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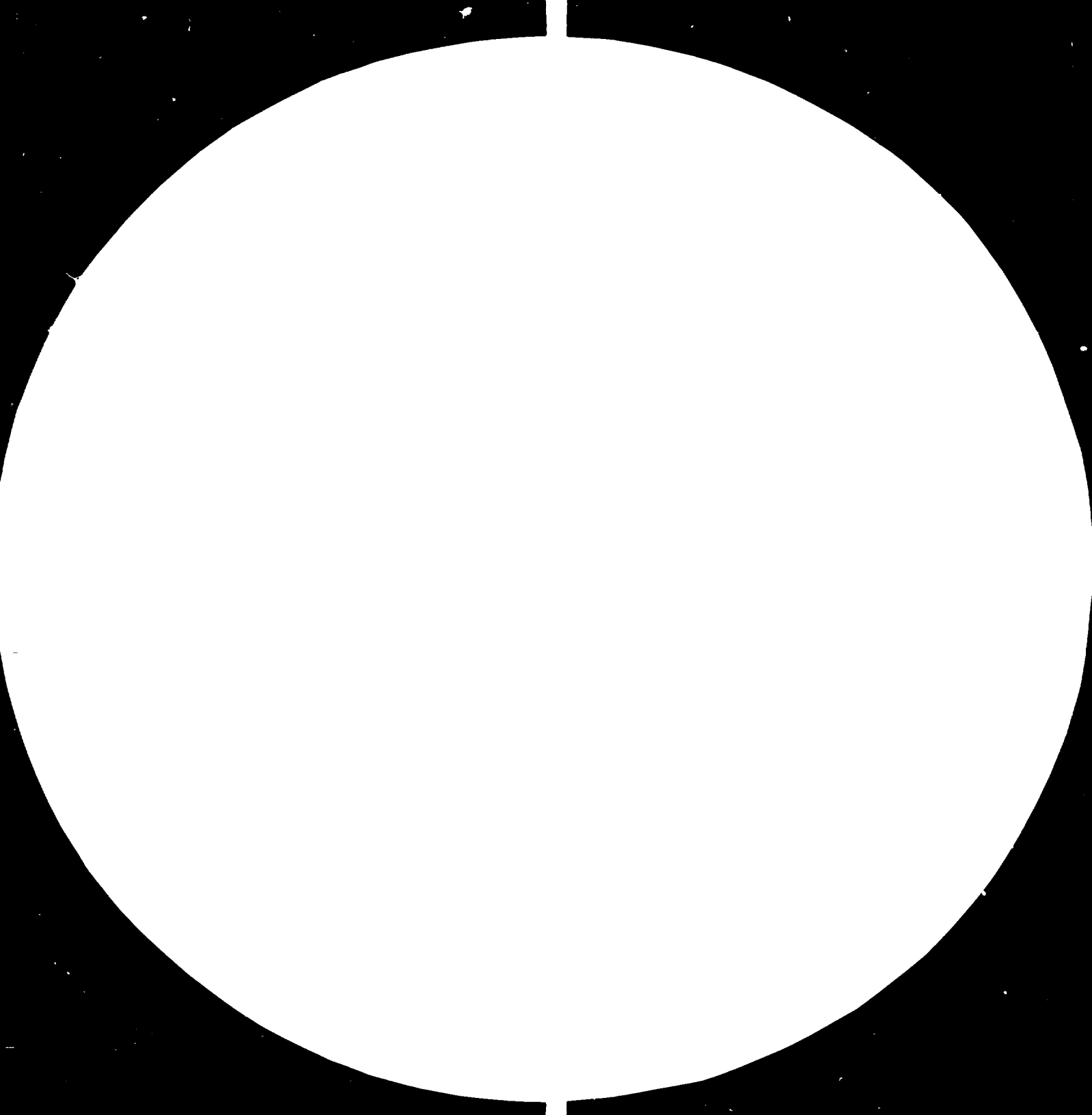
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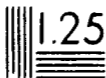
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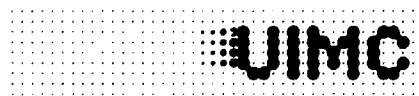
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UNIDO Contract No 79/106  
Project No. DP/YUG/78/010  
Activity Code 1023 31 4E

THE DEVELOPMENT OF SPECIALISED  
CONSULTANCY SKILLS IN SERBIA  
MAY - DECEMBER 1979

TERMINAL REPORT  
JANUARY 1980

DR R V AUSTIN  
UI MANAGEMENT CONSULTANTS LTD



**International Management Consultants**

SYNOPSIS

A series of training seminars was organised in Serbia in the autumn of 1979 to develop Consultancy Skills amongst a variety of consultants and advisers. This complemented earlier programmes in Yugoslavia aimed specifically at Management Consultants. Many novel features were involved in the exercise and it must be judged to have been a considerable success. The experience gained indicates that it would be profitable to continue and expand the project both within Serbia and the other republics of Yugoslavia using the now well-proven methodology. Further work should also be done on the creation of more widespread understanding in Serbian Industry and Administration of the important role of consultants in the economic development of the Republic.

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## INTRODUCTION

At present there are about 1200 technical consultants and experts in Serbia, mainly concentrated in Belgrade. Some are engaged in numerous capital, managerial and technical projects in Serbia concerning the development of local industries and others work on projects abroad, particularly in developing countries.

The project brief states that in spite of many achievements in the development of Consultancy activities the situation in Yugoslavia in general and Serbia in particular was still not considered to be satisfactory. Further internal efforts and international inputs were recognised as being necessary to raise the effectiveness of these specialist consultants.

It is believed that the improvement of local consultancy methodology and the acquisition of additional consultancy tools would considerably enhance industrial production and administrative efficiency and contribute to accelerated economic growth in Serbia.

There are also within Yugoslavian industry, commerce and administration many people not designated as "consultants" but occupying roles as specialist advisers or counsellors in which the exercise of consultancy skills is essential to the successful fulfilment of their responsibilities.

The immediate aim of this project was to develop such consultancy skills in Serbia through a specially prepared series of practice oriented seminars given in October/November 1979 jointly by UI Management Consultants Limited, (Unilever's Internal/External consultancy subsidiary) and Organomatik, a specialised Serbian consultancy. Together with other Institutes Organomatik had been involved in earlier programmes for training Management Consultants in Serbia through the UNIDO sponsored JUCOR project.

This report records the experience of UIMC in the project, makes recommendations for continuation and extension of this programme and suggests other areas in which training would be of benefit to the Serbian economy.

## 1. THE DESIGN OF THE OVERALL PROGRAM

UNIDO international experts, C R Wynne-Roberts and R V Austin visited Belgrade - 20-28 March 1979 (DP/YUG/78/010/11-01) and confirmed the need for training in consultancy skills.

They proposed a series of four seminars aimed at providing participants with an insight into the fundamental consultancy process and training in some of the more important associated skills. Each seminar was to be given a specific orientation to allow the consultancy concepts to be put into a work context familiar to particular target groups of consultants. It was further suggested that the learning be reinforced by asking participants to undertake a short consultancy project in their normal place of work to be reported back on during short follow up seminars to be arranged later.

Wynne-Roberts and Austin also noted that the seminars might not achieve their objectives unless there was an adequate awareness amongst senior management of the role of consultants in developing the industrial economy. This needed to be coupled with an understanding of who to send to the seminars and how to ensure that the expertise they acquired could be made use of. They therefore proposed that some weeks before the seminars a one-day top management conference should be held at which such issues could be discussed.

Finally it was underlined that the conference and the seminars could only be regarded as providing a foundation and so the programme should include an evaluation session at which the effectiveness of activities to date could be assessed and an ongoing programme recommended.

This overall scheme has now been implemented with certain slight modifications agreed with the Serbian counterparts and UNIDO. The main events took place as follows:-

### 1979

May	Miscellaneous preparations commenced
June 3-8	Visit to Belgrade by project leader
July 9-13	Visit to Lodon by Mr B Cernovsek (Serbian counterpart)
September 21	Top Management Conference
October 8-12	Seminar No.1 "Internal Consultancy"
October 12-16	Seminar No.2 "The Management of Consultancy Projects"
November 12-16	Seminar No.3 repeat of No.2
November 19-23	Seminar No.4 "Consultancy in Process & Product Development"
December 17-18	Evaluation visit by project leader to Belgrade

The principles of the overall design proposed were shown to have been sound and as a result significant steps have been taken towards development of consultancy skills.

Perhaps the most important achievement is that methodology and subject matters of the seminars has been established and shown to be acceptable and relevant to the training needs of the target group of consultants and



advisers. It was evident during the planning stage that there were local misgivings about the approach being adopted but these have now been completely removed. Although the number of participants was smaller than hoped, a nucleus of consultants has been given training and some have evinced sufficient aptitude and enthusiasm to be considered as potential local trainers and spreaders of the concepts they have learned. Insight has been obtained into the nature of the difficulties that inhibit the efficient use of consultants in Serbia. Whilst no rapid or complete answer can be offered, a way of approaching the problem seems worth exploring and is discussed below. Finally UINC have gained invaluable experience in the development and operation of such training courses in Serbia.

Inevitably there were some negative aspects but none of a serious nature. It can be seen with hindsight that even more attention needed to have been paid to creating awareness on the part of top management. It was also unfortunate in relation to the seminars that, for local reasons, the idea of follow-up projects had to be dropped. Other means will have to be sought to reinforce the learning of participants and assist in its transfer to the work place.

## 2. PREPARATIONS

The report of Wynne-Roberts and Austin was finalised early in April and it was evident that no time could be lost if the recommendations were to be implemented by the end of 1979 in line with the local plan. By good fortune the nominated counterpart project director, Mr Branko Cernovsek was in London in early May on other business and useful preliminary discussions took place between him and UIMC. The latter, in anticipation of authority from UNIDO, prepared a draft programme for the project and produced a first version of the basic training material for the seminars to form the basis for detailed discussions in Belgrade during a visit by the team leader June 3-8.

Changes were introduced, some due to the sensible desire on the part of the Serbian colleagues to ensure that this should be a strong Yugoslavian flavour to the proceedings and some aimed at attracting specific groups of consultants. The alterations had the effect of reducing the time available in the seminars for training in the fundamentals of consultancy but they also helped to allay some understandable uneasiness felt locally about the unfamiliar material and methodology proposed. Further drafting was undertaken, including the preparation of specimen leaflets announcing the Conference and Seminars. Final discussions on the programme content and timing were held with Mr Cernovsek in London July 9-13.

Up to this point UNIDO had been unable to give a firm commitment to the sub-contractors and this started to be an embarrassment since it was becoming urgent that resources outside UIMC should be secured and the limits of the commercial risk UIMC could enter into internally had also been reached.

In the event a telex giving UIMC authority to proceed was received on 13 August and appropriate arrangements were put in hand as quickly as possible and ways were found of coping with many, but not all the difficulties that the delay had caused.

A modern hotel in a pleasant country town, Arandjelovac, some 90km from Belgrade was selected for the Top Management Conference and the seminars. Portable equipment for simultaneous translation purchased with UNDP funds and which had been in store for some years, was overhauled ready for use.

Thus the stage was set.

### 3. THE TOP MANAGEMENT CONFERENCE

This was a one day conference for which the programme was as follows:-

Consultancy in Yugoslavia and Serbia ..... Dr S Ristic  
International Concepts of Consultancy ..... Mr M W Hicks-Beach  
The Operation and Control of  
Research and Technological Development ..... Dr A T James  
Management Consultancy ..... Mr B Cernovsek  
Internal Consultancy ..... Dr R V Austin  
The Seminars ..... Dr R V Austin

Dr S Ristic is the Director General of the Administration for Scientific, Educational, Cultural and Technological Co-operation of the Socialist Republic of Serbia.

Mr M W Hicks-Beach is the Chairman of P E International Limited - a leading firm of UK-based international management consultants.

Dr A T James CBE is a scientist of international repute and a member of the executive board of Unilever's Research Institute at Colworth in the UK.

Mr B Cernovsek is a senior local consultant and the nominated Serbian programme director.

Dr R V Austin is a Senior Consultant in UIMC and leader of their team on this project.

The Chairman of the Conference was Mr Miodrag Prica Vice President of the Belgrade Chamber of the Economy. 31 people attended.

Thanks to the highly professional simultaneous translations the English speaking lecturers were well able to communicate with the audience despite some problems encountered with the technical equipment which were understandable in view of the circumstances.

Considerable interest was shown in all the papers in the formal and informal sessions and useful suggestions were made, concerning the emphasis to be given in the seminars. However one got the impression that not all those attending had the requisite perspective on the issues discussed and it subsequently emerged that although there was a fair sprinkling of top management present, many enterprises and Institutes were represented by less senior people. One reason was that around the date of the conference certain national economic problems emerged which called for the priority attention of many of those who would have liked to have had in the audience.

In retrospect the idea of the conference was probably sound but much more remains to be done in order to spread understanding of the concept of consultancy. Apart from exhortation at similar conferences and in the media possibly the most effective way is to give publicity to successful consultancy assignments. Unfortunately there are other causes for the sub-optimal effectiveness of consultancy in Serbia (particularly process

and product development), amongst which are structural problems in the consultancy professions and insufficient understanding among some consultants and their Institutes as to how they should arrange their relationships with industry. These subjects are of such fundamental importance that UIMC strongly suggest they should be investigated further, preferably by a joint team composed of representatives of the local consultancy professions, typical clients and an international consultant with access to the knowledge of how these problems are solved in Western Europe.

#### 4. THE SEMINARS

Four seminars were organised, each one lasting 5 days. Three trainers were present throughout - Mr.B.Cernovsek, Dr.R.V.Austin and Mr.P.G.Hardie Bick (the latter also from UIMC). For the seminars "The Management of Consultancy Projects" the team was joined for 2 days by Ir.R.Hoying of Unilever's Engineering Division. Dr.C.Okkerse of Unilever's Research Division was similarly present for the seminar on Process and Product Development.

The seminars were designed on a modular basis. Common to each was a module covering the fundamental consultancy process. This was reduced from the three days originally proposed to two at the request of the local sponsors so as to allow time for a second module in which some techniques would be taught and case histories examined according to the particular orientation of the seminar in question. Module 3, the last day, was in part a concluding chapter of Module 1 and part an opportunity for integrating and reinforcing all the learning of the week.

A participative style of training was adopted and there were many exercises involving work in pairs or small groups. Especially noteworthy was the culminating exercise which occupied much of the last day in which an imaginary client organisation was simulated by 3 trainers previously unknown to the participants. Simultaneous translation was used only on the first four days of each seminar.

Most of this training methodology was novel to participants who had mainly only had experience of seminars of a more traditional type. Even those who had attended foreign courses found several aspects new.

Reactions from participants confirmed beyond doubt the need felt by consultants for this kind of training. One typical comment was "I have been working as a management consultant for some years and have attended many seminars but this is the first time I realise how to go about my job!".

Overall the design and methodology proved to be effective and acceptable. By the second day of all seminars the participants had settled down and two way communication with the trainers established. The "simulation exercise" was a success in each seminar, both participants and simulators learning in an enjoyable manner. It was sometimes rather difficult to connect Module 2 subject matter directly with Module 1 and it is suggested that in any further seminars the two modules be merged. It is felt that in practice the specific orientation of the seminars did little to attract participants and that the introduction of technique training tended to divert attention from the main purpose, ie the development of fundamental consultancy skills. However, it is recognised that case studies and discussions that illuminate the basic theories in a practical way are very useful.

The venue for the initial seminar was the Izvor Hotel at Arandjelovac the scene of the Top Management Conference. As a hotel the Izvor was quite comfortable but although the management claimed they specialised in

conferences and courses, their experience was not apparent nor were the facilities up to the standard required.

Attendance at the first seminar was particularly disappointing but the participants were prepared to work hard, accepting evening work to catch up on time lost on the first day.

The local director felt that it would be advisable to move the rest of the series to Belgrade into the premises of Organomatik. The facilities there proved to be better than at Arandjelovac but not ideal.

Considerable goodwill was displayed by the administrative and service staff of Organomatik and with their help all necessary arrangements were eventually made and problems overcome.

The local director had hoped for between 60 and 80 people in the seminars and so it was gratifying that in Belgrade attendance was better. Names of 45 participants and the organisations they represented are in appendix 2.

One of the most difficult things for the seminar organisers was the uncertainty relating to the number of participants. On the first day of any seminar it was not known whether five or fifty people would arrive and at what time. Applicants were not obliged to pay unless they actually showed up and in the event many more places were reserved than were occupied. Even on subsequent days participants departed or arrived unannounced. Unfortunately the proximity of their Belgrade offices was a great temptation to some. Changing membership upset the building up of teamwork skills intended to promote multidisciplinary working; last minute decisions had to be taken about such things as the arrangement of the main training room, the number, size and composition of syndicates, the number of syndicate rooms, number of handouts to be copied, etc etc. The design of Modules 1 and 3 was such that each lecture and exercise built on the foundations laid in earlier events thus a participant missing one day lost proportionately more. Because the training method was partly experiential, days missed could not be recouped by reading handouts.

In terms of subject matter we found that the modules concerning fundamental consultancy skills (Modules 1 and 3) were highly appreciated in all four seminars.

Of the specialist Modules 2A - Internal Consultancy did not attract a large audience but was well received by those who did attend. Module 2B - Process and Product Development - was conceived and specially prepared for an audience of fairly senior people, hopefully mainly drawn from Institutes specialising in the subject. The material was very much appreciated by participants who were of the appropriate calibre and function but in view of the importance of the topic the breadth of representation was disappointing. At the first of the seminars on the management of consultancy projects, a part of the Unilever contribution to Module 2C was less successful than hoped due to its presentation

rather than the material content; this was corrected for the second in the series which went over particularly well.

Serbian lecturers contributed case histories and exercises amounting to 6 hours out of the 12 hours comprising Modules 2.

Discussions on the marketing and selling of consultancy in two of the seminars indicated that whilst a few participants had clear and cogent ideas on what constituted an effective approach they were not in the majority. On this evidence more education and training in this field is required.

Module 2C contained quite a lot of material on feasibility studies and the discussions appeared to indicate that this is a topic the importance of which has not yet been sufficiently appreciated in local industry. Numerous instances of unwise capital investment were quoted by seminar participants. Probably much more detailed and widespread training is needed but it would be desirable if, before organising it, the main banks and representatives of leading industries could agree on a common approach which they could all adopt.

The consultants could make available experience of successful systems used in highly industrialised countries and advise on adaptation to local circumstances.

5. SUMMARY OF MAIN CONCLUSIONS AND OBSERVATIONS

- .1 Although in many respects new to Serbia, the methodology adopted for training in the fundamentals of consultancy has been proved to be effective and acceptable.
- .2 As a result of experience it is now possible to envisage certain improvements to the detailed design and format of the seminars within the existing and well tried general structure.
- .3 Now that the training material has been translated into Serbo Croat and there are some consultants who have undergone the seminars it would be possible in future seminars to train local trainers in the handling of Modules 1 and 3.
- .4 This series of seminars could be readily adapted to the requirements of many developing countries and the initial UNIDO investment in their preparation could be exploited.
- .5 The difficulty of creating an awareness of the value and importance of consultancy and understanding of the way to use it in Serbia has been underestimated both locally and by the UNIDO experts. It requires a sustained and widespread public relations effort at high level.
- .6 In order to overcome uncertainties concerning numbers and regular attendance it would be desirable if future training programmes could be sponsored by large enterprises and run "in-house".
- .7 More education and training is required concerning the Marketing and Selling of Consultancy.
- .8 Before further education is given in Feasibility Studies the possibility of developing a standard approach should be explored.
- .9 Some of the excellent R&D capability in Yugoslav Institutes needs to be channelled into applications and problem solving, but for this training in consultancy and in selling consultancy is of basic importance.
- .10 Close cooperation between the local programme director and UIMC during the preparation period ensured the successful outcome of the seminars despite (inevitable) minor difficulties encountered.
- .11 Consultancy is not recognised as a profession in Serbia, the structure of the consultancy institutes is unsatisfactory and consultants as a body are not doing enough to foster the development of a good image with clients.



6. RECOMMENDATIONS

- .1 The preparation and first experience of a specially designed programme of this kind is necessarily costly. Now that the methodology is proven it is essential to ensure that as much subsequent benefit as possible be derived from the initial capital investment. Extension possibilities should be sought in Serbia, the other Republics of Yugoslavia and in other Developing countries where no doubt the same need exists. Whilst UIMC would be happy to participate in such activities it is felt that local co-trainers should be selected and trained so that in the longer term the costly international contribution can be minimised.
- .2 Something needs to be done to replace the omitted short training consultancy projects and subsequent report-back sessions which were designed to reinforce the learning of seminars. The participants at three of the four seminars asked that some form of follow up be organised. A number of possibilities may be considered either jointly or as alternatives, eg:
  - \* a one day seminar for participants to be held in about a year's time at which (a) participants will illustrate the application of the concepts learned by presenting brief case histories; and (b) UIMC will introduce more advanced material
  - \* a "network" of participants could be set up possibly using one of the keener enthusiasts as a local focal point; members would meet periodically to discuss consultancy experience, a newsletter might be circulated and other activities undertaken to promote and develop consultancy skills
  - \* an advanced seminar be organised in (say) spring 1981
- .3 A short (45 mins) standard presentation should be developed with a view to explaining the background, and approach to the seminars to the Boards of large "systems" (corporations), local Chambers of Economy and other bodies who might sponsor the organisation of further seminars.
- .4 Versions of the seminars should be developed aimed at Export Marketing and Banks (for these there would have to be preliminary discussions to establish needs and ensure that there was an economic basis for running the subsequent seminars).
- .5 A study should be mounted with the objective of formulating recommendations for a Serbian policy for the development of an improved structure of Consultancy both internally and in relation to its clients.
- .6 A generally acceptable methodology and format of Feasibility Studies should be developed jointly by interested Serbian organisations and consultancy institutes with the advice of international consultants.

- .7 Specific training in the Marketing and Selling of Consultancy should be organised, incorporated and extending some of the concepts expressed in Module 1 of the recent seminars.
- .8 The communications media should be used more widely to promote the "consultancy approach" via articles in management or professional journals and serious newspapers, Press releases about succesful consultancy assignments, publicity for training seminars, reports on speeches at international conferences etc. This should be part of an overall strategy for the development of consultancy in Serbia.

Personal Acknowledgements

The seminars were greatly facilitated by the cooperation and flexibility of the local team. Mrs Nina Simovic, acting as general administrator, translator and secretary, was unremitting in her efforts. Mr Grgurevic Tortko battled with the effects of age and damp on the electronic equipment and eventually won; his resourcefulness in many other directions was also much appreciated. The simultaneous translators were imperturbable in dealing with colloquialisms, last minute changes in text and programme alterations. Inevitably there were others in the background for whose assistance sincere thanks are proffered.

Particular mention should be made of the "simulators" who so ably played roles in the main exercises. Although entirely without experience, their performances were highly realistic and added significantly to the value of the exercises to participants.

During the project a high level of rapport was developed with Mr Branko Cernovsek. He steered us through the maze of local customs, attitudes and systems, translated enormous quantities of material (frequently at short notice), gave and participated in lectures and performed a host of other duties with the utmost aplomb. He became a good personal friend as well as respected co-worker.

Throughout, the advice and guidance of Dr S Ristic has been invaluable. His clear vision of the value of the consultancy approach to Developing countries is worthy of widespread support. In his Administration, Mrs Milica Markovic was an invaluable counsellor and help especially in respect of relationships with the sponsoring bodies and UNIDO/UNDP.

Mr J Renart and his UNDP staff were always in the background ready to assist where necessary in an effective but unobtrusive way that was found most acceptable.

SUMMARY OF CONSULTANT TIME IN FIELD

Consultant	Dates	Purpose	DAYS	
			Home	Serbia
DR R.V. AUSTIN	May-November	Preparations	30	
	3-8 June	Preparations		
	19-22 September	Top Management Conference		6
	3-7 October	Preparations		3
	8-26 October	Seminar 1		5
		Review		19
	11-23 November	Seminar 2		13
		Seminar 3		
		Seminar 4		
	December	Evaluation/Report	2	
	17-18 December	Evaluation/Report		2
	19 December	Evaluation/Report		1 (Vienna)
			32 (25)	49 (50)
MR P.G. HARDIE-BICK	July	Preparation	4	
	September	Preparation	2	
	November	Preparation	3	
	3-7 October	Preparation		5
	8-26 October	Seminar 1		19
		Review		
	11-13 November	Seminar 2		13
		Seminar 3		
		Seminar 4		
			9 (6)	37 (38)
DR A.T. JAMES	August	Preparation and	2 (1)	
	20-22 September	Top Management Conf		2 (2)
MR M.W. HICKS-BEACH	August	Preparation and	1 (1)	
	20-22 September	Top Management Conf		2 (2)
DR C. OKKERSE	September	Preparation and	10 (6)	
	20-22 November	Seminar 4		3 (3)
IR R. HOYNG	September/October	Preparation and	6 (6)	
	23-25 October	Seminars 2+3		6 (6)
	13-15 November			
			60 (45)	99 (101)
			TOTAL	159 (146)

NOTE: The figures in brackets represent the estimates given in the telex Austin to Mant 2/10/79 upon which fees will be based.

LIST OF PARTICIPANTS  
TOP MANAGEMENT CONFERENCE

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21th September 1979 - A randjelovac

1. Aleksandar Veljković, senior consultant Yugoslav Institute for Urban Planning
2. Dr Miroljub Kojović, " " " " " Belgr.
3. Djordje Poznanović, deputy gen. manager, Agroindustrial Company "Šabac", Šabac
4. Dragoljub Jovanović, Dept. director, Cable Industry "Moša Pijade",  
Svetozarevo
5. Petar Belić, senior consultant, Pharmaceutica Industry "Galenika", Belgrade
6. Borislav Stupar, " " Maize Research Institute, Belgrade
7. Dr Miroslav Marinkov, " Yugoslav Institute of Meat Technology, Belgrade
8. Stanoje Barlov, president of Business Board, Industry "Magnohrom", Kraljevo
9. Miodrag Mavra, gen. secretary Council for International Economic Relations -  
Economic Chamber of Belgrade
10. Miodrag Prica, Vice President, Economic Chamber of Belgrade
11. Dr Miomir Komatina, gen. director, "Geozavod" - Belgrade
12. Aleksandar Pavićević, director of Basic Organisation of Associated Labour  
(BOAL), "Progres" - Belgrade
13. Dr Branko Kapr, director Institute for construction and Design - Mining Institute  
Belgrade
14. Dušan Stojković, Head of Economic Department - Mining Institute, Belgrade
15. Strašimir Popović, director Institute for Industrial Economic, Belgrade
16. Milisav Nikoletić, senior consultant - director of YUCOR project  
Institute for Industrial Economics - Belgrade
17. Časlav Živković, gen. manager, "Mašinoprojekt" - Belgrade
18. Svetislav Popović, Head of Department for Investment, Agroindustrial Combinat  
"Sirmium" - Sremska Mitrovica
19. Ljubiša Milosavljević, director Centre for Technoeconomic Studies, Institute  
for Technology and Metallurgy - Belgrade
20. Božidar Radovano, general manager, AGROINDUSTRY - Novi Sad
21. Vlastimir Jovanović, director of BOAL - Institute "Geozavod", Beograd
22. Aleksandar Tapavica, Head of Marketing Dept. "Energoprojekt" - Beograd

23. Radovan Rakić, M.Sc., Deputy gen. manager "Agrovojvodina" - Novi Sad
24. Brana Djukić, Deputy gen. manager for Research and Development Dept. "Viskoza"  
- Loznica
25. Mile Ignjatović, director Dept. for Investment Development, "Viskoza" - Loznica
26. Ratko Popović, Head of the Dept. for technoeconomic studies, "Viskoza" - Loznica
27. Milan Nešić, gen. manager, Institute for Economic Expertise, Beograd
28. Radenko Stanić, Head of the Sector for Organisation and Economics, Industry  
"Goša", Smederevska Palanka
29. Dušan Puara, research for new products, "Crvena zastava" - Kragujevac
30. Simin Veljko, AGROINSTITUTE - Sombor
31. Ivošević Velizar, AGROINSTITUTE - Sombor

CHAIRMAN AT THE TOP MANAGEMENT CONFERENCE  
ARANDJELOVAC 21 SEPTEMBER 1979

MIODRAG PRICA, Vice President BELGRADE CHAMBER OF ECONOMY  
Beograd

NIKOLA ČAJKANović , Interpreter  
Beograd, Puškinova 22

GRGUREVIĆ TVRTKO (ĆIRA)  
Beograd, Smiljanićeva 22

LIST OF PARTICIPANTS  
TO THE SEMINARS

"INTERNAL CONSULTING" 8 - 12 Oct. 1979 - Arandjelovac

1. Radenko Stanić, dir. of Organisation Department - Industry "GOŠA" - Smederevska Palanka
2. Sima Gerić, dir. of Investment Dept. Industry "VISKOZA" - Loznica
3. Dušan Vadnal, dir. Centre for performance of investment work in developing countries, Beograd
4. Ljubomir Medenica, consultant Belgrade Chamber of Economy
5. Dobro Prelić, consultant Institute "Organomatik" - Beograd
6. Milan Uzelac, consultant " " "

"PROJECT MANAGEMENT" 22 - 26 Oct. 1979. Beograd

1. Momčilo Ivanović, "MINEL" Export-Import, Beograd
2. Božidar Radovanović, gen. man. "AGROINDUSTRIJA" - Novi Sad
3. Nedeljko Ikač "GENERALEXPORT" - Beograd
4. Dr Dragoljub Milićević Institute "MIHA ILO PUPIN" - Beograd
5. Mirko Martinović "PKB-AGROINŽENJERING" - Beograd
6. Borivoj Ninković, sen. consultant Institute "Organomatik" - Beograd
7. Djordje Slepčević, sen. consultant " " "
8. Siniša Milivojević, consultant " " "
9. Ljubomir Medenica, consultant Belgrade Chamber of Economy



LIST OF PARTICIPANTS  
SEMINAR "PROCESS AND PRODUCT DEVELOPMENT" BEOGRAD 19 - 23.  
NOVEMBER 1979

1. MILORAD BUKVIĆ, senior consultant      CENTRE FOR TEHNO-ECONOMIC STUDIES  
INSTITUTE FOR CHEMISTRY AND  
METALLURGY - Beograd Dobrinjska 11
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