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Training Workshop for Public  
Industrial Administration of  
Arab Countries of the  
Middle East and North Africa

Kuwait, 18 March-6 April 1972

PRINCIPLES AND PRACTICES OF INDUSTRIAL ADMINISTRATION<sup>1/</sup>

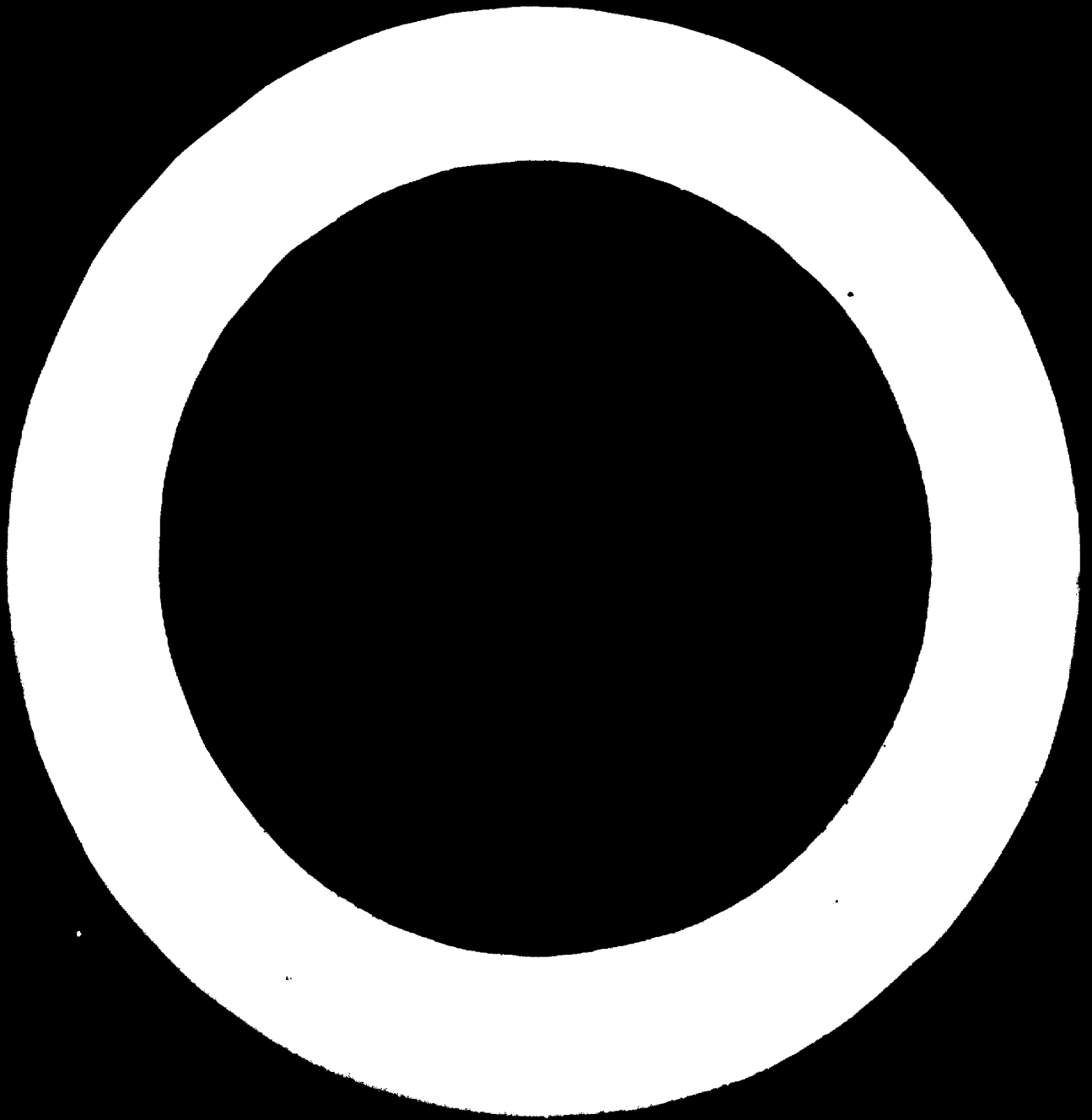
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## Principles and Application of Industrial Administration

### A. Introduction

1. For several decades, administrative experience, administrative routines exist in the ministries in the developing countries. In the ministries, in the various departments and sections, decisions are taken, often on a routine basis, on matters that are of a service nature to the community as a whole, to the individual citizen. Service is given to business, e.g. by licensing for export and import. The administration machinery deals with activities that could now be called "conventional or classical".

(Example to be discussed X-001).

2. The staff in the ministries has been properly trained for such responsibilities, such work (Example to be discussed X-002). Indicators have been established and accepted. These concern performance rates and efficiency, accuracy, timing of parallel and subsequent activities, and the importance of costs that occur as a result of unnecessary delays. (Examples to be discussed X-003).

3. In order to increase the standard of living considerably of a people, to do so in a shortest possible period of time, the economy requires the introduction of the industrialization process. (Example X-004). Gradually, a higher and higher percentage of the economically employed population gets work in industry (Example X-005).

4. The rate, the speed of success, of the industrialization process as a whole (planning, pulling resources together, practical implementation) depends to a very great extent on the ability of Government ministries concerned to administrate efficiently the new tasks they have been entrusted as a result of the process.

Administrative work in connection with industrialization requires new and additional skills of the staff in the ministries, in addition to the conventional ones (Example X-006). Also, new and different indicators of performance, efficiency, accuracy, time and costs, are dynamically established (Example X-007).

5. Specially-trained staff will be required as a prerequisite for the successful implementation of an industrialization programme. Specialists who know how to draw up industrialization plans represent one group of skills. In a number of instances, such specialists exist already.

(Example X-008). Another group required consists of administrators whose job it is to determine and coordinate the resources needed for the implementation of the plan (Example X-009). The gap (Example X-010). A third category of professionals is needed to take care of the practical execution of the projects included in the industrialization plan (Example X-011). We will be particularly interested in this problem

6. The main purpose of our Workshop is to discuss various aspects to the revision of an efficient government administrative machinery to facilitate the industrialization process in the developing countries. When sketching new forms and ways of organization, what skills and techniques that now will be required, this exercise should not necessarily be seen as a critique of the present, existing, conventional administrative machinery of a ministry, that, as already mentioned, normally has been developed for other purposes originally.

7. Administrative services are conventionally given to trade and business, e.g. in the form of licensing. The various ministries, in connection with the industrialization process - will, in addition, now also have to work with individual factories, branches and groups of such (Example X-012). On his side, the businessman, now becoming an industrialist, will have to develop another kind of an organization, also a new kind of administrative machinery in order to be able to implement successfully the industrialization process. (Example X-013). Staff in the industry organization with new/additional skill has to be developed, also trained to work and cooperate with government officials on industry projects and problems, not only on business and trade matters, as before. (Example X-014).

8. In the Workshop, the following eight main topics will be dealt with:

- i. Principles and practices of industrial administration.
- ii. Planning and promotion of industrial development.
- iii. Establishment and development of industrial development agencies.
- iv. Development and promotion of industrial projects.
- v. Implementation of industrial projects.
- vi. Industrial legislation. Standardisation.
- vii. Organisation and operation/administration of public and semipublic institutions and departments involved in industrial development.

viii. Regional co-operation in the organization and operation/management, administration of activities for industrial development.

9. The papers on the above topics have been prepared by several authors. These come from various countries. Further, the authors are accustomed to their own terminology. As a result, the authors have often used different expressions, words, for a problem or a technique, which, in fact, is the same. Thus, our plan is to establish a terminology list to include a number of expressions and their definitions. The definition will lay a common base of understanding for the discussion during the Workshop. In particular, emphasis will be put on the establishment of definitions that are related to the first topic: the principles and practices of industrial administration. The contents of this topic lay the common ground for the Workshop as a whole. Time and time again, when the other topics are discussed, references will be made to the jointly agreed upon definitions.

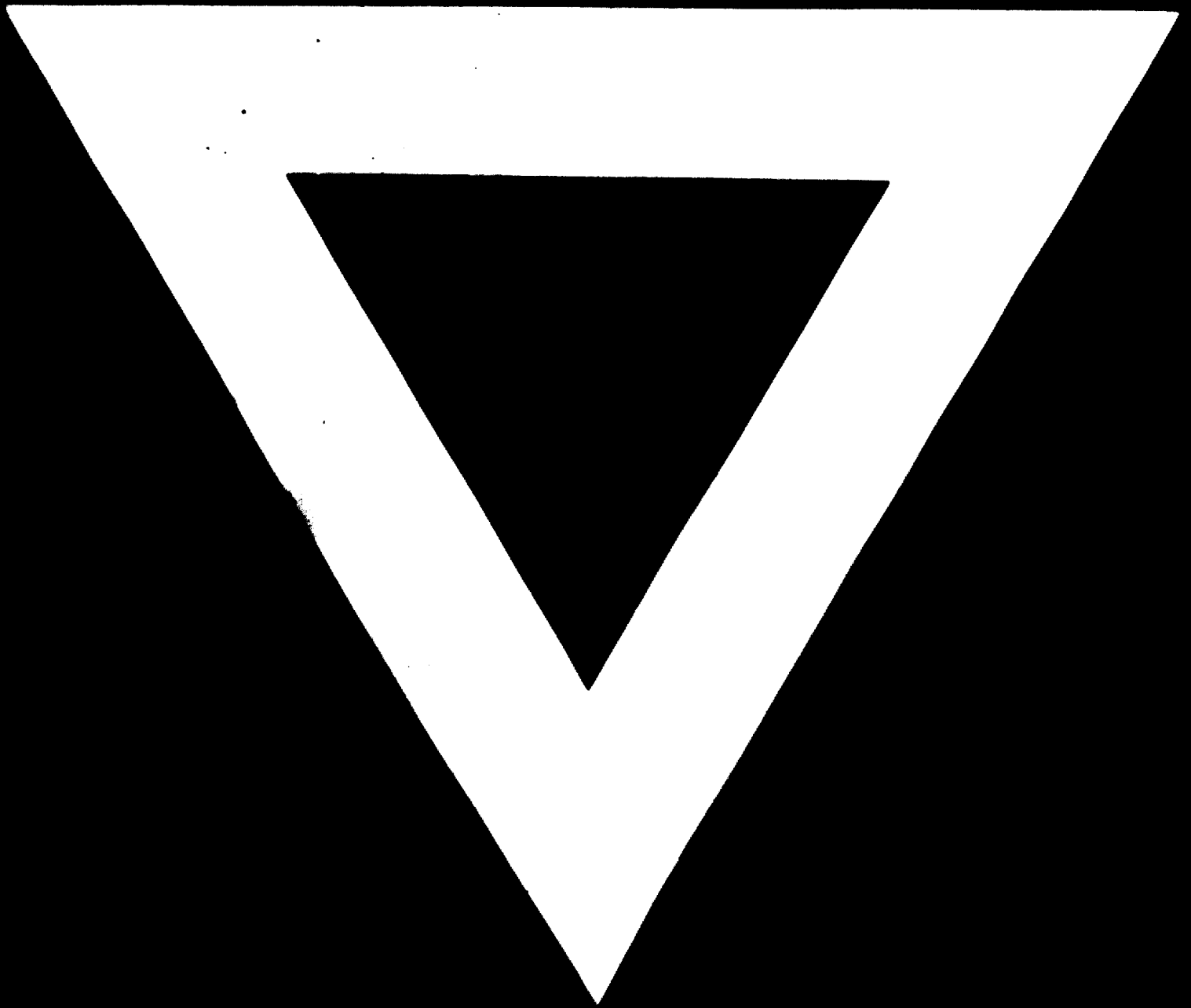
10. Also from another point of view, it has been found advisable to establish jointly agreed upon definitions. The participants of the Workshop represent some ten different countries. Many participants are government civil servants responsible for administration assignments. Other members of the Workshop come from the manufacturing industry, in turn a third group represents business organisations. These facts suggest that the participants, on their side, may also be accustomed to different terminologies. Thus it seems advisable to develop a common approach for the Workshop.

B. Definitions

11. We will now try to arrive jointly at a series of definitions within the field of industrial administration and closely related ones.

This work will be performed as an exercise with active participation of all the members of the Workshop.

During the exercise, opportunities will be given at the same time to discuss specific problems that exist in the participants' organisations and departments. At the same time, the base will gradually be established for further detailed discussions concerning "various aspects to the revision of an efficient government administrative machinery to facilitate the industrialisation process in the developing countries".



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