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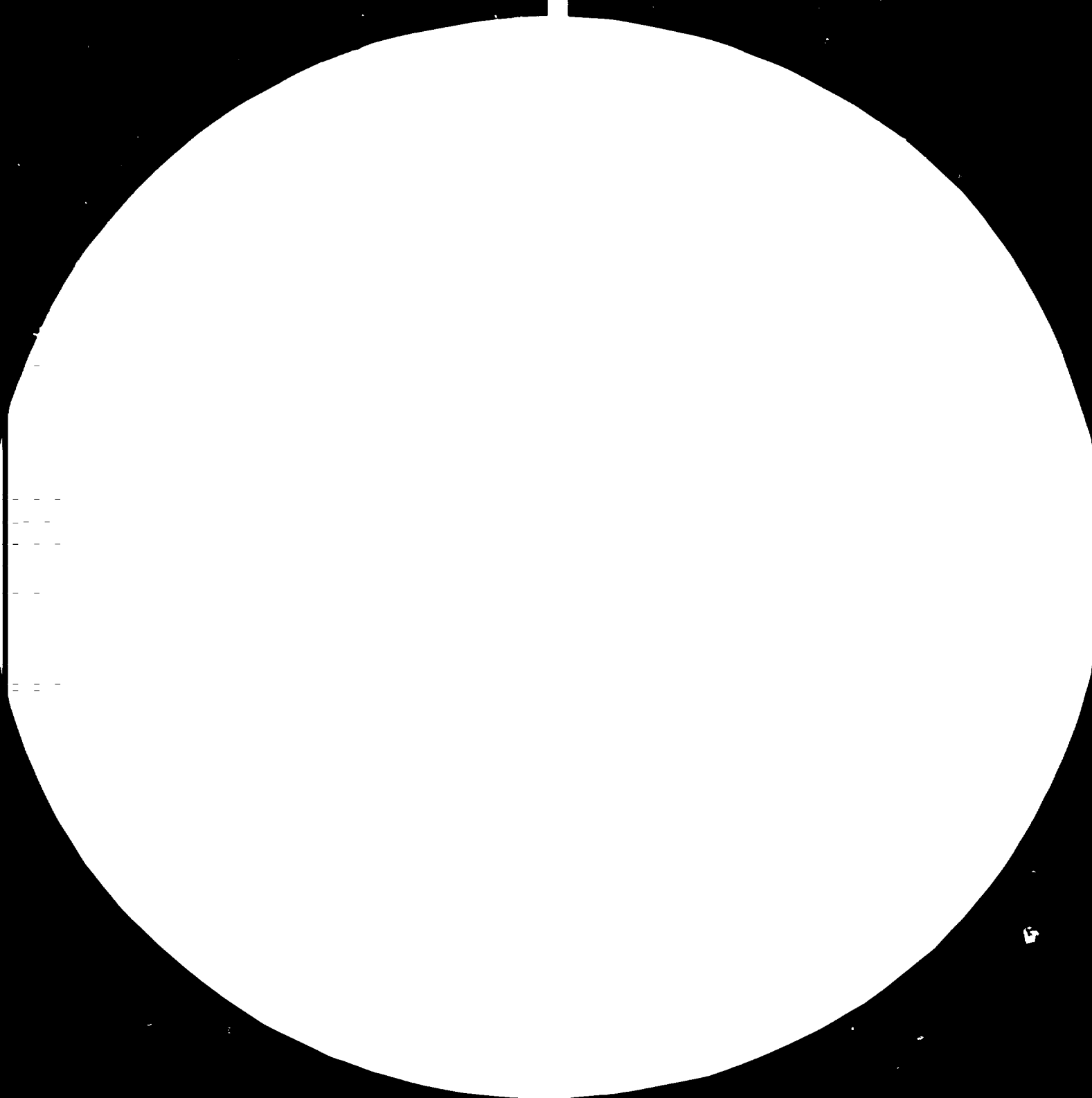
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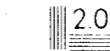
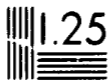


Figure 1. Resolution test targets used in the experiment.

of the test target. The resolution of the test target was 1.0, 1.1, 1.25, 1.4, 1.6, 1.8, 2.0, 2.2, or 2.5 cycles per degree. The resolution of the test target was defined as the number of cycles per degree of the test target. The resolution of the test target was defined as the number of cycles per degree of the test target.

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United Nations Industrial Development Organisation



UNIDO Project DP/CPR/80/012
Industrial Management Development

Final Report- Contract No. 82/03/HR

[China. Industrial Management Development Seminar.]

12053

1982

P-E International Operations Ltd

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December 1982

**UNIDO
UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANISATION**

**UNIDO PROJECT DP/CPR/80/012
CONTRACT 82/03/HR**

INDUSTRIAL MANAGEMENT DEVELOPMENT

**THE PEOPLE'S REPUBLIC OF CHINA
INDUSTRIAL MANAGEMENT DEVELOPMENT SEMINAR**

FINAL REPORT



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UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANISATION

UNIDO PROJECT DP/CPR/80/012
INDUSTRIAL MANAGEMENT DEVELOPMENT

THE PEOPLE'S REPUBLIC OF CHINA

FINAL REPORT - CONTRACT NO 82/03/HR
INDUSTRIAL MANAGEMENT DEVELOPMENT SEMINAR

1. INTRODUCTION

This report describes the Industrial Management Development Seminar which was held in Beijing during the month of September 1982. Suggestions are made which might improve future seminars and the need for further training is discussed.

2. BACKGROUND

There exists in the People's Republic of China a widely recognised need to improve management skills. This need has been acknowledged for several years, but its importance as a key factor in improving the country's industrial efficiency was re-emphasised by party leaders at the recent 12th Party Congress in Beijing.

The Government is planning and implementing activities in a variety of forms which are aimed at upgrading the management skills in the country. Two of these activities which are relevant to this project are:

- the implementation of a variety of management development and training courses
- the development of industrial and management consultancy services.

The Chinese Enterprise Management Association CEMA has a key role to play in the implementation of the Government's programme and has a specific responsibility for the two activities stated above. After considerable discussion between UNIDO, UNDP personnel, the Chinese Ministry of Foreign economic Relations and Trade and CEMA it was agreed that the Project described in this report should be carried out as part of the UN Development Programme. The Seminar which is the core of this project has been developed to satisfy these activities.

The Terms of Reference for the project Reference KM/LFB/ig dated 23 July 1981 are attached as Appendix 1 to this report. This document states the objectives of the



project, outlines the main subjects and states the specific aspects of industrial management to be included in the four weeks Seminar. A general time schedule is included which shows the three main activities:

- Preparatory Field Work
- Preparation of Seminar Material
- Implementation of the Seminar.

The management skills expected of the lecturing team assigned to the work is stated.

P-E International Operations were awarded the contract and commenced work on the project on the 15 June 1982 in accordance with the above Terms of Reference. The Assignment Programme for the project is attached as Appendix 2 and has been marked up to show the actual progress.

The consulting team selected for the Seminar was:

- Peter Wright - General Management Subjects (Team Leader)
- Timothy Horsfield - Production
- Piers Harley - Marketing
- Richard Killick - Personnel.

3. THE PREPARATORY VISIT

Mr Wright and Mr Horsfield travelled to Beijing on the 16 June 1982 for the preparatory field activity visits. The consultants arrived in Beijing on the 17 June and departed on the 1 July having successfully completed the objectives of the visit.

The details of this visit are recorded in the Interim Report dated July 1982.

4. THE PREPARATION OF SEMINAR MATERIAL

The preparation of seminar material commenced immediately on the return of the consultants to the United Kingdom following the preparatory visit. The four consultants edited and re-wrote subject papers, prepared visual aids and case studies ready for photocopying and despatch to Beijing. The target was to send the major part of this material, via UNIDO Vienna on the 23 July. This date was achieved so that 75 per cent of the material arrived in the offices of CEMA Beijing in the first week of August. The remaining material followed at weekly intervals with the exception of the visual aids for the Personnel lectures. The first packet of translated material reached Beijing in the first week of August.

Unfortunately when the consultants arrived to commence the lecturing only half of the subject material had been translated. Throughout the Seminar the consultants were aware that more efficient lecturing could have been achieved if translated



material had always been available for participants to refer to, especially those subject paper Appendices which contained graphical and formulated information. The translators worked hard to reduce the backlog of the translation during the Seminar, but since this was in addition to carrying out their duties as daily interpreters and preparing for the next day's lectures, it brought unnecessary pressure upon them.

It was unfortunate that the time allowed for translating was underestimated, but this is understandable since at the time of the preparatory visit the precise volume of material to be provided and the scientific nature of the content was not known. The problem was only of minor inconvenience, but mentioned so that future Seminars may benefit from closer attention to the timing of translation of subject papers.

5. THE SEMINAR

This section of the report deals with matters relating to the progress and content of the Seminar.

5.1 The Participants

There were 49 named participants attending the Seminar. Attendance varied from 38 to 49 throughout the Seminar. A full list of participants is given as Appendix 4.

The balance of experience and knowledge between the participants was not quite as expected and as discussed during the preparatory visit. There were only seven participants who had applied or had any experience of new management techniques. However, this was in no way an obstacle to the presentation of the Seminar as the detailed course content had been designed to suit the requirements of both industrial managers and potential management consultants.

5.2 The Seminar Programme

The Seminar programme commenced in accordance with the detailed programme agreed with UNDP and CEMA during the preparatory visit. A copy of this programme is attached as Appendix 3.

The timing of the working day from 8.30 to 11.30 and from 14.30 to 17.00, with short breaks in the middle of each Session, proved an acceptable working arrangement for participants and consultants.

The subjects were delivered in accordance with the programme up to the 24 September, the last weekend. The programme for the last three days was rearranged slightly. The participants expressed a wish to extend the session on the subject of Training Management Consultants to fill the whole morning. This partially overcame a difficulty which had arisen due to the participants not providing any details of problems they were experiencing at their factories. The afternoon of the 27 September was changed from being a discussion of participants' problems by the consultants to groups of 7/8 participants discussing set problems.



The closing ceremony was held at the end morning session of Wednesday 29 September.

5.3 The Seminar Contents

At the end of the Seminar the subjects and case studies were reviewed in an open discussion with all the participants. It was stated by Mr Pan Cheng-Lieh the deputy Secretary General of CEMA who was present during this discussion that the comments made were only those of the individuals. However the comments did give an indication on the suitability of the chosen subjects and the usefulness of the knowledge imparted to those attending.

Generally, all participants who spoke agreed that the range of subjects was good and no one volunteered a subject which might have been added. A few participants would have preferred reducing the range of subjects or reducing the introductory aspects of the lectures to allow more time for detailed information on selected subjects and for related case studies. For example, there was great interest and demand for more detailed information on Management by Objectives and Operational Research, two subjects which came towards the end of the Seminar.

Many participants who spoke during the seminar and at the review recognised how particular techniques related to their own work and intended to apply them on return to their posts. Generally the subject of Personnel Management seemed to have caused the greatest impression. We attribute this to the difference of the political and social role of enterprise between China and the United Kingdom.

The participants were satisfied with the presentation of lectures. They made comment upon the lack of translated material which would have given them more time to concentrate on the lecturers' comments rather than take notes.

5.4 Questions

The consultants were inundated with questions. They started from the very first day of the Seminar and by the end it was not possible to provide all the answers. During the review one participant was disappointed because the consultants had not answered everything that he had asked. In fact all the lecturers had to edit questions to ensure the answers would be of benefit to a major, rather than a minor, part of the audience.

Questions ranged from specific queries about details of particular techniques to the broader aspects of management consultancy. The type, range, quality and number of questions led the lecturing team to believe that the participants were understanding the subjects presented and that without exception they were keen to absorb as much information as could be provided.



5.5 The Spoken Word

There were only five participants who had sufficient knowledge of English to be able to converse directly with the lecturers. All the lecturing and questioning was carried out using the interpreters. There were only a few queries caused by mis-interpretation, which indicates the apparent effective transfer of the English spoken word into Chinese. The consultants were more than satisfied by the competence of their interpreters, whose efforts contributed greatly to the success of the Seminar.

5.6 Arrangements and Logistics

The size of lecture rooms proved to be adequate. The overhead projectors used to display the acetate slides were an effective and efficient way of displaying the visual aids. A blackboard and chalk were used in addition on several occasions. The lecture room acoustics were good and were made even better by the provision of microphones, amplifier and loud speakers.

The ferrying of interpreters and consultants between the lecture halls and hotel by minibus was both efficient and punctual.

6. OTHER RELATED ACTIVITIES

During the period of the Seminar the consultants participated in activities which related to, but were not part of the Seminar.

6.1 Factory Visit

Two members of the team had not previously visited China. In order for them to obtain a first hand impression of Chinese industry an arrangement was made to visit the Beijing General Internal Combustion Engine Factory. The team was shown round the factory and after watching the operation of several departments, met a number of managers to discuss the methods of controlling production, finance and accounting, marketing and personnel management.

6.2 Management Consulting Conference

The team spent one Saturday afternoon addressing a conference arranged by CEMA. The development and operation of the P-E Management Consulting Group being representative of a typical British Management Consultancy Company was explained to an audience of 80 management and associated consultants and representatives of the press.



7. FUTURE MANAGEMENT CONSULTANCY DEVELOPMENT NEEDS

This section of the report contains the consultants' view of the future needs for industrial management development and management consultancy. This view has been formulated after discussions between Mr Wright, Mr Pan Cheng-Lieh and Mr Sissingh during and after the Seminar. Views of the Seminar participants have also been taken into consideration.

The Government sees management consultancy as one of a number of methods available for the dissemination of industrial management knowledge. However, it is recognised that it will take several years to establish an effective management consultancy capability in China. The development is currently at the training stage with the government seeking management training expertise from worldwide sources. Countries such as America, Australia, Britain, France, Germany and Japan are providing specialists to lecture in management subjects. These specialists demonstrate how a particular management consultancy style and specific management techniques have been effective in improving industrial efficiency in their own country. It is of great current interest to China to see these different management styles and to see how they have been developed alongside the particular country's political and cultural restraints.

CEMA recognises that in Europe the management consulting profession has taken many years to develop. They also appreciate the considerable change in the way management consulting companies have trained consultants over the years. The need to teach basic management techniques has gradually been replaced by training to improve problem recognition, effective implementation and to achieve a high quality of professionalism. CEMA and the government have yet to decide at which stage to start and what balance of content is best applicable for setting up of their own training programmes.

In practice, there still exists a wide gap between the government plans and the actual training in management consultancy which is currently taking place. The recent Seminar has been of great value and has helped to partially fill this gap with relevant knowledge. When viewed with other known planned Seminars, progress is being made. However, we suggest that further assistance in developing management consultancy would be of great benefit to the Chinese industrial economy, since management consultancy has been proven to be an extremely efficient method of disseminating knowledge.

We recognise two main needs in the area of management consultancy development:

- further industrial management development Seminars, similar to the Seminar recently completed in Beijing - perhaps to be undertaken in other industrial centres in the country. The objective of these Seminars should be to disseminate management consultancy theory and disciplines to as many managers as possible



- Consultancy Skills Workshops in specific subjects for selected participants who have attended the above basic seminars in management consultancy. These participants would be or become the core of practicing management consultants in China.

The content and objectives of the recent industrial management seminar in Beijing will be known to most readers of this report, and if not can be found in the Terms of Reference attached as an Appendix. The Seminar provided a sound basic instruction in the theory of management consultancy, its application and included many related case studies. Sufficient detail was given so that participants could go back to their posts and apply selected techniques. However, years of experience have shown that the applications of these techniques for the first time by a trainee consultant is one of the most critical phases both in the development of the consultant and in the way that particular factory or office employees formulate their views on management consultancy assistance. For this reason we believe the Consultancy Skills Workshops for selected participants are highly desirable.

In outline, we recommend each Workshop should contain the following stages:

- 3 weeks preparatory visit to China by the consulting experts. Factories would be visited and situations identified where practical consulting assignments might be carried out. The consultants would survey the problems at the factories to assess their suitability for study by the Workshop participants. At the end of this visit the detailed contents of the classroom programme could be determined and would be agreed with the Chinese host
- preparation of the lecture material in the consultant's home country and transmission to the Chinese host organisation for translation
- 2 weeks in depth classroom work on selected management techniques which will be applicable in the selected factories
- 6 to 8 weeks practical application by the participants. They would be resident at the factories and closely supervised by the lecturing consultants. Assistance and advice would be given to the participants on the preparation and presentation of procedural changes (teach-ins) to management and employees. It may be that 6 to 8 weeks is not sufficient elapsed time for this Stage of the project, in which case the consulting input could be phased to give supervision during the first and last 3/4 weeks
- 1 week classroom review with the consultants giving a constructive appraisal of the trainees' practical work. Participants would present reports on their individual assignments to the rest of the group. They would relate such topics as preparation, implementation, problems encountered and their resolution and benefits achieved. The supervision during the 6 to 8 weeks of practical training is considered the most important element of the whole proposed project. During this stage, knowledge will be disseminated not only to the trainees but to the factory managers and employees. They will all benefit from seeing first hand in their own factory environment the efficient application of management



techniques and management consultancy all of which will help improve the industrial efficiency.

It is appreciated that a great deal of effort will be required to develop managers and management consultancy if the overall objectives set by the recent Party Conference for Industrial Development are to be achieved. We believe a programme of further Seminars and Consultancy Skills Workshops would contribute to the realisation of these objectives.

It is proven that management consultancy is an excellent method of disseminating knowledge and is a great stimulus for improvement of industrial management.

However we must not overlook other equally important benefits which would result from establishing an effective management consultancy body in China. Such a body would make a major contribution to the creation of a better balance of production output to meet local market needs. Levels of quality would be better matched to requirements and value. Improvements effected in both these areas would be of great benefit to the development of the Chinese export market.

8. CONCLUSION

The consultants wish to thank the many representatives of UNIDO, UNDP, CEMA and the Chinese Ministry of Foreign Economic Relations and Trade whose contributions made the Seminar in Beijing a success. We have judged the Seminar to be successful through the enthusiasm and responsiveness of the participants during the Seminar.

We hope that these participants will use their newly gained knowledge so that the main objective of the project may be realised - a contribution to the improvement of the productivity of industrial enterprises.

Submitted for P-E International Operations Ltd
by

A handwritten signature in cursive script that reads 'Peter Wright'.

Peter Wright

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

MANAGEMENT DEVELOPMENT SEMINAR

23 July 1981
KM/LFB/igTERMS OF REFERENCEAnnex E1) Background Information

One of the main shortcomings of the industrial sector of the People's Republic of China is now being recognized as the general lack of capacity in various fields of industrial management and the shortage of skilled and experienced industrial managers at all levels. This lack of management expertise is one of the most critical factors hindering industrial development.

The magnitude of the task is highlighted by the fact that there are more than 300,000 industrial manufacturing enterprises in China, of which approximately 35,000 are medium, large and very large size. These medium to large enterprises are a vital segment of the country's industrial economy and improving their management capacities as quickly as possible is of paramount importance. However, if only three managers per factory during the next ten years were to be trained that would mean that approximately 100,000 individual managers will have to participate, at least once, in a specifically designed management development exercise, depending on their particular job functions. While training of high level managers in all aspects of industrial management (i.e. general management) is very important development of middle level management cadres in specific job functions is essential for ultimate success.

In view of the magnitude and the complexity of the task involved, the Government is planning to undertake a number of interrelated activities to upgrade management skills in the country, such as establishing management education and curricula at various universities, implementing a variety of management development and training courses and developing capacities to provide industrial and management consultancy services. The Chinese Enterprise Management Association CEMA has a key role to play in this programme, both in the training of managers directly, and also in the training of management trainers. The emphasis of its training activities will be on practical aspects of management development. It must also develop a core staff with management development experience. The present project is centered around an industrial management and consultancy development seminar, as described in the following.

2) Objectives of the Project

(a) General

The development objective of the project is to support the Government's overall strategy of improving the productivity of industrial enterprises by upgrading of industrial management capacities through the provision of management consultancy services.

(b) Specific

Within the context of the above, overall development objective, the immediate objectives of the project are :

- (i) Accelerate the development of the Chinese Enterprise Management Association (CEMA) capabilities for carrying out management development, training and consultancy services;
- (ii) Commence with the practical training of managers in modern methods of industrial management;
- (iii) Develop a cadre of professionals at CEMA who can undertake management training and consultancy activities in industrial management.

3) Scope of the Contracting Service

The contracting service comprises a four week management development seminar, preceded by two weeks of preparatory work within the country, by the consultants/lecturers. The seminar should cover specific aspects of management, giving a comprehensive presentation on management techniques, training and related consultancy approaches within the time frame of four weeks. The preparatory visits to Chinese enterprises will be made by the consultants/lecturers in co-operation with Chinese counterparts to collect examples of management issues for inclusion into the various training modules of the seminar as case studies.

The Seminar participants will be mainly from the light industry sector, producing durable consumer products such as radios , t.v. sets, bicycles, watches, sewing machines and the like.

The Seminar should cover the following specific aspects of industrial management :

- Sales, Marketing and Distribution
covering the distribution system in the local market as well as export marketing;
- Product Services
after sales service; to include the feedback of information to the enterprise and to cover aspects such as design, product reliability, quality control, quality assurance as well as production and supply of spareparts;
- Modernization of Enterprises - Product of Support
modification and modernization of enterprises in the present Chinese concept as the start of such a process (as opposed to the industrialized world where this is a continuous process);
- Personnel Management
modern concepts of personnel management, motivation and organization.

General aspects of industrial management should also be covered as necessary for a well-rounded presentation. It is expected that the sub-contractor not only covers the different aspects from a subject point of view but also will explain the consultancy practices; separate sessions may have to be devoted to this aspect, both in the general part as well as in the specialized parts of the Seminar.

The outline of the Seminar is given below, and should be developed in detail by the sub-contractor :

First Week (the presentation will be made to all participants)

An overall view of industrial management functions and responsibilities in the above areas, linked to the overall tasks of industrial management in view of developing an integrated concept of management responsibilities among the participants.

Second and Third Week (participants split into specialized groups)

During this period the four main topics listed above will be covered separately in two to four parallel groups, as deemed most appropriate by the sub-contractor and the National Project Director. The individual lectures during this period shall cover in-depth specific aspects of each of the main topics introduced during the first week and include discussions, problem-solving and case study exercises as appropriate.

Fourth Week (for all participants)

Summarizing lectures, review sessions, further case study exercises and discussions will take place during the last week. The case studies are to be chosen to emphasize special aspects of industrial management, management development and management consultancy of greatest interest to the Chinese authorities, as defined during the sub-contractor's preparatory field activities.

4) General Time Schedule

(a) Preparatory Field Activities

Preparatory field activities in China will be carried out by the sub-contractor, as soon as possible after the awarding of the sub-contract, for a total duration of 4 weeks. The future Team Leader of the Seminar and one of the Specialists participating in the Seminar will jointly visit selected industries in order to get acquainted with conditions in Chinese industry and to collect case studies, of a type of examples from Chinese industry to clarify theory. It is expected that at the completion of the assignment in consultation with the National Project Director and his staff a detailed layout of the seminar will be agreed upon.

(b) Preparation of Seminar Material

The sub-contractor has to submit the text of the lectures and other material to be used during the Seminar within 4 months after completion of the field preparatory activities.

(c) Implementation of the Seminar

The Seminar will be implemented 2-4 months after receipt of the seminar material, and be scheduled between April and June 1982.

5) Personnel in the Field

To cover the fields of management skills required by the Seminar programme, a team of 4 persons will be required consisting of the following specialists :

- Marketing and Distribution;
- Personnel Management;
- Production Management;
- Overall aspects of Industrial Management and Industrial Management Consultancy (Team Leader/Co-ordinator)

6) Language Requirements

English. Knowledge of Chinese would be an asset.

7) Reports

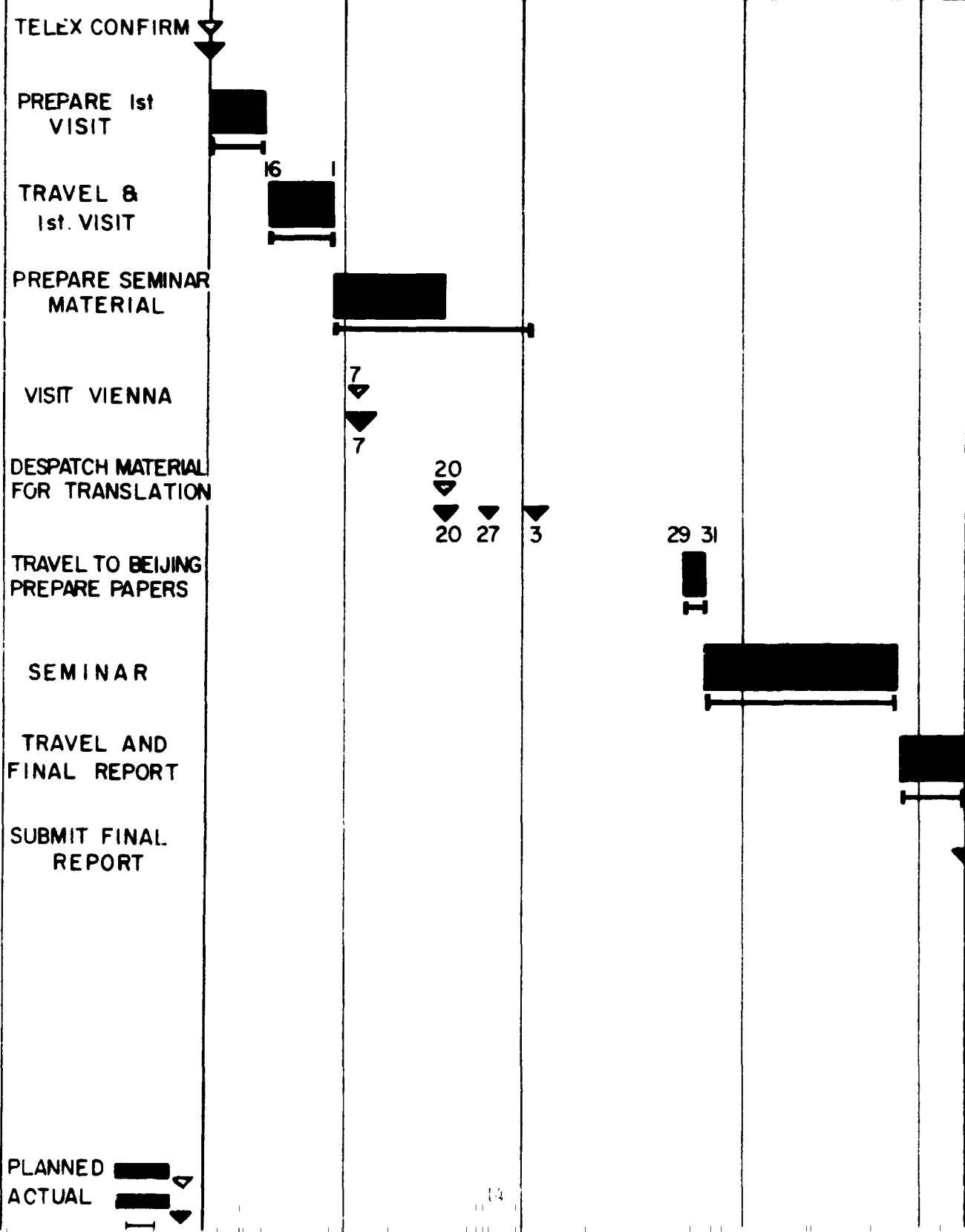
A brief report together with the evaluation of the Seminar should be submitted to UNIDO within four weeks after termination of the assignment.

ASSIGNMENT PROGRAMME

Appendix 2

Client CEMA - BEIJING

Week Number	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Date of Monday Each Week	14	21	28	5	12	19	26	2	9	16	23	30	6	13	20	27	4
Principal Activities	82	6	6	82	7	7	7	82	8	8	8	8	82	9	9	9	10



INDUSTRIAL MANAGEMENT DEVELOPMENT SEMINAR
PROGRAMME - WEEK 1/2 - ALL

Week 1/2	AM		PM	
	8.30	11.30	2.30	5.30
Wednesday 1 September	9.00am Opening Ceremony W + H	10.30		The role and Practice of Management Consultancy W A6
Thursday 2 September	Surveying & Estimating for Consultancy Work W A 157, A 163		Planning, Controlling & Doing W A 165	
Friday 3 September	Creative Thinking & Problem Solving H A 2,24,25		Structured Thinking H A 299,A 480	
Saturday 4 September	Interviewing for Information Question Time (W + H) H A 364			
Monday 6 September	Company Information for Business Appraisals M A 158		Company Doctoring W A 89	
Tuesday 7 September	Counselling Clients P A 383		Review - The Roles of the Manager & Management Consultant W S 100,S 180	

Legend

- W - P Wright
- H - T Horsfield
Production
- M - P Harley
Marketing & Sales
- P - R Killick
Personnel

PROGRAMME - WEEK 2/3 - MARKETING GROUP

Week 2/3	AM		PM	
	8.30	11.30	2.30	5.30
Wednesday 8 September	Marketing Management M A 608		Marketing Planning & Strategy - Profit Planning M A 1001,41	
Thursday 9 September	Market Research M A 40			
Friday 10 September	Product Development M A 43		Sales Promotion Pricing & Advertising Policy M A 93 M A 1002	
Saturday 11 September	Marketing & Distribution M A 181		/	
Monday 13 September [†]	Exporting M A 1003		Marketing Case Studies M	
Tuesday 14 September	Sales Management M A 42		Marketing Case Studies M	

PROGRAMME - WEEK 2/3 - PRODUCTION GROUP

Week 2/3	AM		PM	
	8.30	11.30	2.30	5.30
Wednesday 8 September	Role of Personnel P	A 49	Interviewing for Recruitment & Selection P	A 145
Thursday 9 September	Manpower Planning & Organisation P	A 281	Motivation & Leadership P	A 95C
Friday 10 September	Payment systems P	A 58	Training P	A 50
Saturday 11 September	Training Cont P Questions P		/	
Monday 13 September	Introduction to Production Management & Production Control H	A 53	Production Planning & Control of Manufacture H	A 61,A 62,A 66
Tuesday 14 September	Inventory Control		H	A 546

PROGRAMME - WEEK 3/4 - MARKETING GROUP

Week 3/4	AM		PM	
	8.30	11.30	2.30	5.30
Wednesday 15 September	Role of Personnel P A 49		Interviewing for Recruitment & Selection P A 145	
Thursday 16 September	Manpower Planning & Organisation P A 281		Motivation & Leadership P A 950	
Friday 17 September	Payment Systems P A 58		Training P A 50	
Saturday 18 September	Training Cont P Questions P & M		/	
Monday 20 September	Management by Objectives W A 450	Operational Research W A 34	Newtwork Analysis W A 31	
Tuesday 21 September	Outline of Production Management			
	H		H	

Week 3/4	AM		PM	
	8.30	11.30	2.30	5.30
Wednesday 15 September	Management Information - Labour Summaries W A 491		Quality Control & Vendor Rating H A 319,A 136	
Thursday 16 September	Work Study			
	H	A 54,A 55,A 56	H	A 75,A 517
Friday 17 September	Production Engineering			
	H	A 407,A 408	H	A 425,A 499,A 525
Saturday 18 September	Value Analysis H Questions H & W A 48		/	
Monday 20 September	Marketing & Sales			
	M	A 1004	M	
Tuesday 21 September	Management by Objectives W A 450	Operational Research W A 34	Network Analysis W A 31	

PROGRAMME - WEEK 4/5 - ALL

Week 4/5	AM		PM	
	8.30	11.30	2.30	5.30
Wednesday 22 September	Making Committees More Effective P	A 113 etc	Self Management P	A 101
Thursday 23 September	Project Management & Control - Case Study A 32, A 269		W	
Friday 24 September	The Management of Change W	A 29	Implementation & its Problems W Questions W + P	A 296
Saturday 25 September				
Monday 27 September	P-E's Approach to Training Management Consultants W	Discussion of Participants' own Problems TEAM		
Tuesday 28 September	Consultancy Case Studies Marketing M	Production H	Personnel P	Projects W
Wednesday 29 September	Open Forum Review TEAM		Closing Ceremony TEAM	

NAME LIST OF CHINESE PARTICIPANTS

A. PRODUCTION GROUP

Ye Zuqian, Male, Staff, Researching Dep, Shanghai

CEMA Cao Fukang, Male, Director, Management Office, Boiler Manufacturing Factory, Shanghai

Cheng Shandao, Male, Director, Production and Planning Section of Navigation Mark Making Factory, Shanghai

Dai Zhuwen, Male, Deputy Director, Tools Corporation, Shanghai

Liu Wenhua, Male, Staff, Suzhou Municipal Economic Commission, Jiangsu Province

Zhou Pei, Male, Engineer, Nanjing General Bike Factory, Jiangsu Province

Rong Minyao, Male, Staff, Changzhou Municipal Branch, CEMA

Zhou Ludin, Male, Staff, Jiangsu Provincial CEMA

Fan Jinye, Male, Staff, Bengpu Municipal Economic Commission, Anhui Province

Lu Xiaoyuan, Male, Staff, Mudanjiang Municipal Economic Commission, Heilongjing Province

Li Hongxin, Male, Staff, Jiamusi Electrical Machinery Plant, Heilongjiang Province

Lan Chunpin, Female, Assistant Engineer, Harbin Weighing Apparatus Plant, Heilongjing Province

Guo Xiuhua, Female, Section Head, Qiqihar Municipal Economic Commission, Heilongjiang Province

Huang Fujiu, Male, Staff, Guiyang Fireproof Material Factory, Guizhou Province

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