<table>
<thead>
<tr>
<th>Title</th>
<th>Workshop on Radio Broadcasting Management: Organization and Personnel Development, 4-15 March, 1991: [programme and list of participants]</th>
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<td>Author(s)</td>
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Programme
& List Of Participants
WORKSHOP

ON

RADIO BROADCASTING MANAGEMENT: ORGANIZATION & PERSONNEL DEVELOPMENT

4 - 15 March, 1991

PROGRAMME

Organised by

Asian Mass Communication Research and Information Centre (AMIC)
39 Newton Road, Singapore 1130
Republic of Singapore

Deutsche Welle Radio Training Centre
Postfach 100 444, D-1000 Koeln 1
Federal Republic of Germany
### WEEK ONE
**Monday, 4 March**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>0830 - 0900</td>
<td>Registration</td>
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</table>
| 0900 - 0930 | Opening Ceremony:  
  - Vijay Menon  
  Secretary-General, AMIC  
  - Wilfried Solbach  
  Course Director, Deutsche Welle Radio Training Centre  
  Presentation of AMIC Video |
| 0930 - 1000 | Tea / Coffee Break                                                     |
| 1000 - 1200 | Participants' Expectations  
  How We Will Work  
  Country Reports 1 - 3 |
| 1200 - 1230 | Administrative Matters:  
  (Distribution of Per Diems, Announcements) |
| 1230 - 1400 | Lunch Break                                                                |
| 1400 - 1530 | Country Reports 4 - 6          |
| 1530 - 1600 | Tea / Coffee Break                                                        |
| 1600 - 1700 | Country Reports 7 - 8          
  Day's Review:  
  Similarities and Differences |
| 1900     | Dinner:  
  (Hosted by Deutsche Welle/AMIC) |
Tuesday, 5 March

0900 - 1030  Country Reports 9 - 10
Visualisation:
Similarities and Differences

1030 - 1100  Tea/Coffee Break

1100 - 1230  Aspects of Leadership
             (Group Work)

1230 - 1400  Lunch Break

1400 - 1530  Leadership Theories and
             Practical Exercises

1530 - 1600  Tea/Coffee Break

1600  Leadership (to be cont’d)
       (McGregor/Tannenbaum)
       Day's Review/Discussion

Wednesday, 6 March

0900 - 1030  Situational Leadership
              (Hersey/Blanchard)
              Theories and Exercises
              Self-Analysis

1030 - 1100  Tea/Coffee Break

1100 - 1230  Organisation Cultures and Structures
              The Concept of Handy
1230 - 1400  
   Lunch Break

1400 - 1530  
   Visualisation of Results

1530 - 1600  
   Tea/Coffee Break

1600  
   Video Presentation
   Day's Review/Discussion

**Thursday, 7 March**

0900 - 1030  
   Organisation Development (OD)
   OD Theories and Techniques

1030 - 1100  
   Tea/Coffee Break

1100 - 1230  
   *(Continuation)*

1230 - 1400  
   Lunch Break

1400 - 1530  
   OD: Application and Case Studies

1530 - 1600  
   Tea/Coffee Break

1600  
   OD: Quality Circles
   Day's Review/Discussion

**Friday, 8 March**

0900 - 1030  
   Personnel Development:
   Overview and Systems of
   Human Resource Management
   Qualitative and Quantitative
   Personnel Planning
1030 - 1100  *Tea/Coffee Break*

1100 - 1230  Career Planning

1230 - 1400  *Lunch Break*

1400 - 1530  Performance Appraisal/Case Studies (Group Work)

1530 - 1600  *Tea/Coffee Break*

1600  Performance Appraisal Systems

Job Descriptions

Day's Review/Discussion

Saturday, 9 March

1715  Assemble at Lobby, Hotel Royal

1800 - 2030  Harbour Cruise

WEEK TWO

Monday, 11 March

0900 - 1030  The Role of Training in Radio Broadcasting (Group Work/Moderation)

1030 - 1100  *Tea/Coffee Break*

1100 - 1200  Experiences with Training
<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>1200 - 1400</td>
<td>Lunch Break</td>
</tr>
<tr>
<td>1400 - 1530</td>
<td>Training Goals</td>
</tr>
<tr>
<td></td>
<td>Planning and Budgeting in Training (Input and Group Work)</td>
</tr>
<tr>
<td>1530 - 1600</td>
<td>Tea/Coffee Break</td>
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<tr>
<td>1600</td>
<td>Training Management/Administration</td>
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<td>Training Evaluation</td>
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<td>Day's Review/Discussion</td>
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**Tuesday, 12 March**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>0900 - 1030</td>
<td>Computers in Broadcasting and Training</td>
</tr>
<tr>
<td>1030 - 1100</td>
<td>Tea/Coffee Break</td>
</tr>
<tr>
<td>1100 - 1230</td>
<td>Software for Training Management</td>
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<tr>
<td>1230 - 1400</td>
<td>Lunch Break</td>
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<tr>
<td>1400 - 1530</td>
<td>Training Needs Analysis (Individual Work)</td>
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<tr>
<td>1530 - 1600</td>
<td>Tea/Coffee Break</td>
</tr>
<tr>
<td>1600</td>
<td>Training Needs <em>(to be cont’d)</em></td>
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<td></td>
<td>Planning for Departments and Organisations</td>
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<tr>
<td></td>
<td>Day's Review/Discussion</td>
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Wednesday, 13 March

0900 - 1030  Objectives Oriented Project Planning: Analysis of Radio Management Problems
  • Participants' Analysis

1030 - 1100  *Tea/Coffee Break*

1100 - 1230  • Problem Analysis
  Problem Tree

1230 - 1400  *Lunch Break*

1400 - 1530  • Objectives Analysis

1530 - 1600  *Tea/Coffee Break*

1600  • Objectives Analysis *(to be cont'd)*
  Day's Review/Discussion

Thursday, 14 March

0900 - 1030  Objectives-Oriented Project Planning:
  • Planning Matrix

1030 - 1100  *Tea/Coffee Break*

1100 - 1230  • Planning Matrix *(to be cont'd)*

1230 - 1400  *Lunch Break*
1400 - 1530  • Project Management
1530 - 1600  *Tea/Coffee Break*
1600  • Project Management (to be cont'd)

Day's Review/Discussion

Friday, 15 March

0900 - 1030  Individual Transfer Plans
1030 - 1100  *Tea/Coffee Break*
1100 - 1200  Workshop Review and Evaluation
1200  **Closing Ceremony**

Presentation of Certificates

End of Workshop

***************************
Welcome to Singapore!

We trust you had a comfortable flight. The following are details of the Workshop:

Venue

The workshop will be held at the AMIC Secretariat, directly across the road from the hotel.

Programme

A copy of the programme is enclosed.

Reconfirmation of Flight

Airtickets may be given to Ms Roslila for reconfirmation of your return journey.

Payment of Per Diem

Per diem payments will be made on the first day.

Eateries

The Newton Circus Food Centre is just a stone's throw from Hotel Royal.

Just a 5 minutes walk from your hotel is United Square, where you can find restaurants and fast food outlets, a pharmacy and a supermarket. You may take any bus from your hotel to Orchard Road for shopping. The numbers are: 123, 143, 167 and 850. The same buses will return and stop opposite the hotel.

We wish you a fruitful and comfortable sojourn in Singapore.

VIJAY MENON
Secretary-General
RADIO BROADCASTING MANAGEMENT:
ORGANIZATION AND PERSONNEL DEVELOPMENT
MARCH 4 - 16, 1991, SINGAPORE

List of Participants

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17. Mr. Vijay Chandran  
Lecturer, Mass Communication  
Ngee Ann Polytechnic

12.03.91/rbmpart.lis
NOTES FOR GUIDANCE

1. The purpose of these notes is to save you time and to suggest how you can make this document meet your own needs.

MANPOWER ANALYSIS

2. Before filling in the information decide whether you need to record additional or alternative information like:
   - actual age
   - sex
   - job grade
   - qualifications

JOB COVER PLAN AND ASSESSMENT OF TRAINING NEEDS

3. Note the main activities/tasks which are carried out by your unit in the columns at the top.

4. If you are planning to introduce any new activities/tasks in the next twelve months note these also.

5. Take each person named in turn and mark 'M' in the grid against the activities they normally do and 'C' against those which they are competent to stand in for but do not normally do.

6. If an activity is to be manned by recruitment within the next twelve months mark 'V' (vacancy).

7. When you have done this for everyone in your unit, total the number normally doing each activity (all the 'Ms'). Total all those competent to stand in.

8. Now consider whether the number normally performing the activity is adequate for your needs.

9. To answer this you should look at your key areas:
   * are there any problems whose sources lies in under- or over-manning?
   * are there any changes (new products, machinery, etc.) likely to alter the required numbers doing the task?
   * could the activity be effectively done by fewer people?
   * is anyone so overworked that his/her performance is affected? Would an additional person alleviate the problem?
   * is the activity increasing? Is so, will the current number be able to cope?
10. Undermanned activities: before noting additional staff needed see whether training to improve performance could provide a solution. If so, mark 'T' in the appropriate box against the person to be trained. Explain the reason for training.

11. Overmanned activities: note how much an activity is over-manned.

12. Look at all the activities where changes in staffing are necessary and see if you can transfer people from over-manned activities to under-manned activities.

13. Next look at the numbers who are competent to stand in for each activity. Check whether this number is is adequate in case of sickness, holidays, an unexpected leaver, etc. Note any changes which may be necessary.

14. Where cover is inadequate you may decide to sub-contract the work in an emergency or train your own stand-ins. In the latter case mark 'T' in the appropriate box and explain why the training is needed.

15. Now go back: are there any outstanding key areas with training implications? If so, who needs training and in what? Mark 'T' in the appropriate person/activity box and write your explanation.

16. Finally total the people needing training in each activity (all the 'Ts').

17. By now you should have a useful record of
   * who does what
   * who can stand in for activities if the need arises
   * who needs training and why