



TOGETHER
for a sustainable future

OCCASION

This publication has been made available to the public on the occasion of the 50th anniversary of the United Nations Industrial Development Organisation.



TOGETHER
for a sustainable future

DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

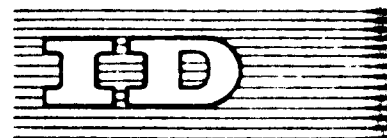
CONTACT

Please contact publications@unido.org for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at www.unido.org



D00755



Distr.
LIMITED

ID/WG.51/2
20 October 1969

ORIGINAL: ENGLISH

United Nations Industrial Development Organization

Regional Workshop on the
Use of Consultants

Tokyo, Japan, 1-13 December 1969

TRAINING OF CONSULTANTS ^{1/}

BY

RAM AGRAWAL

**Chairman, "ALMECO"
Management Consultants
Bombay, India**

^{1/} This paper is published as presented by the author. It expresses the author's views and not necessarily those of the United Nations Industrial Development Organization (UNIDO) and has been reproduced without formal editing.

id.69-5426

We regret that some of the pages in the microfiche copy of this report may not be up to the proper legibility standards, even though the best possible copy was used for preparing the master fiche.

Table of Contents

<u>Chapter</u>	<u>Title</u>	<u>Page</u>
1	General Observations	1
2	Infra-structure for the Growth of Consultancy	2
3	Training Needs	7
4	Types of Training	11
5	Professionalization of Consultancy Profession	15
6	Role of Consultants and Action Programme	20

TRAINING OF CONSULTANTS

"Consultants are like bees who fly from enterprise to enterprise, collect everywhere the best in experience and then in turn present this as their own honey"

- Parkinson

CHAPTER I:

General Observations

A leading businessman once said at a Seminar organized by the Management Consultants Association of India, in March 1966: "When we engage a consultant for a particular job, we expect him not only to know that job thoroughly, but to have had considerable experience in it, so that his advice is rooted in real experience and not in theoretical generalisations. I think this is the first cause why business management here fights shy of the professional consultant".

Another leading businessman said, "Generally when a management selects a consultant, it is for his expertise and also for the freshness of approach that he might bring to bear upon the study of a problem. For any consultant to be of real usefulness to an organization, it is imperative to establish an intimate contact with the culture of the place. Consultants have to be abreast of the times, well informed, well staffed and truly serviceable".

These views expressed by two of the large users of consultancy services in India, give a clue to the expectations of clients from the Consultants and also to their training needs.

Consultancy is a product of increased economic activity in any country, which implies increase in the size of organisations, a large number and variety of operations, complexities of decision making, growing competition and high stakes.

In developing countries, economic activity begins with a very low base. Competition is virtually absent; strenuous effort at high efficiency in all areas is not called for. Hence the need for outside consultants is seldom felt. There are few

experts, and no attraction for any of them to establish a consultancy practice of their own.

With the increase in the tempo of industrialisation and other types of economic activity the need for consultants begins to be felt. Since indigenous expertise are not available, the first-comers in the field are usually from developed countries.

The foreign consultants are generally well trained but the handicap with them is the lack of familiarity with the local culture, political and economic environment, social milieu and the extent of the awareness of senior managements about modern trends in management thought and techniques.

The indigenous consultants are, on the other hand, generally fresh in the field. In their case the need for training is paramount.

CHAPTER II:

Infra-structure for the Growth of Consultancy

Development of a suitable infra-structure is essential for the growth of consulting profession in any country. The future consulting specialists come mostly out of the development of the various elements constituting the infra-structure. Some of the important elements are as follows :-

1. Industrial growth with more and more Professionalisation in Management

Those who stay in industry for a number of years acquire long and varied experience. They may have retired, or are near retirement or perhaps in their late thirties or forties and are restless for an independent career. Some want to enter the consulting profession because they consider themselves fit for it. However, education and experience alone are not sufficient as is evident from the following, (case No. 1) :

Case No. 1

Thirty-eight year old Mr. Mehta, working for ten years in an engineering concern in India, had reached the position of Production Manager in 1963. He had obtained a first class degree in Mechanical Engineering in 1956 and had joined that

Company soon after. In 1966 he was superseded by a younger man whose father was one of the Directors of the Company.

In a huff Mr. Mehta sent in his resignation and much to his surprise and regret, it was accepted and he was relieved forthwith. He tried for four and a half months for another suitable job, commensurate with his ambition, but did not find one. Meanwhile one company made him an offer if he would take up an assignment with them as a Consultant on "Production Planning and Control" for a period of three months. The remuneration offered was the same as his previous job. If he satisfied the Management with his work as a consultant, they would consider appointing him to the permanent position of Production and Planning Manager. After remaining unemployed for four and a half months he decided to accept the offer even though in the past he was always a shop-floor man and was never directly involved in planning production.

Mr. Mehta was an intelligent and experienced man yet he could not satisfy the client and prospective employer. His reports lacked proper and adequate data to support his conclusions and recommendations. He could marshal properly whatever facts he had gathered and he argued vehemently with the production manager and others on each and every point, never accepting defeat and thus antagonising them. However, he did not realise his own drawbacks and blamed others for not accepting his "wonderful" suggestions.

Obviously Mr. Mehta could not get the job offered, and in the absence of a job he decided to continue consultancy. He went from Company to Company and secured a few assignments. His fees had to be very low as he was in no position to quote high enough fees. He started taking assignments in whatever area they were required although he himself lacked the expert knowledge in all those areas, e.g., he undertook to develop a Pert/CPM network on a new project. He had never learned the technique in the past beyond hearing the term now and then in some lecture meetings.

He read some books but that was not adequate to do a satisfactory job of the assignment. He is still struggling to become a good and successful consultant.

The experience therefore, has to be of the right type which implies the following:-

- (a) The person must have occupied a fairly senior position for a reasonable length of time.
- (b) The organization in which he has worked should be progressive, and should have used consultancy services and/or developed their own cell for management services in workstudy, operational research, budgetary controls, etc. with sound management policies and smooth and happy industrial relations.
- (c) The progressive measures should have been reflected in high profitability of the organization.

2. Foreign Collaborations in Industries

Where foreign collaboration has been secured, the organization has the benefit of the knowledge and experience of the collaborating firms of advanced countries who bring their technological and in some cases management expertise to help the local people. In such cases the local people are likely to get a good knowledge and experience of the disciplines they work in and may develop specialised skills. Some of them could become consultants on their own in course of time.

3. Growth of Educational and Training Institutions

Institutes of Technology and Management, Management wings in Universities, Institutes specialising in training in behavioural sciences etc, are potential sources of future consulting specialists.

In all developing countries the need for a formal education in Management at post-graduate level, has been recognised and a number of Institutes of Management, Universities and Colleges have started full time or part time degree or diploma courses.

Members of the teaching faculties in such institutions are often allowed a limited amount of private consultancy.

Some of such teachers are potential full time consultants. Those who have not done part-time consultancy but have otherwise teaching experience of 8 to 10 years also like to become consultants in the field of their specialization. They have the theoretical knowledge of the principles and techniques involved. Many of them may, however, lack experience of 'shop-floor' and may not therefore, be "practical" in their approach.

4. Growth of Scientific and Technological Research

Researchers working in scientific and technological research institutions and laboratories for about 6 to 7 years develop specialization. They have a keen, analytical mind which is very essential for consultancy practice. Not many consultants have however, come from this source. Here again, touch with the practical side is lacking in such persons. There is a danger of their becoming utopians and perfectionists which is not very much commendable in the case of consultants who should be "down to earth" and pragmatic in approach.

5. Growth of the Management Movement

Management associations, Government-sponsored productivity councils and centres or institutions like the Small Scale Industries Service Institute in India, offer consultancy services with the assistance of whole-time employees who get a good experience and are likely to turn out good consultants if they choose the profession after a few years of such experience.

6. Technical and Educational aides from developed countries, U.N.O., I.L.O., Foundations etc.

A number of persons get opportunities under such aids to get good training locally and abroad which is likely in many cases to equip them with specialized knowledge of their functional areas.

7.

Growth of Consulting Services

The Consulting Organizations are good training grounds for future consulting specialists. But even in the established consulting firms training of juniors is often over-looked and many of them are asked straightway to handle assignments almost by themselves. This sometimes results in spoiling the good name of the consultants. The following case illustrates this point

Case No. 2

An engineering and steel manufacturing company in India named "ES Company", was approached in 1948 by the Director of an established consulting firm. Let us call him Mr. Smith. He was able to sell to the chief Executive of ES Company his ideas and a fairly long term assignment was given to Mr. Smith's firm. A junior, Mr. Sen, was deputed at the factory of ES Company. The Company's executives were, however, very critical of the recommendations which according to them were merely theoretical and lacked pragmatic approach

Mr. Sen was impulsive and often offended the senior technicians and other executives of the company during arguments which at times became heated. This created a serious problem of getting acceptance of the recommendations by the Company technicians and other executives and therefore, of implementing the report. Mr. Smith as well as the Chief Executive of ES Company had each an additional problem of industrial relations on their hands. Eventually Mr. Sen had to be withdrawn from the assignment. He was then given training on the job. He had to accompany a senior consultant and work along with him. In a few months he improved considerably

CHAPTER III.

Training Needs

Though all the above sources are likely to provide future consulting specialists most of them would not provide readymade, full-fledged specialists capable of making successful consultants forthwith. They will have to obtain some training or other if they were to justify themselves as consultants. For this purpose it is necessary to understand what is involved in becoming a consultant

8. Definition of Consultant

- (a) A consultant has been defined as an individual outside the client's regular organization, engaged on the basis of his specialized knowledge and experience, to act as an advisor on technical economic or managerial problems, or to take responsibility for action programmes of those types
- (b) Another definition of consultant furnished by the American Association of Consulting Management Engineers, New York says " A management consultant is an individual who is qualified by his education, experience, technical ability and temperament to advise or assist on a professional basis the management of an organized activity in identifying, defining and solving specific management problems which involve the programming, organization, management and control of the organization itself. The management consultant serves the organization he works for as an objective and impartial advisor and not as a member of the organization"

9. Qualifications of a Consultant

The two definitions given above indicate the qualifications of a consultant.

Dr. Lawrence W. Base, in his valuable paper on "The use of Consultants in Developing Countries" written for UNIDO, in 1966 said, " A highly important qualification of a successful consultant is his self-confidence in his competence to make judgements as to what will or will not be a satisfactory solution in a given situation. This ability to judge feasibility is based on his personal experience in previous handling of

related problems during the course of his career. ... His recommendations may not be the only feasible course of action, it may not be the ideal solution, but it can be accepted as one that will be practical and can be put into operation with assurance of an acceptable degree of success. He thus provides his client with the basis for better decision making".

It is not enough that a consultant has the self-confidence in his competence to make good judgements he should also have the skill of convincing his clients that his judgements are judgements of the clients themselves and that they are practical

It is also necessary that a consultant generates a fresh approach, new ideas, on the client's problems. The following case will illustrate this point.

Case No. 3

"Jaybe Co." had just been floated. It employed Consultants to advise on its over-all top management structure with job descriptions for each position. It was anxious to achieve the utmost in administrative efficiency right from the start. A detailed questionnaire was sent to the top management of the Company and their views and ideas were ascertained.

The consultants spent many months with the officers of the Company, and the final report produced by the consultants was nothing but a compendium of the views expressed by the Company's own management. Of course, the report was presented in excellent language and conceptual terms, but it did not contain a single new idea. This example will illustrate the point, that Indian managers perhaps do not have sufficient confidence in consultants because they feel that consultants do not always have a basically new approach to the problem, but bend over backwards to please their client and become a mere mouth-piece of Senior

Management. There is no substitute for the independent, impartial, fresh view point free from all personal interest, internal loyalties, company tradition, or preconception. The consultant must be fearless enough to tell even to management if necessary, that it is they who should go to school first, before those under their command. In fact this happened in one group of companies some years ago, and the Chairman did not hesitate to admit that the management should be the first to go back to school. This fearlessness and objectivity are part of the professional ethics which need to be developed by consultants, and in this respect they must regard their profession as no different from the others of medicine, law, and accountancy. (Adapted from a talk by a Businessman at a Seminar)

It is clear from the foregoing that the qualifications of a consultant are more or less similar to those required for a good manager. The manager, however, has responsibility as well as authority to implement his ideas whereas the consultant has only responsibility to give ideas but no authority to implement them. This calls for a little more skill than required by a manager. Quite often the clients even make it a condition of the assignment that the consultant would implement his recommendations. They do not give any authority to him nor any firm assurance of their full support to him. It is thus a tricky job the consultant is required to do and very often it is like performing an Indian Rope-Trick which only a very skillful "magician" can perform.

No wonder therefore, the qualifications prescribed for a consultant by various writers, make a formidable list. They are listed in the following Chart:

QUALIFICATIONS OF CONSULTANT

KNOWLEDGE		EXPERIENCE			PERSONAL CHARACTERISTICS				
EDUCATION	SPECIALIZED EDUCATION	GENERAL KNOWLEDGE	FISSION FOR BUSINESS	IN INDUSTRY OR BUSINESS	WITH A COMPETENT CONSULTANT	GOOD HEALTH AND PERSONALITY	CHARACTER	MENTAL HEALTH	ATTITUDE
Graduate First or Second High Class in Engineering or Arts or Commerce, or Science	Post Graduate Degree in any area Preferably in Business Management	knowledge of or interest in the Social, Economic, Cultural and Political Environment in which operating	Fassion for learning more and more about the development and trends in Technology, Techniques, Management Science and Environment	Experience With Right People and of Right Type.			Integrity Impartiality	Stability Intelligence Alertness Self-confidence Good Judgment Analytical ability Resourcefulness and Creativity Independent Thinking	Sociability Receptivity Flexibility Pursuasiveness Communicating Skill Objective Courageous People-Centred.

Though it is not possible for any individual to have all the qualifications listed above (unless we are looking for an omni-scient superman), some of the basic qualifications ought to be acquired by every consultant by training and education.

CHAPTER IV

Types of Training

Education and training can be of the following types:

- (a) Institutional Training: Universities, Institutes of Management for Technology, Productivity Councils or Centres, Management Associations, Administrative Staff Colleges, Consultants' associations, Institutes of Consultancy and Developed Countries are some of the principal institutions which provide training for consultants.
- (b) Individual Training: An individual can acquire training for himself by working in progressive industry or businesses where consultancy services are used or such services have been organized departmentally on a permanent basis. He can also get the training by working with a reputed consultant. He may also get the training by working as part-time consultant while engaged in a teaching job with any of the Institutions mentioned above.

10. Universities and other Teaching Institutions

- (a) In view of the increasing importance of consultancy, the world over, a strong feeling is growing that teaching institutions should revise their curricula and include fundamental subjects like humanities, behavioural sciences, group-dynamics, psychology etc., in the degree-courses and that there should be post-graduate courses also for specialization in "Consultancy". Some of the Universities in India have introduced "Management Wings" which can consider this proposition.
- (b) By and large, however, Universities are not so willing to depart from their traditional approach and it is felt that the new ideas be

best tried in new institutions which have been established or are being established to teach management subjects exclusively. They could also organize short term courses, refresher courses and seminars for those engaged in the consulting profession.

11. Management Associations, Productivity Centres, Administrative Staff Colleges

and the like may also include training programmes, (short courses, seminars, workshops etc.) for practicing consultants in their training activities. They would stimulate useful discussions, contribute new ideas, increase the body of knowledge and thus assist in a healthy growth of the profession.

12. Consultant's Associations

are being established in developing countries for self-help. They can hold group discussions for exchanging ideas, seminars and courses for their members. Management Consultants Association in India has been organizing such activities which include discussions also with Trade Union leaders, leading businessmen and public sector executives. These discussions serve as training for Consultants in that they learn first-hand what others think of them and expect from them and the areas in which they should improve.

13. Training Facilities for Consultants in Developing Countries

(a) These are provided by developed countries also. Some time back France offered training assistance to India. A few French specialists were sent to India who selected a batch of about 20 prospective consultants and trained them in India for a period of about 8 weeks. They then picked up about four candidates from the batch and took them to France for further intensive training in Consultancy. They are now back in India. The programme was offered to Government of India who nominated National Productivity Council of India to process it.

(b) U.S.A., Colombo Plan countries and a few others also offer training facilities to developing countries either by sending expertise

to those countries or taking trainees abroad. But almost all such programmes are in management subjects and hardly any specifically for consultants. Since consultant-training can spread the management movement faster through the multiplying effect of consultants over wider areas, it is pertinent to suggest that building up a net-work of well-trained consultants in developing countries should be considered as a stand aid-programme and strategy by developing countries and by U.N.O. itself.

(c)

Some schools and Universities have worked out both ordinary and advanced programmes which provide for management games, internships in industry, the study of cases and practical problems, etc. One interesting programme was developed jointly by the University of Ceara in Brazil and the University of California at Los-Angeles (UCLA) in the United States. A group of twenty Brazilian and U.S. nationals spent three months in Brazil's north-east development area in connection with the UCLA courses. The group was divided into small teams comprising nationals of both countries, which began by interviewing local consumers, farmers and businessmen in order to ascertain what the local opportunities were and then to plan industries. As the plans matured, support was solicited from the development bank and from local investors. Several businesses have already been established and the groups gained considerable practical experience.

(Ref. "Manual on the uses of Consultants in Developing Countries" by UNIDO).

14.

Institute of Consultancy

(a)

A Committee headed by a member of the Planning Commission was appointed by the Government of India in 1966 to lay down the guidelines for developing consultancy services in the future. Its draft report has been completed recently. One of the suggestions reported to have been made by the Committee is the establishment of an Institution of Consulting Engineers, recognized by law. It would probably be on the same lines as the Institution of Engineers, Institution of Industrial Engineers, etc. These Institutions are not teaching bodies but recognizing bodies.

(b) What is in fact needed is an Institute of Consultancy on the lines of the Institute of Chartered Accountants where accountancy graduates are required to serve recognized firms of C.A.'s for a minimum period of five years and are periodically examined in between and finally, by the Institute. The diploma of C.A. is given to the successful candidates who are then considered eligible for practicing independently as C.A.'s. The candidates are given a stipend by the firms with whom they work and learn.

(c) The above would apply to new-comers. Those who qualify for practicing, would be exempt from it except that if they also want a diploma from the Institute of Consultancy they may be given exemption from one or two examinations, out of a total of three, depending upon the period spent earlier in industry and/or consultancy firms and the proficiency shown in the test which may be given at the time of admission.

(d) Such a training programme by recognized Consultants would be based upon a recognized curriculum which should include partly practical training (say about 75 % of the total hours) and partly theoretical class room lectures, seminars, workshop sessions etc. (say about 30 % of the total hours).

15. Individual Training

(a) Industrial or Business Experience: The academic knowledge so acquired ought to be supplemented by experience of working in industry or business. Such experience as discussed earlier should be in a right environment and of the right type. This would increase his skill in identifying problems, testing his academic knowledge by applying it in solving them and thus he would learn more and more (in some cases, also unlearn some of the things). This would increase his self-confidence in making good judgements. The length of such experience would vary from person to person depending upon what institutional training he has already acquired.

(b) Consultancy Experience: The experience acquired by working in industry, business etc., should be further supplemented by some training and experience in a good consultancy organization

or with a reputed consultant. For training acquired while doing the job of consultancy no better substitute has yet been found. Such experience is necessary to acquire skills and attitudes specially needed by a consultant over and above managerial skills.

CHAPTER V

Professionalization of Consultancy Profession

A profession which is organized on sound lines is recognized in the community with a particular respect like the profession of medicine, surgery, law, accountancy etc.

Unfortunately the profession of Consultancy has not attained that status in developing countries.

This problem is acute even in developing countries. While advocating a National Academy of Management Consultants, an article in "Management Consultant" (1967 series November 1) states as under: "Management Counsel has passed its period of development and is approaching full maturity in national and international service as an important aid to managers in North America. But those who practice it are not organized or well regulated. There is, at present, no means available to prevent the ready entry of individuals or firms with little or no training, experience, or ability into the practice of management counsel. Anyone is free at present to call himself a "management consultant" and to seek and serve clients, and there is no publicly acceptable means by which clients can determine the competent, ethical practitioners in the field. Although at least nine associations of management consultants and local groups of firms and individuals exist in North America, most consultants still do not belong to an association or society in their own field. This is cause for grave concern. A number of men and firms, though they perform a similar function, do not constitute a profession if they remain apart without communication. A profession can only be said to exist and be recognized as such when there are bonds between the practitioners, and the bonds can take but one shape - that of formal association. As long as so many remain outside the organized ranks, the structure of management consulting is not sound for the long future."

"A mass of consulting firms and individual practitioners working in isolation - without plans for establishing co-operative effort, common objectives, recognized standards of ethical conduct, and machinery for self-discipline, without ready means for exchange of information and ideas among themselves, of communicating as a group with the public facilities for research, or recognized ways of training individuals in the process of consulting; and in assessing their competence can never command recognition as a profession. Without effective organization and publicly acceptable professional standards, management consulting will remain in competitive business practised by a wide variety of consultants varying widely in competence, integrity, and objectivity, and lacking clear identification, respect, or confidence in the public mind."

The consultants of North America have recognized this problem and have accepted the challenge to construct, establish and maintain their own accountability to society by launching a large-scale, comprehensive action-programme designed to accelerate the professional development of management consultancy in North America. A long-range planning Committee composed of a number of well known senior consultants and eight Committees named by Consultants from the five associations and societies have been constituted to cover the various aspects of the programme.

From the foregoing it may be observed that there are certain pre-requisites for organizing the profession on sound lines. They are enumerated hereunder:

- (a) Body of Knowledge: A good amount of literature should be available for teaching the fundamentals of the profession and constant research should be going on to develop the body of knowledge contained in the literature.
- (b) Teaching Institutions: Recognized institutions of teaching should be there to teach and train competent people to practise the profession.
- (c) Professional Association:
 - i) There should be professional associations established on sound lines to safeguard the members' interest as well as to develop the knowledge, skills and character of the members. The Associations should see that persons who are not competent to practise

the profession are debarred from becoming members. The Associations should also have a Code of Ethics to be observed by their members

- ii) The steps taken by Management Consultants Association (MCA), London provide that on joining the staff of a member firm of the MCA the new entrant would receive a thorough training in the essential principles of modern management. In addition he acquires extensive experience in the practical field of a consultant's work. He is attached in turn to each of several consultants, on assignment with clients in various industries, to fit him to meet the technical problems with which his work will be concerned, and to learn the consultant's approach. During this period he also receives further theoretical training, and when passed as proficient graduates to the level of working under a supervisor on his own assignment. Although the need for suitable recruits is greater than the supply, only those who meet the necessarily high standards are accepted. For these a rewarding career is open financially attractive from the start and becoming progressively more so. It is a career with exceptional opportunities for promotion and above all a life of satisfying and constructive work.

- iii) Ontario management consultants have become the first in the world to introduce written examinations as a requirement for admission to their institute.

Purpose of the new regulations, drawn up by the Institutes of Management Consultants of Ontario, is to provide a means of assessing the qualifications of management consultants and to raise the ethical standards of the profession.

"Management Consulting has always been, and still is, an open profession in which anyone can set himself up as a consultant", P.J. Taylor the newly elected president of the Institute, explained, "But we hope

that the examination policy will make it easier for the prospective client to identify competent management consultants".

Members of the Institute are permitted to use the letters IMHC (Member of the Institute of Management Consultants) after their names. This designation identifies qualified Canadian Consultants who have worked extensively in Canada and are familiar with its business practices, its political system, its laws, traditions, problems and aspirations.

The first examinations for the Ontario Institute are tentatively set for mid-November and will include a three-hour general paper on the practice of Management Consulting and all of its specialties, plus a four hour paper on the applicant's own speciality".

(From: Industrial Canada, November 1968).

- iv) The national Associations of Consulting firms in the various countries are united together in a European Association FEACO (Federation Européenne des Associations de Conseils en organisation) which fosters the further acquaintance of the profession and the advancement of the quality of the professional work. About 5,000 management consultants are associated with FEACO.
- v) In 1960 some of the major consulting firms formed an Association called the Associazione tra Società e Studi di Consulenza Organizzativa (Association of Management Consulting Firms and offices) for the aim of encouraging the training and formation of consultants and fostering better organizational techniques in Italy. This Association (ASSCO) is a member of the above mentioned FEACO.
(From: Successo, December 1968)
- vi) Professional Societies, journals, meetings and seminars provide a fruitful means for the exchange of ideas and information. All these are necessary if the practitioner is to keep abreast of change and increase his professional abilities. They also provide

the satisfaction and inspiration that come from inter-professional discussion. The long-range benefit to be derived from such an environment is the development of a more competent and better informed consulting profession.

(d) Standards of Personal Qualifications or Eligibility In the absence of the standards it would be difficult to regulate admissions to the professional bodies or Academy or Institute, on sound lines. It is therefore necessary to develop the standards.

(e) Legal Provisions

i) Some people advocate recourse to Legal Provisions to give protection to the profession, by prescribing certain minimum requirements for practising.

ii) Suggestions have been made to the Committee on Consultancy appointed by the Planning Commission of India, that consultants should be issued licences by the Government for practising the profession in the same way as is the case in the professions of medicine and law. It is, however, debatable whether such a step would be in the interests of the consultancy profession and whether voluntary efforts would not be better.

iii) In other countries also professional licensing is considered to be of doubtful efficacy. "This method may sometimes be used to ensure minimum standards of competence. But licensing can best perform such a function when the attribute to be measured is knowledge rather than personality, motivation, judgement, or even skill in application.

The practice of licensing is also advocated because it confers a certain amount of prestige and status, though this is less desirable. Unfortunately, licensing often guarantees a semi-monopoly to existing practitioners in a country and restricts the access to the profession. Since the problem is to increase, rather than diminish, the supply of engineers, management advisers, technologists and so forth, such restrictive licensing should be avoided". (From: Manual of UNIDIO).

CHAPTER VI

Role of Consultants and Action Programme

16. The Management Gap

Developing countries have been frantically trying to create physical resources and facilities on the one hand and to produce educated persons through teaching institutions on the other and yet the desired economic progress is eluding them. The reason is that there is a wide gap between education and its application for the optimum use of resources. This gap is the "Management Gap". The difference between developed, developing and undeveloped countries is the difference in the width of the gap in the different countries. Reducing this gap is therefore the main task for the developing and undeveloped countries.

"The twentieth century will be the century of management" is not a mere prediction, but a reality. James Knowles, Executive Director, Joint Economic Committee of Congress of the United States said that the most important factor controlling the path to 1970 is the quality of management, which is of supreme importance to the stability and growth of our economy.

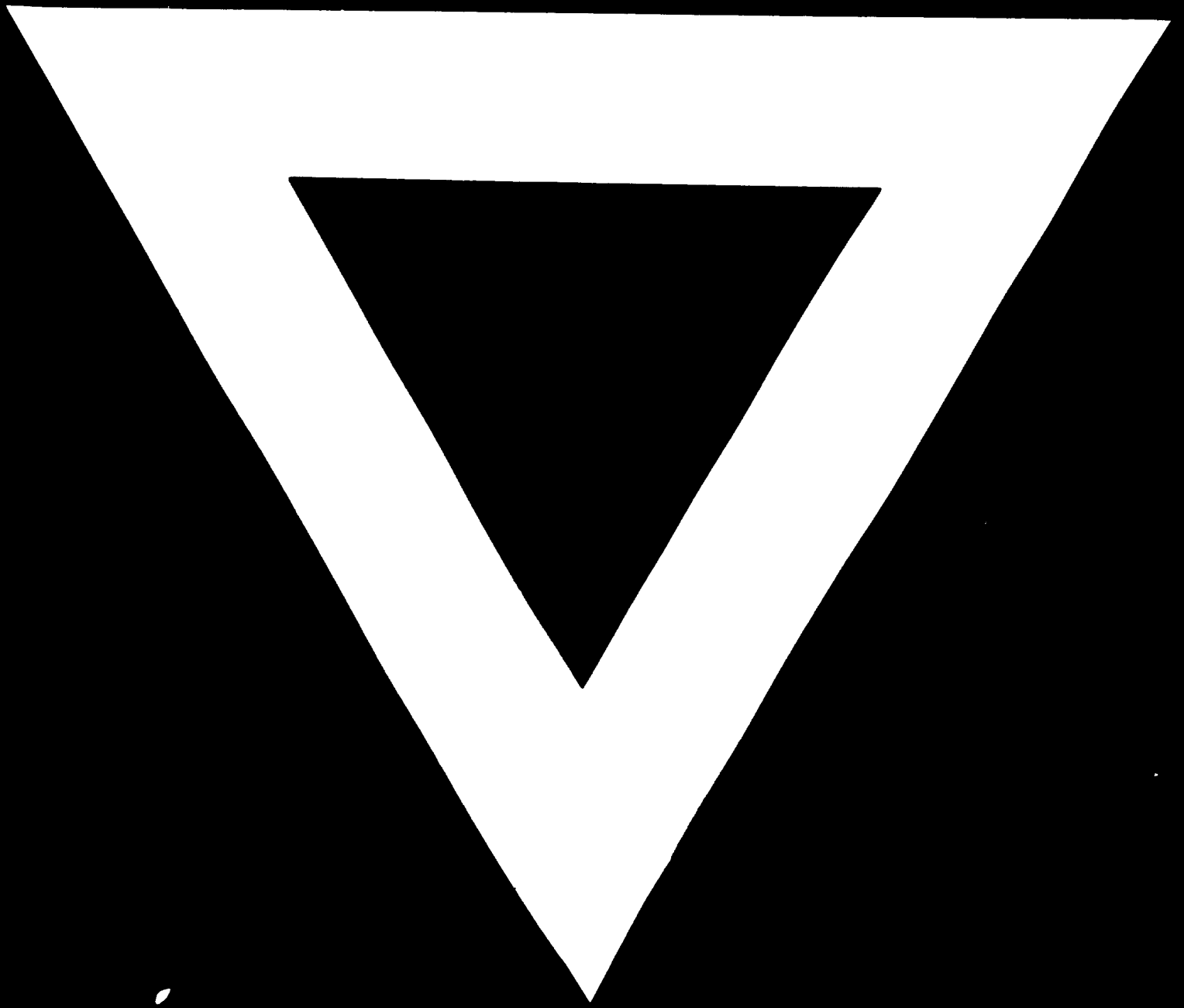
"Managers" said Stanley Hyman in his book "An Introduction to Management Consultancy", "are among the powerful instruments of social change and influence social progress. The consultant may well be the only effective source of improving their performance, particularly when deliberate social control is unacceptable or undesirable. If he earns the confidence of managers, he can become a major determinant of the rate and reality of progress".

17. Action Programme

In view of the crucial role the consultants have to play in acceleration of human progress, it is but proper that the UNIDO should take the initiative in organizing this work-shop on the use of Consultants in Developing Countries. Let those in the profession also resolve to organize themselves for answering the call by chalking out an effective action programme for

training the members of the profession appropriately. Pooling of knowledge, skills and resources and sharing them commonly should be the first step. Let those who have assembled here from different parts of Asia form an Asian Organization of the Associations of Consultants with Japan as the leader. UNIDO should help this organization in establishing contacts and collaboration with similar organizations in Europe, America, Australia, Latin America and Africa and eventually to knit them all together in an international organization. Let this be the principal contribution of this work-shop to the Cause of the Consultancy Profession.





12 . 12 . 73