

# features

## Management problems created by high tech

**United Press International**  
**NEW YORK**—High technology and automation will not rescue the U.S. economy until managers learn to adapt their philosophy to these miracles, says Dean Joel Goldhar of the Illinois Institute of Technology School of Management in Chicago.

At the present rate, Goldhar said, that could take 20 years because the demands of the new era run counter to all the past teachings and instincts of American executives.

Despite the slow progress so

far, Goldhar thinks a fair start is being made in the automobile and some other industries.

He said robotics, computer-aided design and manufacturing and other technological miracles are forcing a second revolution. The first revolution created by automation was to put emphasis on product uniformity, longer manufacturing runs and concerted efforts to create longer product life cycles.

Now, he said, all that is being reversed as realization dawns rather slowly that the new technology makes it possible to pro-

liferate products without enormous investments, or to discover in advance if big investments really will pay off, to reduce start-up time and delivery time and slash inventory requirements.

A paradox is created: As product cycles become shorter and the demand is for ever greater product proliferation and far more customizing of products to fit an individual customer's wants or to do a specific job, the management cycle must lengthen and management style must change accordingly.

## Energy-saver puts out lights

**United Press International**  
**NEW YORK**—Half a century ago when management consultants were called "efficiency experts," one of their favorite tricks was to hang a lot of signs around the office saying "Please turn off the lights when leaving."

This sparked office jokes and cartoons in the press; why should a company pay somebody a big fee to hand out such mundane advice? And since the supply of electricity was growing by leaps and bounds in those days and electric rates went down almost every year, the

potential savings from turning off the lights weren't exactly spectacular.

But now come two prominent companies, United Technologies of Hartford, Conn., and Tishman Research, a division of the big Tishman construction group in New York, who say the efficiency experts were right about turning off the lights in the office after all; they were just 50 years ahead of time.

The two companies have developed a sensor that beats the efficiency experts' plaintive signs all hollow. This device, cal-

led the Infracon, automatically turns off all the lights in a room exactly 12 minutes after the last person leaves it.

Infracon has been tested in the huge New York World Trade Center, by such industrial and commercial companies as Rockwell International, Con Edison, Manufacturers Hanover Trust, Equitable Life Assurance Society, the American Stock Exchange, by a number of hospitals and libraries, by Columbia University and a number of colleges. When these tests all showed significant savings in

energy, Tishman and United Technologies put Infracon on the market for general use in December.

Since lighting accounts for 10 percent of an office building's energy costs (heating and conditioning account for the rest) and the tests have indicated Infracon can save anywhere from 50 percent of lighting costs, it should be a very good investment for the device, said Anthony Autorino, president of United Technologies' Building Information subsidiary.

## Ex-NOW boss involved

# New publication started

**United Press International**  
**NEW YORK**—Eleanor Smeal headed the National Organization for Women for five years,

was the group's first paid president, and during her tenure increased membership from 40,000 to 250,000.

The NOW budget grew from \$500,000 to \$10 million.

On Dec. 1, Smeal left the office that paid \$41,000 a year. But, to hear her tell it, she never missed a beat in continuous drumming for a favorite cause — getting more women to run for elected office.

She contends the fight for the Equal Rights Amendment was lost partly because there aren't more women in state legislatures.

She intends to continue her campaign via a new publication, *The Eleanor Smeal Report*.

"It is a forum for women in politics and will feature women

in politics and help them on top of the news, using advantage," she said.

Smeal's report will cost \$75 a year. It will be mailed first-class to subscribers who pay \$89, according to a direct mail solicitation sent out last week.

"Are you cashing in on the women's movement," Smeal asked.

"I wouldn't say that," she replied in a telephone interview.

She is providing a forum for women in politics and like it. It will be the only political newsletter for women in politics and appropriate to those who want to get into politics."

She intends the newsletter to help brief and brace women studying political science in college, too. She wants those political ambitions to keep spirit alive and growing.

Does Smeal, who lives in Washington area, have political ambitions?

"I wouldn't rule it out sometime," she said. "But time is not now."

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