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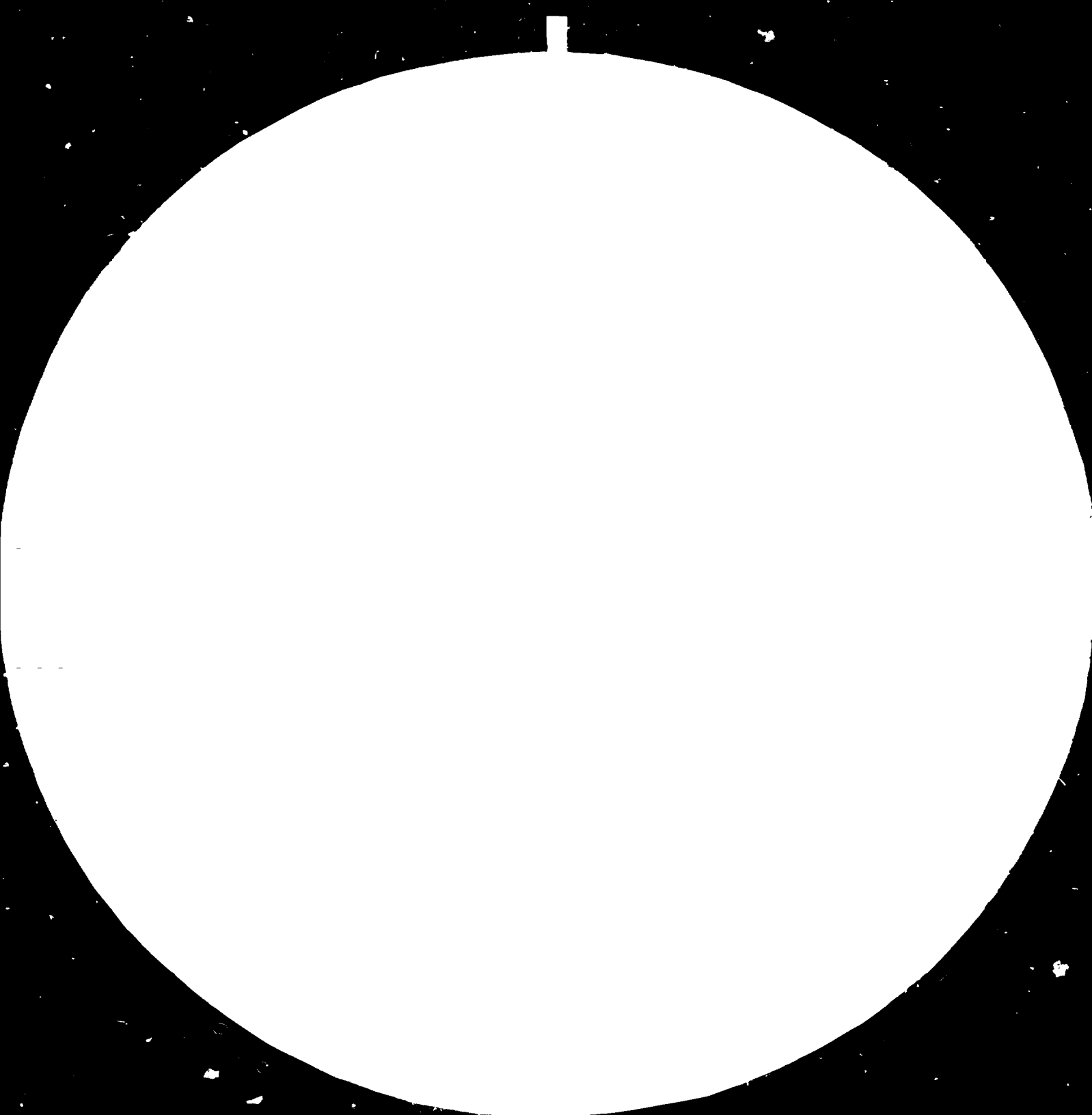
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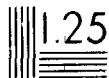
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Syria.

DEVELOPMENT OF AN INTEGRATED INDUSTRIAL  
CONSULTANCY PROGRAMME AND CONNECTION WITH  
INTERNATIONAL DATA BASES FOR THE ESTABLISHMENT  
AND MANAGEMENT OF FACTORIES IN SYRIA - CO-OPERATION  
WITH THE UNIVERSITY OF ALEPPO  
UC/SYR/78/155  
SYRIA

Terminal Report

Prepared for the Government of Syria by the  
United Nations Industrial Development Organization  
acting as executing agency for the United Nations Development Programme

United Nations Industrial Development Organization  
Vienna

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## INTRODUCTION

The United Nations Industrial Development Organisation initiated a Project for the Development of an Integrated Industrial Consultancy Programme and Connection with International Data Bases for the Establishment and Management of Factories in Syria through cooperation with the University of Aleppo.

Two consultants were appointed to work on this project (one for three months and the other for four).

The consultants spent two days, for briefing, at UNIDO Headquarters in Vienna. A further day, February 4th, was spent in Damascus for briefing at the UNDP office here. It was planned to travel to Aleppo on February 5th, but circumstances within the country made this impossible. Two more nights were spent in Damascus and the journey to Aleppo was made on February 7th. Work commenced at once and continued until April 19th, except for the days of March 17th and 18th which were spent on a mission to Damascus. Then the period April 19th to April 25th was also spent in Damascus before the journey to Vienna was made on April 26th. After two days of debriefing at UNIDO on April 27th and 28th, the consultant left Vienna on April 29th at the end of the three-month contract.

The journey from the UK, the briefing in Vienna and in Damascus and the journey to Aleppo were all undertaken together. So were the initial meetings and investigations made during the early stage of the assignment. At all stages of the assignment their relations were excellent, each consultant assisted the other where necessary, and the work of each complemented that of the other.

This report records the activities carried out by the first UNIDO consultant and puts forward some recommendations for future action to assist in the Development of a Management Consultancy capability in Aleppo University and in the Syrian Arab Republic.

### I. INITIAL INVESTIGATIONS, POSITION REVEALED AND ADDITIONAL ACTIVITIES RECOMMENDED

On the first working day in Aleppo a meeting was held from 9.15 until 10.15 with the Rector of the University, Professor Dr. Mohammed Ali Hourieh, the Deputy Rector, Professor Dr. Ibrahim Nahhal, the Coordinator of the Consultancy activities of the University, Professor Dr. Khaled Maghout. Also present were Professor Dr. Fouad Jabbour and Professor Dr. Said Krayem. Miss Amal Rifai, the confidential secretary to the Rector, was present and took notes of the meeting. This was followed on the same morning by a meeting from 10.15 until 11.15 with the last three above-mentioned Professors. From 12.00 until 13.00 a meeting was held in Faculty of Economics with Professor Dr. Abdul Kadih Afendi, Dean of the Faculty and Professor Dr. Adil Rajap, Vice Dean of the Faculty.

At these meetings, some aspects of the present position relating to the conduct of Consultancy at Aleppo University was obtained. At the first of these meetings the UNIDO consultants mentioned that they had previously had some experience in the development of a Management Consultancy capability within a University and that, in their experience, the environment of a University imposed some severe limitations and difficulties. The Rector replied that they, at Aleppo University, had already discovered some of these difficulties, and they had produced adverse effects, including the break up of the original Consultancy unit into two units.

Further meetings were held at various dates throughout the whole assignment, and for the sake of completeness a list of all the meetings held is attached to this Report at Appendix II.

During these meetings and up to the end of February, details were obtained as to the position at that time of the conduct of Management Consultancy assignments, and the development of the capability of the staff to undertake successful Management Consultancy.

#### A. Assignment Programme

At the end of the first two days it was considered desirable to prepare and provide to the Rector and staff, a programme indicating the work that the UNIDO consultants would carry out. This was done even though at that early date the position relating to the development of a Management Consultancy capability had not been determined. As a result the programme was more an expression of hope as to what could be done than a serious plan of action based on an accurate assessment of the position revealed and the resources available. However, the programme was prepared and submitted and a copy was sent to UNIDO HQ. A copy is attached to this Report as Appendix III.

#### B. Position Revealed

By late February it had become clear that the development of a capability to undertake Management Consultancy at Aleppo University was different from that which the UNIDO consultants had expected from the project proposal Report as revised on 9th July 1980. Differences were found in the following areas:

1. Understanding by the staff of Management Consultancy.
2. Number of staff available to undertake Management Consultancy.
3. The Organisation of the Consultancy Units.
4. The number of Units undertaking Management Consultancy.
5. The time availability of the staff to undertake Management Consultancy.
6. The number of current Management Consultancy contracts being carried out by the University staff.

These differences were such as to make the duties of the UNIDO consultants, as set out in the Job Description quite inadequate, and to some extent inappropriate. As a result, the UNIDO consultants decided to undertake additional duties to provide the University with the expertise it required in the situation that was revealed.



C. Interim Report Submitted

It was considered desirable to notify UNIDO HQ of this position, and of the additional duties being undertaken, at the earliest possible opportunity. As a result the unusual step was taken of writing an Interim Report and submitting this to UNIDO. A copy of this is attached to this Report as Appendix IV.

This Interim Report gives full details of the situation that was found to exist at Aleppo University. It also gives the implications of this situation and the proposed additional activities. For convenience the findings and recommendations of this Interim Report are summarised in the following sub-sections.

D. State of the Development of Consultancy  
at Aleppo University as found during February 1982

The position can be summarised as follows:

1. The staff had no clear understanding of what Management Consultants do or what are the processes of Consultancy or how to carry out Management Consultancy.
2. It was believed that all that was required to undertake Management Consultancy was a computer with access to Data Bases in the more developed countries.
3. The original Unit of 23 staff members for Economics and Business had split into two Units.
4. The number of staff available for such Consultancy had been reduced to a maximum of twelve.
5. The time available for the staff to undertake Management Consultancy was very limited indeed, due to their teaching load and other University activities.
6. Because of the demands of their University work on their time, many of the twelve staff could not, or were not inclined to, undertake any Management Consultancy. As a result the effective number available was (and is) about five rather than twelve.
7. The organisation of the Consultancy functions was not clear. All consultancy was organised within the Computer function.
8. The number of current Management Consultancy contracts was only two.

E. Recommendations in Interim Report

1. A proposed organisational change for the functions of Consultancy at Aleppo University was recommended and agreed.
2. It was recommended that the UNIDO consultants would undertake additional activities of preparing and leading two seminars to be given to the staff and dealing with Management Consultancy.

## II. ACTIVITIES CARRIED OUT

The activities on this assignment cover several areas, and each is dealt with in the sub-sections that follow.

### A. Guidance Given in Current Management Consultancy Assignments

The staff undertaking Management Consultancy had, it was found, split into two Units.

#### I. Work being undertaken by Consultancy Unit 1

It was found that Unit one had only two active staff members (Professor Dr Rajap and Professor Dr Akili) working on one assignment. This was an assignment internal to the University and concerned with the Organisation Structure of the University and the preparation of Management Job Descriptions. A translation of the Terms of Reference for this assignment was obtained. It was found that as Terms of Reference these were incomplete and imprecise, and consequently not satisfactory. Also they formed part of a Contract which was incomplete in that the Terms and Conditions under which the Consultants should work were not fully covered. The Consultants had already had some difficulties on the assignment due to these unsatisfactory arrangements. They are mentioned here only because they are indications of the lack of understanding of how to organise and carry out a Consultancy assignment that existed up to February of this year.

A number of meetings were held with the two consultants working on this assignment i.e. Professor Dr Rajap and Professor Dr Akili. In all no less than ten long meetings, each lasting for at least two and a half hours, were held, in addition to a number of short, less formal meetings. Our assistance to these Consultants can be divided into two areas:

1. Assistance on how the Consultancy should be carried out, and the assignment and working conditions arranged to achieve the best results.
2. Technical assistance on the work of the assignment i.e. on the Organisation Structure of the University.

It was found that the Consultants were, in effect, responsible to a Committee, and the difficulty of achieving a successful assignment in this situation was explained to them. The necessity of being responsible to the Chief Executive of the Client was fully explained. Further a meeting was arranged with the Rector, and took place on 24th March, and the unsatisfactory nature of these arrangements were explained to him. As a result the assignment arrangements were modified and the Rector agreed that the Consultants should report their recommendations to him, they would be discussed, modified as necessary, and then submitted and presented to the Committee. This should overcome the difficulties and delays the Consultants had already experienced on the first phase of this assignment.

Many other points about how the consultants should carry out such an assignment and should present their recommendations were explained to them. Thus considerable on-the-job training was given during these meetings to these Consultants on how to achieve success on a Consultancy Assignment.

On the technical, or managerial content of the assignment, considerable assistance resulting in major changes and improvements to the recommendations of the Consultants were made. The major change was that the Consultants were shown how the organisation structure that they were proposing to recommend could be substantially improved, mainly by a reduction of the number of senior executives responsible to the Rector from their figure of fourteen to seven. Also a note

was prepared for these Consultants on Organisation Structure and the Principles of Organisation. It was given to them and its contents explained and amplified. It is believed that these Consultants now have, as a result of this on-the-job training:

1. A much greater understanding of how to arrange, undertake and complete an assignment successfully.
2. The knowledge, ability and skill to undertake successfully assignments involving the organisation structure of an enterprise.

## 2. Work being undertaken by Consultancy Unit 2

The assignment being carried out by Unit 2 is for the Euphrates Basin Development Organisation. It covers the accounting and costing systems and procedures. The assignment was arranged and commenced in 1977 by two members of the staff who are no longer at Aleppo University. It was in three stages and they completed the first two stages by 1980, but then left, and no work on stage three has been carried out. The Client had been pressing for the completion of the work. The leader of the Consultancy Unit 2, Dr Zafer Muhabek was dealing with the Client and trying to arrange the completion of the work. Because the contract was arranged in 1977 and only stage three remains, the fees for this remaining work, arranged in 1977, are considered to be inadequate now for the amount of work involved. As a result Dr Muhabek could not get any other individual staff member in Unit 2 to agree to assist him in the completion of this assignment. He will work with a part-time lecturer at the University who is willing to assist him.

A number of meetings were held with Dr Muhabek and as before on-the-job training was given on:

1. How the Consultancy assignment should be carried out.
2. How the work should be planned and carried out.

As there was no current activity on the assignment the amount of training was restricted. However the remaining work was planned and Dr Muhabek and his colleague will commence the final stage of the assignment on June 1st next. It is considered that Dr Muhabek will be able to carry out the remaining work on this assignment more successfully as a result of the training and assistance he received.

## B. Training Given on Management Consultancy

During the initial investigations it was found that the understanding of the staff of what Management Consultants do and how Management Consultancy is carried out was inadequate. This is in no way a criticism of the staff. On the contrary, their lack of knowledge is very understandable as there are few books on Management Consultancy and Aleppo University has not one of them. Furthermore the staff had never received any training or guidance from an expert on these subjects. However, it did have the unfortunate result that the Management Consultancy assignments that had been negotiated and attempted had neither been well organised nor well executed. It was considered that this situation should be remedied by providing the necessary training to the staff. Thus two seminars were arranged. These were prepared and led by the UNIDO consultants and brief details of each are given overleaf.

1. First Seminar: What is Management Consultancy? The Processes of Consultancy and what Management Consultants do

The aim of this seminar was to provide the staff with a thorough understanding of what Management Consultancy is, what Management Consultants do, and what are the processes carried out when a Management Consultancy assignment is carried out, but without giving any instruction on how Management Consultancy is carried out. The contents of this seminar included the following:

What is Management Consultancy? its importance; definitions; results to be achieved from Consultancy. The Processes of Consultation - work of Blake and Mouton, Richard Cullen's processes and definitions, Process Consultancy and Technique Consultancy. Requirements for a Consultant - importance of doing good Consultancy, making contact, establishing a relationship, Terms and Conditions of Operating, Terms of Reference. Frameworks for operating; R C Cullen's, G & R Lippitt, R Beckard. What Consultants do in General Management, Production, Marketing, Financial Management, Personnel and Computers. When Management Consultants can help, types of Consultancy, Quality of Consultancy work, fee levels. Implications of all the above for Aleppo University.

The seminar was given in the evenings, from 17.30 to 19.30 from March 2nd to March 11th, i.e. a total of eight evenings. Lecture notes were prepared during the normal working hours. The detailed syllabus of this seminar is attached to the Report at Appendix V. A list of the hand-out notes distributed during the seminar is attached to this Report at Appendix VI.

The seminar had to be given in English and the amount of discussion that could take place was limited by the ability of the participants to carry on a discussion with the UNIDO consultant in English. As a result, the seminar consisted mostly of instruction given by the consultant. After speaking in English for three or four minutes, he would pause while what had been said was translated into Arabic. The two very able translators were either Miss Arpie Oghiguan or Dr I Hayanif and our thanks are due to them for their considerable efforts and success in this difficult task of translation. Some discussion did take place among the participants in Arabic and the translator informed the UNIDO consultant of the subject being discussed and/or asked questions for clarification that had arisen during the discussion.

A special effort had been made in the preparation of the material to relate the concepts of Management Consultancy to the situation as it was considered to be in Syria, with its predominance of Public Sector organisations, and to the problems of carrying out Management Consultancy as found at Aleppo University.

The attendance at the seminar varied from five to twelve. Only four staff members attended seven or more of the eight sessions. A copy of the attendance record is attached at Appendix VII.

Informal feedback received at the end of the seminar indicated that it had been well received by those five or six who attended most sessions, they indicated great interest and made it clear that they wished to attend the proposed second seminar.

2. Second Seminar: Consultancy Knowledge and Skills and how to Carry out Management Consultancy

This was conducted in the same manner as the first seminar. However it was found after the first week that the understanding of English of the participants had improved to such an extent that the translation into Arabic could be dispersed

with. This enabled the content of the seminar to be increased, as the time for lecturing was increased by the absence of translation. Also the participants' confidence in English increased to such an extent that discussion often took place. As a result it is considered that more was covered in this seminar, and the participants received greater benefit than had been anticipated.

The contents of this seminar included the following:

Aims of Consultancy, professionalism, responsibilities of Consultants, Marketing of Consultancy. How to carry out the Preliminary Survey, writing Terms of Reference, calculating duration, activities before commencing an assignment, when starting an assignment. How to carry out an assignment with Richard Cullen's framework, assignment planning, the role and activities of the second opinion/senior Consultant, benefits and economics. Reporting in Consultancy, verbal and written, Consultancy skills.  
Implications of all the above for Aleppo University.

The full detailed syllabus of this second seminar is attached to this Report at Appendix VIII. A list of the hand-out notes distributed is attached at Appendix IX, and a list of the overhead projector slides, from which photostat copies were made and issued as notes, is attached at Appendix X. The attendance record is attached at Appendix XI.

This seminar also took place in the evenings from 17.30 to 19.30 from March 27th to April 8th, a total of twelve evenings. As before lecture notes were prepared during the normal working hours and as far as possible the material was related to how Management Consultancy would be carried out in Syria and by Consultants from Aleppo University. Examples of consultancy assignments, problems, results etc. were quoted as far as was possible from other developing countries where the UNIDO consultants had had experience, rather than from the developed countries of Europe or the USA.

As the assignment of the other UNIDO expert is concerned with the Market for Consultancy in Syria, he was asked to lead the three sessions devoted to the Marketing of Consultancy. He also attended both seminars and was able to add to their value and interest by contributing comments and examples based on his experience. His contribution to the success of these seminars is acknowledged here with thanks.

In a discussion with the Rector on March 24th, some details of this forthcoming (at that date) second seminar were given, and it was explained that it would cover Consultancy Skills, for example, and other subjects that would be of value to Consultants providing Consultancy services in disciplines other than Management. The Rector agreed this could be of value to Consultants in Faculties other than that of Economics. He undertook to notify the other Faculty Heads and issue an invitation to any other members of the staff to attend. It is understood that this was carried out but no other staff members from other Faculties took the opportunity of attending the seminar.

The informal feedback received at the end of this seminar indicated that it was even better appreciated by the core participants than had been the first. Their praise as to its value and excellence were most heartening.

These seminars did have the effect, since they involved hard work and extra late hours for the participants, of sorting out those staff members who are really keen to understand Consultancy and become successful Management Consultants. There are five members of the staff who can be so classified.

### C. Interviewing Staff Members

When it was found that there were only three members of the Faculty of Economics actively engaged in any Management Consultancy, it was decided to find out whether other members of the staff had the qualifications, experience and interest to undertake Management Consultancy in the future. It was also hoped that their interest could be aroused sufficiently so that they would wish to attend the seminars then being prepared. As a result it was decided to interview as many staff members as possible and a Potential Consultants Interview Form was designed and a copy is attached to this Report at Appendix XII. Some interviews were carried out by the UNIDO consultants. In some cases it was found that the interviewees had insufficient understanding of English and although they knew the seminars would be translated into Arabic, this lack of English may have discouraged them. In at least one other case family commitments made attendance at the seminars impossible.

The interviews revealed a lack of management experience and, except for the core of four or five, a lack of dedication to the concept of studying for and becoming involved in carrying out Management Consultancy. As a result the interviews did not appear to arouse the interest of any staff members other than the core of four or five, sufficiently for them to attend more than one session of one of the seminars.

### D. Books on Management Consultancy

It was found that Aleppo University did not have any books on the subject of Management Consultancy. This is not at all surprising as the literature on the subject is not large. The UNIDO consultants agreed to provide a bibliography of those books it was considered desirable for the Library to obtain. A copy of this bibliography was provided to the Rector and the Dean of the Faculty of Economics and a copy is attached to this Report at Appendix XIII.

### E. Liaison with SZAMALK

The development of the Computer facilities at Aleppo University, the connection to Data Bases and the training in the programming and use of the computer are being carried out by SZAMALK, a Hungarian organisation, under a contract from UNIDO. As the computer will be used to provide information for use by the staff of Aleppo University who undertake Consultancy, it was envisaged by the University staff that our work would be closely linked to that of SZAMALK. In practice, at this stage in the development of the computer centre, and the development of the capability to provide Consultancy services, there is little need for close and detailed cooperation. The situation in February 1982 in relation to the visit of the SZAMALK Computer experts is covered in our Interim Report at Appendix IV. The relationship remained friendly throughout the UNIDO's Consultant's assignment although detailed cooperation was unnecessary due to the differing nature of our assignments at this stage.

F. Lecture at the Management Development and Productivity Centre, Damascus

During the investigations into the present capability of organisations in Syria to provide Management Consultancy services, several meetings were held with the Director, Dr A Bouda and a number of the senior staff of the Management Development and Productivity Centre. As a result of these meetings a request was made for the UNIDO consultant to give a lecture on "A Framework for Carrying Out a Consultancy Assignment". This was given to all the senior staff of the Centre on Thursday April 21st from 10.45 to 12.45. It was well received and appeared to reveal to the senior staff that their knowledge and experience of how to undertake Management Consultancy successfully is, at present, quite limited.

III. MANAGEMENT CONSULTANCY IN SYRIA

Recommendations will be made as to the future actions required to develop the capability of the staff at Aleppo University to carry out Management Consultancy successfully. However it is considered that the work of the UNIDO consultants should be such that the recommendations should be made in the light of the position of Management Consultancy in Syria as a whole. Also it is considered that the value of the consultants' services would be much greater if recommendations could be made for the Country as a whole, including Aleppo University, and relating to the development of a National Management Consultancy capability. As the UNIDO consultants had had some considerable experience of the development of a capability to undertake Management Consultancy in a number of countries, it was felt that this experience should be used for the benefit of Syria. As a result it was decided to find out what other institutions provide Management Consultancy services in Syria, their strength in numbers and their competence. It was also felt desirable to try and determine whether the Government had any plans for the development of a National Institute (or other organisation) with a capability of providing Management Consultancy services. The recommendations can then be made for Syria as a whole, including Aleppo University.

A. The Value of a National Capability to Undertake Successful Management Consultancy

The aim of a Management Consultancy assignment, as defined in the UNIDO consultant's seminars is "to achieve permanent beneficial change in the clients management system at an acceptable cost". Obviously such a result is desirable for the development and improvement of a National Economy. If the management system can be improved then the means to produce goods and create National wealth are improved.

Experience has shown, in a number of countries, that the use of Management Consultants is probably the most efficient way of spreading good management in practice. Management Training on its own has been found to be less satisfactory. The re-entry problem of the trainee is found to be almost insuperable; particularly in developing countries where the local culture may be inimical to the introduction of management based on Western cultural norms. A National Management Consultancy capability has to be developed within the cultural and economic conditions of the Country, and as it involves training the clients' managers in how to carry out the improved management, it has to be successful within these conditions. Thus one Consultant in each assignment successfully trains a number of managers and the multiplier effect of each Consultant is thus substantial. It is believed that this multiplier effect of the utilisation of scarce management skills is at its greatest when the skills are deployed over a number of assignments by trained, successful Management Consultants.

Management training at both University level and in short courses for practising managers have an essential role to play in the improvement of management within a National Economy. However, at the University level it is more of a long term one. Short courses for practical managers are a short-term measure, but experience shows that they are not very successful unless they are supplemented with Management Consultancy services, to assist the managers to introduce successfully what they have learned on the courses. Thus on their own, and without Management Consultancy, they do not have, it is considered, the same high multiplier effect, not the short-term, more rapid results achieved from the development and use of a National Management Consultancy capability. It is strongly believed that Syria should develop such a National capability.

#### B. The Need for and Market for Management Consultancy in Syria

The second UNIDO Consultant investigated the market situation for Management Consultancy in Syria, mainly but not exclusively within the Aleppo area. While undertaking these investigations he also trained the staff of Aleppo University in the marketing of Management Consultancy. He has indicated in his progress report to the Rector of the University of 30th March that the indications are favourable, there is a high degree of receptivity to the concept of carrying out Management Consultancy, although the sample is as yet too small to be conclusive. The UNIDO consultant will report on the market situation at the end of his assignment.

However, the visits that the experts have made leave no doubt whatsoever as to the need for Management Consultancy. In every organisation visited so far there is clear evidence of a management situation where substantial improvements could be made, especially in some of the simpler and more basic aspects of management such as Stock Control, Production Planning, Quality Control, Incentives, Work Measurement, etc.

Two further points can be made and based on the UNIDO consultant's experience in developing a Management Consultancy capability in other countries, both less and more developed than in Syria at present:

1. In no country has there not been a need for Management Consultancy. This would confirm the need for such services in Syria.
2. In no country has it not been possible to develop a market for good and successful Management Consultancy. The type of services developed, and marketed, the fee structure, and the cultural system, have all varied according to the country. Nevertheless a market has been found and developed. Consequently it is believed that the same would hold true in Syria, and that a market for Management Consultancy could, without too much difficulty, be developed.

This view, that there is both a need for and a market for Management Consultancy services is also confirmed by the experience of Aleppo University and the National Productivity Centre in Damascus.

#### C. Investigations into the Present Management Consultancy Resources within Syria

The situation in Aleppo was, of course, determined during the assignment at the University. The situation in the rest of the Country was investigated during visits to Damascus i. March 17th and 18th, and in April, from 19th to the 25th. In March a visit was made to see Mr. A. Elbari, in the office of Organisation and Management in the Prime Minister's Office.



The purpose of the visit was to determine:

1. What organisations at present provide Management Consultancy services in Syria.
2. What capability exists within the Government to provide Management Consultancy services (which would mainly be used within the Government administrative departments).
3. Whether the Government has any plans for the development of a National capability (eg a National Institute) to provide Management Consultancy services.

In addition, during these visits, interviews were held with:

Damascus University - Faculty of Economics  
Management Development and Productivity Centre - several meetings  
Ministry of Industry - The Deputy Minister

Details of the people interviewed and the investigations carried out are recorded more fully in Appendix XIV, entitled "Investigations into the Present Resources for Carrying Out Management Consultancy in Syria".

#### D. Existing Management Consultancy Resources

These can be summarised as being within Aleppo University, Damascus University, The Government, and the Management Development and Productivity Centre.

##### 1. At Aleppo University

- (a) The Faculty of Economics has two Units set up to undertake Management Consultancy. Unit one has two enthusiastic and hardworking members and it might be expanded to three.
- (b) Unit two has only one or two such enthusiastic and hardworking members.
- (c) Five or six members have received good basic classroom training in Consultancy plus a little on-the-job training. More on-the-job training is required on all aspects of Consultancy.
- (d) The time that staff members can spend on Management Consultancy is severely limited by their workload within the University.
- (e) The ability to undertake Management Consultancy by the staff is severely limited by their inability to spend the time required on the clients' premises, i.e. because of their commitment to their University work.
- (f) There are a number of difficulties inherent in the position of the staff of a University in trying to develop the capability to carry out Management Consultancy on anything but a limited scale.

##### 2. At Damascus University

- (a) There are two Units doing Management Consultancy, one in management and one in research and management.
- (b) There are two staff members in the Unit doing consultancy in management.

- (c) Other Units do consultancy in accounting, statistics, economics etc.
- (d) Only one Management Consultancy assignment has been carried out in the last year.
- (e) The staff have received no training in Management Consultancy and their understanding of how to carry it out is limited.
- (f) They suffer the same disadvantages as Aleppo University staff, i.e. lack of available time, inability to work at the clients' premises, and the same disadvantages that are inherent in any University trying to develop a capability in Management Consultancy.

### 3. Within the Government

- (a) The office of Organisation and Management, part of the Office of the Prime Minister, provides some consultancy services internal to the Government.
- (b) The work they carry out is primarily of an O and M type rather than full scale Management Consultancy.
- (c) The staff have received some training, but only in management, not in consultancy, at the Arab Organisation for Administrative Sciences.
- (d) The understanding of what Management Consultants do, how they do consultancy, the need for such services and the benefits that can result, do not appear to be as high as is considered essential within a Government.
- (e) The Government is planning to develop a Unit within Damascus University called The Higher Institute of Administrative Sciences. In the decree creating this, the provision of consulting services is mentioned. However it is considered that:
  - (1) It will be some time before this Institute is fully working.
  - (2) The staff will not receive any training on how to do consultancy.
  - (3) They will be fully occupied with their duties in the University and the teaching to be given by this new Institute, so that the time available for consultancy will be minimal.

As a result it is not considered that this Unit will provide any substantial resource for carrying out successful Management Consultancy.

### 4. The Management Development and Productivity Centre

This Unit in Damascus has been developed over a period of more than ten years, receiving extensive assistance under the UNDP programme, administered by the ILO. The centre was visited a number of times and a great deal of information on its activities was obtained. Also the terminal Report of the last ILO Specialist Dr Naguib I Ibrahim, who was at the Centre from January 1978 until December 1981, was studied.

The Centre has a total of 30 professional staff. They are divided into six Units, i.e. the departments of:

Production Management  
Management and Organisation  
Finance  
Marketing

Personnel  
Quantitative Methods

The staff provide a variety of management training courses and some consultancy services. The training courses cover the whole spectrum of management and are most impressive as to the variety, number, depth and the number of trainees. In 1981 33 training programmes were run, covering 338 training days, and given to 1025 trainees. As a training centre for providing short courses for practising managers this Centre is excellent and represents a major asset for the development of the Syrian Economy through improving management.

The Management Consultancy activities are not quite so successful, and the Centre faces a number of problems that make the provision of a successful Management Consultancy service well-nigh impossible, in the view of the UNIDO consultant. Twenty Management Consultancy assignments are planned for 1982.

At present the consultancy services suffer from the following disadvantages:

- (a) It is difficult to retain the best and most experienced members of the staff at the Centre. As a result there are insufficient staff and the majority of the present staff have not been with the Centre long enough. The long-service, well-trained staff have, in the main, left for more lucrative positions.
- (b) The staff do not have sufficient time to investigate the clients' problems thoroughly. Too much reliance has to be placed on questionnaires.
- (c) The staff do not usually have the time to implement their recommendations, as a result they are rarely implemented successfully.
- (d) The consultancy services are offered free. This is, in the view of the UNIDO consultant fundamentally wrong and distorts the type of consultancy being carried out, the type of client, and invalidates much of the work of the consultants.
- (e) Insufficient consultancy assignments are carried out to match the training given, due to shortage of staff, and staff time. Thus much of the value of the training courses is, it is considered, being lost, or at least left underdeveloped.
- (f) Although the staff have received guidance and on-the-job training in Consultancy, by working with experts they have not received any formal training in Consultancy and Consultancy Skills. Their ability as consultants could be increased substantially by the provision of such training.

Nevertheless, it must be made clear that despite these disadvantages the Management Development and Productivity Centre is a very impressive Institution.

The value of the Management Development and Productivity Centre to the development of improved management, and hence to improved Economic performance to Syria cannot be underestimated. It is a major development asset for Syria and much more use should be made of it.

## 5. Other Organisations

There may be other organisations within Syria, offering Management Consultancy services, but no information about any such organisations could be obtained, despite some questioning. As a result it is considered that if any exist they are sufficiently small as to be excluded from consideration in the development of a National capability to provide Management Consultancy services.

## IV. RECOMMENDATIONS

In this section recommendations will be put forward that result from the work of the UNIDO consultants at Aleppo University. However, it is believed that such recommendations can only be meaningful if they are seen within the context of the development of Management Consultancy not only at Aleppo University, but within the whole of Syria. As a result recommendations will be put forward for the development of Management Consultancy within the country as a whole. However before such recommendations can be made, it is considered desirable to record some of the principles, or factors, and planning assumptions on which the recommendations will be based.

### A. Factors to be Considered before Framing Recommendations for the Development of a National Capacity within Syria to Undertake Successful Management Consultancy

These factors are probably best expressed as a series of numbered statements, such as the following:

1. The existing Management Consultancy resources within Syria are insufficient to have a major impact in improving the management competence within the Country.
2. A greater capacity and better Management Consultancy services would make a substantial contribution to the development of the Country.
3. The provision of good, widespread and successful Management Consultancy services would make a major impact on improving the effectiveness of the present management, which in turn would produce a major impact on the improvement of the wealth-creating sector of the economy.
4. It should be possible to market good, local, Management Consultancy services within Syria, without too much difficulty.
5. The development of a successful Syrian capacity to undertake Management Consultancy should ultimately provide the Country with an excellent export service, particularly within the Arab speaking Nations.
6. In development work generally it is usually better to build on existing organisations rather than create new ones, provided this is possible.
7. In developing any organisation an analysis of its strengths and weaknesses should be made so that efforts can be directed towards:
  - (a) Building on its strengths.
  - (b) Overcoming its weaknesses.
8. There is considerable enthusiasm for carrying out Management Consultancy among a small core staff at Aleppo University.
9. This core staff has already received some considerable basic classroom training plus a little on-the-job training in Management Consultancy.

10. A University has some severe inherent disadvantages that inhibit the growth within it of a successful Management Consultancy unit.
11. The present Management Development and Productivity Centre has staff who have received substantial training in management, in training as trainers in management, and some training in how to undertake Management Consultancy.
12. The Management Development and Productivity Centre has to try and work under several policies that are such as to make it impossible to develop a successful Management Consultancy capability at present.
13. A capability to undertake successful Management Consultancy in Syria should not be limited either to one institution or to one location.
14. The development of a capability to undertake Management Consultancy within the Government departments should be carried out as at present and excluded from any recommendations put forward in this Report.

#### B. Recommendations: Main Alternatives Available

The first alternative to consider is whether to build on the existing organisations or to create a new one, or new ones. The next alternatives to consider are the location and number of institutions that should be developed.

These alternatives have been considered by the UNIDO consultant at length and in considerable depth. Conclusions have been reached which are based on the situation as it was found to be in Syria and on his experience of the development of a Management Consultancy capability in other countries. Reference was also made to two UNIDO documents, ie:

The Case for National Industrial Consultancy Services -  
UNIDO/IOD.125 14/11/77.

Development of National Industrial Consultancy Services - A Phased Programme -  
UNIDO/IOD.134 13/12/77 prepared by Factory Establishment and  
Management Section, Industrial Operations Division

It is not proposed to record here all the advantages and disadvantages of and all the reasons for choosing one alternative or the other. To do so would make the Report too long and almost certainly tedious. However these advantages, disadvantages and reasons could be put forward at any time by the UNIDO consultant either in writing or in discussions should this be found necessary or desirable.

#### C. General Recommendations

It is recommended by the UNIDO consultant that:

1. Two institutions in Syria should be developed in size and competence to provide the basic National capability to undertake Management Consultancy successfully.
2. One should be in Damascus and one in Aleppo.
3. The Management Development and Productivity Centre should be developed to be the institution in Damascus. However, before this can be carried out with success one or two basic policies relating to the way this Centre operates should be modified. These are the policies which inhibit its growth and success at present and the changes that are essential will be mentioned later when the more detailed recommendations for this Institution are recorded.

4. Aleppo University should be developed also, both in size and competence to provide the second major institution capable of providing successful Management Consultancy services. But again this recommendation is dependent on the University accepting the more detailed recommendations recorded later and which are designed to overcome to some extent the disadvantages that are inherent in trying to develop a Management Consultancy Unit within a University.
5. Because of the inherent difficulties in developing within a University a successful Management Consultancy Unit, no further development resources should be directed to any other Universities in an attempt to develop their capacity to carry out Management Consultancy.
6. Not enough information is available at this time to determine the ultimate number of Management Consultants that each institution should have. So no recommendation as to the ultimate numbers can be made. However it is recommended that both Units (Aleppo University and the Productivity Centre) should be expanded and that the number of Consultants should, in the first instance, be based on the maximum number of Consultants either that can be recruited, or can be trained using no more than two foreign experts.
7. When more information as to the need and demand for Management Consultants is obtained then a further group, or groups, can be recruited and trained, as necessary.

D. Recommendations for Aleppo University

It is recommended that:

1. The University should recruit a suitable candidate to become the full-time Director of Consultancy. Such an employee should be engaged on a contract and not be a member of the normal academic staff. A job description for this position should be prepared, as should the man-specification for the holder. The best available person to meet this specification should then be recruited.
2. The Director of Consultancy would have a small administrative staff (probably not more than two) and would undertake, among other duties, to:
  - (a) Prepare brochures for the University Consultancy Services.
  - (b) Prepare lists of clients and potential clients.
  - (c) Maintain records and reports of all Consultancy assignments.
  - (d) Be functionally responsible for all the heads of Consultancy Units within the various faculties and the head of the Computer Consultancy Unit.
3. The University should recruit up to twelve full-time, non-academic, trainee Management Consultants, on a contract basis. Again a job description and man-specification should be prepared, and a careful interview and selection procedure carried out in order to recruit, as far as is possible, candidates who could become successful Consultants.

4. A Training Needs Analysis as to the consultancy skills training required should be carried out for all the staff members of Aleppo University who carry out any type of consultancy. A suitable Consultancy Skills Training Course should then be designed and given to meet the identified training needs.
5. The trainee Management Consultants should receive classroom training in Management Consultancy and Consultancy Skills. This would probably be a four to eight week full-time course, depending on the management content required to meet their training needs.
6. All the Consultants of the University should then receive part-time on-the-job training in carrying out their consultancy assignments successfully, over a period of at least three years.
7. The Director of Consultancy should be trained in how to market Consultancy and how to run and manage the Consultancy Units of Aleppo University, which would consist of the core staff of full-time Management Consultants, plus the part-time activities of many members of the staff in many Faculties (Economics, Sciences, Engineering, Agriculture etc.) and of the staff of the Computer Unit.
8. The total compensation package of the Director of Consultancy and the trainee Management Consultants would have to be such as to attract and retain the services of suitable people, and should not be bound by the academic staff remuneration scales.

E. Recommendations for the Management  
Development and Productivity Centre

It is recommended that:

1. A fee structure should be worked out and that all Management Consultancy work carried out by the Centre should only be on a fee-paying basis.
2. A total compensation package should be developed and applied to the staff of the Centre so as both to attract high calibre recruits and retain the skilled and experienced staff members.
3. It is probable that the above two recommendations could be linked.
4. The number of professional staff of the Centre should be increased by up to a maximum of fifteen in the first instance.
5. A job description and man-specification for these trainee consultants should be prepared. So also should a careful and detailed interview and selection procedure. These should then be used to recruit the suitable professional staff as trainee consultants.
6. The newly recruited staff and all the present senior staff should receive formal training in Management Consultancy and Consultancy Skills.
7. The professional staff should receive part-time, on-the-job training in carrying out Management Consultancy for a period of up to three years.
8. The Director should receive part-time guidance on the management and control of a joint Management Training and Management Consultancy Centre.

#### F. Implementation of these Recommendations

To implement the above recommendations would require some decisions and actions on the part of the Department of Industry of the Government of Syria, and some actions and decisions on the part of the University of Aleppo. However technical assistance by experts from outside Syria would also be required. It is hoped that the technical assistance to implement these recommendations can be provided under the UN Development Programme, and UNIDO would be the most suitable executing agency. It is recommended that such technical assistance should be provided through UNIDO provided, of course, that it is requested by the Government of Syria and provided the Government agrees to implement the policy recommendations recorded in the recommendations.

The technical assistance would have to be provided by Management Consultants who had exceptional knowledge and experience of training Management Consultants, in the provision of training courses in Consultancy Skills, and in the development of Management Consultancy organisations. Provided such technical experts can be made available, the technical assistance would not be substantial. It is estimated that such Consultants could implement the recommendations:

- (a) At Aleppo University by spending 18 man months providing technical guidance over a period of not less than three years.
- (b) At the Productivity Centre by spending 12 man months providing technical guidance over a period of three years.

The exact duration of each and the number of visits to each Centre would have to be worked out in detail, and the exact duties of the technical experts recorded in Job Descriptions.

#### G. Benefits to Syria from the Recommended Assistance

At the end of the three year period, Syria would have two major Consultancy Units, operating with a total of not less than fifty full-time professional consultancy/training staff plus perhaps an equal number of part-time professional Consultants in many disciplines. The contribution that such a National capability to provide Consultancy services would make to the development of the Economy of Syria is considered to be substantial. Syria would also have the capability of gaining substantial invisible export earnings by the use of this National Consultancy capability throughout the Arab-speaking world. It is considered that in no other areas of the development effort in Syria would the provision of such comparatively small technical assistance have such a substantial and beneficial effect on the Economic development of the country.

#### V. CONCLUSION

The UNIDO consultant would like to thank Dr. Hourieh and all the staff at the University of Aleppo. They cooperated and gave whatever assistance was required at all times. Their cooperation and enthusiasm augers well for the success of any further technical assistance to develop the capacity of the University to provide a successful Consultancy Service.

Thanks are also due to the staff of the UNDP office in Damascus and in particular to Mr A S Salem, without whose unfailing help and assistance this assignment could not have been carried out so comprehensively.



It is hoped that the recommendations of this Report will be adopted and it is confidentially believed that if implemented they will assist substantially in the Economic Development of the Syrian Arab Republic.

LIST OF MEETINGS HELD

Rector (Professor Dr Mohammed Ali Hourieh), Deputy Rector (Professor Dr Ibrahim Nahhal) and Professor Dr Maghout, Professor Dr Jabbour, Professor Dr Krayem, Miss Amal Rifai

Professor Dr Khaled Maghout, Professor Dr Said Kray, Professor Dr Fuad Jabbour.

Professor Abdul Kadih Effendi, Dean of Faculty of Economics  
Dr Adil Rajap, Vice-Dean of Faculty of Economics.

Professor Maghout and Dr Jabbour.

Professor Hourieh, Professor Nahhal, Professor Maghout, Dr Jabbour, Professor Krayem, Miss Rifai.

Professor Maghout, Dr Jabbour, Dr Krayem, Dr Rajab, Dr Akili, Miss Oghigian.

Professor Nahhal, Dr Krayem, Dr Jabbour, Miss Rifai, plus five members from SZAMALK (GME not at this meeting).

Professor Hourieh, Professor Nahhal, Dr Krayem, Vice-President Admin. Affairs, Professor Akili, Professor Rajab, Professor Maghout (later), GME and five members from SZAMALK.

Professor Maghout.

Professor Akili and Professor Rajap.

Professor Akili and Professor Rajap.

Rector (Professor Hourieh).

Professor Effendi, Dr Zafer Muhabek.

Dr Zafer Muhabek (interviewed him).

Dr Akili (then later) again, with Dr Rajap.

Salah Kharnat and Wahid Shaabani.

Dr Zafer Muhabek and Dr Radwan. Hannan.

Faculty Council Meeting - Dr Effendi, Dr Rajap, Dr Muhabek, Miss Akkad, Miss Arpie, Dr Amel Kaboos (lady), Student Representative (Semih Hasoon), Dr Kaleya, Dr Fares, Dr Rodawee.

Drs Akili and Rajap.

Drs Akili and Rajap.

Dr Zafer Muhabek.

Professor Effendi, Drs Rajap and Akili.

Professor Maghout.

Dr Zafer Muhabek.

Dr Hourieh - with Dr Imam and Dr Nahhal (agreed my Interim Report).

Drs Akili and Rajap. - supervision of their assignment.

Dr Akili and Dr Rajap - supervision of their assignment.

Dr Hourieh, Dr Rajap, Dr Akili, Dr Imam.

Dr Akili and Dr Rajap - supervision of their assignment.

Damascus University with Dr Rajap and Dr Hayani. Saw Dr Sabeh Bakjaji - Dean of Faculty of Economics and then Dr Salman Faris - Head of Consultancy Unit in the Faculty.

Damascus - Productivity Centre - Mr Nasem Sakbani.

Damascus - Office of Management and Organisation in the Prime Minister's office - Mr Abdullah Elbari.

Dr Rajap and Dr Akili - supervision of their assignment.

SZAMALK - Two Representatives - as UNIDO representative, found out that they have no problems and are making very satisfactory progress with the assignment.

Dr Hourieh (Rector) progress meeting - will be resumed on 24th March 1982.

Dr Hourieh progress meeting - see notes attached to Work Diary.

Dr Zafer Muhabek - re progress on consultancy job of Unit 2.

Professor Maghout (a) obtaining names and addresses of companies (b) progress by SZAMALK - completely satisfactory.

Mr Hayani - re consultancy job in Canada.

- Mr Thaleb Blab - Office of Industry, Aleppo, with Professor Maghout.

Dr Maghout.

Dr Maghout.

Dr Rajap and Dr Akili.

Dr Maghout.

Professor Dr A A Ramadan - Faculty of Sciences.

Dr Rajap and Dr Akili.

Dr Nahhal - Vice Rector.

Dr Rajap and Dr Akili.

Professor Dr Hourieh.

Dr Rajap and Dr Akili.

Dr Adel Bouda - Director of Management Development and Productivity Centre.

Dr A Bouda - and 9 senior members of the Centre. Five were interviewed.

Dr Abdullah Sallouda - Deputy Minister of Industry.

Dr A Bouda and all senior staff of the MDRP Centre.

UNIDO PROJECT ALEPPS UNIVERSITY

ASSIGNMENT PROGRAMME OF

UNIDO EXPERT

- 1- Discuss with Rector and University staff the Organisation structure and personnel for carrying out consultancy activities. In particular ensure the organisation structure is suitable for carrying out.
  - a) a) Consultancy activities using the Computer, the Data Base, and providing Information Services.
  - b) Management Consultancy
  - c) Technical Consultancy
- 2- Ensure that all the University staff who will do Consultancy understand the organisation structure, and the nature of the Consultancy services to be provided by each of the above groups.
- 3- Arrange suitable co-ordination between the above groups; agree the technical guidance by RCC and GE & by SZAMOK with these groups; SZAMOK will provide technical guidance mainly to group (a), RCC and GE will provide technical guidance mainly to group (b). Ultimately if time permits, it may be possible for RCC to give some Consultancy skills training to all groups.
- 4- Arrange to have at least two counterparts from those staff who will do Management consultancy. These Counterparts must be available for very nearly full-time co-operation. Their work as counterparts will provide excellent on the job training in many aspects of Management Consultancy.
- 5- Ensure that the co-ordinator of all Consultancy services understands the knowledge, skills and personal qualities required by successful Management Consultants, and ensure, as far as is possible, that the staff that will be included in group (b) have the personal qualities and have, or can be taught the knowledge and skills required.
- 6- Obtain full details of all current Consultancy contracts that have any Management Consultancy activity included in them, for example obtain the following for all contracts.
  - I. Name and address of client.
  - II. Details of the Terms of Reference, the Conditions of operating, and the contract between the client and the University

- III - Names of all those who have worked on the assignment, the time they have spent, and the activities they have carried out.
  - IV - Who is in charge of the work, and what supervisory activities does he carry out.
  - V - What plans are prepared for the completion of the assignment.
  - VI - What time/man days are left to complete the assignment.
  - VII - What survey was made in order to submit a tender for the Consultancy work. Was a report submitted? If so, is a copy available in English?
  - VIII - What Reports have been submitted to the client, what do they cover and what Reports are planned.
- 7 - Arrange to assume Functional supervision of all current Management Consultancy Contracts. This Functional supervision will continue during any assignment and or until the assignment is complete. This will involve making any changes in the assignment plan, the personnel, the activities carried out etc. in order to improve the quality of the Consultancy work on these contracts. It will also involve a great deal of on-the-job training by RCC of the University Consultants.
- 8 - Find out what books are available at the University on Management Consultancy. Recommend additional books as necessary.
- 9 - Obtain the names and CVs of all staff who have done, or will be involved in carrying out any Management Consultancy.
- 10 - Interview each of these staff members to find out, e.g.:
- I - What management experience they have had.
  - II - What is the level of their Management Knowledge.
  - III - What do they know about Management Consultancy.
  - IV - What Consultancy activities they have carried out.
  - V - What do they want to know about Management Consultancy.
- 11 - In conducting the above interviews a Training Needs Analysis will be carried out to determine the common, and individual, training needs of the staff in:
- (a) Management and Management Techniques used by Consultants.
  - (b) Consultancy knowledge and skills.
- 12 - Liaise with G.E. who will have conducted his investigations into the marketing of consultancy. He will provide information as to the most suitable Management techniques that will be required by the Clients.
- 13 - Design formal and informal training activities, and training material to meet the identified training needs of the individuals and to meet the requirements of the probable market for Management Consultancy.
- 14 - Provide such training to the extent that is possible in the time available during my assignment. This training will be in Management, Management Consultancy techniques, and Consultancy skills.

15 - Set up the internal organisation structure of the Management Consultancy group, and introduce suitable administrative procedures to deal with all aspects of running a Consultancy business, including:

- I - Time records.
- II - Expense claims.
- III - Terms and Conditions of operating.
- IV - Invoicing.
- V - Reporting and Report filing.
- VI - Marketing.
- VII - Public Relations.
- VIII - Quality Control of Assignments.
- IX - Information service for Consultants.
- X - Training of Consultants.

This is unlikely to be dealt with in any depth in the current assignment as time will not be available.

- 16 - Carry out a Training Needs Analysis with the Consultants in the Computer and Technical Consulting Divisions as to their training needs in Consultancy skills.
- 17 - Design the training to be given to meet these identified training needs for Consultancy skills.
- 18 - Provide the training in Consultancy skills to all those members of the staff who will do Consultancy of any type.

NOTE:-

This programme goes far beyond the work involved in the duties of the Consultancy assignment, position UUC/SYR/78/155/11-02. The duties of this position are "To assist the respective team leaders of Aleppo University in carrying out specific assignments in the fields of industrial consultancy in general and project implementation in particular."

These duties only cover activities Numbered 6 and 7 of the above programme. Obviously it will be impossible to carry out in three months assignment all the activities of the above programme. However as many of the additional activities as possible will be carried out in the time available. And the main purpose of including all the above activities in the programme is to indicate to the Rector and staff of the University some of the major activities on which they will require technical guidance in building up viable and successful Management and other Consultancy Units.

UNIDO PROJECT - ALEPPO UNIVERSITY

INTERIM REPORT

INTRODUCTION

Two UNIDO special project experts arrived in Aleppo on Sunday February 7th and commenced work at Aleppo University on Monday February 8th. The purpose of the project and the Duties of the two positions are covered by Job Description UC/SYR/78/155/11-02 and 01.

During the period of 16 working days until Thursday February 25th the work was commenced and detailed investigations into the present position at the University were made. These investigations have revealed a situation that is significantly different from that recorded in the revised Project Report of 9th July 1980 (Project No. UC/SYR/78/155-3). The differences are such that the duties to be carried out by the experts do not now seem either sufficient or appropriate. As a result, it is considered essential to notify the Head of the Factory Establishment and Management Section; of the Division of Industrial operations, of UNIDO of the position at the earliest date, and to put forward suggestions for the modification of the duties of the positions so as to make the best use, for the benefit of Syria and of Aleppo University, of the services of the UNIDO special project experts. The best method of explaining the present position and putting forward suggestions is considered to be in the form of this Interim Report.

1 PRESENT POSITION

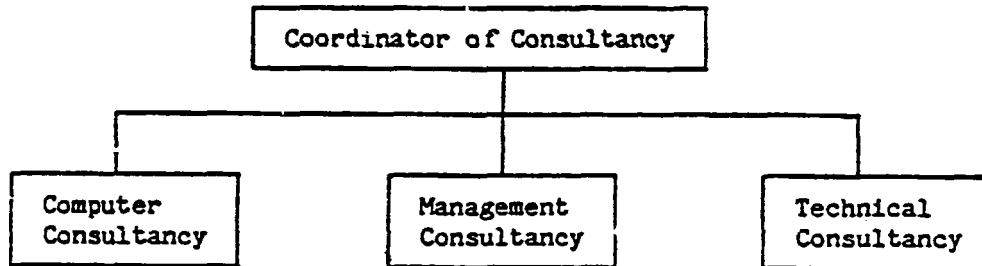
A - Use of the Computer at Aleppo University for Industrial Consultancy.

The impression was gained, during the first few days at the University that the experts would be expected to work with the computer specialist sub-contractors (SZAMALK) in setting up some form of computer based industrial consultancy unit. As a result, they were given office accommodation in the Computer Centre. It was pointed out that the majority of industrial consultancy does not involve the use of a computer, and is better developed under the title of Management Consultancy. As a result of our explanations, and at our request we were moved to an office in the Faculty of Economics. Within this Faculty the subjects of Business Administration and Management are taught.



B - Organisation of Consultancy

The lack of clarity between the work done by a Management Consultancy Unit and the Computer Unit, was reflected in a lack of clarity in the organisation of Consultancy at Aleppo University. The administrative set-up, as set out on page 2 of the revised Report did not appear to that applied. As a result it was recommended to the Rector, to the Head of the Faculty of Economics, to Dr Maghout the coordinator, and other senior members of the University, that all Consultancy within the University should be organised into three divisions and headed by the coordinator, i.e.:



It was pointed out that on some Consultancy Projects cooperation between these sections would be essential, and regular coordination between the sections should be maintained. This recommended organisation of the Consultancy work within Aleppo University was agreed and accepted by the Rector and the Staff.

C - Coordination with SZAMALK

Five members of the SZAMALK Organisation spent just over two days in Aleppo and two meetings were held with them, the Rector and other senior staff of the University, on 14th February. The representatives of SZAMALK agreed with our recommendation as to the organisation of Consultancy within the University and we mutually agreed to cooperate on our respective assignments to the full extent necessary.

D - Number of Staff for Management Consultancy

On page two of the revised project report is:

"A Consultancy Unit in Economics and Business (23 members)".

This is the Unit that would undertake Management Consultancy. There were 23 members in July 1980, the date of the revised project report, but there are only 16 now. Some have left the University, some retired and some are on sabbatical. Of this 16:

- 1 - is the Dean of the Faculty of Economics
- 1 - is the Rector of Der-el-Zor University and only visits Aleppo
- 1 - is resident in Damascus and comes three days a week to Aleppo to teach at the University
- 1 - is planning to return to Canada in the near future.

Thus these four are, in effect, precluded from being considered as a long term resource for Consultancy. This reduces the number available as Consultants to 12.

Enquiries were made about other, less senior staff, who have some qualification in management or business administration and who might be considered as potential consultants. The names of seven staff were obtained. However they have not yet been interviewed and their suitability as potential consultants is therefore unknown. But the maximum number at present available for Management Consultancy is only twelve. This is significantly less than the figure of 23 mentioned in the revised project report.

#### E - Time Availability of Staff

The number of students in the Faculty of Economics is 3,521. The number of staff available within the Faculty is approximately 25. This gives an exceptionally high student staff ratio. The teaching work load of the staff is scheduled to be 16 hours per week. Due to the shortage of staff they actually average 22 hours per week. If to the 22 hours a week lecturing is added the other tasks of the staff, e.g. setting papers, marking papers, undertaking tutorials, administrative work, staff meetings, lecture preparation, research, it can be seen that a full weeks work results. Thus it is clear that the staff have little or no time to undertake consultancy projects.

#### F - Two Consultancy Units

The UNIDO consultant has had previous experience of observing the problems associated with setting up a consultancy unit within a University. Some of these problems were mentioned at the first meeting with the Rector, and before the situation at Aleppo had been investigated. The Rector stated at that first meeting that these problems had become manifest at Aleppo. One result of these problems is that in Aleppo two units undertaking consultancy have developed. At first all the staff formed one unit, but due to internal dissensions, three members broke away from the main unit, but as one of these three is the staff member who is planning to return to Canada soon, the effective strength of Unit one is two staff members.

#### G - Current Consultancy Projects

Unit one has one current consultancy assignment. This is an internal consultancy assignment for the University and is concerned with the organisation structure and job descriptions within the University. Unit two is in the process of re-commencing an assignment that was started in 1977. Two staff members who are no longer at the University commenced this project, which is with the Euphrates Basin Development Organisation. They completed four out of the five stages, but then left and no further work on the assignment has been carried out for two years. The client wishes to have the work completed, and the leader of Unit two has been trying to re-commence the work. However no other member of Unit two is interested in completing this work as the fees are not considered to be adequate. As a result the leader of Unit two is trying to re-commence this himself, with some assistance from a part-time lecturer at the University, who is not a member of consultancy unit two. These two are the only current assignments.

#### H - Knowledge and Experience of Management and Management Consultancy

In our work so far, eleven of the staff who must be considered as potential consultants have been interviewed in depth. Two of these must be excluded as they are likely to leave the University soon. Of the remaining nine, two have excellent management knowledge. Four have barely adequate management knowledge, and three have quite inadequate knowledge. Not one of the nine have adequate management experience to be a successful consultant, and not one has any real knowledge or understanding of management consultancy nor any real experience as a management consultant. As it must be said that the potential management consultants of the University are much less qualified and experienced than we perhaps over optimistically, expected from reading the revised project report. In practice it is considered that they cannot be trained to become consultants nor can they, with any hope of success, undertake any management consultancy, until their understanding has been greatly improved on the subjects of what management consultants do, and the processes of consultancy.

#### II - IMPLICATIONS FOR CURRENT ASSIGNMENTS

There are implications for the success and viability of the whole project that are inherent in this present position. However they will not be examined here. But the implications for the current assignments must be examined.

A. Duties of Soecial Expert Position 02

The duties of this position are "To assist the respective team leaders of Aleppo University in carrying out specific assignments in the fields of industrial consultancy in general and project implementation in particular." Also in the Job Description under purpose of project is "To raise the contribution of Syrian professional resources to industrialisation etc. ...". The leaders of the two current assignments will be assisted, in accordance with the duties of the position. However such assistance does not constitute a full time task. Also it must be pointed out that the assignment of Unit one, being internal to the University, does not contribute to the purpose of the position as set out in the job description.

B - Duties of Senior Industrial Consultancy Expert/Position 01

The main duties as set out in the job description (i.e. as contained in the first two clauses of the duties) are not affected by the present position, however the third clause of the duties of this position is "to assist in the planning and execution of the Aleppo University Industrial consultancy programme" clearly the amount of work that can be carried out under this heading is very small indeed.

### III PROPOSED ACTIVITIES

#### A. Position -02

The duties as set out in the job description will be carried out, but in addition it is proposed that this expert should also undertake the following:

- 1- To prepare, conduct, and lead a seminar for all those members of the University who might be involved in undertaking management consultancy, to provide them with a full understanding of what Management Consultancy is, what Management Consultants do, and what are the processes of Consultancy.
- 2- To prepare, conduct, and lead a seminar for these potential Management consultants to provide them with, as far as is possible, the knowledge, skills, and processes required to undertake successful consultancy.

#### B. Position 01

The duties as set out in the job description will be carried out and it is proposed that in addition this expert should also undertake.

- 1- To assist in giving the seminars mentioned above.
- 2- To provide on-the-job training in the marketing of consultancy including the conduct of preliminary surveys, and through to the authorisation of an assignment.

#### C Reason for these proposed seminars

As was recorded in sub-section H above, the present knowledge of management consultancy of the potential consultants is considered to be quite inadequate. It is considered that the first step must therefore be to provide them with a much greater knowledge of what management consultancy is, what management consultants do, and the processes of carrying out successful consultancy. This must be, it is considered, the first step in the development of a capability within Aleppo University to undertake management consultancy.

IV CONCLUSION

It is proposed that your consultants will carry out the duties of their positions as set out in their job descriptions and will undertake the additional duties as recorded in this Report, unless instructed to the contrary by the Project Officer in Vienna.

FIRST SEMINAR: WHAT IS MANAGEMENT CONSULTANCY?

THE PROCESSES OF CONSULTANCY AND WHAT CONSULTANTS DO

ALEPPO UNIVERSITY - MARCH 2nd - 11th 1982

SYLLABUS

1. The Purpose and Aims of the Seminar - methods of instruction and discussion.
2. What is Management Consultancy? Introduction, growth of consultancy, its importance in the growth of Society. What is consultation - some definitions of consultancy, some definitions of Management Consultancy; Richard Cullen's definitions. Results to be achieved by consultancy.
3. The Process of Consultation - Blake and Mouton's work - introduction - the "For What Purpose" of Management Consultancy, differing concepts of management consultancy - two main concepts - a perceived shift in the role of the consultant - process consultancy - possible over-emphasis - a potentially fatal flaw - differing practices in management consultancy - in the USA, UK, rest of the world. Division of consultancy seen as artificial, growth of process consultancy in the UK - advantages claimed for process consultancy - possible weaknesses in process consultancy.
4. Implications from Richard Cullen's definition of consultancy - education required - intellectual ability - management experience - its need - Technical Consulting Skills required - personality required. Management knowledge the least important. Recruitment efforts to secure the right type for consultancy - testing recruits - comparing test results with subsequent success as a consultant. Implications and difficulties in Syria and Aleppo University Consultancy Units based on the above implications.
5. Consultancy - the importance of a reputation for good work. Only asset of consultancy businesses are its people. Difficulty of selling consultancy - effect of bad consultancy; difficulties of internal consultants. Implications for Syria and Aleppo University.
6. The Processes of Consultancy - Richard Cullen's Framework - making contact and establishing a relationship; diagnosing the real problems of the client; formulating a contract. Terms of Reference: Terms and Conditions of Operating, obtaining clients' agreement; pre-assignment work, information and briefing; starting an assignment; obtaining all the facts, analysing the facts, finding solutions, implementation. An extended Framework for finding solutions, implementation. An extended Framework for operating - 21 steps outlined and explained. Other Frameworks - Drs G & R Lippett, Richard Beckard.
7. What Consultants do: the management knowledge and techniques required: detailed lists of consultancy work carried out in Organisation Structure and General Management; Production Consultancy; Marketing Consultancy; Financial Consultancy; Personnel Consultancy; Computer Consultancy.
8. Confidentiality of Information; no poaching of staff; must receive full cooperation from client - access to Chief Executive - Facilities to be provided by the client; current fee levels, period of validity, increases due to inflation. Two consultants on an assignment. Central services/information

back-up for consultant. Use of specialist consultant when necessary; fixed fee operating problems of fee level in Syria - action advised - time charged for - invoicing, method and time of payment - place of work, expenses payable elsewhere - professional relationship - notice to terminate consultancy contract - need to work at the clients' - difficulties for Aleppo University.

9. When Management Consultants can help; types of consulting business, UN agencies, BIM's reasons why Consultants are used; ILO reasons, Richard Cullen's reasons. . . When Consultants should not be used. Factors affecting type of consultancy carried out - work in management. Functions - in General Management - of varying depth - client size - economic climate.
10. Problems of setting up a successful Management Consultancy Unit - with special reference to Aleppo University - market needs - market requirements, danger of poor consultancy spoiling the market; competition - ways of overcoming disadvantages. Staff, availability, problems of selection, training and how to keep staff. Induction training; on-the-job training - how to obtain it. Quality of consultancy work, problem of maintaining quality. How to develop Senior Consultants. Special problems of a University.



FIRST SEMINAR: WHAT IS MANAGEMENT CONSULTANCY?

THE PROCESSES OF CONSULTANCY

MARCH 2nd - 11th 1982

LIST OF HAND-OUT NOTES DISTRIBUTED

1. Main Heading for the Seminar.
2. What is Management Consultancy?
3. The Process of Consultation: Differing Concepts.
4. Definition of a Management Consultant and Management Consultancy.
5. Terms of Reference: Definition.
6. Headings under which to study Terms of Reference.
7. Headings under which to study the Preliminary Survey.
8. Clauses in The Terms and Conditions of Operating.
9. A Framework for Conducting an Assignment.
10. What Consultants do in Organisation Structure and General Management.
11. Consultancy work in Production.
12. Management Consultancy in Marketing.
13. Management Consultancy in Financial Areas.
14. Management Consultancy in Personnel.
15. Computer Consultancy.
16. When Management Consultants can help.

FIRST SEMINAR: WHAT IS MANAGEMENT CONSULTANCY? ETC.

ATTENDANCE RECORD

<u>Date</u>	<u>No.</u>	<u>Date</u>	<u>No.</u>	<u>Date</u>	<u>No.</u>
2.3.82	12	6.3.82	8	10.3.82	7
3.3.82	7	7.3.82	5	11.3.82	6
4.3.82	5	9.3.82	7		

Average Attendance: 7

NAMES OF THOSE ATTENDING

1. Attended all eight sessions:

Dr Omar Akili  
Dr Adel Rajap  
Dr Nouhamad Imam

2. Attended seven sessions:

Dr Zafer Muhabek

3. Attended six sessions:

Dr Abdul Kader Affendi  
Dr Ibrahim Hayani  
Miss Arpie Oghiguan

4. Attended two sessions:

Dr Al Samman Marwan  
Dr Tayssir Raddawi

5. Attended one session:

Mrs Amal Kabous  
Dr Ahmed Moustafa  
Dr Ziad Alwani  
Dr Khaled Maghout

SECOND SEMINAR: CONSULTANCY KNOWLEDGE AND

SKILLS AND HOW TO CARRY OUT CONSULTANCY

ALEPPO UNIVERSITY - MARCH 27th - APRIL 9th 1982

SYLLABUS

1. Aims of the seminar - methods of instruction.
2. What is Management Consultancy, what is the aim of Management Consultancy, what are the aims of an assignment? Is Management Consultancy a profession? Definition of a profession, factors which distinguish a profession - consequences of regarding it as a profession. Responsibilities of Consultants, to the Client, to the Consulting Organisation, to ones colleagues, to the Public - implications for Aleppo University.
3. Marketing of Consultancy - Public Relations activities, advertising, making contacts, types of market, types of product, marketing policies concerned with market sectors, products, sales and developing clients, the marketing plan. Developing the contact, Contact Report, following-up contacts, selling after the Preliminary Survey, selling on or out of an assignment. Ability to sell consultancy, difficulties of marketing consultancy. Criteria for selecting companies suitable for development as consultancy clients, markets and products, pricing, incentives for sales, sales training, selling products and/or "buying" clients, choice of products, dealing with enquiries received. Sources of new contacts. Lead time in developing contacts, pattern of development work. Steps in developing client to achieve a sale. Qualities required for successful development work. Marketing by Aleppo University.
4. The Preliminary Survey - the purposes of a preliminary survey, how should it be carried out; paid or unpaid survey, submitting the results of a survey; basic pattern of a Survey Report, follow-up after a survey; analysing success or failure; survey questionnaires.
5. Terms of Reference - what they are - a definition - how is the work determined, how is the duration of the work determined - who writes the Terms of Reference - requirements of good Terms of Reference, Terms and Conditions of Operating - need for them - what clauses - where recorded.
6. Before commencing the assignment - starting the assignment - assignment planning - the need for planning, planning assumptions, factors in planning an assignment; before preparing the plan, factors affecting assignment duration, preparing the plan, recording progress and up-dating the plan, use and value of the assignment plan.
7. The aims of an assignment - determination of Reference Period Data - need for these data - commence investigations - systematic investigation - its need, its need to be systematic, methods of investigation, eight methods discussed, recording the facts from investigations, selectivity of facts, accuracy of facts, sources of facts, obtaining opinions, collaboration with the client. Sources of facts and methods of obtaining facts.
8. Diagnosing the weaknesses or identifying the problems, recording them, discussions with client, consideration and evaluation of all possible solutions, methods of finding solutions - the need for a framework of known good management practices. Framing tentative recommendations; discussions with client, obtain agreement with client's chief executive.

9. Modify recommendations if necessary; explain recommendations down the line of delegation; plan, with client, the implementation of the agreed recommendations, agree plan, discuss plan, commence implementation, supervise at all stages, train clients staff, check progress regularly, modify recommendations if problems found during implementation, modify plan if necessary, ensure all work implemented, ensure all work of the Terms of Reference completed - obtain data to compare with Reference Period Data - determine and agree benefits and economies - areas for obtaining economies - value of economies.
10. The role and use of the Supervisory Consultant - the need for two consultants - when starting the assignment, the activities with the resident consultant, relations with the client - activities for the consultancy organisation, activities on completion of an assignment, activities if assignment in trouble; how the resident should use the supervisor, frequency of visits, use of informal reports, supervisory log, other activities of the supervisory consultant, qualifications required by supervisory consultant - PR activities, selling consultancy - preliminary surveys, operating as Team Leader, difficult assignments, interviewing, selection and training of resident consultants.
11. Reporting on Consultancy - reasons and objections of reporting, verbal reporting - effective speaking, importance of written reports - writing reports - standard layout of reports, logistics of reports, frequency of reports, presenting reports, basic contents of an operating report - report writing style.
12. Responsibilities of Consultants to the Client - to the Consulting Organisation, to the Profession, to the Public, to one's colleagues.
13. Consultancy Skills and where they are required - diagnostic, investigative, problem solving, interviewing, persuasion, group leading, analytical, communicating, training innovative, counselling - how to develop Consulting Skills.
14. Developing consultancy at Aleppo University - problems - overcoming them - recommended method for the University.

SECOND SEMINAR: MANAGEMENT CONSULTANCY -

KNOWLEDGE AND SKILLS

ALEPPO UNIVERSITY - MARCH 27th - APRIL 9th 1982

LIST OF HAND-OUT NOTES

Management Consultancy as a Profession

The Preliminary Survey

Preliminary Survey Report

Terms of Reference, Assignment Duration and Contract

Activities before commencing an Assignment

A Framework for Conducting an Assignment

Systematic Investigating and Recording the Facts

Sound Organisation of a Consultancy Project

The Role and Activities of the Second Opinion Consultant

Second Opinion Activities during a Normal Assignment

Aims of a Consultancy Organisation to be achieved in a Management Consulting Assignment

Responsibilities of Management Consultants

Code of Conduct of the IMC, London

Terms and Conditions of Operating

Preliminary Survey Questionnaires

SECOND SEMINAR: MANAGEMENT CONSULTANCY -

KNOWLEDGE AND SKILLS

ALEPPO UNIVERSITY - MARCH 26th - APRIL 9th 1982

LIST OF OVERHEAD PROJECTOR SLIDES -  
PHOTOSTATS WERE MADE AND ISSUED OF THESE

Definition of a Management Consultant and Management Consultancy  
Definition of a Profession  
Factors which distinguish a Profession - 4 headings  
Marketing Consultancy 1 - seven activities  
Marketing Consultancy 2 - activities 8 - 14  
Criteria for selecting Companies suitable for development as clients - 5 headings  
Markets and Products - 5 headings, 9 sub-headings for discussion  
Sources of new contacts - 8 headings  
Lead time in developing assignments - 6 headings  
Pattern of Development - Diagram  
Developing a Potential Client - 10 points  
Qualities required for development work - 11 qualities for discussion  
Preliminary Survey - 7 headings for discussion  
Terms of Reference - definition  
Terms of Reference - 6 headings for discussion  
Terms and Conditions of Operating - 11 clauses  
Aims of an Assignment - 8 headings for discussion  
Conducting an Assignment - 14 headings for discussion  
Assignment Planning - 9 headings for discussion  
A Framework for Conducting an Assignment - Part I - 6 headings (1-6)  
Part II - 6 headings (7-12)  
Part III - 6 headings (13-18)  
Systematic Investigating - 8 headings, 8 sub-headings  
Fact Finding - chart  
Analysis of Facts - 6 headings, 6 sub-headings  
Developing Improvements - 3 headings  
Role of the Supervisor/Second Opinion Consultant - 12 headings  
Second Opinion Activities - with the Resident - 9 headings  
Second Opinion and the Client - 7 headings  
Second Opinion Activities on behalf of the Consulting Organisation - 14 headings  
Other Activities of the Second Opinion Consultant - 6 headings  
Reporting - Verbal and Written - in Consultancy - 10 headings

Reasons and Objectives of Reporting to a Client - 6 headings

Effective Speaking - 10 headings

Writing Reports - 5 headings

Methods of Organising a Report - 7 headings

Report Writing Style - 8 points

Standard Layout of Written Reports

Basic Pattern of one Type of Operating Report

Responsibilities of Management Consultants - 5 headings

Consulting Skills - 11 headings

SECOND SEMINAR: CONSULTANCY KNOWLEDGE AND SKILLS

ATTENDANCE RECORD

<u>Date</u>	<u>No.</u>	<u>Date</u>	<u>No.</u>	<u>Date</u>	<u>No.</u>
27.3.82	7	31.3.82	5	5.4.82	4
28.3.82	4	1.4.82	5	6.4.82	4
29.3.82	6	3.4.82	4	7.4.82	3
30.3.82	5	4.4.82	5	8.4.82	4

Average Attendance: 4.7

NAMES OF THOSE ATTENDING

1. Attended all twelve sessions:

Dr O Akili  
Dr A Rajap

2. Attended eleven sessions:

Dr Z Muhabek  
Dr M Imam

3. Attended six sessions:

Dr I Hayani

4. Attended three sessions:

Miss A Oghiguan

5. Attended one session:

Dr Z Shamegh



POTENTIAL CONSULTANT INTERVIEW FORM

1. NAME:
2. AGE:
3. MARRIED/SINGLE:
4. CHILDREN:
5. HOME:
6. FIRST DEGREE:
7. POST GRADUATE
  - (a) WORK
  - (b) DEGREE(S)
8. NATIONAL MILITARY SERVICE
  - (a) WHEN
  - (b) HOW LONG
  - (c) WHERE
  - (d) RANK
9. WORK EXPERIENCE
10. TEACHING EXPERIENCE
11. CONSULTANCY EXPERIENCE
12. KNOWLEDGE OF: SPOKEN ENGLISH  
UNDERSTANDING ENGLISH  
MANAGEMENT  
CONSULTANCY
13. INTERESTS:
14. COMMENTS: (a) APPEARANCE  
(b) GENERAL

DATE:

INTERVIEWED BY:

BIBLIOGRAPHY: MANAGEMENT CONSULTANCY

FEBRUARY 1982

1. Management Consultancy - A Guide to the Profession - ILO Geneva.
2. Consultation - Robert R Blake and Jane Snygley Mouton  
Addison Wesley Publishing Co.
3. Professional Practices in Management Consulting  
ACME Inc.
4. An Introduction to Management Consultancy - Stanley Hyman  
Heinemann
5. Consultants and Consulting Styles - Ed Dharni P Sinha  
Vision Books Ltd (India)
6. Management and Consulting : An Introduction to James O McKinsey  
by William B Wolf - ILR Publications Division  
NY School of Industrial & Labor Relations, Cornell University
7. The Marketing of Professional Services - Aubrey Wilson  
McGraw Hill
8. How to Get the Best Results from Management Consultants  
Philip W Shay - ACME
9. Consulting for Organisational Change - Fritz Steele  
University of Massachusetts Press
10. Making the Most of Consulting Services - Jerome H Fuchs  
AMACOM - A Division of American Management Associations
11. The Professional Service Enterprise - Theory and Practice  
Don Lebell - Los Angeles Publishing Co.
12. The Business Healers - Hal Higdon  
Random House, New York
13. The Consulting Process in Action - Gordon and Ronald Lippett  
University Associates Inc.
14. Managing Change - Hugh Marlow  
Institute of Personnel Management
15. Other People's Business - A Primer on Management Consultants  
Howard J Klein - Mason/Charter, New York
16. Productivity Through Consultancy in Small Industrial Enterprises  
Asian Productivity Organisation, Tokyo

INVESTIGATIONS INTO THE PRESENT RESOURCES FOR  
CARRYING OUT MANAGEMENT CONSULTANCY IN SYRIA

Investigations were carried out at Aleppo University, Damascus University, The Management Development and Productivity Centre and within the Government of Syria. The people interviewed and their organisations are as follows:

Aleppo University:

Many members of the staff over the whole period of the assignment - see Appendix II for a list of the meetings held during the assignment.

Damascus University:

17.3.82 Dr Sabeh Bakjaji, Dean of the Faculty of Economics and Dr Salman Faris, Head of the Consultancy Unit within the Faculty.

Management Development and Productivity Centre:

17.3.82 Mr Nasem Sakbani, Director of the Unit of Administrative Affairs

20.4.82 Dr A Bouda - Director with Dr Salem UNDP

21.4.82 Mr S Najjar - Head of Consultancy Unit

21.4.82 Mrs I Traboulsi - Head of Marketing Unit

21.4.82 Mr K Hajanan - Head of Industrial Engineering Unit

21.4.82 Dr B M Noor - Head of Information Systems Unit

Ministry of Industry, Damascus:

22.4.82 Dr Abdullah Sallouda

Questions were asked of all these people interviewed to determine:

- (a) The numbers available to carry out management consultancy.
- (b) The time they spend on such consultancy and what proportion of this time is spent on the premises of the client.
- (c) The type of consultancy assignments carried out.
- (d) Whether Terms of Reference for the assignments were satisfactory.
- (e) Whether the Unit had any standard Terms and Conditions of Operating.
- (f) Whether a Preliminary Survey had been carried out, and to what extent they were familiar with the concept.
- (g) The extent to which implementation of recommendations were carried out.
- (h) Whether economics were achieved, and whether these and any non-quantifiable benefits were recorded at the end of an assignment.
- (j) The extent to which they understood and worked within a satisfactory framework for carrying out management consultancy.

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