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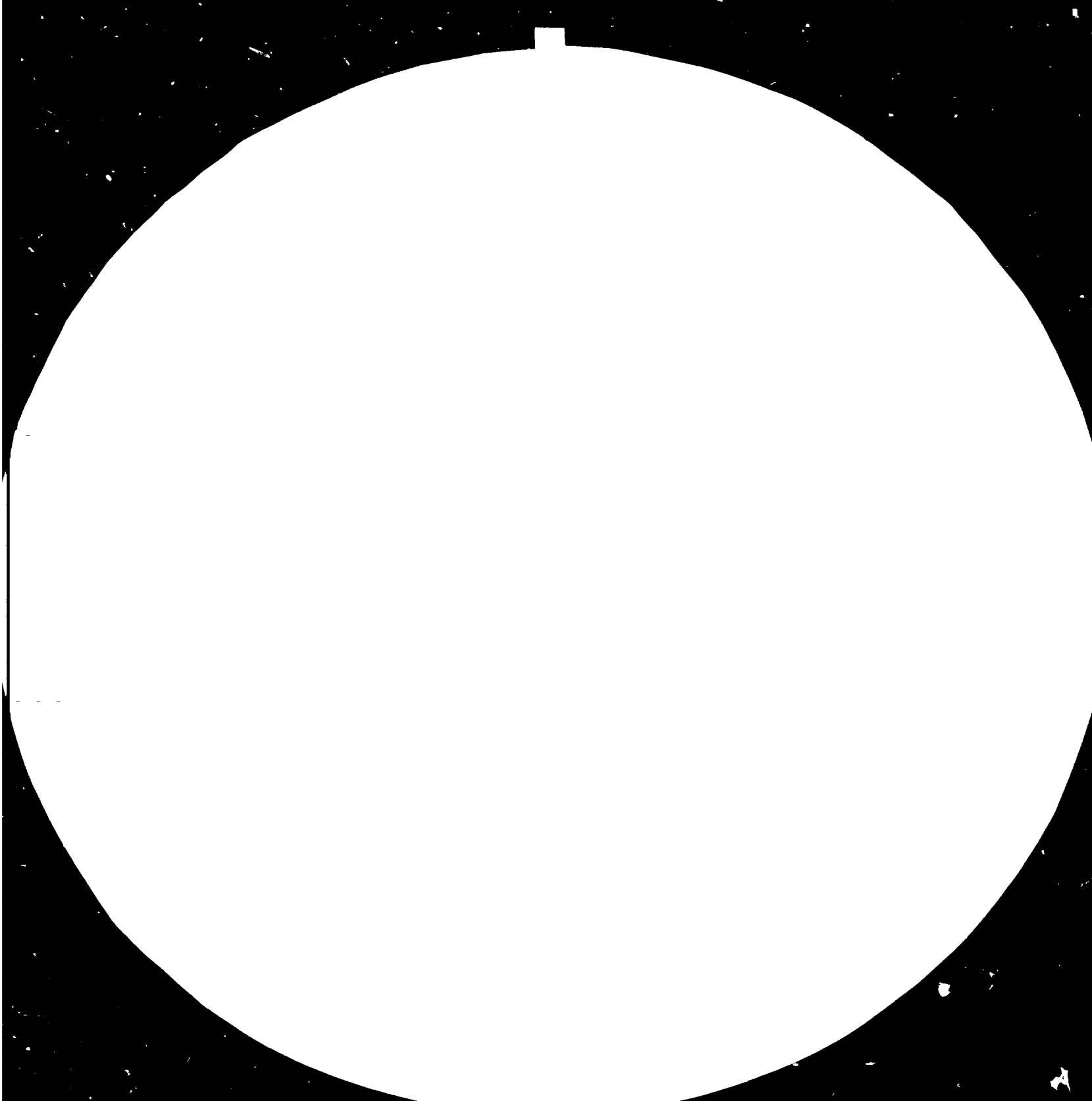
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Nigeria . Marketing consultant.

REPORT ON SIX WEEK MISSION TO ILE-IFE, NIGERIA

Post Code DP/NIR/75/012/11-03/31.5.A

by

UNIDO MARKETING CONSULTANT

Phillip Fooks

November/December 1984

48841

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INTRODUCTION

This report relates to a six-week mission to Nigeria, requested by the Centre for Industrial Research and Development (CIRD) at the University of Ife, Ile-Ife (UNIFE) through UNIDO project DP/NIR/75/012/11-03/31.5.A attached to CIRD, which commenced with departure of your consultant from the United Kingdom on Thursday, 8 November 1984 and concluded with arrival back in the UK on Thursday, 20 December 1984.

News of the mission first reached your consultant on Tuesday, 23 October, the job description calling for a six-week mission in November to cover four one-week seminars on Marketing for Small Scale Industrialists in Ikare, Minna, Ilorin and Benin City. The actual starting date was not given but it was assumed that the four week period would commence either on Monday, 12 November or Monday, 19 November and therefore a travel programme was set up which was suitable for both of these, by allowing for one day in Lagos before the 12th and one day in Lagos after the 14th December for briefing, de-briefing and administration. In the event, the actual seminar programme started on 19 November but it appeared that CIRD staff had been expecting your consultant on Monday, 12th as they wished him, in addition to collaborating in the general preparation, to prepare two detailed programmes for the 1985 sessions, of three weeks and three months respectively.

SUMMARY OF MISSION ACTIVITIES AND EVALUATION OF RESULTS

The seminar programme was set up to cover four one-week seminars in Ikare, Minna, Ilorin and Benin City. In total, some 60 participants attended and 30 industries were visited: special detailed notes covering analysis and recommendations were prepared in connection with six of these. The mission involved travel through eight States of Nigeria (including the new Federal Capital Territory of Abuja) covering well over 4000 kilometres in total. Out of the forty-two days of the mission, some twelve days were occupied with travel, mostly at weekends.

The results may be summarised as follows:

	<u>Number participants</u>	<u>Industries visited</u>	<u>Overall * assessment %</u>
IKARE	24	12	95
MINNA	15 - 26	7	75
ILORIN	7	5	27
BENIN	<u>9</u>	<u>6</u>	<u>29</u>
OVERALL	61	30	57

*NOTE: the percentage evaluation in the last column is based upon: evaluation by participants, the number attending (20 being regarded as the ideal minimum) and the number of days (the first day being lost due to lack of support in the cases of both Minna and Benin).

Overall, the mission was less successful than it is believed it could have been, this being reflected in the percentage figures in the last column. We believe that the reason for this was that insufficient prior input was provided. Probably, ideally, two prior visits need to be made by CIRD staff with transport so that, in addition to making the necessary arrangements in the Ministry, there can be liaison with NASSI, Chamber of Commerce, local Industrial Development Centres and similar concerned bodies, combined also with direct follow-up to prospective industrialists and arrangement of radio/television advert-

ising. Apparently, neither of the two CIRD cars could be made available for such work and those trips that were made (by public transport) were limited due, apparently, to financial constraints. Since it appears that the University of Ife, as the Government Executing Agency, has provided the necessary budget and back-up service to CIRD, we are not clear just why such constraint was necessary. In view of the UNDP dollar input required to cover the mission, it was especially unfortunate that this was so and we respectfully submit that the problem should be studied as a matter of urgency in order to ensure that the effective operation, so vital to the continuing development of CIRD may be secured and maintained in the future.

Ikare was extremely successful but mainly because of the outstanding and exceptional work of Mr. Adegbola, the Ministry Industrial Officer. Minna and Benin City were near disasters in that they just could not be started on the scheduled day and only got going on the second day because of intensive prospection work carried out by the entire seminar team. Ilorin started to time and, because of the high calibre of the participants, qualitively it was good: however, with only 7 participants, the turnout was poor.

With the exception of Ikare (where evaluation by the participants was high on all counts) there was strong criticism of the promotion of the seminar, it being maintained that, if it had been publicised more satisfactorily, there would have been more participants which, since the emphasis was upon participation throughout, members realised would have enhanced its value. It is perhaps especially unfortunate that a seminar on Marketing, should have appeared to have been so poorly marketed! From the reactions we have, there can be little doubt that, with more effective promotion, some 20 to 25 participants could have been expected in all locations and, with an entrance fee of ₦50, this would have given a gross return of between ₦4000 and ₦5000, which should have been more than enough to cover the cost of both promotion and support staff during the seminars.

During the week preceeding the start of the seminar programme, your consultant, in addition to collaborating in finalising preparations,

responded to an urgent request from the acting Director of CIRD, Dr. O. A. Oguntoye, to prepare detailed programmes for two key courses intended for the 1985 programme. One was for a three-week course intended for CIRD and Associated staff on the practical approach to in-plant training and seminars for industrialists and the other, a three month course on Management Consultancy, to be offered both internally and to West African countries. (See Annexes I and II for details of these).

MAIN MISSION ACTIVITIES

PRELIMINARY WORK

The week preceeding the four-week seminar programme was given to preparation. In agreement with the Acting Director of CIRD, one change was made to the seminar programme, this being based on experience gained when a similar programme was presented during a four-week mission to Nigeria during February/March of this year (1984). This change involved condensing the formal part of the work to the morning sessions (i.e. from 0.900 to 13.30 with a break from 11.00 to 11.30) instead of as previously, from 0.900 to 15.30 with two breaks (the second one being from 13.00 to 14.00) and introducing into the afternoons arranged visits to participants who asked for these. Under the previous timing there had been little time for such visits and, on occasions, some participants had found it difficult to get back for the final session from 14.00 to 15.30. In the event, this change proved to be a sound one as, with discipline, it was still possible to cover the formal ground-work and the offer of visits was enthusiastically received. The emphasis, as before, was upon participation and it was found that the direct understanding derived from the visits enabled the subject matter to be even more closely directed towards the specific requirements of individuals. It lengthened the day for the seminar team since they seldom returned from the final visit until 17.00 hours or later and even then, on occasions, it was necessary to spend time drafting out notes for industrialists having particular problems regarding which specific information was needed. However, the arrangement worked extremely well and it is strongly advocated that it should be adopted as a continuing practice.

Copies of all handouts used in the previous Marketing seminars had been made and were duplicated for distribution during these. Thus, in addition to handouts on Finance provided by Mr. Venkataraman there were six on Marketing subjects (covering 78 pages in all) and all participants received copies of these.

In addition to general preparation for the seminar, your consultant was urgently requested by Dr. O. A. Oguntoye, Acting Director of

CIRD, to prepare two detailed training programmes for the 1985 sessions of the Unit. One was for a three-week course for CIRD and Associated staff on the practical aspects of conducting seminars for industrialists, with particular emphasis upon participation and flexibility to allow for response to the particular needs and interests of the group concerned. The recommended programme is attached at Annex I. The other requirement was for a three-month course on Management Consultancy intended for Government and similar Industrial Officers concerned with the development of the Small Scale Industry sector: the course was to be suitable for both applicants from Nigeria and for applicants whom it is hoped may be attracted from other West African countries. Details of this programme are attached at Annex II but we wish to emphasise that, as we believe to be the case, if it is intended to include this in the 1985 session, it will be necessary for all details and particulars to be finalised with the utmost urgency, so that not only can the course be properly publicised in the other countries concerned, but also the requisite speaking staff recruited. This course would cover a lot of detail work and would need full and extensive preparation if it is to be properly conducted. Speakers must be given time for the necessary preparation, since without this they cannot be expected to do a good job.

OVERALL EVALUATION OF THE SERIES OF SEMINARS

With the exception of Ikare, the series was less successful than it should have been due, it would seem, to insufficient publicity. The wish of industrialists to have the opportunity to attend such seminars appears to be very high indeed. All were extremely enthusiastic but many complained bitterly that lack of publicity lead to the poor support (and in the cases of Minna and Benin loss of the first day) with consequently diminished effectiveness - i.e. in seminars where so much emphasis is placed on participation, poor attendance and/or shortening reduces value. It seems that there were constraints to the preliminary work due, apparently, to financial restriction and lack of transport.

Whilst we are fully aware of the problems obtaining in Nigeria at the present time, nevertheless, we submit that, since UNIFE as the

Government Executing Agency appears to have provided the necessary budget and back-up services to CIRD, some way should have been found to overcome whatever difficulty existed sufficiently to enable the necessary advance in-puts to be given.

It was unfortunate also that for various reasons the Acting Director of CIRD had to withdraw from his part of each of the first day's programme, and especially as an atmosphere of criticism was already generated by the starting difficulties arising from the poor support.

MARKETING SEMINAR AT IKARE, ONDO STATE

This was by far the most successful seminar. Largely as a result of the obviously extensive 'spade work' by Mr. Adegbola, Industrial Officer from the Ministry of Commerce & Industry, there was a full complement of over 20 participants gathered in good time for the opening ceremony: in fact, this quickly built up to 24 paid-up participants.

Participation was lively and enthusiastic and, with full agreement, problems identified during afternoon industry visits were brought out in the formal sessions to illustrate practical application of the basic principles projected during the seminar.

The evaluation by participants showed high markings on all counts and there was special appreciation and recognition for the special effort made to make the seminar both practical and to beam it towards the known requirements of the group.

The only comment we wish to make is that while it is obviously good to develop such support from Ministry staff, success should not depend upon this. CIRD has responsibility for publicising its own programme.

MARKETING SEMINAR AT MINNA, NIGER STATE

This seminar started by being a near disaster (there being only one participant on the opening morning), but this was subsequently

translated into very fair success. It seemed that industrialists just did not know about the seminar but it was apparent that, nevertheless, interest in the subject was high and that therefore it was believed that it was simply a matter of 'spreading the word'. Thus, the start was delayed for 24 hours and a concentrated prospection drive mounted on the planned first day. Your UNIDO consultant went out with a Chamber of Commerce official and personally brought in four participants. As a result of this follow-up work, the programme got under way on the second day, initially with fourteen participants this building up to twenty four. Some seven industries were visited in the afternoons.

Participation was good and four industrialists, having very specific requirements, were given personal out-of-seminar advice supplemented with detailed notes written up in the evenings. In one case, with the industrialist's agreement, the material prepared was used to illustrate the basic principles in practical terms.

Evaluation by participants was good and there was widespread support for repeat programmes of one kind or another. The poor publicity given to the seminar was, however, strongly criticised since it seems that industrialists generally feel the need for inputs of this kind and they regretted therefore that the programme had had to be shortened due to the late start. There was strong call for on-the-spot support in Niger State by CIRD and we understand that the State Authorities have indicated that they would be prepared to provide an office plus accommodation if CIRD would provide a local resident officer.

In this case, the seminar was made successful by the prospection work carried out by seminar staff and carried through by accepting curtailment of one day - i.e. from five days to four. However, we must again say that CIRD should accept responsibility for publicising its own programme so as to avoid problems such as arose in this case.

MARKETING SEMINAR AT ILORIN, KWARA STATE

In terms of numbers the seminar was very disappointing in that there

were only seven participants. Against this, however, the level at which it was possible to pitch the programme was much higher than in the case of the other seminars, because four of the seven came from larger companies.

The seminar was handled as an intensive four-day structured discussion (the Wednesday being a public holiday) examining the various aspects of marketing against the particular backgrounds and requirements of those attending. Following a visit on the first afternoon to one participant (a State owned furniture factory) written notes were prepared for this case covering an approach to market and product research and the practical development of a marketing plan based upon this, including mounting a sales drive with consideration of the necessary distributive back-up. With the concerned participant's agreement this was used as a basis for much of the subsequent structured discussion.

On the public holiday (i.e. the Wednesday) a visit was made to one of the other participants (a small scale printer) and a study made of his operation and problems. Written notes were provided setting out a course of action aimed at profit recovery. We are confident that, if the industrialist will really apply himself to the programme, that recovery will be achieved. This trip involved the whole day as this printer's works was at Omu Aran which is some 75 kilometres or more from Ilorin. However, advantage was taken of being in this area to visit two other industrialists, one a wood worker and the other a weaver. Suggestions were made to the latter regarding the possibility of developing an export outlet for the very fine craft work he produced.

A visit to another participant's factory (a supplier of intravenous fluids for the hospitals) was of special interest as this demonstrated what a very high standard of quality (i.e. under sterile conditions) can be achieved in Nigeria with proper direction and control. Generally, quality standards in Nigeria appear to your consultant to be lower than in many countries and, thus, in seminars he always lays particular emphasis upon the need for improving this. It was extremely interesting to see just what can be done with proper

application and it provides a useful case example for quoting in the future.

Evaluation by participants showed good markings generally but there was again strong criticism of the failure to publicise the programme better since it was recognised that had more people known about it attendance would have been better and, in consequence, the participatory inputs enhanced.

While this was undoubtedly a successful and worthwhile seminar, the overall viability was greatly reduced by the small turnout. The interest is there: the numbers could have been there. It is a matter of publicising it and responsibility for this must rest with CIRD.

MARKETING SEMINAR AT BENIN CITY, BENDEL STATE

Like Minna this seminar was at first a near disaster (which was subsequently translated into reasonable success) since on the first day there were no more than three genuine participants. At assembly time the apparent participants built up to ten persons but most of these proved to be Ministry officials who had apparently come simply to see the opening speech by the Commissioner for Industries (or rather his 'stand-in'). The opening was conducted with all ceremony with full television, radio and newspaper coverage (we suspect that there were more Press than apparent participants). However, once that particular ceremony was finished, the room was cleared and only three genuine participants remained. It was therefore decided that, as in the case of Minna, the start should be delayed for 24 hours and efforts should be made to bring in more, CIRD and UNIDO staff going out meanwhile on a prospection drive. By 10.00 hours on Tuesday morning there were six participants so a start was made and this number fairly quickly built up to nine.

Once under way the enthusiastic support and participation compensated in some measure for the extreme sense of disappointment which was inevitably generated by the circumstances of the start. In short, the group although small were keen, interested, capable, and enthusiastic

and although inevitably the programme had suffered by being reduced from five days to four, nevertheless a generally high level of activity was generated and maintained. Most of the ground was covered although it was necessary to leave out the session on co-operatives.

Visits were made to six of the participant's enterprises, two of these bringing out particular problems requiring urgent attention. In each of these cases, full and comprehensive notes were prepared following the visits for the participants and, in one case, with the agreement of the concerned participant, the material was used to illustrate the practical work of developing a marketing plan.

Evaluation by the group of the seminar showed good ratings but all were extremely critical of the lack of publicity. They maintained that there was an urgent need for such seminars and that within Benin City there were very many industrialists who would have liked to have come had they known about it. All recognised that a larger group would have enhanced the seminar although all expressed appreciation for what had been done.

Again, therefore, while 'disaster' was translated into 'success' by the propection work of the seminar team, much was forfeited by the loss of a day. Such programmes need to be publicised and responsibility for this must rest with CIRD.

CONCLUDING COMMENT

With an overall success rating of a little over 50% the mission can only be described as 'fair'. The problem appears to have derived from insufficient prior publicity. With this we believe a rating of 90% or over could have been expected.

Nevertheless, the reactions throughout demonstrate again how very strong indeed and how genuine is the interest of small scale industrialists in such seminars. The need is there: CIRD is becoming recognised as actively seeking to meet this need and it would therefore seem to only be a question of overcoming the operational problems still remaining so that fully effective operation may be achieved and maintained. The need is great: CIRD's capacity to meet that need is being demonstrated and thus practical realisation of the objectives of the project is at hand.

Your consultant, having served with the Project full time from 1979 through 1981, has a special and personal interest in the Project and in seeing it succeed, has welcomed the opportunity to come back yet again (this being the third such return mission) to participate in the continuing programme. Whilst inevitably there are criticisms in this report (there must be as the mission was less successful than it could have been), such criticisms are prompted by a constructive desire to see success achieved in the future by encouraging action to remove current constraints to such success. CIRD has an important and vital contribution to make and it is believed that nothing must be allowed to hamper this, especially now that fully effective and successful operation is now so close.

In conclusion therefore, may we record our thanks to the Dean of the Faculty of Social Sciences, Professor Ojo, who heads up the Management Committee of CIRD; Dr. Oguntoye, the Acting Director of CIRD, and all the operating staff of the Unit for the strong support which they provided throughout. May we also extend thanks to Mr. Venkatarman, UNIDO Project Co-ordinator; to the Resident Representative of UNDP in Lagos and to his staff for the facilities and assistance they provided and the continuing support which they are giving to this important UNIDO Project at Ile-Ife.

P. FOOKS
December 1984

ANNEX I

TRAINING COURSE ON THE APPROACH TO AND APPLICATION OF
MANAGEMENT DEVELOPMENT FOR CIRD
FULL TIME AND ASSOCIATE STAFF

drafted by

UNIDO CONSULTANT PHILLIP FOOKS

during a mission to Nigeria

NOVEMBER/DECEMBER 1984

TRAINING COURSE ON THE APPROACH TO AND APPLICATION OF
MANAGEMENT DEVELOPMENT FOR CIRD
FULL TIME AND ASSOCIATE STAFF

PRELIMINARY COMMENT

The course on this was prepared by your UNIDO consultant, Phillip Fooks, during a six-week mission to Nigeria in November/December 1984 at the request of Dr. O. A. Oguntoye, Acting Director of CIRD. It is emphasised that normally such a course as this would have been developed in very close collaboration with Mr. S. Venkataraman, UNIDO Project Co-ordinator, but due partly to the fact that when much of the work was done he was still on leave but mainly because the pressure of other work was so heavy during the remainder of the mission, such close collaboration was just not possible. Thus, it is considered essential that Mr. Venkataraman should be very closely involved in the further development and finalisation of this course and given full opportunity to recommend any changes/additions that he may consider to be desirable.

STRUCTURE

The course as outlined comprises two parts: Part One, of one week, deals with the basic principles of management development being concerned with the systematic determination of training needs and the development of programmes to meet those needs. Part Two, of two weeks, is concerned with the techniques of preparing and using visual aids, since these form such a vital part in all aspects of management development. Although the two parts are virtually inter-related, Part One, which deals with the basic principles of approach, can stand on its own and would benefit participants even if for one reason or another they could not attend the second part. For example, Associate staff who might perhaps feel they could not spare three full weeks should at least give full time attention to the first week.

Clearly, the material set down here should be regarded as a basis for a course rather than a final programme. Individual speakers can bring the benefit of their own experience and may in consequence suggest change, development, or refinement. Such should be encouraged since, by so doing, enhanced results will follow.

THE PURPOSE AND SUBJECT MATTER OF THE COURSE

The course is intended primarily for the full time and Associate staff of the CIRD and is designed to provide a grounding in industrial training or management development. As the Unit develops, its staff will become more and more involved in the training function, such work falling under three main headings, namely:

1. Informal in-plant advisory type training between the consultant/- industrial officer and the entrepreneur and/or his senior staff.
2. Structured in-plant training programmes based on formal analysis of training needs, conducted by the consultant or industrial officer in the client's plant, involving probably both the entrepreneur and his senior staff, and continuing over a period of time.
3. Participation in formal training programmes covering both seminars for industrialists (likely to be of one to five days' duration and probably conducted at suitable centres in the field) and also more comprehensive and sophisticated formal programmes usually of longer duration, normally conducted at headquarters.

Part One of the course is concerned with the basic principles of management development and the practical application of these to the three types of training identified above. Thus, it is concerned with:

- determining training needs;
- developing programmes to meet such needs;
- implementing the programmes thus developed.

However, in addition, it is intended to put across the vitally

important aspect of the difference between academic instruction involving lectures supplemented by intensive self-study - with which probably most CIRD staff have formal experience - and the very different form of approach needed if effective help is to be given to small scale industrialists. The average industrialist will not want, or expect, to be lectured to and would not respond to such an approach.

Part Two of the course is concerned with the use of visual aids. Most programmes of management development, both formal and informal, require the presentation of visual material in one form or another and, indeed, all formal programmes depend heavily upon this. Although frequent reference will be made to the use of such material during the Part One week, the actual technique of preparing such material will be dealt with fully and comprehensively in the second part, this being of two weeks' duration.

DURATION AND TIMING OF THE COURSE

As indicated earlier, Part One, concerned with the principles of management development, will occupy one working week of five days and Part Two will be spread over two working weeks and therefore occupy $2 \times 5 = 10$ working days. It is recommended that the daily timing should be:

Morning:	0.900 to 12.30 with a half hour refreshment break, say, at 11.30 am.
Afternoon:	2.00 to 4.00 pm.

CONTENT OF THE COURSE

PART ONE: BASIC PRINCIPLES OF MANAGEMENT DEVELOPMENT AND TRAINING

DAY ONE

09.00 - 09.30 Opening session

09.30 - 11.00 INTRODUCTION TO INDUSTRIAL MANAGEMENT DEVELOPMENT

Management Development is an important part of Management Consultancy and therefore participants must be made to appreciate that that is really what this all about.

Basic approach of: determining needs, making programmes to meet needs, implementing and evaluating. 'Needs' have to be viewed under separate headings of: knowledge, skill and attitudes/behaviour. Will be concerned with three types of development: (1) in-plant advisory (very informal but important it is structured) - probably on continuing basis of diagnosis, prescribe action, return and check and develop further. (2) In-plant semi-formal - probably continuing but must be structured against careful establishment of needs and include progression and monitoring. (3) Formal external, meaning seminars, courses, etc. Difference between academic instruction (i.e. lecture and book learning) and form of approach needed with industrialists. How to make the approach acceptable and pitfalls to be avoided. This will need to be a solid working session but essential to illustrate with case history examples and also to develop participation. Key to all this is

communication and this therefore is covered in next session.

11.00 - 11.30

Break

11.30 - 12.30

THE ART OF COMMUNICATION

Via 'sound' and 'sight'; how to use these; barriers to good communication and how to overcome these; special requirements of communication when dealing with small scale industrialists; vital importance of gaining acceptance and how to do this. Include degree of participatory working to keep involvement.

2.00 - 4.00 pm

DETERMINING TRAINING NEEDS

Need to have consideration of the basic requirements under; knowledge/skill and attitudes/-behaviour and viewed in the context of: (1) in-plant requirements of a specific organisation which may be informal/advisory or, alternatively, (2) semi-formal with structured programmes, objectives monitoring and evaluation and (3) formal seminars and courses conducted for groups of industrialists; particular requirements of these including need for continuous identification and monitoring of requirements, and how to meet these.

Very important this session developed with as much participation as possible and also important to bring out difference between what people need and what they may think they need: needs to be illustrated with case history examples and requires strong participatory element, possibly stimulated by syndicate work of some kind.

DAY TWO

09.00 - 11.00

DEVELOPING FORMAL SEMINARS AND COURSES BASED ON ANALYSIS OF NEEDS

Decide what has to be put across. Produce outline programme of this (which will form basis for both programme and accompanying Paper); identify key points to be brought out; list 'case history' examples to illustrate points; decide what strategy to use in getting it across; emphasise vital importance of making it seem practical and relating it very positively to the requirements of the group. Illustrate, if possible, against case history examples of actual seminar (such as, say, the Ikare seminar on Marketing).

11.00 - 11.30

Break

11.30 - 12.30

SYNDICATE EXERCISE A - STAGE ONE

Start of syndicate exercise to prepare seminar/-course programme in a specified subject. Form participants into two groups and require them to develop, as a first stage, an outline programme for, say, a one-week course for discussion.

2.00 - 4.00 pm

SYNDICATE EXERCISE A - STAGE TWO

Discuss findings of stage one exercise above and use this as basis for stage two which will involve development of material in greater depth. Each syndicate group could be allocated a part of the programme finalised in the stage one exercise and required to prepare a 'skeleton' for a narrative - i.e. to identify key aspects of subject to be dealt with.

DAY THREE

09.00 - 11.00

SYNDICATE EXERCISE A - FINALISATION

Receive presentations from both groups of material prepared previous day; discuss and examine and develop further in course of group discussion.

11.00 - 11.30

Break

11.30 - 12.30

VISUALS FOR SYNDICATE EXERCISE A

Allocate to each participant the task of preparing in free-hand form a visual, or series of visuals, to illustrate a particular aspect of the programme developed in syndicate exercise A. Since these are unlikely to be finished within the hour, participants should be asked to finalise after hours for presentation the following morning.

2.00 - 4.00 pm

DEVELOPING INFORMAL AND SEMI-FORMAL IN-PLANT PROGRAMMES TO MEET ESTABLISHED NEEDS

Basic requirements of: informal one-off or continuing advisory inputs and semi-formal continuing programmes within the enterprise aimed at raising management standard. This should highlight in particular the question of how to approach the client and his staff and how to encourage acceptability of the changes required. Develop on a participatory basis to draw out the key differences and requirements of both informal and semi-formal in-plant programmes.

DAY FOUR

09.00 - 10.00 EXAMINING AND DISCUSSING PREPARED VISUALS
FROM SYNDICATE EXERCISE A

Note: these are the visuals started in the late morning session of the previous day and finalised in the evening.

10.00 - 11.00 SYNDICATE EXERCISE B - STAGE ONE

Start of syndicate exercise to prepare programmes for (1) informal in-plant development programmes and (2) semi-formal continuing in-plant programmes. Each syndicate group would be given an outline of requirements in a hypothetical case related to (1) and (2) above as might be found in a typical small industry. They should be asked to determine what subject matter would need to be covered, how this should be presented, the period to be covered by the programme indicating frequency and probably duration of visits.

11.00 - 11.30 Break

11.30 - 12.30
and
2.00 - 3.00 pm Syndicate group work on syndicate exercise B as set up above.

DAY FIVE

09.00 - 11.00

ORGANISING FORMAL COURSES/SEMINARS

Cover all aspects of organising such sessions including: planning, publicity, selling and follow-up, receiving and organising participants, preparing visuals, hand-outs and other related material, preparing room, briefing and organising speakers and indeed every aspect of handling formal courses. The particular requirements in cases where the seminar/course was to be organised in the field away from base would need to be drawn out. The session would conclude with a briefing for a syndicate exercise for the groups to prepare completely comprehensive check lists for seminar/course organisation.

11.00 - 11.30

Break

11.30 - 12.30

SYNDICATE EXERCISE C (Organisation of a seminar/course)

Groups required to work on syndicate exercise C for which they were briefed before the break.

2.00 - 3.00 pm

SYNDICATE EXERCISE C - PRESENTATION OF CHECK LISTS

The check lists prepared by each group would be used as a basis for finalising a master check list which would become the official check list for CIRD.

3.00 pm

CONCLUSION AND CLOSE.

PART TWO: THE TECHNIQUES OF PREPARING AND USING AUDIO-VISUAL AIDS

INTRODUCTORY COMMENT

A wide range of audio visual aids are available to the trainer today, some representing an advanced level of sophistication. Whilst the most sophisticated aids may not necessarily be required at this stage by CIRD the course covers the basic principles of the use of most of such aids and includes practical demonstration and exercises of those considered appropriate to CIRD. Thus, it is assumed that, for this course at least, the following will be available:

- A chalkboard
- A storyboard and/or planning board
- Magnetboard with the requisite materials
- A flipboard with ample supplies of flipchart paper, markers etc.
- A portable overhead projector and also a table model overhead projector complete with acetate roll
- Slide making equipment including:
 - lettering machine and/or lettering guide
 - 'lettraset' lettering
 - thermo copying equipment
 - electrostatic machine
 - drawing boards
 - permanent and washable pens
 - acetate sheets and frames etc.
- A 35 mm slide projector
- Slides for demonstrating the above
- 16 mm movie projector
- Films for demonstrating above
- A portable screen for use with all projectors
- A tape recorder for audio based exercises

Also, if available:

- Closed circuit television
- Video tape recorder
- Video cassette equipment

At the outset there would be an introductory session in which the whole range of training aids are described and their main applications and advantages and limitations indicated. Thereafter, specific types of aid would be examined in detail and demonstrated: their use would be thoroughly described and, as far as possible, participants would be trained actually to use the equipment. In addition, exercises would be arranged in which participants applied themselves to the actual tasks of. planning courses, planning presentations, designing and preparing charts and slides. In particular, training would be given on the use of overhead projectors and the preparation of slides to go with them and also in the use of movie projectors and videos if available.

OUTLINE COURSE PROGRAMME

WEEK ONE

Day one

09.00 - 11.00	REVIEW OF TRAINING AIDS
11.00 - 11.30	BREAK
11.30 - 12.30	DEMONSTRATION OF DIFFERENT TYPES OF BOARD AND CHART
2.00 - 4.00 pm	PARTICIPATORY EXERCISES DEVELOPING THE USE OF DIFFERENT BOARDS AND CHARTS

Day two

09.00 - 11.00	USE OF OVERHEAD PROJECTORS, SETTING UP, TRANSPORT, CARE AND MAINTENANCE, TECHNIQUES OF USE
11.00 - 11.30	BREAK
11.30 - 12.30	USE OF 35mm SLIDE PROJECTORS, DEMONSTRATION, SETTING UP, TRANSPORT, CARE AND MAINTENANCE, TECHNIQUES OF USE
2.00 - 4.00 pm	SYNDICATE EXERCISES INVOLVING PRACTICAL USE OF BOTH OVERHEAD AND SLIDE PROJECTORS

Day three

09.00 - 11.00 DEMONSTRATION IN THE USE OF STORYBOARD AND
PLANNING BOARD IN THE PREPARATION OF TRAINING
MATERIAL FOR A SPECIFIC SUBJECT

11.00 - 11.30 BREAK

11.30 - 12.30 ABOVE DEMONSTRATION CONTINUED

2.00 - 4.00 pm PARTICIPATORY EXERCISES IN THE USE OF STORY-
BOARD AND PLANNING BOARD IN THE PREPARATION
OF TRAINING MATERIAL

Day four

09.00 - 11.00 EXTENSION OF PREPARATION OF TRAINING MATERIAL
TO COVER A COMPLETE COURSE REQUIREMENT

11.00 - 11.30 BREAK

11.30 - 12.30 SYNDICATE EXERCISES IN DEVELOPING COMPLETE
TRAINING PROGRAMME

2.00 - 4.00 pm ABOVE EXERCISES CONTINUED.

Day five

09.00 - 11.00 DESIGN AND PREPARATION OF DIAGRAMS FOR
FLIPCHARTS OR SLIDES

11.00 - 11.30 BREAK

11.30 - 12.30 SYNDICATE EXERCISES ON THE PREPARATION OF
DIAGRAMS FOR FLIPCHARTS, SLIDES OR OTHER
VISUAL AIDS

2.00 - 4.00 pm ABOVE EXERCISES CONTINUED

WEEK TWO

Day six

09.00 - 11.00 DEMONSTRATION ON THE PREPARATION OF SLIDES
FOR OVERHEAD PROJECTORS

11.00 - 11.30 BREAK

11.30 - 12.30 SYNDICATE EXERCISES ON THE PREPARATION OF
SLIDES FOR OVERHEAD PROJECTORS

2.00 - 4.00 pm EXERCISES AS ABOVE CONTINUED

Day 7

09.00 - 11.00 USE OF MOVIE PROJECTORS, SETTING UP, TRANSPORT, CARE AND MAINTENANCE, CARE OF FILMS, REPAIR OF FILMS, REWINDING, DIFFERENT TYPES OF PROJECTOR

11.00 - 11.30

BREAK

11.30 - 12.30

PRACTICAL EXERCISES IN THE USE OF MOVIE PROJECTORS

2.00 - 4.00 pm

PRACTICAL EXERCISE AS ABOVE CONTINUED

Day 8

09.00 - 11.00

USE OF VIDEOS AND CLOSED CIRCUIT TELEVISION

11.00 - 11.30

BREAK

11.30 - 12.30

PRACTICAL EXERCISES IN THE USE OF CLOSED CIRCUIT TELEVISION AND VIDEOS

2.00 - 4.00 pm

PRACTICAL EXERCISES AS ABOVE CONTINUED

Day 9

09.00 - 11.00

USE OF TAPE RECORDERS IN CERTAIN AREAS OF TRAINING

11.00 - 11.30

BREAK

11.30 - 12.30

PRACTICAL EXERCISES IN USE OF TAPE RECORDERS

2.00 - 4.00 pm

PRACTICAL EXERCISES AS ABOVE CONTINUED

Day 10

09.00 - 11.00

REVIEW OF ALL THE GROUND COVERED IN THE PRECEDING NINE DAYS

11.00 - 11.30

BREAK

11.30 - 12.30

QUESTION AND ANSWER SESSION AND CONCLUSION.

ANNEX II

SMALL INDUSTRY
MANAGEMENT CONSULTANCY COURSE

drafted by

UNIDO CONSULTANT PHILLIP FOOKS

during a mission to Nigeria

NOVEMBER/DECEMBER 1984

SMALL INDUSTRY MANAGEMENT CONSULTANCY COURSE

PRELIMINARY COMMENT

This course outline was prepared by your UNIDO consultant, Phillip Fooks, during a six-week mission to Nigeria in November/December 1984 at the request of Dr. O. A. Oguntoye, Acting Director of CIRD. It is emphasised that normally such a course as this would have been developed in very close collaboration with Mr. S. Venkataraman, UNIDO Project Co-ordinator but due partly to the fact that when the initial work was done he was still on leave, but mainly because the pressure of other work was so heavy during the remainder of the mission, such close collaboration was just not possible. Thus, it is considered essential that Mr. Venkataraman should be closely involved in the further development and finalisation of this course and given full opportunity to recommend changes/additions that he may consider to be desirable.

INTRODUCTION

Governments throughout most of the world have recognised that small industries have a vital role in national reconstruction and development programmes since they provide a means of generating growth and with it employment, often in the early stages anyway with less capital input than might be required in the case of larger industry. Governments of developing countries have turned particular attention to the promotion of such industries and indeed the Government of Nigeria is among the leaders in this field, programmes to stimulate small industry expansion forming an important part of the current National Plan.

The Centre for Industrial Research and Development was set up in the mid 1970s as a Unit within the University of Ife to provide a service to such industries in the form of in-plant advisory inputs supplemented by seminars and courses organised in the field or at suitable centres. The intention was to make all such inputs intensely practical in nature although, at the same time, utilising the extensive resources

available to the Unit through the University of Ife where it is located. Thus, over the years CIRD has been developing what is virtually a management consultancy type of service, especially orientated to small industry.

Advisory services of one kind or another are also available to small scale industrialists from other sources. Government staff concerned with loan allocation are expected not only to carry out the evaluation of enterprises when loan applications are received, but also to monitor progress after issue and, if such work is to be fully and properly performed, such officers need to be concerned with helping the industry which, in effect, means that they are performing a management consultancy role. The same can be said of Bank officials who may be concerned with loan allocation. Additionally, commercial management consultants seeing the need emerging among this expanding sector of industry, inevitably direct attention to this rather specialised requirement. Therefore, in parallel with the expansion of small industry which is taking place in most developing countries, there must be a complementary requirement for the rather specialised management consultancy services which experience shows such industry requires.

The Directors of CIRD believe that, having consideration for their experience with such industry over the years, the UNIT is well placed to offer a course on the subject of Management Consultancy for Small Industry and, indeed, they consider that it would be mutually beneficial to direct such offer to other West African countries who not only have a similar requirement but also, in many ways, must be operating in a similar environment since they are also African countries.

Thus, this new course has been developed based upon experience gained in the operation of CIRD, to attract officials of Government, Banks, and other concerned officers from both Nigeria and other West African countries. A key aim of the course will be to generate cross fertilisation and the sharing of ideas and experience between persons having similar problems or requirements in different countries, and therefore it will be structured in such a way that a relaxed

atmosphere will be created in which such exchange can take place. Material will be presented setting clearly before the participants the basic principles of the subject matter under consideration and against this structured discussion will be generated which will enable participants not only to assimilate new ideas but also to contribute. Experience shows that such an approach, inevitably leads to the greatest possible mutual benefit to all concerned.

It is perhaps especially appropriate that this course should be launched at this time, for 1985 is at the very middle of the Industrial Development Decade for Africa 1980 - 1990 - IDDA. In November 1979, the Fifth Conference of African Ministers of Industry at Addis Ababa in Ethiopia called for the proclamation of IDDA. In February 1980, the Third General Conference of UNIDO at New Delhi, India, adopted a resolution declaring the 1980's IDDA. In May 1980, the OAU Economic Summit at Lagos, Nigeria, endorsed the resolution and proclaimed the decade within the framework of the Lagos Plan of Action. In December 1980, the United National General Assembly in its Resolution 35/66B proclaimed 1980 - 1990 IDDA. CIRD seeks to make its own contribution by sharing with other West African countries the benefit of its own experience in this currently vitally important area.

FOR WHOM IS THE COURSE INTENDED?

It is believed that this course will be of main interest to the following:

- * National Government Ministry personnel concerned with the development, servicing or other form of promotion to the small industry sector, including loan or grant allocation and monitoring; i.e. Government Extension Officers, for example.
- * State or Local Government personnel having similar interest to that stated immediately above, but especially loan or grant allocation or servicing; i.e. State Extension Officers for example.

- * Extension Officer type personnel of any non-government organisation set up with the specific purpose of providing management consultancy type services to the small industry sector.
- * Counterpart personnel of UNDP, World Bank, or similar international agency projects directly concerned with small industry development in Africa or elsewhere.
- * Staff of Management Consultancy organisations providing, or intending to provide services to small industry.

CONTRIBUTION BY PARTICIPANTS

Since so much emphasis is placed upon the value of participation, those attending the course will be asked to prepare themselves to do so. Before coming they will be asked to make a study of the situation and to prepare a short Paper describing the economic conditions, the industrial structure and the place of small industry within this in their own country. Additionally, they will be asked to fill up a questionnaire dealing with the small industry sector designed especially to draw out the particular problems and limitations of that industry, not only problems which can be claimed to derive from situations beyond the control of the industrialist but also those deriving from his own limitations. Thus, even before people come on the course, it is hoped that their attention will become focussed upon problems which characterise the industry of a type that, through soundly based consultancy in-puts, they can hope to alleviate.

It is then intended that the course itself will be heavily weighted with group exercises and, indeed, almost from the first day they will be asked to get together into groups to work on problems presented to them. Even though many may be relatively inexperienced in their fields, it is believed that, provided that they can be persuaded to do the pre-course work called for, they will find that they do have contribution to make and, in consequence, attendance at the course will prove to be not only a learning experience but also a confidence

building experience.

Many people attend courses with a sort of inward unspoken belief that the content of the course is somehow divorced from reality: that attendance constitutes a sort of sabbatical break from their everyday problems to which, hopefully they will return refreshed; it hardly occurring to them that perhaps things learnt on the course might actually apply in their case. It is believed that there is a real opportunity here for CIRD to produce a course that is different to others, the difference being the way in which, and the extent to which, the participatory approach is applied and the participants made to feel that they are almost as involved in the conduct of the course as those organising it. If this can be properly and fully applied, it is believed that they will go away feeling that they have really benefitted in a practical way (and that, in consequence, what they have learned is something that they really can apply in practice to their own job), that they have gained in personal confidence and that the course therefore stands out from all others available.

Use is often made in such courses of in-plant experience. This is good if it can be done really effectively. However, when it comes to the point, very few industrialists are really willing to be used as 'guinea pigs' for such exercises or, indeed, even if they are so willing, it is unlikely that they will remain so and be prepared to have repeated inputs of course visitors. It is recommended that the possibility should be explored to see whether some basis could be found whereby one or more locally based industries would be prepared to submit to group study over a period of time. However, to work, there would have to be something in it for the industrialist. We understand that in the case of SIET, individual industries permit groups of participants to make studies extending over several weeks. It may be that in this case it is agreed to because SIET is basically an Indian Government organisation and the industry perhaps is dependent upon Government sponsored loans or grants. Very useful though such exercises can be if properly structured, experience shows that this can be very difficult to do and unless some real and genuine 'quid pro quo' can be offered to the industrialist, it is likely to be of limited success. It is just possible that in the case of CIRD, industrialists could be

found who require some market survey work undertaking and in return for doing such a survey free of cost (or at a very nominal cost) they might agree to allow a group of course participants to make a study of their operation over, say, a one or two week period. On the assumption that a means of doing this properly may be found, provision is made in the programme for a two week period in the field, but it is emphasised that if the problems stated cannot truly be solved, it would be best at this stage to cut this out, expanding instead the more formal part of the programme.

The other very important participatory aspect is that of Review writing. If people are effectively to do a management consultancy type of job (and even if they are called Extension Officers, this is in fact what they are, or should be doing), they must be able to write a reasonable report. In practice, very few people can do so for the very simple reason that no part of their normal academic training has ever equipped them for this. An important part of this course should be to teach such ability and the only way to learn to do so is actually to do it and practice. In order that participants should come out of the course with an ability to put together a reasonable report, it is proposed that a requirement should be to write a series of reviews on the subject to be done. Undoubtedly, the right way for this to be tackled is for a typing facility to be provided that enables these reviews to be typed so that they form a personal record of the course content. Such a facility would cost money but it is submitted that there is no reason why this cost should not be covered out of the fees, provided the fee structure is right. However, it would need to be properly organised.

The other aspect that should be thought about is 'sightseeing'. It is not unusual for time to be allocated in such courses for participants to have some travel in the host country, but it is only of value if it is well organised. Travel in Nigeria is expensive, but presumably a coach could be hired and some block bookings made at hotels to allow for this. On the assumption that this should prove to be practical, one week has been allowed for this. Again, it would cost money but it could presumably be covered in the fees or, alternatively perhaps, the Government might be persuaded to make a grant for such purpose

if, say, the tour included a visit to the new Federal Capital Area or other national attraction.

THE COURSE PROGRAMME

It is emphasised that the programme set out below should be regarded as a preliminary draft outline rather than an absolutely final form. It is presented rather as a basis for discussion so that various members of CIRD may have the opportunity to study and, in the course of discussion, develop it to finality. Indeed, if outside speakers on key sections are to be invited they may have very strong opinions on what should or should not be included, and their views should be sought and taken account of.

In particular, it is assumed that Mr. S. Venkataraman, UNIDO Project Co-ordinator, would be asked to work in detail on this outline developing it as required, as although there was some discussion on this at the time of formulating it, the extreme pressure of the six-week mission prevented the close collaboration that otherwise would have been applied.

Hopefully, the programme provides a reasonable framework for development. Various questions need to be answered. For example, what daily time-table should be adopted? For the purpose of this proposal we have worked on the assumption that the daily timing is:

Morning: 09.00 to 12.30 with a half hour coffee break,
say at 11.00

Afternoon: 2.00 to 4.00 pm

For the reasons indicated, no attempt has been made to break the individual days into timed sessions. The subject matter is given. Once finalised, breaking this into timed sessions would be a simple matter.

However, this needs to be examined further and agreed or modified as the case may be. Again, there is the question of orientation. One

can assume on the one hand that a Monday starting date is agreed and that all participants will be there, having arrived during the preceeding weekend, and that therefore after, say, one day of dealing with preliminaries like facilities and banking and so on, they can be plunged straight into full scale work on day two. Since, in practice, regrettably, people tend to turn up late, for one 'good' reason or another, it may be better to allow, say, the first week for 'orientation' arranging during this period for, say, some local sightseeing - the Zoo, Ile Ife with its various historical monuments, perhaps Oshogbo with its shrines, or possibly the warm Springs or the Falls at Ilisha. In this way, the serious work of the course can be embarked upon in the second week without the disruption that the constant arrival of newcomers can bring. It is a pity to lose a week of serious working time but, nevertheless, until experience proves that people can be relied upon to turn up on time, then it may be better to accept the orientation week, since such disruption can virtually create an adverse effect that is never overcome. In the following outline programme one week for orientation is allowed for.

Again, consideration needs to be given to bringing in outside speakers such as: industrialists, senior members of State or Federal Government offices concerned with the small industry sector. If contact can be made with a really sound local management consultancy organisation, then one or more speakers might be drawn from there. However, it is extremely important to be assured that it is a good, well established company working to a sound code of practice since, unless it is so, then it is better to do without it. Some allowance is made in the programme for such speakers but at this stage it is not practical to be specific and CIRD staff must decide to what extent this aspect should be applied. In any event, as recognised above, CIRD may wish, at this stage, to depend fairly heavily on outside speakers for key sections of the programme and, if so, decision on this needs to be made urgently, since these things take time to arrange.

WEEK 1

The week will be devoted to orientation and therefore will include:

- assembly and sorting out accommodation, immediate problems, catering arrangements, etc.;
- tour of campus including library, main halls, banks, post office, zoo, parks and gardens section, etc.;
- tour of town to see places of historical interest, banks, post office, shops, etc.;
- day trip to hot Springs;
- day trip to Oshogbo to see shrines.

Note: no written review on this week would be called for.

WEEK 2

Commencement of main work programme.

Day One

Formal launch with welcoming address, etc.

Presentation with charts and slides on the subject of the changing international environment with special reference to the opportunities for small industrialists that this brings.

Structured working session to examine the particular economic situations in the various countries represented based on the Papers brought by the participants, this being developed by invited contributions with key points recorded on flip chart as the discussion progresses.

Day Two

Examination of just what constitutes a small industry by structured working session using some supplied information by participants, the key information being drawn out and recorded on the flip chart.

Structured working session on the problems faced by small industrialists in the different countries represented with recording on the flip chart and drawing out information on solutions sought to these problems in the different countries, having particular regard to the effectiveness or otherwise of the measure taken.

Talk by visiting speaker with questions on the development of small industry sector in Nigeria: perhaps a World Bank speaker.

Day Three

Case history one: THE HISTORY OF A MAJOR MANUFACTURER KNOWN TO HAVE GROWN FROM A SMALL INDUSTRY

Case history two: THE HISTORY OF A DIFFERENT TYPE OF MAJOR MANUFACTURER KNOWN TO HAVE GROWN FROM A SMALL INDUSTRY

Note: The above case histories need to be very carefully planned and prepared, being presented with illustrations, charts, or whatever. They can be of companies in Africa, Europe or U.S.A. They could probably be drawn from 'Management Today', a good example being the Miele story.

Also the possibility of finding a film showing such a history should be investigated.

A GROUP SYNDICATE EXERCISE with the objective of identifying the BARRIERS TO GROWTH OF SMALL INDUSTRY and what can be done to overcome these barriers.

Day Four

A full working day on COMMUNICATIONS AND REPORT WRITING including some syndicate working to get people involved in trying out some of the principles illustrated.

Note: The possibility of getting a film on COMMUNICATIONS should be investigated.

Day Five

A full working day for participants to prepare their WEEK TWO REVIEW. Initially, there would be a group structured session with the flipboard to identify the main subject matter to be covered and to prepare a review outline structure.

WEEK 3

Day One

A structured working session to examine the question WHAT IS MANAGEMENT CONSULTANCY? with the objective of drawing out the basic elements of such work and, in particular, highlighting differences between different countries. The session leader should aim to draw out in what way and to what extent participants need to perform such a role in their normal work, seeking to compare this with the operation of an established management consultancy company in Europe or the West.

A presentation with questions and discussion on CONSULTANT/CLIENT RELATIONSHIP AND EIGHT ELEMENTS OF A SUCCESSFUL ASSIGNMENT including consideration of the Code of Practice.

Day Two

A presentation with questions and discussion of the PRACTICAL ASPECTS OF CONSULTANCY WORK going through all the stages of:

- carrying out a survey;
- planning and carrying out the assignment;
- finalising the work;
- following it up.

If possible, this should be illustrated against the background of an actual consultancy case history.

If it were possible to obtain a film to illustrate the approach to management consultancy, this should be done.

Talk by a visiting speaker from a consultancy organisation with full and comprehensive question and discussion session.

Day Three

A presentation with questions and discussion on the RELATIONSHIP BETWEEN MANAGEMENT CONSULTANCY AND MANAGEMENT DEVELOPMENT, illustrating in particular the approach to training as a part of management consultancy.

A syndicate exercise on developing a management consultancy programme based upon survey data given, this being required to lead directly into a Management Training programme.

Day Four

A presentation with questions on ORGANISING AND CONDUCTING MEETINGS, followed for the rest of the day with a series of role-playing exercises in which one member of the group is given a series of issues for discussion (background notes on the items being provided) and is required to organise the remainder of the group into an organised

meeting. The aim should be to carry through three such syndicate meetings with different chairmen on each occasion.

Day Five

A full working day for participants to prepare their WEEK THREE REVIEW. Some Group planning assistance may still be necessary but it is hoped less than for Week Two. Hopefully, some of the Week Two reviews should be ready and typed and thus time would be given to individual discussion on these.

WEEK 4

Day One

A presentation with questions on the subject of DIAGNOSING BUSINESS OR INDUSTRY PROBLEMS covering not only the general approach to such an enquiry but putting across the concept that DIAGNOSIS is best separated from CORRECTIVE ACTION and that diagnosis is done by means of systematic and exhaustive questioning.

To illustrate the procedure, syndicate exercises will be developed under which each group will be given a description of a company situation to study and work on and they must each prepare a series of questions which they would wish to have answered in order to carry through their respective investigations.

Note: Following directly upon the above, the remaining days of the current week and the four days of the next week will be devoted to study of different aspects of an industry's operation followed by syndicate exercises concerned with developing comprehensive sets of questions under each of the headings discussed.

Day Two

Presentations with discussion and questions on the following three aspects of enterprise operation:

THE NATURE OF THE CLIENT'S BUSINESS
THE NATURE AND MAKE-UP OF THE CLIENT'S MARKET
THE SET-UP FOR SALES DISTRIBUTION AND SERVICE

each followed by syndicate exercises in groups to produce a comprehensive list of questions needing to be asked in order properly to investigate these matters.

Day Three

Presentations with discussion and questions on the following two aspects of enterprise operation:

POLICIES AND OBJECTIVES OF THE ORGANISATION
ORGANISATION STRUCTURE

each followed by syndicate exercises in groups to produce comprehensive lists of questions needing to be asked in order properly to investigate these matters.

Day Four

Presentation with discussions and questions on the FINANCIAL SITUATION OF AN ENTERPRISE followed by group syndicate exercises to produce a comprehensive list of questions needing to be asked in order properly to investigate these matters.

Day Five

A full working day for participants to prepare their WEEK FOUR REVIEW. By this time they should be able to tackle it without a preliminary review planning session, but if individual help is required this would be given.

Since by this time participants should be beginning to become more competent at such review writing, they should not need the whole day for this work but, by this stage in the programme further typewritten copies of the second and third week reviews should be coming forward and these should be individually discussed with appropriate seminar leaders.

WEEK 5

Day One

A presentation with discussions and questions on the MANAGEMENT AND FINANCIAL CONTROLS OF THE ENTERPRISE followed by group syndicate exercises to produce a comprehensive list of questions needing to be asked in order properly to investigate these matters.

Day Two

A presentation with discussion and questions on the SALES OPERATION OF THE ENTERPRISE AND THE EFFECTIVENESS THEREOF having regard to ground already covered in the previous week of matters related to the market, followed by group syndicate exercises to produce lists of questions needing to be asked in order properly to investigate these matters.

Day Three

A presentation with discussion and questions on ALL ASPECTS OF PRODUCTION INCLUDING PRODUCTION PLANNING AND CONTROL, QUALITY CONTROL, ETC. followed by group syndicate exercises to produce a list of questions needing to be asked in order properly to investigate these matters.

Day Four

A presentation with discussion and questions on the PERSONNEL FUNCTION IN ALL ITS ASPECTS followed by group syndicate exercises to produce a comprehensive list of questions needing to be asked in order properly to investigate these matters.

Day Five

A full working day for participants to prepare their WEEK FIVE REVIEW. Additionally, time should be available for discussing with appropriate seminar leaders earlier Reviews which should continue to come from the typewriters.

WEEK 6

Since this is the mid point of what up to now should have been a very intensive course, it is proposed that the whole of Week Six would be allocated to a sightseeing tour. As indicated earlier, CIRD will need to decide how best to organise this but it might cover a trip to Ibadan and Lagos or, alternatively, it might go up through the new Federal Capital territory to some of the more northern parts. No Review Paper would be required and therefore it should also provide an opportunity to get all Review Papers up to this halfway point, right up to date.

WEEK 7

From now on we shall be concerned with TAKING CORRECTIVE ACTION as distinct from the DIAGNOSIS with which we were concerned in preceding weeks. Thus, we shall be considering the detailed consultancy programmes needing to be carried through under the respective headings.

The four days of Week Seven will be devoted to matters related to finance and it is recommended that Mr. Venkataraman, the UNIDO Project Co-

ordinator, be asked to determine detailed content of this. Day Five will, as before, be devoted to writing a Review on the subject and to discussing any Reviews from the first half of the programme, still outstanding.

WEEK 8

The four days of Week Eight would be devoted to field visits, preferably a group spending these four days at a selected plant, sub groups be given assignments in respect of different aspects of the organisation. On Day Five each group would be asked to collaborate in producing a review of findings which in total would comprise the composite result of the study of that enterprise.

WEEK 9

The four days of Week Nine would be devoted to matters related to MARKETING SALES AND DISTRIBUTION

Day One

THE CONCEPT OF MARKETING

Day Two

MARKET RESEARCH FOR SMALL SCALE INDUSTRIES

Day Three

SALES DISTRIBUTION AND SERVICE

Day Four

THE MARKETING PLAN

Day Five

REVIEW PAPER

WEEK 10

The four days will be devoted to continuing the field visit as organised for Week Eight. Day Five will be devoted to Review Paper writing with discussion on earlier Papers.

WEEK 11

The four days of Week Eleven would be devoted to matters related to ALL ASPECTS OF PRODUCTION.

<u>Day One</u>	INDUSTRIAL ENGINEERING AND WORK MEASUREMENT
<u>Day Two</u>	LABOUR COST CONTROL AND INCENTIVES
<u>Day Three</u>	PRODUCTION PLANNING AND CONTROL
<u>Day Four</u>	QUALITY CONTROL FOR THE SMALL SCALE INDUSTRY PLANNED PREVENTIVE MAINTENANCE FOR THE SMALL INDUSTRY
<u>Day Five</u>	REVIEW PAPER

WEEK 12 This final week would be used to draw together all the ground covered in the previous weeks and to put it into the context of the specific problems of the small scale industrialist. Thus, it would cover such subjects as:

<u>Day One</u>	SETTING UP A SMALL INDUSTRY
<u>Day Two</u>	THE PARTICULAR MANAGEMENT PROBLEMS OF SMALL INDUSTRIES
<u>Day Three</u>	FINANCING EXPANSION
<u>Day Four</u>	PLANNING FOR THE FUTURE AND PROVIDING FOR CONTINUITY
<u>Day Five</u>	SUMMARY, OPEN SESSION AND CLOSE.

