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EXPERIENCE OF THE UNIDO TEAM

TEXTILE MISSION 1969 PAKISTAN ^{1/}

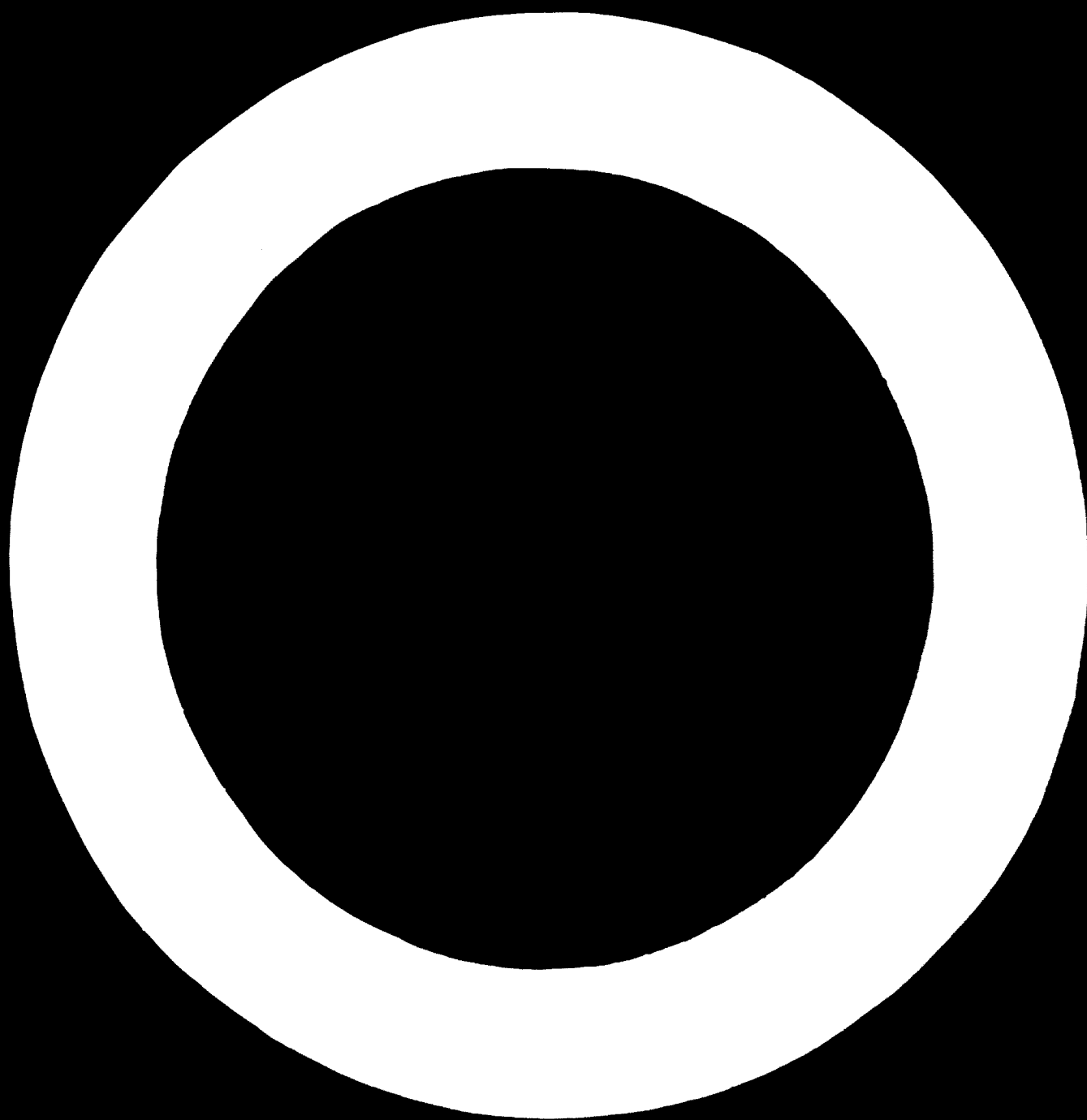
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Id. 70-4162

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The extended visits of UNIDO team to all parts of Pakistan, the extensive interviews with all levels of individual managements, government bureaus and officials, the ten day industrial clinic in Karachi which was attended by the leaders of industry and the government bureaus directly concerned, resulted in a constructive analysis of the problems confronting the industry and the country. This analysis and the surrounding discussions produced clear assertions of existing facts and clear guidelines for future actions.

There were no prepackaged "off the shelf" programmes for the solution of the existing or future problems. Our methodological approach clearly recognized the uniqueness of problems we encountered on the government, industry or individual company level.

We were able to project possible solutions within the frame of reference of the immediate and future actual possibilities.

FEEDER INDUSTRIES

One of the major issues we discussed in depth were the peripheral problems of the feeder and supply industries whose weakness in the machinery and chemical sector directly affected the growth pattern and the general health of our industry, both on the whole and in distinct individual instances.

Although a start had already been made to further these industries, it was all too apparent that neither supply, variety, quality, price nor know-how were broadly enough based to guarantee the necessary future growth.

THE TEXTILE INDUSTRY

In the analysis of the textile industry as a whole, we found the problems in the areas of internal and external marketing, quality and availability of textile education, government regulations pertaining to imports, exports, taxes and education the most demanding of answers.

Our intensive analytic discussions with government officials and industry representatives resulted in projections which were subsequently included in the considerations on which the 1970 - 1975 economic plans of Pakistan are based.

THE INDIVIDUAL MILLS

The UNIDO Team's visits to individual textile mills - from the largest vertical to the smallest cottage type - and the follow-up during the Clinic sessions allowed us as individuals and as a team to lend assistance in the categories of General Management, Manufacturing and Technical Marketing, Administration, Personnel and Training.

(a) General Management

In "General Management" we were able to assist in the formulation of Operational Analysis and Planning, Feasibility Studies, Corporate Development Programmes, Profitability Analysis, plans for Acquisitions, Joint Ventures, Licensing;

(b) Manufacturing and Technical

In "Manufacturing" and "Technical" we helped to formulate modernization programmes, cost reduction programmes, standard cost programmes, and practical systems for the control of waste, quality, labor, equipment utilization, machinery maintenance and inventory;

(c) Marketing

The "Marketing" discussions and actual investigations included Market Research, Sales Analysis, Product Development, Marketing Organization, Merchandising Programmes, Pricing Policies, Inventory and Distribution Planning. Methods, Procedures and Controls were explained, discussed and in several instances adopted while the team was still in Pakistan and could be consulted on details in the implementation of the accepted ideas;

(d) Administration

Computer Programming was one of the most widely asked for issue. The team was able to recommend possible systems and EDP applications. Controls for orders, inventory and payrolls and sales production co-ordination were among the most prominent issues which were highlighted through discussions and actual example explanations.

(e) Personnel

The most troublesome topics - troublesome because of the difficulties inherent in the search for a solution - were discussed under the heading "Personnel". Although we found a very thin highly qualified top management group throughout our trip in both the large and smaller textile units, there did exist a decided "void" in the middle management sector of

"know-how" people. Because of this lack of qualified supervisors and instructors we found that the skill and knowledge of the worker were low. Machine maintenance and utilization were below European or American standards of performance and production: per man-hour was not yet a meant used by most of the industry units as a measure of effectiveness. "Unit Cost" therefore was higher than it could be and valuable government funds - valuable because of the limited availability of funds - were used to support the export pricing of textile products, an export to earn needed foreign currency;

(f) Training

To improve plant productivity through the use of more effective supervision and an improved use of the available labor force we outlined in detail a system of training which has proved itself in industrially undeveloped areas of the world, especially in the central and south American countries and which is also being used today to integrate totally unskilled foreign workers into the industrial fabric of some of the European countries.

The success of this method of training is based on a number of principles which pinpoint the behaviour, record and consequate correct responses, maximize training techniques and ensure results to justify the required investment. Learning is an effective behaviour change. Applied to all organization levels, it develops better co-ordination, more effective perception, lower reaction time and the will to do the job.

Studies carried out in different locations, and under varying conditions, utilizing various techniques have yielded these conclusions:

- A. Better performance comes from shorter pauses between actions,
- B. The time spent in these pauses depends to a large extent upon perception and reaction time,
- C. The will to do (or motivation) has to be stimulated through the use of appropriate reinforces (incentives).

We focused as much upon human considerations and motivation as on refinements of method.

The supervisor and the instructor have to be taught effective and economical training methods. This training should be based on:

- Personal interest and involvement

- A sense of repetitive achievement
- The recognition of these achievements by others
- The understanding of the surrounding problems
- A sense of belonging to a group
- A positive attitude towards the task to be accomplished
- Compilation of all training information for continued use
- Periodic progress reports

The supervisor has to learn the four basic steps of instructing or teaching:

- Step 1 Prepare the learner and organize the material to be learned in correct learning sequence,
- Step 2 Present the material, stress key points by emphasis and repetition and proceed at a pace appropriate for the learner,
- Step 3 Have the learner perform the job, correct errors, and praise correct movements and actions, until the learner demonstrates that he "knows",
- Step 4 Check on understanding and performance and taper off teaching (fading out of supports) to normal supervision.

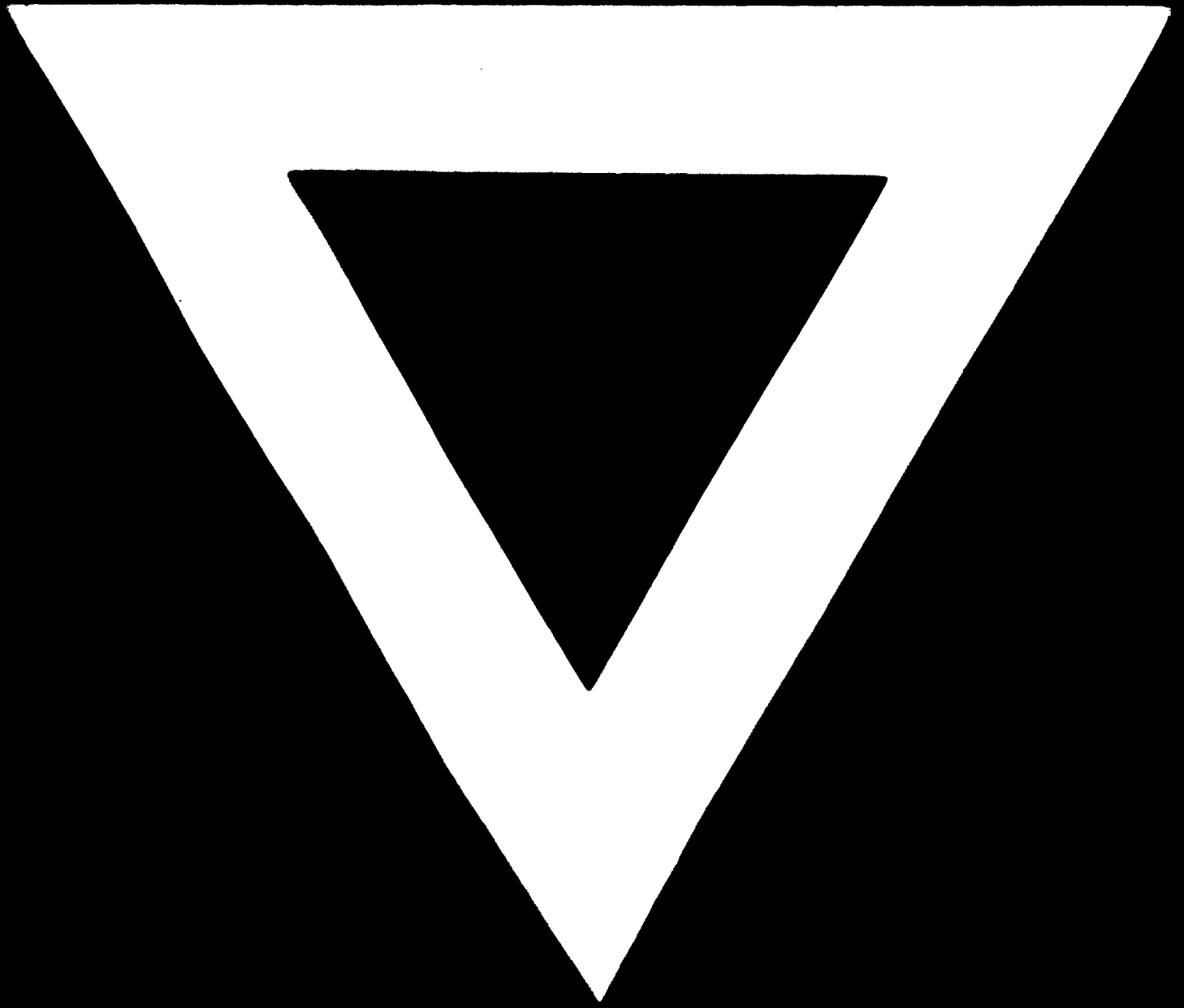
- If the instructor has thought the learner can perform:

The development of skills and habits requires the analysis of the desired skill sequence of a total function into micro-components.

1. Each component is a micro-step which must be learned individually,
2. Serial micro-steps are linked to learn partial functions,
3. Partial functions are linked to learn total functions.
 - A. Manuals must be individually developed for each total function outlining the detailed steps of the learning process, the components and their linkages,
 - B. A support organization must be created to implement and control the skill development programme.

CONCLUSION

The response of the participants of the management clinic in Karachi, Pakistan was unanimously positive towards the efforts of the UNIDO team to analyse the issues and problems faced by the textile industry and the individual mills in projecting ways and means for the controlled growth through effective marketing and efficient operations. The Management Clinic provided also a very much needed platform on which government officials and industry leaders were able to openly discuss their points of view, exchange ideas and actually reach conclusions both parties considered valuable for the planning of the 1970-1975 Economic Development Period.



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