14) and 'subsequent professional associations joined' (Q15) (Table 7.15 and Table 7.16) does not on the face of it support the hypothesis but is not sufficient to refute it. IPR respondents exhibited a strong propensity to seek related qualifications (that were in the same field).

The evidence in response to the questions on 'memberships if starting again' (Q16) and 'preferred associations' (Q17) (Tables 7.17 and 7.18) does not support the hypothesis and suggests that in the case of the IPR it is not valid. IPR respondents appeared happy with their choice of profession and with their Institute.

The interview findings tended not to support the hypothesis. If anything, interviewees of the status-seeking group (bodies concerned with communications) appeared to secure more professional satisfaction and to be more content than interviewees from the status-maintaining group (bodies concerned with management /administration). The status seeking interviewees were more likely to express enjoyment of, and satisfaction with work, and appeared significantly more positive about their chosen profession when the question of starting again was raised. This was particularly true of CAM and IPR interviewees.

The most ambivalent outcomes of interview discussions concerning what careers interviewees would pursue and which associations they would join, if they were able to start their careers again emerged from the IOD and BIM interviewees. BIM interviewees appeared the most resigned (eg 'if you don't have any particular talents or gifts you're always going to end up a manager'). IOD interviewees appeared the most confident that they would have a 'choice' if starting again.

Two ICSA interviewees mentioned 'the law' as an option. Two IM interviewees linked their choice of marketing as a career with their personalities ('outgoing' and 'relatively extrovert and not bottled up'). It appeared that having found a 'niche' or 'role' that suited them, the IPR and CAM interviewees would seek the security of the 'known' in repeating their choice of career if they were able to start again.

In interpreting evidence relating to satisfaction one needs to bear in mind that ambitious and less readily satisfied individuals may tend to aim for membership of the higher status or status maintaining association at the outset of their careers.

### Summary

Both categories of evidence appeared to contradict the hypothesis in the case of the BGA and BBGS. In the case of the 'accounting associations' (ICA/SCCA) the evidence supports the hypothesis. Finally, for the 'management associations' (IOD, BIM and ICSA/IM, CAM and IPR), both categories of evidence do not support the hypothesis.

### Conclusion

The hypothesis is only supported in the case of the accounting profession matched pair. In the case of the other two sets of bodies, it is not supported.

It is possible that loyalty to one's profession varies by profession in a way that is unrelated to the status-seeking - status-maintaining distinction. It is also possible that the outcome for the 'accounting' matched pair is a result of the stark difference in consequences of being or of not being 'recognised' under the Companies Acts.

In the case of the six associations whose Council members returned individual questionnaires, an overall ranking was attempted on a continuum of 'association preferences' from the association whose Council members expressed the greatest preference for associations other than their own, to the association whose Council members expressed the greatest preference for their own association. Based upon the responses to the questions concerning which associations respondents would join if starting again (Q16) given in Table 7.17, and which associations respondents preferred to their own association (Q17) given in Table 7.18, the continuum would be: SCCA, BBGS, BGA, LSCA, IPR, ICSA. With the exception of the unexpectedly high preference on the part of IPR respondents for their own association, the continuum is broadly supportive of hypothesis expectations based upon the initial categorisation of associations of 'status-seeking' or 'status-maintaining' (see Table 3.2).



## 7.6 CONCEPT OF PROFESSIONALISM

- (iv) Council members of status-maintaining bodies possess a more highly developed concept of professionalism than Council members of status-seeking (as perceived by their Councils) bodies

### Introduction

The hypothesis was tested by questionnaire and participant observation. Evidence consistent with the hypothesis would be of a less highly developed concept of professionalism in the case of Council members of status-seeking associations and of a more highly developed concept of professionalism in the case of Council members of status-maintaining associations (Table 3.2).

The participant observation evidence was an informal assessment of the frequency of mentions of issues concerned with professionalism (those listed in Summary Table 7.19 - 21). This assessment was complemented with a subjective, but relatively informed, further assessment on the part of the participant observer of the extent to which there appeared to be a group, or common and agreed, understanding of a 'concept of professionalism'.

This process of assessment was felt to be more balanced and subtle than a quantitative approach based upon the 'number of mentions' of 'professionalism', or 'proxy' terms associated with and evidence of some understanding of, the 'concept of professionalism'. With such a quantitative approach, assessment of depth, or of degrees of understanding, would have been much more difficult, if not impossible.

During the examination of minutes and publications further evidence was found of relevance to the hypothesis. Selected evidence in this category is presented in Appendix XIV.

**SUMMARY TABLE 7.19-21****Views of Individual Questionnaire Respondents on Professional Issues (Q18)**

|  | <u>BGA</u> | <u>BBGS</u> | <u>LSCA</u> | <u>SCCA</u> | <u>ICSA</u> | <u>IPR</u> |
|--|------------|-------------|-------------|-------------|-------------|------------|
| An Identifiable Knowledge/Expertise Base                 | 3.9        | 3.7         | 4.4         | 4.3         | 5.0         | 4.5        |
| The Relevance of Skills                                  | 3.8        | 4.2         | 4.3         | 3.3         | 4.5         | 4.3        |
| Autonomy/Independence                                    | 3.3        | 2.5         | 4.2         | 3.7         | 4.0         | 3.8        |
| Self-regulation  | 3.3        | 3.0         | 3.9         | 3.8         | 4.5         | 3.8        |
| Technical Updating/Professional Self-Improvement         | 3.7        | 3.5         | 4.4         | 4.5         | 5.0         | 4.0        |
| Development of Standards of Practice                     | 3.8        | 3.7         | 3.9         | 3.5         | 4.5         | 4.2        |
| Enhancement of Earnings Potential/Career Prospects       | 3.9        | 3.5         | 3.6         | 3.5         | 3.5         | 3.7        |
| Adherence to Professional Standards                      | 4.1        | 4.0         | 4.5         | 4.0         | 4.5         | 4.3        |
| A Sense of Professional Responsibility/Ethical Standards | 4.0        | 4.0         | 4.5         | 4.3         | 5.0         | 4.2        |
| Adherence to Code of Practice                            | 3.4        | 4.0         | 4.1         | 4.2         | 5.0         | 4.3        |
| Personal Integrity                                       | 4.4        | 4.2         | 4.7         | 4.8         | 5.0         | 4.6        |
| Professional Integrity                                   | 4.2        | 4.2         | 4.8         | 4.8         | 5.0         | 4.6        |
| Identification with the Profession                       | 2.5        | 4.3         | 3.6         | 3.7         | 4.0         | 3.8        |
| Education of Students                                    | 3.3        | 3.5         | 4.1         | 4.7         | 5.0         | 4.0        |
| Professional Status                                      | 3.5        | 3.0         | 3.5         | 3.5         | 4.5         | 3.6        |
| Contribution to the Profession                           | 3.7        | 4.3         | 3.8         | 3.5         | 4.0         | 4.2        |
| Recognition of the Profession                            | 4.0        | 4.0         | 3.9         | 3.8         | 4.5         | 3.9        |
| Personal Competence                                      | 4.6        | 4.7         | 4.5         | 5.0         | 5.0         | 4.5        |
| Personal Standing/Recognition                            | 4.0        | 5.0         | 3.7         | 4.3         | 4.0         | 3.9        |
| Service to Society                                       | 4.4        | 3.7         | 3.7         | 3.7         | 4.5         | 3.6        |
| Opinions of other Bodies in the Profession               | 3.2        | 2.2         | 3.0         | 3.5         | 4.5         | 3.3        |
| The Profession's Image                                   | 3.4        | 3.2         | 4.1         | 4.3         | 4.5         | 4.5        |
| Average Overall Importance Rating                        | 3.75       | 3.75        | 4.05        | 4.03        | 4.55        | 4.07       |

BGA / BBGS

The questionnaire evidence is derived from responses to the question on 'views on professional issues' (Q18) summarised in Table 7.19. There was some support for the hypothesis in that while BBGS respondents identified more with the profession, the BGA respondents put greater importance upon technical updating/professional self-improvement, development of standards of practice, enhancement of earnings potential/career prospects, adherence to professional standards, a sense of professional responsibility/ethical standards, personal integrity and service to society (Summary Table 7.19 - 21 and Table 7.19 in Appendix XXXI.)

Participant observation evidence confirmed the hypothesis. BGA Committee members appeared more concerned with issues of professionalism than BBGS Committee members who, being relatively more preoccupied with the survival/continuance of their associations, spent relatively more of their meetings time on organisational issues and less on matters of professionalism.

So far as the minutes and publications evidence was concerned, both the BGA and BBGS evidence made explicit the representative role. In the case of BBGS publications the educational role was more prominent than was the case with other categories of evidence.

### ICA / SCCA

The evidence in response to the Questionnaire question on 'views on professional issues' (Q18) is mixed and throws some doubt upon the validity of the hypothesis (Summary Table 7.19 - 21 and Table 7.20 in Appendix XXXI). Both groups of respondents put a high importance upon personal and professional integrity. The LSCA respondents put a relatively higher importance upon an identifiable knowledge/expertise base, the relevance of skills, autonomy/independence and self-regulation, while SCCA respondents put a relatively higher importance upon a sense of professional responsibility/ethical standards, adherence to a Code of Practice, the education of students and personal competence. While the professions image was relatively more important to SCCA respondents, recognition of the profession was relatively more important to LSCA respondents.

The participant observation evidence revealed that both sets of individuals possessed, compared with their equivalents in other sets of associations, a relatively highly developed concept of professionalism. This distinction between the LSCA/SCCA set and other sets of associations appeared much more significant than any distinction of degree between LSCA Committee members and SCCA Council members. Participant observation evidence did not support the hypothesis.

In the case of the ICA there was a considerable volume of documentary evidence relating to issues concerning professionalism. In particular the responsibilities of the ICA to the public, and questions of self-regulation, accountability, updating, ethics, professional advertising and standards were the subject of much debate and formal investigation (Appendix XIV). In contrast issues concerning professionalism featured less prominently in SCCA documentary evidence.

Appendix XIV presents the findings of the 1982 Tricker Report, commissioned by the ICA relating to the concept of professionalism and the findings of 1983 and 1985 surveys undertaken by the independent magazine Accountancy Age and concerning the attitudes of ICA individual members. The later surveys found considerable support for ICA concern with and the importance, and public recognition of, professional 'integrity'.

#### IOD, BIM and ICSA / IM, CAM and IPR

The Questionnaire evidence, namely responses to the question on 'views on professional issues' (Q18), was not sufficient to support or refute the hypothesis (Summary Table 7.19 - 21 and Table 7.21 in Appendix XXXI). IPR respondents put a relatively high importance upon personal and professional integrity, an identifiable knowledge/expertise base, the relevance of skills, a sense of professional responsibility/ethical standards and adherence to a Code of Practice.

Participant observation evidence suggested that status was not a significant predictor of whether or not an association would have a highly developed concept of professionalism. A relatively highly developed concept of professionalism was found in the case of a status-maintaining category association (ICSA) and a status seeking category association (IPR).

The documentary evidence drawn from minutes and publications, a selection of which is presented in Appendix XIV, reveals an explicit concern of all the associations with issues concerning professionalism.

The IOD tended to focus upon the updating and educational aspect of professionalism in its communications with members, while frequently calling for an increase in professionalism. The BIM, like the IOD, stressed the importance of education and the observance of standards and ethics to professionalism, but also justified its representational activity in terms of helping the association to better understand and further professionalism. ICSA, in comparison with the IOD and BIM, put less importance upon education and greater importance upon standards, competence, behaviour and protection of the public in its references to professionalism.

The IM, CAM and IPR all articulated the pursuit of professionalism as a goal. The IM linked the pursuit of professionalism with its campaign to secure a Royal Charter which indicated a linking of the term professionalism with the association itself, rather than with its members. CAM and the IPR while linking professionalism with the competence and performance of their members, also linked the term with the securing of greater standing and recognition for the association.

One distinction which therefore emerges between the associations categorised as status maintaining (IOD, BIM, ICSA) and those categorised as status seeking (IM, CAM, IPR) is that the former use the term professionalism in its traditional sense as primarily relating to individual association members while the latter link the term to the securing of further recognition for the association itself.

### **Summary**

In the case of the BGA and BBGS, there was some support for the hypothesis. The hypothesis was not confirmed for the 'accounting associations' (ICA and SCCA) or the 'management associations' (IOD, BIM and ICSA/IM, CAM and IPR).

### Conclusion

The hypothesis was not confirmed. Status alone does not appear to be of value in predicting whether or not Council members of an association will have a highly developed concept of professionalism.

With the majority of questionnaire respondents and interviewees appearing to have a relatively developed understanding of the concept of professionalism, it may be that this level of understanding should be assumed as a consequence, possibly a distinguishing consequence, of professional association membership. In these circumstances it may be difficult to measure differences of degrees of understanding of the concept of professionalism. This speculation leaves open the question of whether the understanding of the concept is the result of professional training, or whether individuals with certain values associated with the concept are attracted into professional association membership.

A significant number of interviewees acknowledged that the professional was becoming subject to greater pressures within the commercial market- place to conform and provide instant advice in group and team situations, as and when needed and in a pragmatic way, rather than holding off and responding only when the 'right' advice is able to be given. Expectations of professionals, in comparison with those of other occupational groups, may, in an environment of greater fluidity, become more relative and less absolute.

The traditional autonomy and independence of the profession, and associated with professionalism, could be influenced by the sharing of responsibility for such matters as regulation (shared with regulatory authorities) and educational standards (shared with state educational institutions).

Taking the overall average of the importance rankings of all the responses to the individual questionnaire question (Q18) concerning no fewer than twenty two professional issues, one has a crude, but summary, indicator of 'professionalism' (see Table 3.2). In the case of the six associations from the members of whose Councils individual questionnaires were returned one could construct a continuum of 'professionalism' from the lowest 'overall importance' indicator to the highest on the basis of the 'average overall importance' ratings given in Summary Table 7.19 - 21. The continuum is: BGA/BBGS, SCCA, LSCA, IPR, ISCA. While such a proxy for degree of 'professionalism' is crude, the twenty two issues respondents were asked to rank in importance are associated with the concept of professionalism. What emerges from this continuum is that degree of 'professionalism' by the proxy measure used appears to be related more to whether an association is a 'business graduate', 'accounting' or 'management' association than to whether it has been categorised as 'status-seeking' or 'status-maintaining'.

While it might have been expected that the 'business graduate' association respondents would put the least emphasis upon issues associated with 'professionalism' (see Chapter Four), it was not expected that the 'management' association respondents would place a higher overall importance upon these twenty two issues than the respondents from the 'accounting' associations. It had been hoped, following analysis of all the questionnaire responses, to list the professional issues linked in Question 18 of the individual questionnaire (see Appendix VII) in order of their importance to respondents. However, the closeness of the importance ratings given to the various issues by respondents did not allow the author to group them into categories with clearly identifiable differences of importance.



## 7.7 PROFESSIONAL ORIENTATION

- (vi) Members of governing organs of status-maintaining associations are more professionally orientated than members of governing organs of status-seeking (as perceived by their Councils) associations.

### Introduction

The hypothesis was tested by questionnaire and participant observation. Evidence consistent with the hypothesis would be of a lower degree of professional orientation on the part of Council members of status-seeking associations and of a higher degree of professional orientation on the part of Council members of status-maintaining associations (see Table 3.2).

Participant observation evidence consisted of an assessment of recognition of the importance of, and commitment to, continuing professional updating and development by those observed, and the degree of importance they appeared to attach to various professional association activities (as per Summary Table 7.27 - 29) and to their links and relationships with their professional associations in comparison with their other links and relationships (as per Summary Table 7.24 - 26). In order to judge 'degree of importance' in participant observation situations an informed but subjective assessment was made rather than a quantitative record of appropriate 'proxies' for professional orientation. To record but a few of the possible 'indicators' from Summary Tables 7.24 - 26 and 7.27 -29 could have led to an assessment that was not necessarily representative of that which could have emerged had other indicators been selected. To record anything approaching the full number of 'indicators' would have severely inhibited the process of participant observation.

**TABLE 7.22**

**Post-Qualification Professional Education Undertaken by Individual Questionnaire Respondents (Q14)**

| <u>BGA</u>                                   | <u>BBGS</u> | <u>LSCA</u>                        | <u>SCCA</u>                       | <u>ICSA</u> | <u>IPR</u>                                     |
|--|-------------|------------------------------------|-----------------------------------|-------------|--|
| Micro-computer weekends }<br>Short courses } | None        | Some undertaken<br>Short courses   | Seminars<br>Courses and lecturing | None        | London University Courses }<br>CAM PR Course } |
| Diploma in Town and Country Planning         |             | Courses and conferences            |                                   |             |  |
| Meetings/Conferences                         |             | Attending and lecturing at courses |                                   |             |  |
|  |             | Further study                      |                                   |             |  |
|  |             | Continuing professional education  |                                   |             |  |
|  |             | Courses and seminars               |                                   |             |  |
|  |             | Continuous                         |                                   |             |  |

**TABLE 7.23**

**Professional Development Activity Undertaken by Individual Questionnaire Respondents (Q14)**

|  | BGA |    | BBGS |    | LSCA |     | SCCA |     | ICSA |     | IPR |     |
|--|-----|----|------|----|------|-----|------|-----|------|-----|-----|-----|
|  | No  | %  | No   | %  | No   | %   | No   | %   | No   | %   | No  | %   |
| Professional Updating                                    | 7   | 78 | 3    | 75 | 21   | 95  | 6    | 100 | 2    | 100 | 14  | 82  |
| Development of Techniques                                | 3   | 33 | 1    | 25 | 11   | 50  | 2    | 33  | 2    | 100 | 14  | 82  |
| Development of Standards                                 | 2   | 22 | 1    | 25 | 13   | 59  | 2    | 33  | 2    | 100 | 11  | 65  |
| Writing for Professional Journal(s)                      | 3   | 33 | 11   | 50 | 16   | 73  | 3    | 50  | 2    | 100 | 10  | 59  |
| Lecturing Students                                       | 5   | 56 | 1    | 25 | 14   | 64  | 4    | 67  | 2    | 100 | 7   | 41  |
| Attendance at Professional Conference(s)                 | 8   | 89 | 1    | 25 | 22   | 100 | 6    | 100 | 2    | 100 | 17  | 100 |
| Speaking/Presenting Papers at Professional Conference(s) | 4   | 44 | 1    | 25 | 16   | 73  | 3    | 50  | 2    | 100 | 9   | 53  |

SUMMARY TABLE 7.24-26

Importance of Links and Relationships of Individual Questionnaire Respondents (Q19)

|                                      | <u>BGA</u> | <u>BBGS</u> | <u>LSCA</u> | <u>SCCA</u> | <u>ICSA</u> | <u>IPR</u> |
|--------------------------------------|------------|-------------|-------------|-------------|-------------|------------|
| Your Profession                      | 3.6        | 4.2         | 4.0         | 3.7         | 4.5         | 4.2        |
| Your Professional Body               | 3.2        | 3.5         | 3.9         | 3.7         | 4.5         | 3.7        |
| Your Company/Employer                | 3.7        | 3.0         | 4.5         | 5.0         | 5.0         | 4.5        |
| Your Industry Sector                 | 3.2        | 3.5         | 3.2         | 5.0         | 4.0         | 3.5        |
| Your Professional Peers              | 3.4        | 2.7         | 3.7         | 4.4         | 3.5         | 3.9        |
| Your Workplace Peers                 | 3.7        | 2.5         | 4.4         | 4.7         | 4.0         | 4.2        |
| Other Professional Bodies            | 2.7        | 2.2         | 2.7         | 3.2         | 3.5         | 2.9        |
| Members of Other Professional Bodies | 2.7        | 1.5         | 2.8         | 3.0         | 3.5         | 2.8        |

SUMMARY TABLE 7.27-29

Importance of Various Professional Association Activities to Individual Questionnaire Respondents (Q20)

|                                      | <u>BGA</u> | <u>BBGS</u> | <u>LSCA</u> | <u>SCCA</u> | <u>ICSA</u> | <u>IPR</u> |
|--------------------------------------|------------|-------------|-------------|-------------|-------------|------------|
| Education                            | 4.1        | 3.7         | 4.4         | 4.8         | 5.0         | 4.4        |
| Maintaining Standards of Entry       | 4.1        | 3.5         | 4.2         | 4.3         | 5.0         | 3.9        |
| Raising Standards of Entry           | 3.4        | 2.2         | 3.5         | 4.0         | 4.5         | 3.7        |
| Provision of a Licence to Practice   | 2.8        | 1.2         | 3.9         | 3.7         | 3.5         | 2.4        |
| Development of Knowledge             | 3.9        | 4.0         | 4.0         | 4.2         | 4.5         | 4.2        |
| Provision of Technical Services      | 2.6        | 3.2         | 3.6         | 3.7         | 3.5         | 3.6        |
| Professional Updating                | 3.7        | 3.0         | 3.8         | 4.2         | 4.5         | 3.8        |
| Maintenance of Standards             | 4.0        | 3.2         | 4.4         | 4.0         | 5.0         | 4.5        |
| Recruiting New Members               | 3.8        | 3.7         | 3.1         | 4.7         | 4.5         | 3.9        |
| Representation of Member's Interests | 3.7        | 3.7         | 3.7         | 4.5         | 4.0         | 4.0        |
| Average Overall Importance Ratings   | 3.61       | 3.14        | 3.86        | 4.21        | 4.4         | 3.84       |

### BGA / BBGS

The Questionnaire evidence is inconclusive. The evidence in response to the Questionnaire question on 'post-qualification professional education and professional development' (Q14) and summarised in Tables 7.22 and 7.23 does not suggest the hypothesis is invalid. The evidence in response to the question on 'links and relationships' (Q19) (Summary Table 7.24 - 26 and Table 7.24 in Appendix XXXI) while not conclusive, suggests the reverse of the hypothesis so far as the importance to respondents of links and relationships with their profession and professional body are concerned.

Overall the response to the question on 'professional activities' (Q20) summarised in Summary Table 7.27 - 29 and Table 7.27 in Appendix XXXI does not support or refute the hypothesis. For both groups of respondents education, the maintenance of standards, development of knowledge and recruitment of new members were more important as professional association activities than raising standards, provision of technical services and professional updating. BBGS respondents put a relatively higher importance upon representation of members' interests and relatively less importance upon provision of a licence to practise.

Participant observation did not support the hypothesis. The similarities between the BGA and BBGS groups appeared more significant than the differences in respect of this hypothesis.

### ICA / SCCA

Questionnaire evidence in the form of responses to the question on 'post-qualification professional education and professional development' (Q14) reveals that both groups are relatively highly active in professional development activity (Tables 7.22 and 7.23). The evidence suggests that SCCA respondents are less likely to become involved in themselves actively contributing to the professional development of others.

The evidence in the form of responses to the question on 'links and relationships' (Q19) summarised in Summary Table 7.24 - 26 and Table 7.25 in Appendix XXXI provides some support for the hypothesis in that LSCA respondents put a higher ranking on links and relationships with profession as compared with industry sector, while the reverse is true for SCCA respondents. Both groups put a relatively high importance upon links and relationships with company/employer.

The evidence on the importance attached by Questionnaire respondents to 'professional activities' (Q20) summarised in Summary Table 7.27 - 29 and Table 7.28 in Appendix XXXI does not support or refute the hypothesis. Both groups appear relatively highly professionally orientated. LSCA respondents put a relatively higher importance upon provision of a licence to practise (which the ICA, unlike the SCCA, was able to provide) while SCCA respondents put a relatively and noticeably higher importance upon recruiting new members.

Participant observation evidence provided some support for the hypothesis. Both the LSCA and SCCA groups appeared relatively highly professionally orientated compared with the BGA/BBGS matched pair.

#### IOD, BIM and ICSA / IM, CAM and IPR

The Questionnaire evidence in the case of the 'management associations' is not sufficient to support or refute the hypothesis. The responses to the question on 'post-qualification professional education and professional development' (Q14) summarised in Tables 7.22 and 7.23 suggest a relatively high professional orientation on the part of both sets of respondents. The responses to the question on 'links and relationships' (Q19) summarised in Summary Table 7.24 - 26 and Table 7.26 in Appendix XXXI suggest both sets of respondents put a relatively high importance upon links and relationships with company/employer.

The pattern of responses to the question on 'professional activities' (Q20) summarised in Summary Table 7.27 - 29 and Table 7.29 in Appendix XXXI is broadly similar for both sets of respondents. Again the evidence is not sufficient to support or refute the hypothesis.

Participant observation evidence does not support the hypothesis. In discussion, members of the IOD, BIM and CAM did not appear to be as professionally orientated as members of ICSA, IM and the IPR. The highest degree of professional orientation emerged in ICSA Council discussion, followed by the IPR. In the case of these two institutes the degree of professional orientation appeared to the observer to approach that of the accounting associations studied.

In certain discussions CAM members appeared to view their association as a vocational interest group rather than as a professional association. BIM and IM membership also appeared to be viewed by some of those observed in interest group terms. Council members of both the IOD and the BIM appeared to put a higher priority upon 'collective representational' issues and a lower priority upon 'individual professional' issues than was the case with other associations in this group.

Members of all the associations in this group (unlike practising members of the ICA) appeared very conscious of the fact that to do their jobs they did not 'need' to be members of the association in question.

Because membership of these associations was 'voluntary', it was felt to be more important, than was the case with the accounting (and business graduate) associations, to justify continuing membership on tangible cost benefit terms. Issues concerning the offering of tangible benefits, including 'club type' benefits, were most explicit in IOD discussions.

### **Summary**

In the case of the BGA and BBGS the evidence does not support the hypothesis. In the case of the accounting associations (ICA, SCCA) the evidence does not significantly or substantially support the hypothesis.

The evidence in respect of the 'management associations' (IOD, BIM and ICSA/IM, CAM and IPR) is not sufficient to support or refute the hypothesis. Prima facie the evidence does not suggest the hypothesis might be valid.



### Conclusion

The evidence throws some doubt upon the validity of the hypothesis. Members of both status-maintaining and status-seeking association governing organs displayed a broadly similar pattern and degree of professional orientation.

Perhaps one can assume that membership of a professional association is of itself evidence of professional orientation. One could speculate that individuals are, in a sense, either professionally orientated or they are not. It may not be practically possible to distinguish with any precision differences of degree of professional orientation among professionals.

Participant observation revealed an emerging awareness of a shift of orientation among association members away from 'the profession', the professional association and professional peers as these members became more customer or task oriented. This was particularly true of those working within larger commercial organisations. A number of 'corporate employees' expressed the view that they regarded themselves as more employer oriented and less profession oriented than their Council colleagues in private practice. Growing demands from customers and clients appeared to be causing professional associations themselves to become more 'marketing oriented'.

Individual questionnaires were returned by members of the Councils of six associations. If the degree of importance given to links and relationships between respondents and their professions and professional bodies (Q19) in terms of the average of the 'average importance ratings' given to these two categories of links and relationships in Summary Table 7.24-26 is taken as a proxy for degree of 'professional orientation', then the six associations would be ranked from the lowest to the highest (see Table 3.2) degree of 'professional orientation' on a continuum as follows: BGA (3.4), SCCA (3.7), BBGS (3.85), LSCA/IPR (3.95), ICOSA (4.5).

Another possible proxy for professional orientation is the 'average overall importance' ratings given by questionnaire respondents to the ten professional association activities (from Q20) listed in Summary Table 7.27-29. Assuming that a high 'average overall importance' rating is associated with a high level of 'professional orientation', use of this proxy would produce the following continuum from the lowest to the highest 'professional orientation': BBGS, BGA, IPR, LSCA, SCCA, ICSA. Comparing the continua produced using the two proxies for 'professional orientation', it would appear that the 'business graduate' association respondents display the lowest professional orientation. The continua suggest that 'professional field' (ie 'business graduate', 'accounting', 'management') may be a more significant indicator of 'professional orientation' than the initial categorisation as 'status-seeking' or 'status-maintaining'.

## 7.8 VALUES ASSOCIATED WITH PROFESSIONALISM

- (x) Values associated with professionalism tend to be more uniform among members of Councils that perceive their associations as relatively high in status.

### Introduction

The hypothesis was tested by questionnaire and participant observation. Evidence consistent with the hypothesis would be of less uniformity of values associated with professionalism in the case of Council members of status-seeking associations and of more or greater uniformity of values associated with professionalism in the case of Council members of status-maintaining associations (Table 3.2).

Participant observation evidence relating to the comparative assessment of values associated with professionalism was derived in the same way as that relating to the concept of professionalism (see Section 7.6). The assessment of values was necessarily subjective. The reluctance of the author to use (inevitably rather crude) quantitative measures in participant observer situations derived from the degree of concentration it was judged would be necessary to properly assess attitudes and values. The keeping of even a relatively small number of quantitative 'scores' would have inhibited the achievement of the required level of concentration.

### BGA / BBGS

The Questionnaire evidence was in the form of the responses to Q18 (views on professional issues, Summary Table 7.19 - 21 and Table 7.19 in Appendix XXXI), Q19 (links and relationships, Summary Table 7.24 - 26 and Table 7.24 in Appendix XXXI) and Q20 (professional association activities, Summary Table 7.27 - 29 and Table 7.27 in Appendix XXXI). These do not appear noticeably more uniform in the case of the BGA. This evidence does not support or refute the hypothesis.

The participant observation category of evidence did not support or refute the hypothesis. It was not easy as a participant observer to compare the values associated with professionalism exhibited by the Councils of the associations composed of business graduates. These values were not too explicit in the Committee discussions of either the BGA or the BBGS.

### ICA / SCCA

The responses to Questionnaire Q18 (views of professional issues, Summary Table 7.19 - 21 and Table 7.20 in Appendix XXXI), Q19 (links and relationships, Summary Table 7.24 - 26 and Table 7.25 in Appendix XXXI) and Q20 (professional association activities, Summary Table 7.27 - 29 and Table 7.28 in Appendix XXXI) do not appear noticeably more uniform in the case of LSCA respondents. The evidence does not support the hypothesis.

In the case of the participant observation evidence, while the values of the LSCA and SCCA respondents varied, it could not be said that those values associated with professionalism were more uniform among LSCA respondents than was the case with SCCA respondents. Participant observation revealed that, in the case of the ICA and SCCA, Council members drew a distinction between the attitudes and values of members in private practice and remunerated by fee and those of members in salaried employment.

### IOD, BIM and ICSA/IM, CAM and IPR

The Questionnaire evidence (Summary Tables 7.19-21, 7.24-26 and 7.27-29 and Tables 7.21, 7.26 and 7.29 in Appendix XXXI) in the case of the 'management associations' was not sufficient to support or refute the hypothesis.

Participant observation did not support the hypothesis. It appeared to the observer that the greatest uniformity of values associated with professionalism was apparent in the Council discussions of ICSA and the IPR (and the least in the case of CAM).

### Summary

The evidence in respect of the BGA and BBGS did not support or refute the hypothesis. The evidence collected for the 'accounting associations' (ICA, SCCA) throws considerable doubt on the validity of the hypothesis. While not sufficient to refute the hypothesis, the evidence for the 'management associations' (IOD, BIM and ICSA/IM, CAM and IPR) was also not sufficient to suggest prima facie validity.

### Conclusion

Overall the evidence throws considerable doubt upon the validity of this hypothesis. It would not appear to be valid for the associations that are the subject of the present study.

The values associated with professionalism across the full range of associations studied appear relatively uniform. The reason for this may be that the values held in common as a consequence of satisfying criteria for inclusion in the study as professional associations are such as to obscure degrees of difference between associations.

As professional associations and professionals become more responsive to external market forces, and become more customer and task oriented, such issues as principles of fee charging, controls on advertising and conventions relating to competition for business between individual members of professional associations may become of less significance as 'professional' issues. Professionals may, as a result, be less easy to distinguish from other occupational groups.

A view emerged in informal discussions and interview situations that values traditionally associated with professionalism may in future be more likely to be found among those working on a fee basis as 'homeworkers' or 'networkers', rather than among those working in large companies. The latter group is expected to face stronger pressures to conform to 'corporate' values and 'corporate culture'.

The uniformity of values with which the hypothesis is concerned relates to the extent to which different members of Councils would give the same importance rankings to each of the twenty-two issues associated with professionalism drawn from the responses to Question 18 in the individual questionnaire (Appendix VII) and presented in Summary Table 7.19-21. Uniformity could also be interpreted in a second sense in terms of consistency of importance rankings across the range of issues considered (eg whether or not similar importance is attached to different issues).

In Section 7.6 of this Chapter dealing with hypothesis (iv) concerning the concept of professionalism, the degree of importance given by questionnaire respondents to twenty-two issues associated with professionalism were examined (see Summary Table 7.19-21). In view of the different proportions of Council members responding the patterns of response were not compared to determine a measure of uniformity in the sense considered when the hypothesis was formulated. Instead, a 'crude' proxy measure of the extent to which responses were uniform (in the second sense of uniformity) in terms of the consistency of the importance attached to the twenty-two issues was considered. Averages were taken of the sum total of the deviations from the 'average overall importance' ratings of the importance given to each of the twenty-two issues. Assuming that a high average deviation indicates lower uniformity, a continuum from lowest to highest uniformity would be: BBGS (0.45), SCCA (0.43), BGA (0.38), ICSA (0.37), LSCA (0.35), IPR (0.32). Apart from the relatively high level of uniformity in IPR responses, this continuum supports what one would expect (see Table 3.2) upon the basis of the initial status categorisation.

## 7.9 STATUS ATTRIBUTES

- (xi) The individual search for attributes perceived as associated with status aspects of professionalisation are more explicit in the case of members of Councils that perceive their associations as relatively low in status.

### Introduction

The hypothesis was tested by questionnaire and participant observation. Evidence consistent with the hypothesis would be of more or greater concern with the attributes perceived as associated with status aspects of professionalisation on the part of Council members of status-seeking associations and of less concern with these attributes on the part of Council members of status-maintaining associations (Table 3.2).

In collecting participant observation evidence particular attention was paid to status allusions in conversation, references to qualifications, use of professional titles and designations, the wearing of insignia and questions relating to attendance at, and precedence at, social and other events. Attention was also paid to the 'indicators', identified in Summary Table 7.30-32. These 'indicators' were assessed informally (as was the case with the other hypotheses in this Chapter tested by participant observation).

### BGA / BBGS

The Questionnaire evidence (selected response to Q18 on views on professional issues, Summary Table 7.30-32 and Table 7.30 in Appendix XXXI) does not support or refute the hypothesis. Personal standing and recognition was important for both BGA and BBGS respondents. The BBGS respondents placed a relatively higher importance than BGA respondents upon identification with the 'profession' while putting relatively less importance upon enhancement of earnings potential and career prospects. 'Professional status' per se tended not to be as important as certain other issues to both groups of respondents. BGA respondents (to Q14) were more likely than BBGS respondents to seek further academic and professional qualifications (Table 7.33).

**TABLE 7.30-32**

**Views on Professional Issues (Q18)**

|  | <u>BGA</u> | <u>BBS</u> | <u>LSCA</u> | <u>SCCA</u> | <u>ICSA</u> | <u>IPR</u> |
|--|------------|------------|-------------|-------------|-------------|------------|
| Technical Updating/Professional Self-improvement   | 3.7        | 3.5        | 4.4         | 4.5         | 5.0         | 4.0        |
| Enhancement of Earnings Potential/Career Prospects | 3.9        | 3.5        | 4.4         | 3.5         | 3.5         | 3.7        |
| Personal Integrity                                 | 4.4        | 4.0        | 4.7         | 4.8         | 5.0         | 4.6        |
| Professional Integrity                             | 4.2        | 4.2        | 4.8         | 2.8         | 5.0         | 4.6        |
| Identification with Profession                     | 2.5        | 4.3        | 3.6         | 3.7         | 4.0         | 3.8        |
| Professional Status                                | 3.5        | 3.0        | 3.5         | 3.5         | 4.5         | 4.7        |
| Contribution to the Profession                     | 3.7        | 4.3        | 3.8         | 3.5         | 4.0         | 4.2        |
| Personal Competence                                | 4.6        | 4.7        | 4.5         | 4.8         | 5.0         | 4.5        |
| Personal Standing/Recognition                      | 4.3        | 5.0        | 3.7         | 3.8         | 4.0         | 4.3        |
| Overall Average Importance Ratings                 | 3.9        | 4.0        | 4.1         | 3.9         | 4.4         | 4.3        |



**TABLE 7.33****Number of Individual Questionnaire Respondents Seeking Further Academic and Professional Qualifications (Q14)**

|      | <u>Further Academic Qualifications</u> |           | <u>Further Professional Qualifications</u> |           | <u>Post-Qualification Professional Education</u> |           |
|------|--|-----------|--|-----------|--|-----------|
|      | <u>Yes</u>                             | <u>No</u> | <u>Yes</u>                                 | <u>No</u> | <u>Yes</u>                                       | <u>No</u> |
| BGA  | 5                                      | 4         | 5  | 4         | 2  | 7         |
| BBGS | 1                                      | 3         | 1  | 3         | -  | 4         |
| LSCA | 3                                      | 19        | 4  | 18        | 8  | 14        |
| SCCA | 2                                      | 4         | 2  | 4         | 2  | 4         |
| ICSA | -                                      | 2         | 2  | -         | -  | 2         |
| IPR  | 6                                      | 11        | 9  | 8         | 2  | 15        |

Participant observation did not support the hypothesis. The BBGS did, however, offer a set of designatory letters (MBBGS) to its members while the BGA did not. Whenever the matter of designatory letters was discussed in Committee, a consensus was observed that the BBGS should continue to offer designatory letters, while in the case of the BGA there was invariably little or no support for their introduction.

### ICA / SCCA

The Questionnaire category of evidence on the relative importance of professional issues (Q18) does support (but not strongly or conclusively) the hypothesis (Summary Table 7.30-32 and Table 7.31 in Appendix XXXI). The questions of technical updating/professional self-improvement, personal competence and personal standing/recognition appeared to be of greater importance to SCCA respondents than LSCA respondents. Both groups of respondents put considerable importance on the question of personal and professional integrity. A higher proportion of SCCA respondents (to Q14) than LSCA respondents sought further academic and professional qualifications (Table 7.33).

Participant observation evidence strongly supported the hypothesis. The individual search for attributes perceived as associated with status aspects of professionalism was very explicit in the case of a significant majority of members of the SCCA Council. Members of the SCCA Council were particularly preoccupied, for example, with attendance at events and other activities as official representatives and the wearing of SCCA badges of office. Society office holders were referred to in conversation as 'President', 'Vice-President', 'Immediate Past-President' and 'Past-President' to a much greater extent than was the case with other associations.

### IOD, BIM and ISCA / IM, CAM and IPR

The Questionnaire evidence relating to views on professional issues (Q18) was of itself (Summary Table 7.30-32 and Table 7.32 in Appendix XXXI) not sufficient to support or refute the hypothesis. (Nor was the evidence concerning further academic and professional qualifications in Table 7.33.)

The participant observation evidence did not support or refute the hypothesis. The individual search for attributes perceived as associated with status aspects of professionalisation were particularly explicit in the case of members of IPR, ICSA and CAM and less so in the case of members of the IOD, BIM and IM. Badges of office were not used in the case of the IOD, BIM and CAM.

### **Summary**

The evidence collected for the 'business graduate associations' (BGA, BBGS) does not support the hypothesis. Overall the evidence collected for the 'accounting associations' (ICA, SCCA) is consistent with the hypothesis while the evidence for the 'management associations' (IOD, BIM and ICSA/IM, CAM and IPR) did not support or refute the hypothesis.

### **Conclusion**

While the hypothesis appeared to have some validity for the accounting profession, the evidence overall, and the participant observation evidence in particular, suggests that predictions relating to individual behaviour in respect of attributes associated with status aspects of professionalism are not necessarily helped by a knowledge or assessment of whether the associations concerned are in a status-seeking or status-maintaining category.

In the case of the accounting associations it is possible that members of the ICA did not have to 'search' for attributes perceived as associated with status aspects of professionalisation when these attributes were largely conferred upon them as a result of ICA membership.

In order to compare the responses from the members of the Councils of the six associations returning individual questionnaires across all six associations, the 'overall average importance' rankings given in Table 7.30-32 were used as a crude proxy measure to construct a continuum. Assuming that a higher 'overall average importance' ranking indicates greater concern with 'status attributes' the continuum from more to less concern (see Table 3.2) would be: ICSA, IPR, LSCA, BBGS, SCCA/BGA. An even more direct proxy would be to construct a continuum from more to less concern with 'status attributes' upon the basis of the average importance given to the two issues 'professional status' and 'personal standing/recognition'. This continuum would be: IPR (4.5), ICSA (4.25), BGA/BBGS (4.0), SCCA (3.65), LSCA (3.6). This albeit crude proxy suggests even more clearly that concern with the status aspects of professionalisation appears to relate to whether one is a member of a 'business graduate', 'accounting', or 'management' association rather than to whether one is a member of an association categorised as 'status-seeking' or 'status-maintaining'.

## 7.10 ADDITIONAL QUALIFICATIONS

(xxvi) A higher proportion of members of Councils that perceive their associations as being relatively low in status seek additional and relatively higher status qualifications.

### Introduction

The hypothesis was tested by questionnaire, by published biographical information and, where such information was not available, by interview. Evidence consistent with the hypothesis would be of Council members of status-seeking associations seeking additional and relatively higher status qualifications and of Council members of status-maintaining associations not seeking such qualifications (Table 3.2).

### BGA / BBGS

The Questionnaire evidence in the form of responses to questions on 'further academic and professional qualifications' (Q14) and 'further professional bodies joined' (Q15) (Tables 7.33 and 7.34) does not conclusively support or refute the hypothesis but provides some support. A higher proportion of BGA (compared with BBGS) respondents seek further academic and professional qualifications while about the same proportion (a half of each group) has joined further professional associations.

The evidence drawn from published biographies and interviews does not support or refute the hypothesis. BGA interviewees questioned what additional qualifications the interviewer had in mind that were higher in status to the post-graduate degree from a BGA 'recognised' business school they already possessed. Given that many of these interviewees had already obtained professional qualifications (plus an 'assumed' first degree) prior to attending a business school, they typically expressed the view that additional qualifications (as opposed to periodic updating on particular subjects) were not relevant to their needs (eg 'what further qualifications?', 'for what purpose?').

TABLE 7.34Number of Individual Questionnaire Respondents Joining Further Professional Associations (Q15)

|      | <u>Yes</u> | <u>No</u> |
|------|------------|-----------|
| BGA  | 5          | 4         |
| BBGS | 2          | 2         |
| LSCA | 5          | 17        |
| SCCA | 2          | 4         |
| ICSA | 1          | 1         |
| IPR  | 8          | 9         |

For BBGS interviewees, some of whom only possessed a first degree in business studies, obtaining additional and higher status qualifications was an issue. Given they were generally younger and at an earlier stage of their business career ('more time and less stress') it was also a more practical and viable an option (eg 'I wouldn't mind upgrading my BA to an MBA - I'm thinking about this').

### ICA / SCCA

The Questionnaire evidence in the form of the responses to questions on 'further academic and professional qualifications' (Q14) and 'further professional bodies joined' (Q15) summarised in Tables 7.33 and 7.34 throws some doubt on the validity of the hypothesis but does not refute it. One needs to determine that further qualifications obtained by SCCA respondents are 'higher in status'. A similar proportion of each group of respondents (about a half) had undertaken post-qualification education (Table 7.33). A half of SCCA respondents had joined further professional associations compared with under a third of LSCA respondents (Table 7.34). It would not have been easy for LSCA respondents to find higher status associations to join.

The evidence drawn from published biographies and interviews is inconclusive in view of the relatively small number of subjects seeking further formal qualifications following initial professional qualification. Responses from ICA interviewees included: 'I've got as far as you can get as a Fellow', and 'there is nowhere to go for further qualifications unless maybe to business school, but I'm too old for that'. Both ICA and SCCA interviewees claimed to have 'lost the habit of study' and expressed the view that it was 'remarkable' that they had ever found 'the time to study'. Three ICA members mentioned the extent to which the standards of performance required to pass the ICA's examinations had risen, and expressed doubt that they would be able to pass 'today's' examinations were they required to resit them.

### IOD, BIM and ICSA / IM, CAM and IPR

The Questionnaire evidence drawn from responses to questions on 'further academic and professional qualifications' (Q14) and 'further professional bodies joined' (Q15) (Tables 7.33 and 7.34) does not support the hypothesis but a higher proportion of IPR respondents subsequently acquired further qualifications in the same status category (ie also status-seeking, eg CAM).

The evidence drawn from published biographies and interviews does not appear to support the hypothesis. In the course of interviews for this group of associations there was general questioning of the value of additional qualifications. Obtaining IOD and BIM membership was regarded as a useful (but not essential) supplement to a more specialist professional qualification that had already been secured. Members of the IM, CAM and IPR who were interviewed questioned what further qualifications (other than a generalist post-graduate business studies degree or 'MBA') were available that would add to their 'marketability' in their chosen career. Generally a higher value was placed upon 'relevant experience' than upon further qualifications.

ICSA members appeared most receptive to the notion of actually obtaining further qualifications'. Typically the 'qualifications' they had in mind were relatively short and specialised courses, largely of an 'updating' nature. They were also (like the ICA interviewees) aware of the higher levels of performance expected of 'today's' examinees.

### Summary

The evidence in respect of the BGA and BBGS does not support or refute the hypothesis. In the case of the 'accounting associations' (ICA/SCCA) the evidence is inconclusive. For the 'management associations' (IOD, BIM and ICSA/IM, CAM and IPR) the evidence throws some doubt upon the validity of the hypothesis.



### Conclusion

The evidence throws some considerable doubt on the validity of the hypothesis. A wide range of professionals appear to exhibit a desire and willingness to acquire such further qualifications as are thought to be of value and relevance to their careers.

Hypothesis (xxvi) is concerned with additional and relatively higher status qualifications. The evidence presented in Tables 7.33 (further academic and professional qualifications - Q14) and Table 7.34 (further professional associations - Q15) summarising individual questionnaire responses received from Council members of six associations is concerned with additional qualifications, without indicating whether or not such further qualifications were higher in status to those already obtained. Using these responses relating to 'additional qualifications' one can rank the six associations concerned (BGA, BBGS, LSCA, SCCA, ICSA, IPR) on a continuum from those 'most seeking' to those 'least seeking' (see Table 3.2) additional qualifications: BGA, IPR, SCCA/ICSA, BBGS, LSCA. This continuum suggests that neither status categorisation (as 'status-seeking' or 'status-maintaining') nor 'field' of operation ('business graduate', 'accounting', 'management') appears to be related to the acquisition of additional qualifications.

### 7.11 INDIVIDUAL MEMBER FINDINGS

Individual questionnaire respondents were overwhelmingly middle class (Section 7.2). Findings relating to individual questionnaire respondents are summarised in Table 7.35. Of the eight hypotheses concerned with individual members ((i), (ii), (iii), (iv), (vi), (x), (xi), (xxvi)) not one appeared to have some support or validity, in the sense of consistency of evidence with it, for all three of the groups of associations studied.

Hypothesis (i) concerning Social Class Origins (Section 7.3): Only in the case of the associations the membership of which was made up of business graduates was the evidence consistent with this hypothesis.

Hypothesis (ii) concerning self-recruitment (Section 7.4) would appear to be valid in the case of the accountancy associations in the sense that the evidence is consistent with it.

Hypothesis (iii) concerning Association Preferences (Section 7.5) was supported in the case of the accounting associations but not in the case of the associations the membership of which consisted of business graduates or the management associations.

Hypothesis (iv) concerning Concept of Professionalism (Section 7.6) was not confirmed.

Hypothesis (vi) concerning Professional Orientation (Section 7.7) is of doubtful validity.

Hypothesis (x) concerning Values Associated with Professionalism (Section 7.8) would not appear to be valid for the associations studied.

Hypothesis (xi) concerning Status Attributes (Section 7.9) appears only to be of some value in respect of accounting associations.

Hypothesis (xxvi) concerning Additional Qualifications (Section 7.10) is of doubtful validity.

**TABLE 7.35**

**Findings Relatings to Hypotheses Concerned with Individual Members**

| <u>Hypothesis</u> | <u>Subject Matter</u>                  | <u>Section</u> | <u>Business Graduate Associations</u> | <u>Accounting Associations</u> | <u>Management Associations</u>        | <u>Overall</u>  |
|-------------------|--|----------------|---------------------------------------|--------------------------------|---------------------------------------|---|
| (i)               | Social Class Origins                   | 7.3            | Supported                             | Not proved                     | Neither supported nor refuted         | Evidence consistent for Business Graduate Associations only |
| (ii)              | Self-recruitment                       | 7.4            | Some support                          | Supported                      | Not supported                         | Evidence consistent for Accounting Associations only        |
| (iii)             | Association Preferences                | 7.5            | Not supported                         | Supported                      | Not supported                         | Evidence consistent for Accounting Associations only        |
| (iv)              | Concept of Professionalism             | 7.6            | Some support                          | Not conclusively supported     | Not conclusively supported            | Not conclusively supported                                  |
| (vi)              | Professional Orientation               | 7.7            | Not supported                         | Not supported                  | Neither supported nor refuted         | Validity doubtful   |
| (x)               | Values Associated with Professionalism | 7.8            | Not supported nor refuted             | Validity doubtful              | Neither refuted nor prima facie valid | Validity doubtful   |
| (xi)              | Status Attributes                      | 7.9            | Not supported                         | Supported                      | Not supported nor refuted             | Some validity for Accounting Associations only              |
| (xxvi)            | Additional Qualifications              | 7.10           | Not supported nor refuted             | Evidence inconclusive          | Validity doubtful                     | Validity doubtful   |

The evidence considered in this chapter also suggests that the initial categorisation of associations as 'status-seeking' or 'status-maintaining' is broadly supported in the case of hypotheses (i) concerning social class origins; (iii) concerning association preferences; and (x) concerning values associated with professionalism. Whether or not an association is categorised as a 'business graduate', 'accounting', or 'management' association (ie by 'field' of operation) appears of greater relevance than status categorisation in the case of hypotheses (iv) concerning concept of professionalism; (vi) concerning professional orientation; and (xi) concerning status attributes. The relative merits of categorisation by status or field of operation appears indeterminate in the cases of hypothesis (ii) concerned with self-recruitment and hypothesis (xxvi) concerned with additional qualifications.

Chapter Twelve elaborates the findings and relates them to a discussion of the present conceptualisation of professionalism while Chapter Thirteen considers their implications for the Policies and Practices of Occupational Associations.

In this Chapter the concern of individual members of association Councils with status attributes was examined in Section 7.9. The collective concerns of association Councils with status will be examined in Chapter Nine. The next chapter will examine some aspects of the structure and behaviour of the associations selected for study.

CHAPTER EIGHT  
ASSOCIATION STRUCTURE AND BEHAVIOUR

8.1 INTRODUCTION

This chapter presents the findings of the study in respect of those hypotheses concerned with association structure and behaviour, namely hypotheses (vii), (v), (viii) and (xxi). The findings are presented in Sections 8.2-8.5 as follows:

- Hypothesis (vii) concerning Bureaucracy - Section 8.2
- Hypothesis (v) concerning Knowledge Creation - Section 8.3
- Hypothesis (viii) concerning Links and Joint Ventures - Section 8.4
- Hypothesis (xxi) concerning Resource Allocation - Section 8.5

For ease of reference to the findings relating to each hypothesis, each section begins on a new page. Section 8.6 summarises the conclusions of the findings in respect of this group of hypotheses.

In order that the documentary evidence upon which the findings are based does not interrupt the flow of presentation, a summary only of the evidence is presented in this chapter where appropriate while a further selection of the evidence is presented in the related appendices as follows:

- Hypothesis (v) concerning Knowledge Creation (Section 8.3) - Appendix XV
- Hypothesis (viii) concerning Links and Joint Ventures (Section 8.4) - Appendix XVI

Additionally, Appendix XVII presents selected evidence relating to the financial status of associations which has some relevance to hypothesis (xxi) concerning resource allocation.

## 8.2 BUREAUCRACY

- (vii) Status-maintaining associations have larger bureaucracies and more formal organisations and procedures than status-seeking (as perceived by their Councils) associations

### Introduction

The hypothesis was tested by information presented in published annual reports and accounts and interview. Evidence consistent with the hypothesis would be of a lower level of bureaucracy and a less formal organisation in the case of status seeking associations and a higher level of bureaucracy and more formal organisation in the case of status maintaining associations (Table 3.2).

### BGA / BBGS

The published information category of evidence (Tables 8.1 and 8.2) supported the hypothesis. The BGA operated from a rented office while the BBGS used an accommodation address with administrative work undertaken at a private address.

The interview findings also supported the hypothesis. The BGA organisation was larger and more complex with a series of operating committees submitting business in a formal manner to the main BGA Committee.

### ICA / SCCA

The published information (Tables 8.1 and 8.2) supported the hypothesis. The ICA employed twice as many people as the SCCA in proportion to its membership (Table 8.1) while its employment costs were four times as great as one would expect on the basis of comparing the sizes of the memberships of the two organisations (Table 8.2). This suggests that on average the ICA employed a higher grade or quality of staff than the SCCA.

TABLE 8.1Average Number of Staff Employed by Professional Associations During Period of Study (1980-85)

|                                       | <u>Status Maintaining<br/>Category</u> | <u>Status Seeking<br/>Category</u> |
|---------------------------------------|--|------------------------------------|
| <u>Business Graduate Associations</u> |  |                                    |
| BGA                                   | 3                                      | -                                  |
| BBGS                                  | -                                      | 1 (pt)                             |
| <u>Accounting Associations</u>        |  |                                    |
| ICA                                   | 309                                    | -                                  |
| SCCA                                  | -                                      | 14                                 |
| <u>Management Associations</u>        |  |                                    |
| IoD                                   | 135 (Estimated)                        | -                                  |
| BIM                                   | 151                                    |                                    |
| ICSA                                  | 140 (Estimated)                        |                                    |
| IM                                    | -                                      | 85                                 |
| CAM                                   | -                                      | 10                                 |
| IPR                                   | -                                      | 6                                  |

Source: Annual Reports and Accounts of Associations published during the period of study.

**TABLE 8.2****1984 Employment Costs of Professional Associations**

|      | <u>£K</u> |
|------|-----------|
| ICA  | 3,795     |
| IoD  | 1,857     |
| BIM  | 1,796     |
| ICSA | 1,233     |
| IM   | 607       |
| CAM  | 158       |
| SCCA | 98        |
| IPR  | 38        |
| BGA  | 33        |
| BBGS | 8         |

Source: Associations' 1984 Annual Reports and Accounts



The interview findings also supported the hypothesis. BGA interviewees took the relative formality of their procedures for granted, while BBGS interviewees did not question the relative informality of their proceedings. BBGS responses included 'If it works, why change it?' and 'Committee members are busy and don't want too much bumph to read'. The procedure of the LSCA emerged as significantly more formal than that of the SCCA. An adequate secretariat and the existence of an administrative machinery capable of dealing with most issues raised was assumed by almost all LSCA interviewees.

In the course of SCCA interviews, the limited nature of the Society's secretariat and resources and the lack of formality and discipline in its organisation and procedures were frequently mentioned as not only constraints on, but barriers to progress (eg 'How can we follow up without a proper record of all the decisions that are taken, this can't go on'). A consensus emerged in interviews, particularly during the period 1980-84, that much greater self-discipline and more orderly and considered conduct was needed in Council discussions (eg 'We need less minuting of points made in discussion, and more and better minuting of conclusions'). Compared with LSCA interviewees, SCCA interviewees appeared much less certain about the procedures to be followed or the administrative or Committee route to be used in respect of issues and matters arising in interview discussion.

#### IoD, BIM and ICOSA / IM, CAM and IPR

The published information category of evidence (Tables 8.1 and 8.2) supported the hypothesis. The IM, in terms of the number of staff employed, was closer to the IOD, BIM and ICOSA group than to CAM and IPR. The formal organisation of the CAM secretariat consisted in 1983 of 14 persons of whom 7 were of secretarial or assistant level<sup>(1)</sup>.

As a group, the IOD, BIM and ICOSA had larger bureaucracies than the IM, CAM and IPR. The IM bureaucracy was nearer in scale to that of the IOD, BIM and ICOSA than that of CAM and IPR, the bureaucracies of which were significantly smaller than those of the other associations studied.

The interview findings category of evidence did not support the hypothesis so far as the formality of organisation and procedure was concerned. All the associations in this group operated according to procedures with a broadly similar degree of formality. IoD, BIM, ICSA and IPR interviewees tended to express or reveal some satisfaction with or pride in the fact that their proceedings were 'properly' recorded. BIM and IPR interviewees named particular members of their Councils who were 'sticklers' for the observance of the constitution and past minutes (eg "...wouldn't let us get away with anything" (BIM); "...goes on about standing orders all the time and adds thirty minutes to the length of most meetings" (IPR)). IM and CAM interviewees appeared, on balance, to attach the least importance to minutes and the formality of proceedings per se, and seemed more ready to express concern that procedures and meetings should not be 'substitutes for action'. In the words of one CAM interviewee, "Doing things after the meeting is important, not how the meeting is organised", while one IM interviewee took the view that "formal meetings can be rituals, there is a danger that people will talk and play parts while nothing ever happens!".

### **Summary**

For the 'business graduate' (BGA/BBGS) and 'accounting associations' (ICA/SCCA) both categories of evidence supported the hypothesis. In the case of the 'management associations' (IoD, BIM and ICSA/IM, CAM and IPR) both categories of evidence supported the contention that status-maintaining organisations have larger bureaucracies than status-seeking bodies, but not that their organisations are more formal.

### **Conclusion**

The evidence supports the hypothesis so far as scale of bureaucracy is concerned and in respect of the BGA/BBGS, ICA/SCCA pairs supports it in respect of the formality of bureaucracy.

This finding suggests that an established bureaucracy could possibly be used as a distinguishing 'trait' of an established professional association. It should be noted however that, on the whole, those associations which have been established the longest have the largest bureaucracies. Greater status and a larger bureaucracy could both be explained by 'length of life'.

Taking the group of ten associations that are the subject of this study as a whole, one could attempt to rank them on a continuum from the lowest level of bureaucracy and the least degree of formality of bureaucracy to the highest (Table 3.2). The author's assessment, giving equal weight to scale of bureaucracy as indicated by the relatively crude measure of average number of staff employed in the period 1980-85 (Table 8.1), and the degree of formality assessed by interview discussion (and also taking into account the author's experience as a participant observer), would yield the following continuum from the least to the most bureaucratic: BBGS, CAM, IPR, SCCA/IM, BGA/IoD, BIM/ICSA, ICA. It will be seen that position on this continuum relates more to the initial categorisation of associations as 'status seeking' or 'status maintaining' than to the 'field of operation' of each association (ie whether a 'business graduate', 'accounting' or 'management' association).

### 8.3 KNOWLEDGE CREATION

- (v) Status maintaining associations tend to be creators of knowledge within professions while status seeking (as perceived by their councils) associations tend to be reproducers of knowledge.

#### Introduction

The hypothesis was tested by evidence from publications and minutes. A selection of evidence in this category is presented in Appendix XV. The findings of the Questionnaire (Q18 and Q20) are also relevant to this hypothesis. Evidence consistent with the hypothesis would be of status seeking associations expressing concern with and/or engaged in activities involving reproducing or passing on knowledge created by other associations or produced outside of the association, and of status maintaining associations being concerned with and/or engaged in activities involving the creation of knowledge (Table 3.2).

#### BGA / BBGS

The publication and minutes evidence supported the hypothesis. The encouragement of relevant research was a continuing preoccupation of the BGA Committee throughout the period of the study.

The BGA secured specific external funding for its research effort and at times found it difficult to persuade its members to undertake sufficient research activity to fully use the available funds. The BGA was aware of the media interest in survey research and sought media coverage in respect of all its publications.

The BBGS was supportive of the importance of research and awarded a BBGS Project Prize for the best business studies degree project. Unlike the BGA, and possibly because of its relative lack of financial and volunteer time resources, the BBGS did not itself play any significant role in publishing and publicising the results of research.

So far as the Questionnaire evidence (Q18 and Q20) was concerned, both the BGA and BBGS respondents placed a higher priority on the use of existing knowledge than the creation of new knowledge (Summary Table 8.3-5 and Table 8.3 in Appendix XXXI).

Summary Table 8.3-5Views of Individual Questionnaire Respondents on the Importance of Knowledge Creation and Development

|  | <u>BGA</u> | <u>BBGS</u> | <u>LSCA</u> | <u>SCCA</u> | <u>ICSA</u> | <u>IPR</u> |
|--|------------|-------------|-------------|-------------|-------------|------------|
| <u>Views on Professional Issues (Q18)</u>        |            |             |             |             |             |            |
| Creation of New Knowledge                        | 3.1        | 3.0         | 3.6         | 4.2         | 4.5         | 3.9        |
| Use of Existing Knowledge                        | 3.8        | 4.0         | 3.9         | 4.2         | 4.5         | 4.0        |
| <u>Professional Association Activities (Q20)</u> |            |             |             |             |             |            |
| Development of Knowledge                         | 3.9        | 4.0         | 4.0         | 4.2         | 4.5         | 4.2        |

### ICA / SCCA

The evidence derived from association publications and minutes supported the hypothesis. The documentary evidence selected for presentation in Appendix XV highlights the substantial publication programme undertaken by the ICA throughout the period of the study, while SCCA publishing activity was, in comparison, limited and intermittent.

Within the context of the accounting field as a whole the ICA emerges as a publisher of central significance, while in the context of the profession as a whole the publishing activity of the SCCA was insignificant. The role of the Technical Directorate of the ICA in the development of Accounting Standards was equally of central importance while the limited technical activity of the SCCA had no impact upon the development of Accounting Standards.

The ICA, throughout the period of the study, was closely in touch with and supported research activity at a number of universities. The ICA itself undertook and sponsored research. In contrast, the SCCA did not have any formal research contacts with universities and could not be said to have had a formal research programme.

In comparison with the Research Committee established by the ICA and the appointment of a Research Director by the ICA, the equivalent SCCA Committee, the Technical Committee was for much of the period of the study without leadership and existing in name only.

The Questionnaire evidence (Q18 and Q20) summarised in Summary Table 8.3-5 (and Table 8.4 of Appendix XXXI) suggested that while the SCCA did not have the resources to significantly contribute to the creation of knowledge, its questionnaire respondents placed a relatively high importance on this activity.

### IoD, BIM and ICSA / IM, CAM and IPR

The publications and minutes evidence, a selection of which is presented in Appendix XV, did not confirm or disprove the hypothesis. While greater financial resources were a significant factor in causing the status maintaining associations to generate relatively greater published output, the status seeking associations' recognised the importance of research and knowledge creation.

The IoD linked its research activity closely to its representational role, as did, to a lesser extent, the BIM. The BIM's research tended to be of a practical nature and concerned with identifying 'best practice'. ICSA also sought to undertake practical research on matters of professional interest to its members. The IoD, BIM and ICSA made use of research findings in a range of activities, including publications, conferences, seminars and submissions to Government.

If anything, the IM and IPR were the management associations most concerned with academic research per se and sought to encourage and support the development of marketing and public relations as university business school subjects. CAM and IM worked together and with Heinemann Ltd on a significant publishing programme. In comparison, the publishing activity of the IPR was limited in scope.

The Questionnaire evidence (Q18 and Q20) summarised in Summary Table 8.3-5 (and Table 8.5 in Appendix XXXI) did not confirm or disprove the hypothesis. IPR respondents appeared to attach similar importance to the use of existing knowledge and the creation of new knowledge.

### Summary

In the case of the 'business graduate' associations (BGA/BBGS) there was some evidence to support the hypothesis. The evidence collected in respect of the 'accounting associations' (ICA/SCCA) supported the hypothesis. For the 'management associations' (IoD, BIM and ICSA/IM, CAM and IPR) the evidence did not confirm or disprove the hypothesis.



### Conclusion

The evidence revealed some support for the hypothesis. This conclusion itself provides some support for the use of knowledge creation as a 'trait' or characteristic to distinguish a professional association.

Interview and participant observation revealed an acknowledgement that 'external' groups such as employers were increasingly taking a view of the 'knowledge' that professionals ought to have and that such views needed to be taken account of. In addition, the 'knowledge' requirements at the stage of initial qualification were, increasingly, being distinguished from the continuing requirements of practice. Professional associations faced competition in the former sector from the state educational system and in the later area from employers' own training activity.

The growth and complexity of the knowledge bases of professions was such that, in the case of ICA and ICSA, 'specialisms' were emerging. Servicing the needs of specialisms required the establishment of vocational groups in the case of ICSA and ongoing review of the association's structure in the case of the ICA.

It is possible that the professional association may need, in some areas, to consider passing the responsibility for the creation of knowledge to academic institutions in order to concentrate to a greater extent upon the application of professional knowledge in the workplace. A further possibility raised in a number of interviews was of more frequent review of a professional knowledge and expertise base in order to accommodate the shifting requirements of members and their customers. An example of such a review was the re-evaluation of the SCCA syllabus to ensure that those completing the Society's examinations would be able to offer relevant services to the smaller business.

Members of the Councils of six associations returned individual questionnaires (Appendix VII). Aggregating the average importance rankings given in Summary Table 8.3-5 to 'creation of new knowledge' (from Q18) and 'development of knowledge' (from Q20), one has a measure (albeit crude) of the importance given to 'knowledge creation': such a measure could be used to rank these six associations in a continuum from the association least concerned to the association most concerned with 'knowledge creation': BGA/BBGS (3.5), LSCA (3.8), IPR (4.05), SCCA (4.2), ICSA (4.5). Turning to the averages of the responses given in Summary Table 8.3-5 to the question concerning the 'use of existing knowledge' (from Q18), one similarly has a crude measure of degree of concern with 'knowledge reproduction', which could be used to develop a continuum from the association most concerned to the association least concerned with 'knowledge reproduction': ICSA, SCCA, BBGS/IPR, LSCA, BGA.

The two continua reveal that, other than the case of the BBGS, the members of the Councils of the six associations responding to the individual questionnaire appear not to consider 'creation' and 'reproduction' of knowledge as alternatives. Those respondents putting the greatest importance upon 'knowledge creation' are also the respondents putting the greatest importance upon 'knowledge reproduction'. This throws some doubt upon the value of a continuum of associations from 'reproducers' to 'creators' of knowledge (as per Table 3.2). To create such a continuum, however, one could deduct the average rankings of the 'knowledge creation' continuum from the 'knowledge reproduction' continuum to create a new continuum running from greatest relative concern with 'knowledge reproduction' to greatest relative concern with 'knowledge creation': BBGS (0.5), BGA (0.3), LSCA (0.1), SCCA/ICSA (0), IPR (-0.05). Position on this relatively crude continuum would appear to relate more to categorisation as a 'business graduate', 'accounting', or 'management' association, than to status categorisation as 'status seeking' or 'status maintaining'.

#### 8.4 LINKS AND JOINT VENTURES

- (viii) Status seeking associations consciously seek links and joint ventures with associations perceived by their Councils as relatively higher in status, while status maintaining associations consciously seek to avoid links and joint ventures with associations perceived by their Councils as relatively lower in status.

##### Introduction

The hypothesis was tested by minutes supplemented by published information as appropriate and participant observation. A selection of documentary evidence relevant to this hypothesis is presented in Appendix XVI. Evidence consistent with the hypothesis would be of status seeking associations seeking links and joint ventures with bodies that were higher in status, and status maintaining associations avoiding links and joint ventures with bodies that were lower in status (Table 3.2).

Participant observation evidence consisted of a comparative examination of all instances of observed Council discussion concerning links and joint ventures involving two or more associations. The participant observer attempted to assess the extent to which the relative status of the associations concerned was a factor in the deliberations as compared with other considerations such as financial pay-off or the quality of a service which could be offered to members as a result of a proposed arrangement. A simple quantitative comparison would not take account of such occurrences as a 'link' which a Council would have preferred to avoid for status reasons but did not avoid because of benefits which were regarded as so extensive as to override relative status concerns.

### BGA / BBGS

Minutes and published information evidence revealed that the BGA compared with the other associations studied was relatively active in seeking links and joint ventures. Such contacts in general involved organisations of equivalent or higher status (see Appendix XVI). A BGA operating committee, the 'Services to Business Schools Sub-Committee', had been established to be responsible for relations with Business Schools.

The BGA actively sought to make and maintain contact with the Confederation of British Industry, the IoD and the BIM.

The BBGS had a narrower range of external contacts and links than the BGA and, in particular, did not have significant links with such organisations as CBI, IoD and BIM.

The documentary evidence of BGA/BBGS links presented in Appendix XVI supports the hypothesis and the participant observation finding that while the real impetus for initiating and continuing informal discussion on such links came from the BBGS, the reluctance to conclude arrangements lay with the BGA.

Participant observation evidence supported the hypothesis. In particular, while the BBGS on occasion made both formal and informal approaches to the BGA regarding the identification of possible areas of co-operation, the BGA Committee, in discussing such approaches, generally took the view that formal links with the BBGS should be avoided in part because of the perceived lower status of the BBGS and the likely external impact of such links upon its own standing.

A distinction which did emerge from an examination of both published and participant observation evidence relating to the BGA and BBGS concerned the motivation for the search for links and joint ventures. In general, the BGA sought links and joint ventures in order to increase understanding and acceptance of the value of the MBA qualification. The BBGS in comparison appeared at times to be motivated mainly by the desire to help ensure the continued existence of the association.

In the case of the 'business graduate' associations, some discussion of links and joint ventures arose in brief interviews held in late 1987 with the Chairmen of both the BGA and the BBGS. The BGA Chairman expressed the view that the decision of the BGA to change its name to 'The Association of MBAs' subject to the approval of members at the BGA's 1987 AGM<sup>(2)</sup> would inhibit any 'accommodation' with the BBGS, many of whose members only held first degrees in business studies. The focus of BBGS interest in terms of a possible amalgamation partner appeared to be the BIM rather than the BGA.

### ICA / SCCA

The minutes and published information category of evidence broadly supported the hypothesis. The ICA had a range of formal and informal links with organisations of standing and, unlike the SCCA, was throughout the period of the study a leading member of the Consultative Committee of Accountancy Bodies (CCAB) (see Appendix XVI).

In the period 1984-85 the ICA actively explored merger proposals with the Chartered Institute of Public Finance and Accountancy (CIPFA). A formal merger was initially supported by the ICA Council, but the proposal was subsequently abandoned on the grounds of practical difficulties. In the period 1986-87 some further discussion took place within the ICA on the need to consolidate the 'recognised' accounting profession and a consensus of opinion appeared to be emerging within the ICA Council in favour of a merger of the member associations of the CCAB.

Approaches made to the SCCA in respect of proposed links and contacts tended to be from associations that were generally regarded as second tier. Its own approaches to associations that were members of the CCAB rarely bore fruit (see Appendix XVI).

The co-operation of the ICA with two other CCAB bodies (ICMA and CIPFA) to form the second-tier Association of Technicians in Finance and Accounting, which subsequently merged with the second-tier body of the ACA to form the Association of Accounting Technicians (AAT), resulted in the establishment of a two-tier profession. This increased the pressure upon the SCCA to establish that it was not a second-tier association and to differentiate itself from the AAT.

At the time of writing (June 1987), the ICA Council has concluded that changes in the structure of the accounting profession are needed and that if the ICA does not give a lead in achieving a rationalisation of the CCAB bodies and a move towards 'unification' then "change may well be imposed from outside".<sup>(3)</sup> That joint ventures and arrangements opportunities can face the large association and the small was underlined during 1987 when the ICA initiated informal discussions with the ACA with a view to the opening of a dialogue on the subject of a coming together of the two associations as a first step towards the integration of the recognised accounting profession.<sup>(4)</sup>

The participant observation category of evidence supported the hypothesis. In view of its resources and relatively high standing, LSCA discussion on matters involving links and joint ventures invariably involved questions concerning why the LSCA needed to be involved at all with other organisations. Discussion appeared to assume a consensus understanding that the LSCA could undertake most of what it might wish to do by itself and that if the question of a joint venture arose, perhaps the activity in question was one that the LSCA ought not to undertake or ought to undertake alone.

SCCA discussions concerning links and joint ventures tended not to involve associations that were clearly higher or lower in status, but other associations that were broadly of comparable status. Thus much discussion of actual and potential amalgamation (eg BAA and Association of International Accountants) revolved around the status assessment of the other association(s) involved.

From 1978 to beyond the end of the study period, there was discussion within the SCCA Council on the subject of whether or not the SCCA should merge with the Association of International Accountants (AIA). At the time of writing informal SCCA Council opinion was largely pragmatic. In view of the fact that the AIA had raised its examination standards to the level of the ICA, it was felt there was little incentive for students to seek to join it rather than the much more prestigious ICA. Members of the SCCA Council were therefore concerned about the ability of a merged association to attract students given the evident desire of the AIA to retain its examination standards.

#### IoD, BIM and ICSA / IM, CAM and IPR

Appendix XVI presents a selection of a considerable volume of evidence drawn from minutes and published information concerning IoD, BIM and ICSA links and joint ventures with organisations of equivalent standing. Evidence concerning the avoidance of links and joint ventures with organisations perceived as of lower status was limited.

The IoD held regular informal meetings with the CBI and BIM. The IoD, BIM and ICSA all sought links and joint ventures with compatible commercial organisations in order to extend the range of services they were able to offer their members. In the case of the BIM and ICSA, such arrangements were, where possible, concluded on a profit sharing basis. ICSA, to a greater extent than the IoD and BIM, appeared to seek links and joint ventures with other professional associations on technical and professional matters.

The IM did (see Appendix XVI) exhibit a tendency to seek links and joint ventures with organisations of relatively higher status. Appendix XVI presents a selection of evidence relating to links between CAM and IM and links between CAM and IPR. This evidence reveals some concern on the part of IPR with and questioning of the role and the performance of CAM. IM, CAM and IPR tended to emerge as organisations associating with other organisations of equivalent status rather than as organisations either seeking to associate with organisations of higher status or to avoid associations with those of lower status.

Participant observation evidence supported the hypothesis and also revealed that associations in the status maintaining group co-operated informally in the area of discussion of representation issues while associations in the status seeking group co-operated informally on a broader range of issues.

Of all the management associations, the IM was most dependent upon the generation of income through the sale of professional services such as training courses to members. It collaborated with CAM and Heinemann in a publishing venture but otherwise appeared (as did the IoD, and to a lesser extent the IPR) to prefer to operate alone, making the necessary investments (eg College of Marketing building) when required. In contrast, ICSA and BIM appeared to actively seek external investment in 'commercial' activities through the joint venture route.

CAM and the IM, in addition to their joint publishing link with Heinemann, co-operated in a joint 'CAM/IM Qualification preferred' logo for use in recruitment advertisements and were among the sponsors of 'The Debating Group' which organised evening debates at the House of Commons. In contrast, the link between CAM and IPR was constitutional in that the IPR was a 'constituent' member of CAM and was represented on its governing body. While CAM broadly favoured a continuation of IPR 'membership' if only to secure 'recognition' and a source of income, there was within the IPR much questioning of CAM performance and the value of IPR involvement in CAM.

### Summary

In the case of both the 'business graduate' associations (BGA/BBGS) and the 'accounting associations' (ICA/SCCA), both categories of evidence supported the hypothesis. Both categories of evidence collected in respect of the 'management associations' (IoD, BIM and ICSA/IM, CAM and IPR) supported the hypothesis and suggested that the associations studied sought links and joint ventures with other associations they perceived as being of equivalent status.



Although not intended as a primary source of evidence, views on the importance of 'forming alliances/links with other bodies' as an association activity in responses to question 20 (see Tables 9.7-9.9) were consistent with the hypothesis in the case of the 'business graduate' and 'accounting association' matched pairs. A higher importance was placed upon this activity by BBGS (compared with BGA) and SCCA (compared with LSCA) respondents.

### Conclusion

The evidence considered supported the hypothesis. Perhaps professional associations prefer to associate with those associations they perceive to be of their 'own kind'. In the case of the accounting profession, membership of the CCAB could be used to determine whether or not an association was recognised.

Among ICA interviewees, there was some awareness of the issue of multi-disciplinary partnerships and the attitude the Institute should take towards the entering into of similar forms of joint ventures and arrangements across traditional professional boundaries.

Certain shared responsibilities deriving from 'arrangements', in some cases the result of 'unwilling' arrangements could be said to impact upon the traditional autonomy of the profession. Examples would be shared regulatory responsibilities with regulatory authorities and those for knowledge creation and standards shared with educational institutions.

Considering the group of ten associations studied as a whole, on the basis largely of participant observation the author would place them as follows on a continuum running (see Table 3.2) from the association most concerned with seeking links and joint ventures with other associations of higher status to the association most concerned with avoiding links and joint ventures with other associations of lower status: BBGS, SCCA, CAM, IM/IPR, BGA/BIM, IoD, ICSA, ICA. This continuum is consistent with the initial status categorisation of associations as 'status seeking' or 'status maintaining'.

## 8.5 RESOURCE ALLOCATION

- (xxi) Councils that perceive their associations as being relatively low in status devote a relatively higher proportion of their financial and full-time staff resources to activities concerned with the enhancement of status.

### Introduction

The hypothesis was tested by annual reports and accounts, minutes and interview. Evidence consistent with the hypothesis would be of a higher proportion of resources allocated to activities concerned with the enhancement of status in the case of status seeking associations, and a lower proportion of resources allocated to such activities in the case of status maintaining associations (Table 3.2).

Certain selected evidence relating to association financial status is presented in Appendix XV11. This reveals that SCCA, CAM and the IPR all experienced financial difficulties during the period of the study. Those of CAM were the most serious and the deepest rooted.

### BGA / BBGS

Annual Reports and Accounts evidence reveals that the BGA expenditure on publications to members and other interested publics varied between two and three times greater than that of the BBGS and was higher per member. This category of evidence does not support the hypothesis. Such evidence as existed in the minutes of the BGA and BBGS threw some doubt upon the hypothesis.

The interview category of evidence did not support the hypothesis. Without a single full-time member of staff, such part-time assistance as was available to the BBGS, was largely concerned with keeping the association in being as an organisation and the performance of basic administrative activity. One BBGS interviewee expressed the view, "We don't have the manpower to take advantage of the recognition we've got". The BGA with a small permanent full-time office staff was able to devote a proportion of staff time to activities concerned with the enhancement of status.

### ICA / SCCA

The evidence derived from the Annual Report and Accounts of the ICA and SCCA (Table 8.6) supported the hypothesis. While in absolute terms ICA expenditure on status enhancing activity was greater than that of the SCCA, the proportion spent by the SCCA was greater.

Such evidence as was available in the minutes of the two 'accounting associations' supported the hypothesis. In particular, a high proportion of SCCA Secretary General time was devoted to status enhancing activity while senior ICA staff spent proportionally more of their time concerned with administering their organisations and staffs.

For much of the period of the study, the SCCA Council was severely constrained in terms of activities relevant to hypotheses relating to increasing SCCA status, standing and recognition by a lack of financial resources (Appendix XVII).

Interview evidence also supported the hypothesis, the SCCA, compared with the ICA, devoting relatively greater staff and financial resources to status enhancing activity and relatively less to professional and technical matters. Three SCCA interviewees raised the question of whether the 'balance was right' given the Society's relatively limited administrative resources (eg "the problem is that with all the time devoted to the cosmetic things like dinners and luncheons to create the right face, we don't have the resources to do all the detailed, even boring, things that can give us real recognition").

**TABLE 8.6****Accounting Association Expenditure Upon Activities Related to the Enhancement of Status**

|                        | <u>ICA</u> <sup>(1)</sup> |                            | <u>SCCA</u> <sup>(2)</sup> |                            |
|------------------------|---------------------------|----------------------------|----------------------------|----------------------------|
|                        | <u>£K</u>                 | <u>% Total Expenditure</u> | <u>£K</u>                  | <u>% Total Expenditure</u> |
| Technical Activities   | 905                       | 16.4                       | -                          | -                          |
| Professional Education | 745                       | 13.5                       | -                          | -                          |
| International Affairs  | 215                       | 3.9                        | 1.0                        | 0.3                        |
| Public Relations       | 210                       | 3.8                        | 19.2                       | 6.9                        |
| Journal:               | <u>£K</u>                 |                            |                            |                            |
| Income                 | 2,829                     |                            |                            |                            |
| Expenditure            | 2,386                     | 443                        | 8.0                        |                            |
|                        |                           |                            | 47.8                       | 17.0                       |
| Other Publications:    |                           |                            |                            |                            |
| Income                 | 1,001                     |                            |                            |                            |
| Expenditure            | 990                       | 11                         | 0.2                        |                            |

Notes: (1) ICA, Annual Report and Accounts, 1985, P11 & P15

(2) SCCA, Annual Report and Accounts, 1985, P5

### IoD, BIM and ICOSA / IM, CAM and IPR

The evidence derived from the Annual Reports and Accounts of the 'management associations' (Table 8.7) was not sufficient to confirm or disprove the hypothesis. Such evidence as existed threw some doubt upon the hypothesis.

For the greater part of the period of the study, CAM faced a 'financial crisis' and a significant amount of the time of the CAM Director was spent on activities relating to the raising of sufficient funds to cover the association's basic administrative costs including his own salary (Appendix XVII).

The IPR was also for a period constrained by what was regarded by its Council as a 'financial crisis' (Appendix XVII). In the period 1984-85, some 'reaction' emerged in IPR interviews to the degree of attention that was being paid by the IPR Council to questions concerning status. In the words of one interviewee, "Status, status, all we ever talk about is status, I sometimes think that if we spent more time on technical matters, the status would come!".

Such evidence as existed in the minutes of the 'management associations' did not confirm or disprove the hypothesis. Interview evidence provided some support for the hypothesis in so far as the allocation of the time of senior staff was concerned, but this could not be said to be conclusive.

### Summary

The three organisations experiencing a financial crisis during the period of the study (Appendix XVII) all fell within the status-seeking category (SCCA, CAM and IPR).

Table 8.7Management Association Expenditure Upon Activities Related to the Enhancement of Status

| <u>(a) £K</u>                  | <u>IoD</u> <sup>(1)</sup> | <u>BIM</u> <sup>(2)</sup> | <u>ICSA</u> <sup>(3)</sup> | <u>IM</u> <sup>(4)</sup> | <u>CAM</u> | <u>IPR</u> <sup>(5)</sup> |
|--------------------------------|---------------------------|---------------------------|----------------------------|--------------------------|------------|---------------------------|
| Policy Unit                    | 242                       | -                         | -                          | -*                       | -**        | -                         |
| Representation & PR            | -                         | 273                       | -                          | -*                       | -**        | -                         |
| Marketing & Development        | 122                       | -                         | -                          | -*                       | -**        | -                         |
| Recruitment                    | 242                       | 391                       | 50                         | -*                       | -**        | 1.5                       |
| Public Relations               | 103                       | -                         | -                          | -*                       | -**        | 3.6                       |
| Promotion & Publicity          | -                         | 256                       | 32                         | -*                       | -**        | 1.2                       |
| Publications                   |                           |                           |                            |                          |            |                           |
| Income                         | 1,066                     |                           | 238                        |                          |            |                           |
| Expenditure                    | 1,029                     | 37                        | 121                        | 117                      | -*         | -**                       |
| Journals                       | -                         | 365                       | -                          | 43                       | -**        | 6.2                       |
| <u>(b) % Total Expenditure</u> |                           |                           |                            |                          |            |                           |
| Policy Unit                    | 4.2                       | -                         | -                          | -*                       | -**        | -                         |
| Representation & PR            | -                         | 10.3                      | -                          | -*                       | -**        | -                         |
| Marketing & Development        | 2.2                       | -                         | -                          | -*                       | -**        | -                         |
| Recruitment                    | 4.3                       | 14.7                      | 2.6                        | -*                       | -**        | 1.2                       |
| Public Relations               | 1.8                       | -                         | -                          | -*                       | -**        | 2.8                       |
| Promotion & Publicity          | -                         | 9.6                       | 1.7                        | -*                       | -**        | 0.9                       |
| Publications                   | 0.7                       | -                         | 10.0                       | -                        | -          | -                         |
| Journals                       | -                         | 13.7                      | -                          | 2.2                      | -          | 4.8                       |

\* Appropriate Analysis not given.

\*\* Inadequate information given in Annual Reports.

Notes: (1) IoD, Annual Report and Accounts, 1985, P11

(2) BIM, Annual Report, 1985, P14 & P16

(3) ICSA, Report and Accounts, 1984-85, P29

(4) IM, Annual Report, 1984-85, P23

(5) IPR, Report and Accounts, 1984, P14

The evidence collected in respect of the BGA and BBGS does not support the hypothesis. While both bodies would have undertaken further activities concerned with the enhancement of status, the BGA with greater absolute resources was able to devote a higher proportion of financial and full-time staff resources to these activities. In contrast, the evidence collected in respect of the 'accounting associations' (ICA/SCCA) supports the hypothesis.

In the case of the 'management associations' (IoD, BIM and ICSA/IM, CAM and IPR), the hypothesis is neither confirmed nor disproved.

### Conclusion

The hypothesis would only appear to be valid in the case of the accounting associations. The relatively large absolute level of resources devoted by the ICA to activities concerned with the enhancement of status was a lower proportion of overall resources than was the case with the SCCA, in part because the ICA was engaged in a wider range of activities and offered more services to members. In addition, the ICA, unlike the SCCA, had to devote a significant proportion of its resources to the funding of the CCAB.

There was some awareness among interviewees of the need in future for resource allocation to become more flexible if professional associations were to accommodate effectively to shifting 'customer' and member requirements.

Because the allocation of association expenditure by heading or category in published accounts is not consistent across the ten associations studied (see Tables 8.6 and 8.7), it is not easy to rank these association Councils on a continuum from the association Council devoting the highest proportion of resources to activities concerned with the enhancement of status to the association Council devoting the lowest proportion to such activities (see Table 3.2).

However, on the basis of interview evidence and comparing the information presented in Tables 8.6 and 8.7 on expenditure on 'PR' and 'publicity', one obtains, following some estimation by the author (eg separating BIM costs for 'representation and PR' into the two elements 'representation' and 'PR'), the following continuum: BIM, SCCA, ICA, IM, IPR, IoD, CAM, ICSA, BGA, BBGS. With the exception of BIM, the position of associations on the continuum appears to relate more to their categorisation as 'business graduate', 'accounting' or 'management' associations than to their status categorisation as 'status seeking' or 'status maintaining'.



## 8.6 ASSOCIATION STRUCTURE AND BEHAVIOUR FINDINGS

Findings relating to the structure and behaviour of the professional associations studied are summarised in Table 8.8. Of the four hypotheses concerned with association structure and behaviour [(vii), (v), (viii), (xxi)], three [(vii), (v), (viii)] appeared to have some support or validity in respect of all three of the groups of associations studied, while the remaining hypothesis (xxi) appeared to be valid only in respect of the accounting associations.

Hypothesis (vii) concerning Bureaucracy (Section 8.2) is supported so far as scale of bureaucracy is concerned and so far as the associations whose members are business graduates and the associating associations are concerned is supported in respect of the formality of bureaucracy.

Hypothesis (v) concerning Knowledge Creation (Section 8.3) appears to have some support.

Hypothesis (viii) concerning Links and Joint Ventures (Section 8.4) is supported.

Hypothesis (xxi) concerning Resource Allocation (Section 8.5) would appear to be valid in the case of the accounting associations.

Chapter Twelve elaborates the findings and relates them to a discussion of the present conceptualisation of professionalism while Chapter Thirteen considers their implications for the policies and practices of Occupational Associations.

**TABLE 8.8**

**Findings Relating to Hypotheses Concerned with Association Structure and Behaviour**

| <u>Hypothesis</u> | <u>Subject Matter</u>    | <u>Section</u> | <u>Business Graduate Associations</u> | <u>Accounting Associations</u> | <u>Management Associations</u> | <u>Overall</u>                                       |
|-------------------|--------------------------|----------------|---------------------------------------|--------------------------------|--------------------------------|--|
| (vii)             | Bureaucracy              | 8.2            | Supported                             | Supported                      | Part supported                 | Largely supported (Evidence largely consistent)      |
| (v)               | Knowledge Creation       | 8.3            | Some support                          | Supported                      | Neither supported nor refuted  | Some support   |
| (viii)            | Links and Joint Ventures | 8.4            | Supported                             | Supported                      | Supported                      | Supported (Evidence consistent)                      |
| (xxi)             | Resource Allocation      | 8.5            | Not supported                         | Supported                      | Neither supported nor refuted  | Evidence consistent for Accounting Associations only |

If one looks at the group of ten associations studied as a whole, one finds that the evidence presented in respect of the four hypotheses considered in this chapter is consistent with the initial status categorisation of these associations as 'status seeking' or 'status maintaining' in the case of hypothesis (vii) concerned with 'bureaucracy', and hypothesis (viii) concerned with 'links and joint ventures'. In the case of hypothesis (v) concerning 'knowledge creation' and hypothesis (xxi) concerning 'resource allocation', categorisation as a 'business graduate', 'accounting' or 'management' association appears a more significant factor.

The next chapter examines the concerns of the Councils of the associations selected for study with status.

CHAPTER NINECONCERNS OF COUNCILS WITH STATUS9.1 INTRODUCTION

The foundation of the research programme is the assumed concerns of professional associations and of members of their Councils with status. The 'basic hypothesis' of the thesis about the implications of the distinction between associations categorised as status-seeking and those categorised as status-maintaining derives from the importance of this concern.

This chapter presents the findings of the study in respect of those hypotheses dealing with the concerns of Councils with status, namely hypotheses (xii), (xvi), (xviii), (xxii), (xxviii), (xxix) and (xxxiii). The findings are presented in Sections 9.2 - 9.8 as follows:

Hypothesis (xii) concerning External Threats - Section 9.2

Hypothesis (xvi) concerning Opinions of and Recognition by other Associations - Section 9.3.

Hypothesis (xviii) concerning Status Insecurity - Section 9.4

Hypothesis (xxii) concerning Image Issues - Section 9.5.

Hypothesis (xxviii) concerning Status Explicit in Publications - Section 9.6.

Hypothesis (xxix) concerning Peer Body Status Self-consciousness - Section 9.7.

Hypothesis (xxxiii) concerning Sensitivity to External Status Opinions - Section 9.8.

For ease of reference to the findings relating to each hypothesis, each Section 9.2 - 9.8 begins on a new page. Section 9.9 summarises the conclusions of the findings in respect of this group of hypotheses.

In order that the documentary evidence upon which the findings are based does not interrupt the flow of presentation, a summary only of this evidence is given as appropriate in this chapter while a further selection of the evidence is presented in the related appendices as follows:

Hypothesis (xii) concerning External Threats (Section 9.2) - Appendix XVIII.

Hypothesis (xxii) concerning Image Issues (Section 9.5) - Appendix XIX,

Hypothesis (xxviii) concerning Status Explicit in Publications (Section 9.6) - Appendix XX.

Hypothesis (xxxiii) concerning Sensitivity to External Status Opinions (Section 9.8) - Appendix XXI.

## 9.2 EXTERNAL THREATS

- (xii) Councils that perceive their associations as relatively high in status exhibit a greater awareness of external threats to an established status.

### Introduction

The hypothesis was tested by questionnaire and by publications. Selected documentary evidence relating to the hypothesis is presented in Appendix XVIII. Evidence consistent with the hypothesis would be of less awareness of external threats to an establish status in the case of status-seeking associations and more awareness of such external threats in the case of status-maintaining associations (Table 3.2).

### BGA/BBGS

The questionnaire evidence in the form of the responses to Q22 (Problems/threats/challenges to existing status and standing, Table 9.1) and to Q24 (challenges to professional association, Summary Table 9.2-4 and Table 9.2 in Appendix XXXI) provide some limited support but not conclusive support for the hypothesis. The numbers of problems, threats and challenges identified (Table 9.1) appears comparable given the difference in the number of those responding between the BGA and BBGS.

The evidence derived from BGA and BBGS publications was more supportive of the hypothesis. The BGA, in particular, was very sensitive to public criticism of MBA's and business schools (see Appendix XVIII). The BGA regularly monitored the media for articles and 'letters to the editor' that were critical of MBA's and, where appropriate, responded.

While the BBGS interpreted the 'threat' of public questioning of the value of business degrees in terms of its own future survival as an association, the BGA tended to interpret the 'threat' in terms of the achievement of one of its objectives, namely promotion of the value of postgraduate business education.

**TABLE 9.1**

**Problems, Threats and Challenges to Existing Status and Standing Identified by BGA and BBSGS Individual Questionnaire Respondents (Q22)**

|                                    | <u>BGA</u>  | <u>BBSGS</u>  |
|------------------------------------|---|---|
| a) <u>Profession</u>               | <p>Bureaucracy and lack of innovation/enterprise</p> <p>Gaining recognition</p> <p>Competence and standards/unqualified criticism</p> <p>Low salaries/lack of career prospects</p> <p>Public perception of universities</p> <p>Cyclical pattern of demand for MBAs</p> <p>Achieving professional status</p> | <p>Recognition of the value of the profession</p> <p>Lack of interest by society/business</p> <p>Apathy of members/encroachment by other bodies</p> |
| b) <u>Professional Association</u> | <p>Underestimate of importance of networking</p> <p>Gaining recognition/status of MBAs</p> <p>Unqualified criticism</p> <p>Public perception of universities</p> <p>Relative demand for specialists and generalists</p> <p>BGA not sufficiently known</p> <p>Achieving professional status</p>              | <p>Relevance of activities and services to current job</p> <p>Lack of interest by society/business</p>  |

**SUMMARY TABLE 9.2-4****Importance Given by Individual Questionnaire Respondents to Challenges to Associations (Q24)**

|   | <u>BGA</u> | <u>BBGS</u> | <u>LSCA</u> | <u>SCCA</u> | <u>ICSA</u> | <u>IPR</u> |
|---|------------|-------------|-------------|-------------|-------------|------------|
| Growth of Other Existing Bodies                                       | 2.3        | 2.2         | 2.5         | 4.7         | 3.0         | 2.1        |
| Risk of Vocational Fragmentation                                      | 3.1        | 3.5         | 3.4         | 4.2         | 2.5         | 2.5        |
| Emergence of New Bodies   | 2.5        | 2.2         | 1.8         | 2.8         | 2.0         | 2.2        |
| Boundary Problems with Other Bodies                                   | 2.9        | 2.5         | 2.2         | 3.6         | 1.5         | 2.3        |
| Growth of Professional/Vocational Courses in State Educational System | 2.1        | 1.2         | 1.8         | 3.8         | 3.5         | 2.4        |
| Official Recognition  | 3.1        | 2.0         | 2.3         | 4.5         | 5.0         | 3.6        |
| Lack of Some Form of Official Recognition                             | 3.4        | 2.0         | 1.9         | 4.2         | 5.0         | 3.2        |
| State/Regulatory Interference   | 2.2        | 1.2         | 3.7         | 3.0         | 2.5         | 2.4        |
| Academic Recognition  | 2.8        | 2.0         | 2.8         | 4.2         | 4.5         | 3.6        |
| Recruitment of Students/New Members                                   | 3.4        | 3.5         | 3.4         | 4.8         | 5.0         | 4.0        |
| Independence of Overseas Branches/Associations                        | 1.9        | 2.0         | 1.3         | 2.8         | 3.5         | 2.0        |
| Legal Action in the Courts  | 1.8        | 2.0         | 2.3         | 2.6         | 2.5         | 2.0        |
| High Level of Membership Fees   | 3.1        | 2.5         | 1.8         | 2.2         | 2.5         | 2.7        |
| Relevance of Services Offered to Members                              | 3.5        | 4.0         | 3.8         | 4.2         | 5.0         | 3.8        |
| Relevance of Skills in Society  | 4.1        | 3.2         | 3.8         | 4.0         | 5.0         | 3.9        |
| Public Attitudes and Public Opinions                                  | 3.1        | 2.0         | 3.7         | 3.7         | 5.0         | 4.1        |
| Opinions of Other Bodies  | 3.1        | 3.0         | 2.6         | 3.5         | 5.0         | 3.6        |
| Growth of Overseas Members  | 1.8        | 2.2         | 1.5         | 3.3         | 4.0         | 1.8        |
| Overall Average Importance Ranking                                    | 2.8        | 2.4         | 2.6         | 3.7         | 3.7         | 2.9        |



ICA / SCCA

- The questionnaire evidence, in terms of the responses to Q22 (problems/threats/challenges to existing status and standing, Table 9.5) reveal a greater awareness by LSCA respondents (compared with SCCA respondents) of a wider range of problems/threats and challenges. The responses to Q24 (Summary Table 9.2-4 and Table 9.3 in Appendix XXXI) are not conclusive in so far as the validity or otherwise of the hypothesis is concerned but do reveal a greater concern of SCCA respondents with the growth of other bodies, vocational fragmentation, boundary problems with other bodies, the growth of professional and vocational courses in the state educational system, official and academic recognition, recruitment of students/new members and a lower level of concern with state/regulatory interference. SCCA respondents put a higher overall importance on a wide range of threats compared with LSCA respondents.

The 'publications' category of evidence supports the hypothesis in that the ICA appears more analytical and responsive to a wider range of external threats and challenges.

The ICA established formal mechanisms during the period of the study for examining external challenges and threats (see Appendix XVIII). Compared with the SCCA it was subjected to a relatively high degree of external attention.

The ICA held conferences and established working parties in response to specific 'threats'. It appeared to take 'threats' in its stride in that it was prepared to consider a major restructuring of its own organisation and governance if necessary in order to accommodate itself to changing requirements and pressures.

**TABLE 9.5**

**Problems, Threats and Challenges to Existing Status and Standing Identified by LSCA and SCCA Individual Questionnaire Respondents (Q22)**

|                      | <u>LSCA</u>   | <u>SCCA</u>   |
|----------------------|---|---|
| a) <u>Profession</u> | <p>Competition from unqualified 'accountants' and other professional bodies</p> <p>Threat to self-regulation</p> <p>Communication in the face of increasing diversity of interest</p> <p>Lacks some credibility/threat of nationalisation</p> <p>Fragmentation into several professional activities</p> <p>Development of accountancy skills to meet today's/tomorrow's needs</p> <p>Not keeping abreast of new technology</p> <p>Failing to remain the natural provider of financial management to industry and commerce</p> <p>The high standard necessary for the monopoly on auditing</p> <p>Competition from banks and small companies</p> <p>Permitting standards to fall</p> <p>Unqualified accountants and services provided through the banks</p> <p>Members not maintaining standards/reluctance to encourage and enforce</p> <p>Interference by Government</p> <p>Changing structure of financial services</p> <p>Increasing restrictions on the rights of the practising accountant</p> <p>Diversity of opinion</p> <p>Computerisation</p> <p>Biased Governments</p> <p>Adaptation to and use of new technology</p> | <p>Adapting to changes in society</p> <p>Challenges/threats of new technology</p> <p>Six bodies to represent two distinct professions (ie auditing and in-company/commercial/government/management/costing accountancy)</p> <p>Complex legislation</p> <p>Restricted specialisation</p> |

**TABLE 9.5 (Cont'd)**  
**Problems, Threats and Challenges to Existing Status and Standing Identified by LSCA and SCCA Individual Questionnaire Respondents (Q22)**

|  | <u>LSCA</u>  | <u>SCCA</u>   |
|--|--|---|
| a) <u>Profession</u><br>(Cont'd)             | <p>Relationships with and regulation by central government</p> <p>Growth of commercial attitudes in competition with financial institutions</p> <p>Whether or not to merge with the other accounting bodies</p> <p>Advertising of services</p> <p>Widening the range of financial services members can provide</p> <p>Competition from other professions and the banks</p> <p>Lack of imagination</p> <p>Inability to incorporate professional firms</p> <p>Competition from other providers of professional services</p> <p>Loss of traditional activities to other professions and institutions</p> <p>Changes in technical developments/ethical standards and attitudes</p> <p>Legislative change and government interference</p> | <p>Demanding membership</p> <p>Lack of recognition</p> <p>Not sure where it is or where it is going (sense of direction)</p> <p>Emergence through recent merger of difference of opinion as to aims of the Society, ie auditing versus in-company accounting and difficulty of promoting two distinct disciplines within one body.</p> <p>Competition from other accountancy bodies</p> <p>Limited policy development</p> |
| b) <u>Professional</u><br><u>Association</u> | <p>Lack of leadership</p> <p>Apathy of membership</p> <p>Coping with needs of industrial members</p> <p>Communication in the face of increasing diversity of interest</p> <p>Lacks some credibility, doesn't 'keep up with the times'</p> <p>Doesn't always reflect members' views/impact of Tricker</p> <p>Report challenge</p> <p>Fragmentation of profession into sub-groups</p> <p>Need to maintain common identity across differing areas of activity</p> <p>Threat of governmental control (if self-regulation not made effective)</p>   |   |

TABLE 9.5 (Cont'd)

Problems, Threats and Challenges to Existing Status and Standing Identified by LSCA and SCCA Individual Questionnaire Respondents (Q22)

SCCA

LSCA

|  |  |
|--|--|
| <p>b) <u>Professional Association (Cont'd)</u></p> | <p>Other bodies of accountants, eg Certified Accountants?<br/>         To keep ahead in public recognition over similar bodies<br/>         Interference by Government<br/>         Encroachment by Westminster and Whitehall<br/>         Diversity of opinion from other accounting bodies<br/>         Regulation instead of inspiration<br/>         Adaptation to external changes and possible internal fragmentation<br/>         Complacency and incompetence<br/>         Failure to recognise needs of industrial members<br/>         Apathy from members<br/>         Poor standard of staff, ie mainly generalist administrators<br/>         Lack of member involvement<br/>         Diversity of interests combined with lack of leadership<br/>         The need to amalgamate<br/>         Possibility of becoming an Institute of auditors rather than continuing to embrace a much wider field<br/>         Apathy by members</p> |
|--|--|

Given the much larger scale of the ICA and the broader range of its activities, in comparison with the SCCA, it was perhaps inevitable that it would be involved to a greater extent than was the SCCA in public debates such as those on inflation accounting, professional regulation and self-regulation, audit fee scales, professional liability and 'competition' from other occupational groups such as corporate treasurers and MBAs.

Even when aware of such public debates the SCCA rarely took steps to become involved.

The SCCA was aware that its practising members had different needs and interests from those of its members working in industry and commerce. In the case of the ICA with its much larger membership, the perceived 'divide' between 'practising' and 'non-practising' members and the perceived dominance of the ICA organisation and management by 'practising interests' did emerge during the course of the study as a 'threat' in that the risk of 'fragmentation' was acknowledged and debated within the ICA.

The ICA opposed the use of the term 'chartered' in the names of both the Institute of Cost and Management Accountants (ICMA) and the Association of Certified Accountants (ACA) on grounds of public 'confusion'. Both the ICMA and ACA at the time possessed Royal Charters and sought to recognise this in their names.

The ICA exhibited some concern that it was not being fully consulted by Government in respect of developments in information technology.

### IOD, BIM and ICSA / IM, CAM and IPR

The responses to questionnaire Q22 (Problems/threats/challenges to existing status and standing, Table 9.6) and to Q24 (Challenges to professional associations, Summary Table 9.2-4 and Table 9.4 in Appendix XXXI) are not sufficient to support or refute the hypothesis but do reveal that respondents from the IPR, an association categorised as status-seeking, exhibited a high degree of awareness of external threats to that body's status.

The 'publication' category of evidence offered little support for the hypothesis. The documentary evidence presented in Appendix XVIII supports the questionnaire evidence in that the IPR emerges as particularly aware of external threats and challenges.

The major 'threat' for CAM appeared to be lack of awareness of its activities and its inability to raise its own standing and status. It devoted considerable effort to explaining what it was doing. The IPR was likewise concerned with the public image of public relations practitioners, particularly in view of its own efforts to raise its status.

### Summary

The evidence collected in respect of the BGA and BBGS provided some support for the hypothesis. Overall the evidence collected in respect of the 'accounting associations' (ICA/SCCA) provided some limited but not conclusive support for the hypothesis. In contrast in the case of the 'management associations' (IOD, BIM and ICSA / IM, CAM and IPR), such evidence as was available, taken as a whole, threw some doubt on the validity of the hypothesis.

**TABLE 9.6**

**Problems, Threats and Challenges to Existing Status and Standing Identified by ICSA and IPR Individual Questionnaire Respondents (Q22)**

**ICSA**

Maintenance of standards

Communicating the meaning of 'Chartered Secretary' given the wide spectrum from which membership drawn

a) **Profession**

**IPR**

Indifferent performance of members

Mis-use of the general term 'public relations'

Fragmentation and variety of practices in different fields

Degree courses imperative

Need for wider range of skills

Lack of understanding of professional work

Lack of new members

Lack of standing/understanding/professionalism/standards

Misunderstanding of role of PR by marketing

Disintegration of world financial system/world debt

Bank automation

Quality of practitioner

Lack of public understanding of profession

Gimmicky self-promoter PR people

Inept/unethical activities of some practitioners

Lack of recognition of PR by company boards

Credibility

Lack of recognition

Sharp practices ('cowboys')

Lack of standing/acceptance of public relations

Anyone can set up in the business

Calibre of entrants

Ethical and professional standards

Encroachment of other disciplines on profession

'Cowboys'

Belief by some clients/employers that PR people are miracle workers

TABLE 9.6 (Cont'd)

Problems, Threats and Challenges to Existing Status and Standing Identified by ICSA and IPR Individual Questionnaire Respondents (Q22)

| <u>ICSA</u>  | <u>IPR</u>  |
|--|---|
| b) <u>Professional Association</u>   | <p>Pretence<br/>Why join IPR when activities of area/vocational groups are of greater relevance<br/>Problem of follow through of initiatives<br/>Apathy and introversion<br/>Elderly membership and stagnation<br/>Lack of formal education structure<br/>Failure to capitalise upon work of pioneers<br/>Apathy and inefficiency<br/>Lack of entrants/standing/professionalism<br/>Attempt by CAM Society to represent itself as professional as distinct from academic society<br/>Need for more members<br/>Education for PR in UK<br/>Much greater involvement of members in body<br/>Lack of members<br/>Lack of recognition<br/>Lack of support from practitioners<br/>Credibility<br/>Lack of recognition<br/>Sharp practices ('cowboys')<br/>Lack of acceptance/standing of IPR<br/>Too much preoccupation with professional status<br/>Lack of realism<br/>Calibre of existing members<br/>Recruitment<br/>Current perception of the profession<br/>Cowboys (mostly but not invariably outside of IPR)</p> |
| Lack of active support by large proportion of membership<br>Problems vary country by country |   |
| Problem of communicating the meaning of 'Secretary and Administrator'                        |   |
| Link of name with 'Bureaucrat'   |   |



### Conclusion

The hypothesis is not conclusively supported. In the main all the associations examined appeared to be aware of the more significant threats to their professional standing.

During the course of interviews and participant observation, evidence emerged of general concern across associations with a number of issues such as the impact of information technology, changing member demands, competitive pressures, state vocational education and emerging patterns of work and forms of organisation. While not 'hypothesis specific', these findings have significance for the future direction and management of professional associations and issues identified and their implications are presented under appropriate headings in Chapters Twelve and Thirteen.

The majority of associations appeared aware of the potential impact of information technology upon the work and work environments of their members. There was less awareness of the impact of information technology upon professional knowledge and the future role and nature of 'expert' knowledge.

An internal 'threat' to which the ICA and ICSA Councils were particularly sensitive was the emergence of specialisms and a greater heterogeneity of membership which could lead to fragmentation. The larger associations perceived a potential future 'threat' from specialist vocational or interest groups established to meet the needs of particular sections of the membership.

Members of the Councils of six associations returned individual questionnaires (Appendix VII). The 'overall average importance rankings' given by the respondents to the 'challenges' facing their association (from Q24) and presented in Summary Table 9.2-4 could be taken as a crude measure of awareness of external threats to an established status. The 'measure' suggested is crude, as 'awareness of' a challenge is distinct from the degree of importance attached to it. The challenges linked in question 24 were selected as significant by the author. Given that these challenges are, in the view of the author, significant, the degree of importance attached to them is likely to reflect the extent to which respondents are aware of this significance. Using 'overall average importance rankings' as a crude measure, one obtains the following continuum (see Table 3.2) of association Councils from least 'awareness/importance' to most 'awareness/importance': BBGS, LSCA, BGA, IPR, SCCA/ICSA. It is not clear that the measure selected is consistent with either a categorisation of associations by status ('status-seeking', 'status-maintaining') or by field of operation ('business graduate', 'accounting', 'management').

### 9.3 OPINIONS OF AND RECOGNITION BY OTHER ASSOCIATIONS

- (xvi) Councils that perceive their associations to be relatively low in status are more concerned with status opinions of and recognition granted by Councils of other associations perceived as higher in status.

#### Introduction

The hypothesis was tested by participant observation and interview. In addition, questions 18, 19, 20, 24 and 30 have some relevance to the hypothesis. Evidence consistent with the hypothesis would be of opinions of and recognition by other higher status associations being sought by status-seeking associations, and such opinions and recognition not being sought by status-maintaining associations (Table 3.2).

Participant observation allowed comparative assessment to be made not only of individual initiatives to obtain 'opinions' and recognition (and responses to their receipt) on the part of association Councils, but also instances of 'reactive' concern being expressed in cases where Councils become aware of the 'opinions' of other associations towards their own association. Inevitably, in view of the range of instances to be assessed, such assessments needed to be qualitative.

Qualitative assessment during the process of participant observation in respect of a number of hypotheses would necessarily involve continual recording of the various 'numerical' indicators that would be required. It was thought that this would unduly pre-occupy the participant observer and interfere with the process of participant observation. Hence, in respect of the hypotheses considered in this chapter which were assessed by participant observation, qualitative assessment was preferred to quantitative assessment.

### BGA / BBGS

There was some participant observation and interview evidence to support the hypothesis. Both the BGA and BBGS Committee members appeared to feel that their associations were different from other associations with which they compared their status and opinions were very varied as to whether the status opinions of these other associations were relevant and important. Three BGA interviewees mentioned the desirability of getting closer to the CBI and BIM. Recognition by the Polytechnics and any evidence of recognition of the BBGS by Parliamentarians appeared much more important to BBGS interviewees than recognition by other associations in general, although recognition by the BGA in particular was thought to be important. One BBGS interviewee expressed the view 'It's a merger not recognition we want from the BGA'.

The questionnaire evidence in the form of responses to Questions 18, 19, 20, 24 and 30 summarised in Summary Table 9.7-9 and Table 9.7 in Appendix XXXI did not clearly support or refute the hypothesis. The pattern of responses for both the BGA and BBGS respondents is similar.

### ICA / SCCA

Both participant observation and interview evidence strongly supported the hypothesis. LSCA interviewees questioned whether other associations existed that were higher in status than the ICA and did not believe the status opinions of and recognition granted by the Councils of other associations to be relevant. In contrast, SCCA interviewees were very concerned about the opinions regarding the Society held by Council members of Chartered Associations (eg 'the English Institute is crucial'; 'we will never get anywhere while the ICA blackballs us', and 'the ICA will never allow it!'). On occasion considerable discussion occurred around the mere attendance of a representative or officer of a chartered association at Society events.

**SUMMARY TABLE 9.7-9**  
**Importance Given by Individual Questionnaire Respondents to Status Opinions and Recognition Granted by Other Associations**

|  | <u>BCA</u> | <u>BBGS</u> | <u>LSCA</u> | <u>SCCA</u> | <u>ICSA</u> | <u>IPR</u> |
|--|------------|-------------|-------------|-------------|-------------|------------|
| Opinions of Other Bodies in the Profession (Q18) | 3.2        | 2.2         | 3.0         | 3.5         | 4.5         | 2.9        |
| Other Professional Bodies (Q19)                  | 2.7        | 2.2         | 2.7         | 3.2         | 4.0         | 2.9        |
| Forming Alliances/Links with Other Bodies (Q20)  | 3.2        | 3.5         | 2.9         | 4.0         | 4.0         | 3.2        |
| Opinions of Other Bodies (Q24)                   | 3.1        | 3.0         | 2.6         | 3.5         | 5.0         | 3.6        |
| Recognition by Other Professional Bodies (Q30)   | 3.3        | 4.2         | 3.5         | 4.5         | 4.0         | 4.0        |

The questionnaire evidence in the form of responses to Questions 18, 19, 20, 24 and 30 summarised in Summary Table 9.7-9 and Table 9.8 in Appendix XXXI tended to support the hypothesis. On average the SCCA respondents gave the factors listed (Table 9.8) a higher importance rating than the ICA respondents.

#### IOD, BIM and ICOSA / IM, CAM and IPR

The participant observation and interview evidence supported the hypothesis although it is significant that the status-maintaining category associations appeared more aware of the general opinions of other associations although less concerned with specifically status opinions.

Two IOD interviewees interpreted a question concerning recognition of the Institute by other associations in terms of 'competition with the CBI'. BIM interviewees also expressed the view that 'inevitably' their association was in 'competition' with the CBI and IOD in the market-place for representative authority. So far as relationships between the BIM and other status-maintaining associations were concerned, one BIM interviewee summarised the position as: 'The BIM does not want to appear as a threat to other Institutes, but as a complement'. IOD and BIM interviewees expressed the view that the status and standing of these two associations would not be significantly enhanced by any recognition which could be granted by other associations.

While IM, CAM and IPR interviewees did appear more concerned about the status opinions of Councils of other associations perceived to be of higher status, the level of this concern was not high. While recognising that their associations were relatively low in status compared with the larger, older chartered bodies of the 'recognised' or 'established' professions, the IM and IPR interviewees expressed the view that, within their fields, their associations were the most authoritative. One IM interviewee expressed the view: 'It's DTI recognition we want', while two IPR interviewees referred to 'recognition by CBI' without explaining what they meant by this beyond 'awareness and goodwill'. The view emerged that there was little 'recognised' or chartered bodies in other fields could do to help or hinder these associations.

ICSA in interview and participant observation situations expressed some concerns about the opinions of other associations regarded as being of equal status (eg 'we need to keep in the good books of the lawyers and chartered accountants'). The source of this concern appeared to lie in recognition that in practice ICSA members often worked closely with members of these other associations.

While the Questionnaire evidence (Questions 18, 19, 20, 24 and 30) summarised in Summary Table 9.7-9 and Table 9.9 in Appendix XXXI was not sufficient to support or refute the hypothesis, it tends towards neutrality. The IPR emerges as relatively 'self-contained' as an association.

### Summary

In the case of the BGA and BBGS the hypothesis could not be said to be clearly supported or refuted. The evidence collected in respect of the 'accounting associations' (ICA/SCCA) supported the hypothesis. Taken overall there could also be said to be some support for the hypothesis in the case of the 'management associations' (IOD, BIM and ICSA/IM, CAM and IPR).

### Conclusion

The hypothesis is clearly supported in the case of the accounting associations only. This result could be explained by the fact that, due to the standing and recognition it had achieved, the ICA was relatively impervious to the views of other accounting associations whereas other accounting associations were perceived by the SCCA as having the power and influence to frustrate the achievement of certain forms of recognition.

The ICA acknowledged that the opinions of non-accounting professional associations were relevant to the consideration of the issue of multi-disciplinary partnerships.

Members of the Councils of six associations returned individual questionnaires (Appendix VII). From the overall average of the average importance given by respondents (see Summary Table 9.7-9) to the questions concerning 'opinions of other bodies in the profession' (Q18), 'opinions of other bodies' (Q24) and 'recognition by other professional bodies' (Q30), one is able to determine a measure of the extent to which these respondents are concerned with the opinions of other associations. While this 'overall average' measure does not specifically concern 'associations perceived as higher in status', it does allow one to construct a crude continuum of the six association Councils from the 'most concerned' to the 'least concerned' with the opinions of other associations: ICSA (4.5), SCCA (3.8), IPR (3.5), BGA (3.2), BBGS (3.1), LSCA (3). Taking this group of six associations as a whole, position in the continuum does not appear to be related either to status categorisation ('status-seeking', 'status-maintaining') or to categorisation by field of operation ('business graduate', 'accounting', 'management').



#### 9.4 STATUS INSECURITY

- (xviii) Status insecurity in Councils that perceive their associations to be relatively low in status tends to be related more to externally defined and relatively objective thresholds of satisfactory status (eg explicit recognition) than internally defined and relatively subjective thresholds.

##### Introduction

The hypothesis was tested by participant observation and by interview and questionnaire. Evidence consistent with the hypothesis would be of status insecurity exhibited by status-seeking associations being related to and concerned with objective thresholds of status, while status insecurity in the case of status-maintaining associations related more to subjective definitions of status (Table 3.2).

Participant observation in the case of this hypothesis largely consisted of noting and comparing the incidence and nature of instances, or examples, of status insecurity on the part of each of the associations studied. Particular attention was paid to the extent to which status insecurity appeared to be related to external and objective criteria and factors or to internal and subjective criteria and factors.

##### BGA / BBGS

The participant observation and interview evidence did not support the hypothesis, both BGA and BBGS Committee members appearing equally concerned with internal and external (the two appear to be related) thresholds of satisfactory status.

In interview and participant observation situations BGA Committee members tended to express the view that, so far as recognition of business degrees and their holders were concerned, there were few forms of 'objective' recognition beyond criteria for BGA membership and business school membership of the Conference of University Management Schools. 'Satisfactory status' was viewed largely in terms of external recognition by employers that was primarily subjective in nature. Although subjective, this form of recognition needed to be addressed in that it influenced the recruitment, career progression and salaries secured by BGA members. In the words of one BGA interviewee: 'recognition is ultimately a question of the remuneration and career progression of our members'.

BBGS and BGA interviewees experienced some difficulty in identifying relevant and appropriate 'objective' recognition and status criteria. One BBGS interviewee expressed the view that: 'recognition in the market-place, the value of a business degree is relatively subjective - perhaps we should aim to increase the self-confidence of our members'. Another BBGS interviewee made the point: 'while most BGA members with their MBAs act as if they have arrived, our members with first degrees tend to see themselves as just starting', and raised the question: 'how can we increase their self-worth? Isn't this what subjective recognition is all about?'.

The responses to the Questionnaire question on 'forms of recognition of professional associations' (Q30) summarised in Summary Table 9.10-12 and Table 9.10 in Appendix XXXI, do not support the hypothesis other than in the case of statutory and Royal Charter recognition which are given a relatively low importance rating by BGA respondents.

**SUMMARY TABLE 3.10-12**

**Importance Given by Individual Questionnaire Respondents to Various Forms of Professional Association Recognition (Q30)**

|   | <u>BGA</u> | <u>BBS</u> | <u>LSCA</u> | <u>SCCA</u> | <u>ICSA</u> | <u>IPR</u> |
|---|------------|------------|-------------|-------------|-------------|------------|
| <b>External</b>                                     |            |            |             |             |             |            |
| Statutory Recognition                               | 2.1        | 2.5        | 3.5         | 4.3         | 4.5         | 3.2        |
| Royal Charter                                       | 1.5        | 2.5        | 3.0         | 3.8         | 5.0         | 3.4        |
| Academic Recognition                                | 3.4        | 3.2        | 3.6         | 4.0         | 4.0         | 4.1        |
| Recognition by Employers                            | 4.2        | 3.7        | 4.1         | 4.7         | 5.0         | 4.6        |
| Recognition by Public Bodies                        | 3.9        | 3.7        | 4.0         | 4.7         | 5.0         | 4.3        |
| Recognition by Other Professional Bodies            | 3.3        | 4.2        | 3.5         | 4.5         | 4.0         | 4.0        |
| Recognition by Members of Other Professional Bodies | 3.1        | 3.5        | 3.4         | 4.5         | 4.5         | 3.7        |
| 'External' Overall Average                          | 3.1        | 3.3        | 3.6         | 4.3         | 4.6         | 3.9        |
| <b>Internal</b>                                     |            |            |             |             |             |            |
| Recognition by Members                              | 4.1        | 4.5        | 4.5         | 4.8         | 5.0         | 4.6        |
| Whether Your Council is Satisfied                   | 3.5        | 3.5        | 3.6         | 4.0         | 5.0         | 4.1        |
| Your Own Personal Satisfaction                      | 3.6        | 3.7        | 3.5         | 4.2         | 4.5         | 4.0        |
| 'Internal' Overall Average                          | 3.7        | 3.9        | 3.7         | 4.3         | 4.8         | 4.2        |
| Overall Average Ranking                             | 3.3        | 3.5        | 3.7         | 4.3         | 4.6         | 4.0        |

### ICA / SCCA

The participant observation and interview evidence appeared to support the hypothesis. LSCA Committee members appeared to take external and objective forms of recognition (eg possession of Royal Charter, Companies Act recognition) for granted. They appeared relatively more sophisticated than SCCA Council members in their questioning of the distinction between 'subjective' and 'objective' recognition and what was meant by the distinction between internal and external recognition. These issues were not raised by SCCA Council members.

In comparison SCCA interviewees viewed recognition overwhelmingly in terms of the Royal Charter the Society did not have (ie external recognition) for most of the period of the study. Only when finally recognising that Royal Charter status was both unlikely and not necessarily desirable in terms of the resources that would be required to obtain it and its impact upon the types and numbers of students the society attracted, did 'internal' views of what constituted 'satisfactory' recognition emerge. These 'internal' views tended to relate to the identification of a distinct (different from the ICA) role for the Society (eg meeting the needs of the smaller business).

The responses to the question on 'forms of recognition of professional associations' (Q30) in the Questionnaire (Summary Table 9.10-12 and Table 9.11 in Appendix XXXI) do not support the hypothesis. SCCA respondents put a similar importance rating upon 'internal' and 'external' forms of recognition, while the LSCA respondents did tend to place a higher importance rating upon the 'internal' factors.

### IOD, BIM and ICSA / IM, CAM and IPR

The participant observation and interview evidence does not support the hypothesis. Status insecurity appears related in equal measure to externally defined and internally defined thresholds of satisfactory status, the internally defined thresholds reflecting perceptions of externally defined thresholds.

ICSA, IM, CAM and IPR interviewees all mentioned a 'Royal Charter' as the key benchmark of objective recognition. The IOD and BIM interviewees tended, in comparison to view their representative activity, and its acknowledgement by government, as an 'objective' rather than a 'subjective' indicator of standing and one that was more significant than 'legal formality'. In the words of one BIM interviewee 'It's what you do and the quality of your work that counts, not whether you have a parchment with seals on it'.

Of the 'management' associations interviewees, those who were members of the IM and CAM (both status-seeking associations) put the greatest emphasis upon the importance of possession of a Royal Charter during the period 1980-85. However, in 1987, in parallel with external pressures for the conferring of 'chartered status' upon managers<sup>(1)</sup>, the BIM (categorised as status-maintaining), following internal consideration of the issue, determined to seek Royal Charter status<sup>(2)</sup>.

Interviewees who placed the greatest value upon 'subjective' indicators of standing such as 'quality of work' and 'professionalism' were representative of a status-seeking (IPR) and a status-maintaining (ICSA) association. Towards the end of the period of study, however, a shift of emphasis was detected from internal and subjective to external and objective forms of status and recognition in both ICSA and IPR deliberations and interviews. An ICSA consensus emerged regarding strengthening the formal position of the company secretary and securing formal recognition of the value of the ICSA qualification in the context of the training of local and central government administrators. In the case of the IPR, the shift of emphasis coincided with the identification and discussion of Royal Charter status as an objective for the Institute.

The questionnaire evidence relating to the importance placed by respondents upon 'forms of recognition of professional associations' (Q30) summarised in Summary Table 9.10-12 and Table 9.12 in Appendix XXXI does not support the hypothesis. IPR respondents appear to place a similar importance upon 'internal' and 'external' forms of recognition.

### Summary

In the case of all three groups of associations the evidence does not support the hypothesis.

### Conclusion

The evidence does not support the hypothesis. Internally defined thresholds of satisfactory status appear to reflect externally defined thresholds.

The responses to the individual questionnaires (Appendix VII) sent in by Council members of six associations are summarised in Summary Table 9.10-12. The 'overall average ranking' constitutes a crude measure of the overall degree of importance placed by respondents upon the various forms of recognition listed (Q30). Using this measure, one can obtain a continuum of association Councils from the association putting the most to the association putting the least importance upon 'recognition': ICOSA (4.6), SCCA (4.3), IPR (4.0), LSCA (3.7), BBGS (3.5), BGA (3.3).

From the point of view of the hypothesis being considered in this section (hypothesis xviii), a more relevant measure would be to compare the 'external' overall average of the importance given by respondents to various forms of 'external' or objective recognition with the 'internal' overall average of the importance they have given to various forms of 'internal' overall or subjective recognition. Subtracting the 'internal' overall averages of Table 9.10-12 from the 'external' overall averages, one could develop a continuum of associations (Table 3.2) from the association most concerned with 'subjective' recognition: SCCA (0), LSCA (-0.1), ICOSA (-0.2), IPR (-0.3), BGA/BBGS (-0.6). The measure used suggests that, on the whole, respondents put a higher importance upon 'internal' or 'subjective' forms of recognition than upon 'external' or 'objective' forms. The position of an association on the continuum would appear to relate more to its categorisation as a 'business graduate', 'accounting' or 'management' association than to its status categorisation as 'status-seeking' or 'status-maintaining'.

## 9.5 IMAGE ISSUES

(xxii) Councils that perceive their associations as being relatively low in status and which exhibit status-insecurity are more concerned with image issues.

### Introduction

The hypothesis was tested by participant observation, interview and minutes. This section also presents a summary of relevant evidence uncovered during an examination of publications. A selection of this evidence is presented in Appendix XIX.

To test the hypothesis it was necessary to identify associations that were both concerned with image issues and exhibiting status insecurity. In the case of associations exhibiting status insecurity, evidence consistent with the hypothesis would be of a relatively high level of concern with image issues on the part of status-seeking associations and a relatively low level of such concern in the case of status-maintaining associations (Table 3.2). In the process of participant observation, an attempt was made to link or relate observed instances or examples of status-insecurity (see Section 9.4) with concern about image issues.

### BGA / BBGS

The participant observation evidence did not support the hypothesis. While the BBGS experienced status-insecurity as an association to a greater degree than the BGA, the latter association appeared more concerned with and aware of public criticisms of MBA's (post-graduate business studies degrees) and the expressions of insecurity of BGA committee members were, compared with their BBGS counterparts more related to the image of the MBA or qualification than the BGA itself as an association.

The interview evidence also did not support the hypothesis. Both the BGA and the BBGS appeared concerned with image issues, but BGA concern in interview situations was focused primarily upon external recognition of the value and relevance of the business studies degree ('MBA'). BGA interviewees, while concerned about public and corporate perceptions of the MBA qualification, did not appear unhappy about the status of the BGA as an association, eg 'we're okay and have the status, but our image is dull and doesn't do us justice'. BBGS interviewees were less concerned about the BBGS' 'image' as compared with other issues such as its finances or the problem of encouraging its membership to contribute to its affairs (eg 'let's first get the show firmly on the road, and then worry about image - we don't want a front with nothing behind it').

An examination of minutes and publications reveals the BGA to be significantly more concerned than the BBGS with image issues (see Appendix XIX). The BGA was particularly concerned, during the period of the study, with the general image of business graduates ('MBAs') and its own image, identity and corporate logo. This concern led, in 1987, to a formal proposal (submitted to BGA members at the 1987 AGM) to change the name of the BGA to 'The Association of MBAs' and to adopt a new corporate logo and identity<sup>(3)</sup>. This category of evidence is therefore not supportive of the hypothesis.

#### ICA / SCCA

The participant observation evidence revealed ICA/LSCA Council and committee members to be, compared with their SCCA equivalents, relatively more concerned with issues relating to the public image of the accounting and the standing of the profession as a whole and relatively less concerned with and inclined to display status-insecurity in respect of the image of their particular association.



The interview evidence suggested that the SCCA respondents were, compared with their ICA and ACCA counterparts, relatively more insecure in respect of and concerned with the image and standing of their association. The status insecurity exhibited by SCCA interviewees tended to be negative and fatalistic (eg 'who's heard of us?', 'There's not much we can do. We are probably doomed as there don't seem to be any prizes for those who are second to the 'chartered', 'I just call myself an 'accountant'. No-one would understand what being a member of the Society means'). SCCA interviewees also expressed the view that their image was 'unfair' (eg ('At the local level there is not much difference between our members and the 'chartered'. The status gap does not seem fair', 'Our people do a good job and provide a useful service. It doesn't seem right that we are written off as 'second class citizens'').

The 'minutes and publications' category of evidence is not supportive of the hypothesis in that while the selection of documentary evidence presented in Appendix XIX reveals both the ICA and SCCA to be concerned with image issues, the ICA during the later part of the period of study exhibited a more systematic awareness and a greater commitment to tangible activities to enhance the association's image, including the launch of a new logo and identity.

That the ICA publicly discussed its image, strengthened its public relations activity and adopted a new logo and identity during the period of the study is evidence of some concern with image and identity. In comparison, the SCCA did little more than add supporters to its armorial bearings. This situation, in part, reflects the much greater size of the ICA and greater public awareness of the 'chartered accountant'. The membership of the SCCA made little impact in the context of the profession as a whole and there was little the SCCA (unlike the ICA) could attempt to do to influence public attitudes towards accountants in general.

Hence SCCA promotion activity was largely concerned with securing new members rather than the images of those it already had.

IOD, BIM and ICSA / IM, CAM and IPR

The participant observation evidence provided some support for the hypothesis in so far as it relates to the association and to the profession. There was little evidence of status insecurity in the Council deliberations of the IOD, BIM and ICSA. In the case of the IM there appeared to be status uncertainty rather than insecurity. Status insecurity was most apparent in the deliberations of CAM. To some extent status insecurity became more pronounced in the case of the IPR following its exploration of the desirability and practicality of Royal Charter Status.

The 'interview' category of evidence supports the hypothesis in so far as it relates to the association and to the profession. By and large IOD, BIM and ICSA interviewees denied status insecurity and did not accept that their associations were 'relatively low in status', (eg 'What do you mean', 'Government doesn't think so', 'You couldn't say that (status insecurity) about us'). In contrast IM, CAM and IPR interviewees did acknowledge a degree of status insecurity which was generally related to public and business acceptance and valuation of the importance of their function as much as to the status of their associations (eg 'Our image reflects what society thinks about us', 'It's difficult separating the Institute from what people think about the profession').

In the course of IM, CAM and IPR interviews the status of the association was linked with that of the functional discipline concerned. Association status was closely linked with that of the underlying discipline. Given that this encompassed the area of 'marketing communications', most of the IM, CAM and IPR interviewees expressed the view that one would expect them to have a relatively high awareness of and interest in image issues by virtue of their jobs.

So far as 'minutes and publications' evidence is concerned, the selection of documentary evidence presented in Appendix XIX is more ambivalent in that all the management associations have, during the period of the study been concerned with image issues. Among the status-maintaining associations, the IOD and ISCA formally commissioned image surveys, while the BIM re-evaluated its image. All made the consideration of association image explicit and initiated appropriate image building public relations activity. Among the status-seeking associations, the IM, CAM and IPR all likewise initiated new image building public relations activity. The IM launched a new logo and identity in 1985, the IPR having introduced a new logo and identity in 1978, while, during the period of the study, CAM undertook, for the first time a programme of public advertising.

### Summary

The evidence relating to the BGA and BBGS does not support the hypothesis. The evidence in respect of the 'accounting associations' (ICA/SCCA) was inconclusive but provided some but limited support for the hypothesis in so far as it relates to the image of the association but not in so far as it relates to the image of the profession. In the case of the 'management associations' (IOD, BIM and ICSEA/IM, CAM and IPR) the evidence provided some support for the hypothesis.

The 'Questionnaire evidence' responses to Q18 (Table 9.13) provide some further support to this summary. Although not intended as a primary source of evidence, the importance attached to 'image issues' as a professional issue in the responses to question 18 (see Tables 7.19 - 7.21) is relevant to this hypothesis. This category of evidence is not entirely consistent with the hypothesis, in particular BGA respondents placed a higher importance than BBGS respondents upon image issues.

**TABLE 9.13****Importance Given by Individual Questionnaire Respondents to  
the Images of Their Professions (Q18)**

|      | <u>Average<br/>Imp</u> | <u>Extremely<br/>Imp</u> | <u>Very<br/>Imp</u> | <u>Fairly<br/>Imp</u> | <u>Little<br/>Imp</u> | <u>Not<br/>Imp</u> |
|------|------------------------|--------------------------|---------------------|-----------------------|-----------------------|--------------------|
| BGA  | 3.4                    | 2                        | 2                   | 3                     | 2                     | -                  |
| BBGS | 3.2                    | -                        | 1                   | 3                     | -                     | -                  |
| LSCA | 4.1                    | 7                        | 10                  | 5                     | 0                     | 0                  |
| SCCA | 4.3                    | 4                        | 1                   | -                     | 1                     | -                  |
| ICSA | 4.5                    | 1                        | 1                   | -                     | -                     | -                  |
| IPR  | 4.5                    | 9                        | 7                   | 1                     | -                     | -                  |

### Conclusion

The hypothesis has some validity, particularly in respect of image issues relating to the association rather than the profession, for the associations studied other than those made up of business graduates. Some caution is needed in interpreting this finding in that it was apparent that those being interviewed tended to use the degree of concern with image issues exhibited by their colleagues as an indication of status insecurity.

The average importance given by individual questionnaire (Appendix VII) respondents to the 'images' of the six associations concerned is presented in Table 9.13. This average represents a simple indicator of 'concern' (in the sense of importance attached to) with image issues, and could be used to construct a continuum (see Table 3.2) of these association Councils from the one showing the highest 'concern' to the one showing the least concern with 'image issues': ICSA/IPR, SCCA, LSCA, BGA, BBGS. The simple measure selected indicates that position on the continuum would appear to be related more to whether an association is categorised as 'business graduate', 'accounting' or 'management' than to its status categorisation as 'status-seeking' or 'status-maintaining'.

## 9.6 STATUS EXPLICIT IN PUBLICATIONS

(xxviii)

Status issues are more explicit in publications issued by Councils that perceive their associations as being relatively low in status.

### Introduction

The hypothesis was tested by publications and minutes. Selected documentary evidence relating to the hypothesis is presented in Appendix XX. Evidence consistent with the hypothesis would be of status issues being more explicit in publications of status-seeking associations and less explicit in publications of status-maintaining associations (Table 3.2).

The author considered the development of a quantitative indicator for use in comparing references to 'status issues' in the publications of different associations but was unable to identify a simple indicator that could cope with the great variety of publications examined in terms of their objectives, style, frequency, size etc to be compared. Instead the author attempted a qualitative assessment of the 'significance' of explicit references to 'status issues' in the context of each publication. To assess 'significance' attention was paid to such factors as positioning, (eg front or inside/back pages) treatment (eg main story or news item) and proportion of content.

Prior to undertaking such a qualitative assessment of association publications, the author found it necessary to 'operationalise' and define 'status issues' in terms of references to matters concerning the various forms of recognition (or lack of them) listed in question 30 of the 'individual questionnaire' presented in Appendix VII.

### BGA / BBGS

Insufficient 'publications and minutes' evidence appeared, particularly in the publications of the BGA and BBGS to support or refute the hypothesis. Although not directly relevant to this hypothesis which is concerned with association status, it should be noted that the status of the post-graduate business degree or MBA was an issue from time to time in the publications of the BGA.

### ICA / SCCA

ICA documentary evidence (see Appendix XX) reflected the acknowledgement by the ICA that an existing level of status, while satisfactory, could not be taken for granted. Survey findings supported the status-maintaining categorisation of ICA. Explicit references to status were not too prevalent in SCCA publications, reflecting perhaps SCCA sensitivity in respect of its perceived status relative to that of the ICA.

### IOD, BIM and ICSA / IM, CAM and IPR

Status was explicit in the publications of all the associations studied (see Appendix XX). Of the two associations with the greatest quantity of explicit status references, one was in the status-maintaining category (ICSA) and the other was in the status-seeking category (IPR). The relative predominance of IPR explicit references to status was particularly pronounced in the period leading up to and following the 1984 Presidency.

The IOD and BIM, while not explicitly concerned with their own status as associations, were concerned with enhancing the status of directors and managers respectively through their representational activity. An exception to this general observation was the decision of the BIM in 1985 to review the question of whether it should seek chartered status. In contrast to the other associations categorised as status maintaining (IOD and BIM), ICSA, a relatively large and established chartered body, did appear explicitly concerned with its own status as an association and with the status of its 'chartered secretary' members.

While the IPR established the positioning of itself for 'chartered status' as an objective from 1984, and the BIM started in 1985 to investigate the desirability of 'chartered status', the IM in 1985 formally sought (once again) to obtain a Royal Charter. (Informally, though not formally in its publications, CAM at one stage also explored the question of Royal Charter status). This 'formal' concern of three associations in the 'management associations' group with 'chartered status' is evidence of the continuing importance of possession of a Royal Charter as an objective for professional associations. Perhaps the existence of such concern is a 'trait' that could be used to distinguish the professional association from the occupational group.

### Summary

The evidence collected for the 'business graduate' associations (BGA/BBGS) was not sufficient to support or refute the hypothesis. Overall the evidence in respect of the 'accounting associations' (LSCA, SCCA) did not support the hypothesis as formulated. ICA concerns related relatively more to the status of the profession and relatively less to the status of the association than was the case with the SCCA. Taking the 'management' group of associations (IOD, BIM and ICSA/IM, CAM and IPR) as a whole, the hypothesis is not supported although status issues were particularly pronounced in the case of the IPR.

### Conclusion

The hypothesis is not conclusively supported. Explicit appropriate concern with status in association publications would appear to be a common characteristic of all the associations in the study.



It is not easy to develop a continuum for the group of associations studied as a whole in respect of hypothesis (xxviii) concerning status issues in association publications, due to the lack of precision inherent in the term 'status issues'. Surveying the total range of publications examined for all the associations studied, and interpreting 'status issues' in terms of explicit reference to the aspects of 'internal' and 'external' recognition listed in question 30 of the individual questionnaire (see Appendix VII), the author developed the following broad continuum of associations from the 'most' explicit to the 'least' explicit (see Table 3.2): IPR, CAM, BIM/IOD, IM, ICSA/ICA, BGA, BBGS, SCCA. It would appear, on the basis of such qualitative and subjective assessment, that position in the continuum relates more to categorisation as a 'business graduate', 'accounting' or 'management' association than to categorisation by status (eg 'status-seeking' or 'status-maintaining').

## 9.7 PEER BODY STATUS SELF-CONSCIOUSNESS

(xxix) Councils that perceive their associations as being relatively low in status are more concerned with the opinions of peer associations (ie are more status self-conscious)

### Introduction

The hypothesis was tested by questionnaire and by participant observation and interview. Evidence consistent with the hypothesis would be of a higher level of peer body status self-consciousness in the case of status-seeking associations and a lower level of peer body status self-consciousness on the part of status-maintaining associations (Table 3.2).

In the process of participant observation an attempt was made to assess the degree of concern felt by Councils about the opinions of peer associations. Attention was paid not only to the strength of feeling, or degree of concern, expressed by individual Council members, but also to the question of how widely such concern was shared within Councils (ie how representative individual expressions of concern were of group opinion).

### BGA / BBGS

The Questionnaire evidence was mixed. Both BGA and BBGS respondents in response to the question on 'peer groups' (Q21) cited members of chartered professional bodies as representing peer groups (Table 9.14). There was a similar and varied response to the question on 'opinions of other associations' (Q24) by BGA and BBGS respondents (Table 9.15).

**TABLE 9.14**

**Peer Groups Cited by Individual Questionnaire Respondents (Q21)**

TABLE 9.14

| <u>BGA</u>                                     | <u>BBGS</u>                      | <u>LSCA</u>  | <u>SCCA</u>  | <u>ICSA</u>  | <u>IPR</u>  |
|--|----------------------------------|--|--|--|---|
| Individual Business School Alumni Associations | Chartered Accountants Solicitors | Chartered Accountants  | Chartered Accountants, Cost and Management Accountants | Chartered Accountants, Chartered Surveyors, Solicitors | Accountants, Solicitors, Civil and Mechanical Engineers and Surveyors |
| Chartered Engineers                            | Directors                        | Partners in Professional Practices of Chartered Accountants or Lawyers | Chartered Accountants                                  |  | BAIE, IABC  |
| Association of University Teachers             | BBGS                             |  | Chartered Accountants                                  |  | PRSA, IABC  |
| BIM, IOD                                       | Doctors, Accountants, Solicitors | London based Professional groups                                       |  |  | Standing Conference of University Information Officers                |
| Chartered Accountants, Law Society             |                                  | Chartered Accountants  |  |  | City and Financial Group, IPR (2)                                     |
|  |                                  | Chartered Accountants  |  |  | IM, IPA, Architects, Accountants, Engineers, Personnel                |
|  |                                  | Chartered Accountants, Partners in Professional Firms                  |  |  | Chartered Institute of Building Services                              |
|  |                                  | Professional Accountant, Chartered Accountant, Civil Servant           |  |  |   |
|  |                                  | Council of ICA   |  |  |   |
|  |                                  | Finance Directors and other Directors                                  |  |  |   |
|  |                                  | Chartered Accountants in Practice in large firms, Tax Specialists      |  |  |   |

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Other relevant questions were those on 'recognition by other professional associations' (Q30) and 'recognition by members of other professional associations' (Q30). BBGS respondents put a marginally higher relative importance upon recognition by other professional bodies (Table 9.16) and members of other professional bodies (Table 9.17). Overall the questionnaire evidence did not clearly support or refute the hypothesis.

On the basis of participant observation and interview evidence BBGS committee members were not (other than in respect of the BGA) noticeably more concerned than their BGA equivalents about the opinions of peer bodies. In the view of one BBGS interviewee: 'It's the opinions of employers we are worried about, not the opinions of other bodies'. If anything, BGA committee members were the more concerned, particularly in respect of cited peer body opinions of business graduates (eg 'the key thing is opinion about MBAs', 'the MBA is the 'rival' of some other qualifications such as chartered accountancy. The BGA, however is not a rival as an association, most of the members seem to get MBAs after first getting a professional qualification. Other bodies, might encourage this if they saw the value of the MBA.)

#### ICA / SCCA

The Questionnaire evidence provided some support for the hypothesis. Both LSCA and SCCA respondents to the question on 'peer groups' (Q21) cited members of chartered professional associations and, in particular, chartered accountants rather than accountants in general as representing their peer groups (Table 9.14). The evidence (Table 9.15) in respect of 'opinions of other associations' (Q24) provided some support for the hypothesis in that SCCA respondents placed a higher relative importance upon the opinions of other bodies than LSCA respondents.

So far as the Questionnaire questions relating to 'recognition by other professional associations' (Q30) and 'recognition by members of other professional associations' (Q30) are concerned, the evidence supported the hypothesis (Tables 9.16 and 9.17).

**TABLE 9.15****Importance Given by Individual Questionnaire Respondents to Opinions of Other Professional Associations (Q24)**

|      | <u>Average<br/>Imp</u> | <u>Extremely<br/>Imp</u> | <u>Very<br/>Imp</u> | <u>Fairly<br/>Imp</u> | <u>Little<br/>Imp</u> | <u>Not<br/>Imp</u> |
|------|------------------------|--------------------------|---------------------|-----------------------|-----------------------|--------------------|
| BGA  | 3.1                    | 2                        | 2                   | 2                     | 1                     | 2                  |
| BBGS | 3.0                    | 2                        | -                   | -                     | -                     | 2                  |
| LSCA | 2.6                    | -                        | 5                   | 7                     | 5                     | 4                  |
| SCCA | 3.5                    | 2                        | 1                   | 1                     | 2                     | -                  |
| ICSA | 5.0                    | 2                        | -                   | -                     | -                     | -                  |
| IPR  | 3.6                    | 4                        | 5                   | 4                     | 2                     | 1                  |

**TABLE 9.16****Importance Given by Individual Questionnaire Respondents to Recognition by Other Professional Associations (Q30)**

|      | <u>Average<br/>Imp</u> | <u>Extremely<br/>Imp</u> | <u>Very<br/>Imp</u> | <u>Fairly<br/>Imp</u> | <u>Little<br/>Imp</u> | <u>Not<br/>Imp</u> |
|------|------------------------|--------------------------|---------------------|-----------------------|-----------------------|--------------------|
| BGA  | 3.3                    | 2                        | 3                   | 1                     | 2                     | 1                  |
| BBGS | 4.2                    | 2                        | 1                   | 1                     | -                     | -                  |
| LSCA | 3.5                    | 4                        | 8                   | 4                     | 4                     | 1                  |
| SCCA | 4.5                    | 4                        | 1                   | 1                     | -                     | -                  |
| ICSA | 4.0                    | 1                        | -                   | 1                     | -                     | -                  |
| IPR  | 4.0                    | 7                        | 4                   | 3                     | 2                     | -                  |

**TABLE 9.17****Importance Given by Individual Questionnaire Respondents to Recognition by Members of Other Professional Associations (Q30)**

|      | <u>Average<br/>Imp</u> | <u>Extremely<br/>Imp</u> | <u>Very<br/>Imp</u> | <u>Fairly<br/>Imp</u> | <u>Little<br/>Imp</u> | <u>Not<br/>Imp</u> |
|------|------------------------|--------------------------|---------------------|-----------------------|-----------------------|--------------------|
| BGA  | 3.1                    | 2                        | 2                   | 2                     | 1                     | 2                  |
| BBGS | 3.5                    | 2                        | -                   | 1                     | -                     | 1                  |
| LSCA | 3.4                    | 4                        | 8                   | 4                     | 2                     | 3                  |
| SCCA | 4.5                    | 4                        | 1                   | 1                     | -                     | -                  |
| ICSA | 4.5                    | 1                        | 1                   | -                     | -                     | -                  |
| IPR  | 4.1                    | 7                        | 4                   | 4                     | 1                     | -                  |

The 'participant observation and interview' category of evidence also supported the hypothesis. During the interviews a difference emerged in the nature of the 'concern' felt by ICA, as compared with SCCA, interviewees. ICA interviewees, while believing it desirable and in some cases important for peer associations to have good opinions of the ICA, did not believe this was a significant issue, or that different levels or degrees of peer association opinion could do much to 'help or hinder' the Institute (eg 'what could they do for us?', 'I suppose one could say about their opinions - so what!'). For SCCA interviewees the question of peer association opinion appeared a more urgent and significant one. It was felt that adverse opinions on the part of associations that were members of the CCAB were a major obstacle to the securing of further forms of formal recognition of the Society. In the view of one SCCA interviewee: 'The ICA and CCAB have an effective 'veto' over our progress. We are concerned about it all right, but there is not much we can do about it'.

LSCA/ICA interviewees tended to interpret 'peer associations' as a reference to other members of the CCAB. For some SCCA interviewees 'peer associations' were members of the CCAB, while for others they were 'second tier' associations including the Association of International Accountants.

#### **IOD, BIM and ICSA / IM, CAM and IPR**

Overall, the Questionnaire evidence was not sufficient to conclusively support or refute the hypothesis. About a third of IPR respondents to the question on 'peer groups' (Q21) cited professions whose professional associations had Royal Charters as representing their peer groups, while over a half cited non-chartered bodies concerned with corporate communications (Table 9.14). The evidence (Table 9.15) in respect of 'opinions of other associations' (Q24) throws some doubt upon the hypothesis.



While the Questionnaire evidence on the subject of 'recognition by other professional associations' (Q30) and 'recognition by members of other professional associations' (Q30) summarised in Tables 9.16 and 9.17 is not conclusive in support of the hypothesis, it is not incompatible with it.

The participant observation and interview evidence provided some support for the hypothesis. There was little agreement among 'status maintaining' association interviewees from the 'management' group of associations on which particular Institutes, Societies or other bodies represented 'peer associations'. Each association tended to regard itself as relatively unique in its field. IOD and BIM interviewees referred to each other and to the CBI as peer associations, in large part on the strengths of their representational activity. In ICSA Council deliberations, different 'peer associations' emerged according to the subject under discussion.

CAM interviewees did compare CAM with the IM and IPR and, when pressed, IPR interviewees generally referred to the IM and CAM as peer associations. Indeed, the evidence in this category relating to the identification and definition of peer associations provided support for the initial decision, when formulating the research design, to group the IM, CAM and IPR together. Two IPR interviewees mentioned the 'PRCA' (Public Relations Consultants Association), a trade association, as a 'peer body'. CAM interviewees all mentioned the Advertising Association as a 'peer body'.

### **Summary**

In the case of the BGA and BBGS the hypothesis is neither supported nor refuted. In respect of the 'accounting associations' (ICA/SCCA), the evidence taken as a whole, supported the hypothesis. Overall the 'management associations' (IOD, BIM and ICSA/IM, CAM and IPR) evidence provided some, but not conclusive, support for the hypothesis.

## Conclusions

The hypothesis appears to have some validity for the accounting professional associations in the sense that the evidence is consistent with it, but has not been conclusively supported in the cases of the other associations studied. It is possible that this result derives from the fact that, unlike the ICA, the SCCA was, to a degree, vulnerable to the opinions of peer bodies in that their opinions could further or frustrate the achievement of forms of recognition which the ICA had already obtained.

In response to interview questioning on peer body attitudes, a number of interviewees raised the issue of definition of their 'peer group'. Those who defined their 'peer group' as work colleagues in large private companies felt less supported in their professional needs and aspirations than those employed with professional firms in public practice. In the case of the ICA and SCCA, those in 'industry' and those in 'practice' appeared to define themselves as distinct groups, each with interests, concerns and, increasingly, values that were different from those of the other.

Returned 'individual questionnaires' (Appendix VII) from Council members of six associations yielded three comparative measures of the extent to which these respondents were 'status-conscious', namely their concern with: the 'opinions of other professional associations' (Q24); 'recognition by other professional associations' (Q30); and 'recognition by members of other professional associations' (Q30). The 'average importance' placed upon these forms of recognition by respondents from each of these associations is given in Tables 9.15, 9.16 and 9.17. Taking an 'overall average' of these three averages, one has a crude measure of 'self-consciousness' which could be used to construct a continuum (see Table 3.2) of these association Councils from the association showing the highest, to the association showing the lowest, degree of status self-consciousness: ICSA (4.5), SCCA (4.17), IPR (3.9), BBGS (3.57), BGA/LSCA (3.17). Position in the continuum based on this crude measure does not appear to be related either to categorisation as a 'business graduate', 'accounting' or 'management' association or to status categorisation as a 'status-seeking' or 'status-maintaining' association.

## 9.8 SENSITIVITY TO EXTERNAL STATUS OPINIONS

- (xxxiii) Councils that perceive their associations as being relatively low in status are more sensitive to both external confirmations of and assessments of their status.

### Introduction

The hypothesis was tested by questionnaire and participant observation. Certain evidence in publications and minutes was also found to be relevant to this hypothesis. A selection of this is presented in Appendix XXI. Evidence consistent with the hypothesis would be of a higher level of sensitivity to external status opinions in the case of status-seeking associations and a relatively low level of sensitivity to external status opinions on the part of status-maintaining associations (Table 3.2).

During the process of participant observation the assessment of degree of sensitivity was necessarily subjective. An attempt was made to assess the reactions of Councils as a whole to external confirmations of and assessments of the status of their associations. It was necessary also to register the lack of reaction which sometimes occurred in respect of such external confirmations and assessments.

### BGA/BBGS

The Questionnaire (Q30) evidence (Summary Table 9.18-20 and Table 9.18 in Appendix XXXI) does not support the hypothesis. A spread of importance rankings is evident in the case of both BGA and BBGS respondees.

The 'participant observation' category of evidence also did not support the hypothesis. In Committee discussion the BGA appeared, as compared with the BBGS, significantly more concerned in respect of external confirmations of and assessments of the status of the business studies degree or 'MBA' (that was the basis of membership of the association). On occasion, when the BGA was mentioned in discussion, certain members of the BBGS Committee appeared particularly sensitive to perceived BGA assessments of the BBGS' status.

The 'sensitivity' of the BGA (relative to that of the BBGS) to public criticism of the value of the MBA qualification could be due in part to the greater (compared with the BBGS) stress, in its operational objectives and activities, placed by the BGA upon its role of increasing understanding and acceptance of the value of post-graduate management education.

The 'publications and minutes' evidence (see Appendix XXI) also reveals the BGA to be more sensitive to and concerned than the BBGS with external criticisms of business graduates.

**SUMMARY TABLE 9.18-20**  
**Importance Given by Individual Questionnaire Respondents to Various Forms of Professional Association Recognition (Q30)**

|   | <u>BGA</u> | <u>BBGS</u> | <u>LSCA</u> | <u>SCCA</u> | <u>ICSA</u> | <u>IPR</u> |
|---|------------|-------------|-------------|-------------|-------------|------------|
| Statutory Recognition                               | 4.5        | 3.2         | 3.5         | 4.3         | 2.1         | 2.5        |
| Royal Charter                                       | 5.0        | 3.4         | 3.1         | 3.8         | 1.5         | 2.5        |
| Academic Recognition                                | 4.0        | 4.1         | 3.6         | 4.0         | 3.4         | 3.2        |
| Recognition by Employers                            | 5.0        | 4.6         | 4.1         | 4.7         | 4.2         | 3.7        |
| Recognition by Public Bodies                        | 5.0        | 4.3         | 4.0         | 4.7         | 3.9         | 3.7        |
| Recognition by Other Professional Bodies            | 4.0        | 4.0         | 3.5         | 4.5         | 3.3         | 4.2        |
| Recognition by Members of Other Professional Bodies | 4.5        | 4.1         | 3.4         | 4.5         | 3.1         | 3.5        |
| 'External' Overall Average                          | 4.6        | 3.9         | 3.6         | 4.3         | 3.1         | 3.3        |

ICA / SCCA

The Questionnaire (Q30) evidence (Summary Table 9.18-20 and Table 9.19 in Appendix XXXI) supports the hypothesis in terms of the relative importance placed by SCCA respondents (in comparison with LSCA respondents) upon various forms of recognition. There was also a greater degree of agreement in the case of the SCCA responses.

The participant observation evidence also supports the hypothesis. External confirmations of and assessments of the status of the LSCA and ICA were hardly ever an issue in LSCA Committee discussion. There was, however, some sensitivity to evidence of any adverse public criticism of or publicity relating to the 'chartered accountant'. In the case of the SCCA, the sensitivity primarily related to the status of the Society as an association. Some discussion of external confirmations of, or assessments of, the status of the SCCA as an association were a feature of almost all SCCA Council meetings. Members of the SCCA Council rarely made explicit any distinction between the status of the SCCA as an association and the status of its qualification.

The evidence derived from 'publications and minutes' was not sufficient to allow a judgement to be made regarding relative sensitivity. It could not be said that the ICA was perceived by its Council as being relatively low in status.

IOD, BIM and ICSA / IM, CAM and IPR

The 'Questionnaire' (Q30) category (Summary Table 9.18-20 and Table 9.20 in Appendix XXXI) of evidence was not sufficient to support or refute the hypothesis. In general a high importance was placed by ICSA and IPR respondents on various forms of recognition.

The 'participant observation' evidence provided some support for the hypothesis. The Councils of all the associations in this group were sensitive to external confirmations of or assessments of their status that were likely to affect the marketability of their qualification. There would invariably be some questioning of the source of any adverse assessments and appropriate action would be taken if the identified source was held to be an influential one.

The 'publications and minutes' category of evidence (see Appendix XXI) revealed some sensitivity on the part of all the associations studied to external confirmations of status.

The term 'sensitive' does not satisfactorily describe the concern exhibited by the management associations in relation to external confirmations of and assessments of their status. Reactions to such confirmations and assessments were on the whole pragmatic and tended to involve relatively hard nosed evaluations of their likely impact upon the achievement of operational objectives of the association in question.

### Summary

The evidence on the BGA and BBGS is mixed and is not sufficient to support or refute the hypothesis. The evidence collected in respect of the 'accounting associations' (ICA/SCCA) provided some support but, taken as a whole, not conclusive support for the hypothesis. The 'management associations' (IOD, BIM and ICSA/IM, CAM and IPR) evidence provided some support but, taken as a whole, not conclusive support for the hypothesis.

### Conclusion

There is some support for the hypothesis but it is not conclusively supported and remains to be further tested. Sensitivity to external confirmations of and assessments of status would appear to be a relatively common characteristic across the full range of associations studied.

From the individual questionnaires (Appendix VII) returned by the members of Councils of six associations it is possible to determine an 'external' overall average of the importance given by those responding (in respect of each association) to various forms of 'external' recognition (Q30, see Summary Table 9.18-20). Using this 'external' overall average as a crude measure of sensitivity to external confirmations of and assessments of status, one can draw up a continuum (see Table 3.2) of these association Councils from the one showing the highest to the one showing the lowest, 'sensitivity' (in the sense of placing the greatest importance upon) to external status opinions: ICSA, SCCA, IPR, LSCA, BBGS, BGA. The lowest importance is placed upon 'external' status opinions by the 'business graduate' associations. Otherwise, the position in the continuum does not appear to be related either to categorisation as a 'business graduate', 'accounting' or 'management' association, or to status categorisation as 'status-seeking' or 'status-maintaining'.



## 9.9 CONCERNS OF COUNCILS WITH STATUS FINDINGS

Findings relating to the concerns of professional association Councils with status are summarised in Table 9.21. Of the seven hypotheses ((xii), (xvi), (xviii), (xxii), (xxviii), (xxix), (xxxiii)) relating to the concerns of association Councils with status, not one is supported, in the sense that the evidence is consistent with it, for all the three groups of associations while two ((xvi) and (xxix)) are either supported or valid for the accounting associations only.

Hypothesis (xii) concerning External Threats (Section 9.2) is not conclusively supported.

Hypothesis (xvi) concerning Opinions of and Recognition by Other Associations (Section 9.3) is only clearly supported in the case of the accounting associations.

Hypothesis (xviii) concerning Status Insecurity (Section 9.4) is not supported.

Hypothesis (xxii) concerning image issues (Section 9.5) has some validity for the associations studied other than those the membership of which was composed of business graduates, in the sense that some of the evidence in respect of these associations is consistent with it.

Hypothesis (xxviii) concerning Status Explicit in Publications (Section 9.6) is not conclusively supported.

Hypothesis (xxix) concerning Peer Body Status Self-consciousness (Section 9.7) appears to have some validity in the case of the accounting associations in that some of the evidence is consistent with it, but is not conclusively supported in the case of the other associations studied.

Hypothesis (xxxiii) concerning Sensitivity to External Status Opinions (Section 9.8) remains to be definitively tested.

**TABLE 9.21**  
Findings Relating to Hypotheses Dealing with Concerns of Association Councils with Status

| <u>Hypothesis</u> | <u>Subject Matter</u>                             | <u>Section</u> | <u>Business Graduate Associations</u>      | <u>Accounting Associations</u> | <u>Management Associations</u> | <u>Overall</u>                                       |
|-------------------|---|----------------|--|--------------------------------|--------------------------------|--|
| (xii)             | External Threats                                  | 9.2            | Some support                               | Limited support                | Validity doubted               | Not conclusively supported                           |
| (xvi)             | Opinions of and Recognition by Other Associations | 9.3            | Not supported or refuted                   | Supported                      | Some support                   | Evidence consistent for Accounting Associations only |
| (xviii)           | Status Insecurity                                 | 9.4            | Not supported                              | Not supported                  | Not supported                  | Not supported  |
| (xxii)            | Image Issues                                      | 9.5            | Not supported                              | Evidence inconclusive          | Some support                   | Partial/qualified validity                           |
| (xxiii)           | Status Explicit in Publications                   | 9.6            | Insufficient evidence                      | Not supported                  | Not conclusively supported     | Not supported  |
| (xxix)            | Peer Body Status Self-consciousness               | 9.7            | Neither conclusively supported nor refuted | Supported                      | Some support                   | Evidence consistent for Accounting Associations only |
| (xxxiii)          | Sensitivity to External Status Opinions           | 9.8            | Not supported nor refuted                  | Some Support                   | Some support                   | Some support but not conclusively supported          |

While the evidence collected is not consistent with all of the hypotheses dealing with the concerns of association Councils with status, they do suggest that professional associations and members of their Councils are concerned with status. For example, all the associations examined appeared to be aware of the more significant threats to their professional standing (Section 9.2). A degree of concern with the opinions of and recognition by other associations (Section 9.3), status insecurity (Section 9.4), image issues (Section 9.5) and sensitivity to external status opinions (Section 9.8) was exhibited by Councils of associations in both the 'status-seeking' and the 'status-maintaining' category.

Explicit references to status were found in the publications of both the accounting associations and all of the management associations (Section 9.6). Explicit appropriate concern with status in association publications would appear to be a common characteristic of the Councils of all the associations in the study (Section 9.6).

Concern with status emerges as a characteristic common to the members of the governing Councils of all of the associations studied. The foundation of the research programme namely the concern that was assumed regarding status would appear to have been confirmed and to be relatively solid. The next chapter will examine the evidence that has been collected regarding the drive of professional association Councils and their activities to increase status.

If one looks at the group of associations studied as a whole, one finds that the evidence presented in this chapter relating to hypothesis (xviii) concerning status insecurity, hypothesis (xxii) concerning image issues, and hypothesis (xxviii) concerning status explicit in publications is consistent with the categorisation of these associations by 'field of operation' (ie as 'business graduate', 'accounting', or 'management' associations). The evidence for not one of the seven hypotheses considered in this chapter is consistent, for the group of associations as a whole, with the status categorisation of these associations as 'status-seeking' or 'status-maintaining'.

In the case of hypothesis (xii) concerning external threats, hypothesis (xvi) concerning opinions of and recognition by other associations, hypothesis (xxix) concerning peer body status self-consciousness and hypothesis (xxxiii) concerning sensitivity to external status opinions the evidence is indeterminate or not consistent with either of these methods of categorisation.

Chapter Twelve elaborates the findings and relates them to a discussion of the present conceptualisation of professionalism while Chapter Thirteen considers their implications for the Policies and Practices of Occupational Associations.