<table>
<thead>
<tr>
<th><strong>Title</strong></th>
<th>Workshop on Radio Broadcasting Management: Organization and Personnel Development, 4-15 March, 1991: [programme and list of participants]</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Author(s)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Citation</strong></td>
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<tr>
<td><strong>Date</strong></td>
<td>1991</td>
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<tr>
<td><strong>URL</strong></td>
<td><a href="http://hdl.handle.net/10220/2370">http://hdl.handle.net/10220/2370</a></td>
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<td><strong>Rights</strong></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>Event</th>
</tr>
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<tbody>
<tr>
<td>0830 - 0900</td>
<td>Registration</td>
</tr>
<tr>
<td>0900 - 0930</td>
<td>Opening Ceremony</td>
</tr>
<tr>
<td></td>
<td>- Vijay Menon</td>
</tr>
<tr>
<td></td>
<td>Secretary-General, AMIC</td>
</tr>
<tr>
<td></td>
<td>- Wilfried Solbach</td>
</tr>
<tr>
<td></td>
<td>Course Director, Deutsche Welle Radio Training Centre</td>
</tr>
<tr>
<td></td>
<td>Presentation of AMIC Video</td>
</tr>
<tr>
<td>0930 - 1000</td>
<td>Tea / Coffee Break</td>
</tr>
<tr>
<td>1000 - 1200</td>
<td>Participants' Expectations</td>
</tr>
<tr>
<td></td>
<td>How We Will Work</td>
</tr>
<tr>
<td></td>
<td>Country Reports 1 - 3</td>
</tr>
<tr>
<td>1200 - 1230</td>
<td>Administrative Matters</td>
</tr>
<tr>
<td></td>
<td>(Distribution of Per Diems, Announcements)</td>
</tr>
<tr>
<td>1230 - 1400</td>
<td>Lunch Break</td>
</tr>
<tr>
<td>1400 - 1530</td>
<td>Country Reports 4 - 6</td>
</tr>
<tr>
<td>1530 - 1600</td>
<td>Tea / Coffee Break</td>
</tr>
<tr>
<td>1600 - 1700</td>
<td>Country Reports 7 - 8</td>
</tr>
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<td></td>
<td>Day's Review:</td>
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<tr>
<td></td>
<td>Similarities and Differences</td>
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<tr>
<td>1900</td>
<td>Dinner</td>
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<td>(Hosted by Deutsche Welle/AMIC)</td>
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</table>
**Tuesday, 5 March**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
</table>
| 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**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
</table>
| 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 |
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1230 - 1400</td>
<td>Lunch Break</td>
</tr>
<tr>
<td>1400 - 1530</td>
<td>Visualisation of Results</td>
</tr>
<tr>
<td>1530 - 1600</td>
<td>Tea / Coffee Break</td>
</tr>
<tr>
<td>1600</td>
<td>Video Presentation</td>
</tr>
<tr>
<td></td>
<td>Day’s Review/Discussion</td>
</tr>
</tbody>
</table>

**Thursday, 7 March**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>0900 - 1030</td>
<td>Organisation Development (OD)</td>
</tr>
<tr>
<td></td>
<td>OD Theories and Techniques</td>
</tr>
<tr>
<td>1030 - 1100</td>
<td>Tea / Coffee Break</td>
</tr>
<tr>
<td>1100 - 1230</td>
<td>(Continuation)</td>
</tr>
<tr>
<td>1230 - 1400</td>
<td>Lunch Break</td>
</tr>
<tr>
<td>1400 - 1530</td>
<td>OD: Application and Case Studies</td>
</tr>
<tr>
<td>1530 - 1600</td>
<td>Tea / Coffee Break</td>
</tr>
<tr>
<td>1600</td>
<td>OD: Quality Circles</td>
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<tr>
<td></td>
<td>Day’s Review/Discussion</td>
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**Friday, 8 March**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>0900 - 1030</td>
<td>Personnel Development:</td>
</tr>
<tr>
<td></td>
<td>Overview and Systems of</td>
</tr>
<tr>
<td></td>
<td>Human Resource Management</td>
</tr>
<tr>
<td></td>
<td>Qualitative and Quantitative</td>
</tr>
<tr>
<td></td>
<td>Personnel Planning</td>
</tr>
</tbody>
</table>
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
### Lunch Break

**1200 - 1400**  
*Training Goals*

Planning and Budgeting in Training  
(Input and Group Work)

**1400 - 1530**  
*Tea/Coffee Break*

**1530 - 1600**  
*Training Management/Administration*

*Training Evaluation*

Day's Review/Discussion

**Tuesday, 12 March**

**0900 - 1030**  
*Computers in Broadcasting and Training*

**1030 - 1100**  
*Tea/Coffee Break*

**1100 - 1230**  
*Software for Training Management*

**1230 - 1400**  
*Lunch Break*

**1400 - 1530**  
*Training Needs Analysis (Individual Work)*

**1530 - 1600**  
*Tea/Coffee Break*

**1600**  
*Training Needs (to be cont’d)*

Planning for Departments and Organisations

Day's Review/Discussion
**Wednesday, 13 March**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>0900 - 1030</td>
<td>Objectives Oriented Project Planning: Analysis of Radio Management Problems</td>
</tr>
<tr>
<td></td>
<td>• Participants’ Analysis</td>
</tr>
<tr>
<td>1030 - 1100</td>
<td><em>Tea/Coffee Break</em></td>
</tr>
<tr>
<td>1100 - 1230</td>
<td>• Problem Analysis</td>
</tr>
<tr>
<td></td>
<td>• Problem Tree</td>
</tr>
<tr>
<td>1230 - 1400</td>
<td><em>Lunch Break</em></td>
</tr>
<tr>
<td>1400 - 1530</td>
<td>• Objectives Analysis</td>
</tr>
<tr>
<td>1530 - 1600</td>
<td><em>Tea/Coffee Break</em></td>
</tr>
<tr>
<td>1600</td>
<td>• Objectives Analysis (to be cont’d)</td>
</tr>
<tr>
<td></td>
<td>Day’s Review/Discussion</td>
</tr>
</tbody>
</table>

**Thursday, 14 March**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>0900 - 1030</td>
<td>Objectives-Oriented Project Planning:</td>
</tr>
<tr>
<td></td>
<td>• Planning Matrix</td>
</tr>
<tr>
<td>1030 - 1100</td>
<td><em>Tea/Coffee Break</em></td>
</tr>
<tr>
<td>1100 - 1230</td>
<td>• Planning Matrix (to be cont’d)</td>
</tr>
<tr>
<td>1230 - 1400</td>
<td><em>Lunch Break</em></td>
</tr>
<tr>
<td>Time</td>
<td>Event</td>
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<tr>
<td>--------</td>
<td>------------------------------</td>
</tr>
<tr>
<td>1400 - 1530</td>
<td>Project Management</td>
</tr>
<tr>
<td>1530 - 1600</td>
<td>Tea/Coffee Break</td>
</tr>
<tr>
<td>1600</td>
<td>Project Management (to be cont'd)</td>
</tr>
</tbody>
</table>

**Friday, 15 March**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>0900 - 1030</td>
<td>Individual Transfer Plans</td>
</tr>
<tr>
<td>1030 - 1100</td>
<td>Tea/Coffee Break</td>
</tr>
<tr>
<td>1100 - 1200</td>
<td>Workshop Review and Evaluation</td>
</tr>
<tr>
<td>1200</td>
<td>Closing Ceremony</td>
</tr>
<tr>
<td></td>
<td>Presentation of Certificates</td>
</tr>
<tr>
<td></td>
<td>End of Workshop</td>
</tr>
</tbody>
</table>

*************
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

Bangladesh

1. Mr. A.R. Sharif
   Deputy Director-General
   Radio Bangladesh
   National Broadcasting Authority
   121 Kazi Nazrul
   Islam Avenue, Shaha Bag
   Dhaka 1000

   Tel : 864943 (Office), 864923 (Residence)
   Tlx : 0780-642228 NBA BJ

China

2. Mrs. Li Jingchun
   Senior Engineer
   Zip Code 100866
   Science and Technology Department
   Ministry of Radio, Film & TV
   P.O. Box 4503
   Beijing

   Tel : 6092005/8012175
   Fax : (1) 8012174 Beijing
   Tlx : 22236 RTPRCCN

India

3. Mr. P.U. Aiyoob
   Station Director, Tiruchirapalli
   All India Radio
   Akashvani Bhavan
   Sansad Marg
   New Delhi 110 001

   Tel : (0431) 40127 (Office), (0431) 59131 (Home)
   Fax : 91-11-3714061
   Tlx : 31-65585 DG AIR
Indonesia

4. Mr. Coster Gultom
Station Manager, RRI Manado
Radio Republik Indonesia (RRI)
Jalan Merdeka Barat No. 4-5
Jakarta 10110

Tel : (0431) 63492 (Office), (0431) 63392 (Home)
Fax : 62-21-360170

Malaysia

5. Mr Abdul Rahman bin Hamid
Controller of Broadcasting, RTM
Jabatan Penyiaran Malaysia
KM 3, Jalan Kuala Kedah
05400 Alor Star
Kedah Darul Aman

Tel : 04-725403
Fax : 03-2740761 (K.L.)
Tlx : MA 42118

Nepal

6. Mr. Uttam Lal Shrestha
Chief Commercial Service
Radio Broadcasting Service (Radio Nepal)
Kathmandu

Tlx: 2590 RNEPAL NP

Pakistan

7. Mr. Nihal Ahmad Qurashi
Director of Programmes
Pakistan Broadcasting Corpn Headquarters
Broadcasting House
Constitution Avenue
Islamabad

Tel : 821703
Fax : 051-811861 Islamabad
Tlx : 5816 PBCNO PK
Singapore

8. Mrs. Sakuntala Gupta
   Senior Executive Producer-Presenter
   Singapore Broadcasting Corporation
   Caldecott Hill
   Andrew Road
   Singapore 1129

   Tel : 350 3744
   Fax : 255 0368
   Tlx : RS 34284 SBCMCR

Sri Lanka

9. Mr. V.R. Lankatilake
   Acting Controller, Operations
   Sri Lanka Broadcasting Corporation
   Independence Square
   Colombo 7

   Tel : (1) 691 992 (M.J.M. Ashroff)
   Tlx : 21408 SLABCOR CE

Thailand

10. Mrs. Pattareeya Saropala
    Chief, Planning & Project Sub-Division &
    Acting Chief, International Mass Communication
    Sub-Division
    Technical Division
    Govt. Public Relations Department
    Thanon Rajdamnoen
    Bangkok 10200

    Tel : 281-8893 (Office), 411-4022 (Home)
    Fax : 66-2-2825205
    Tlx : 72243 DEPRELA TH, 20393 DEPRELA TH

Deutsche Welle

11. Mr. Wilfried Solbach
    Course Director
    Deutsche Welle Training Centre
    Postfach 10 04 44
    D-5000 Koeln 1
    Federal Republic of Germany

    Tel: (02 21) 389 2036
    Fax: (02 21) 389 3000
    Tlx: 888 485
    E-Mail: GEONET/GEOMAIL MBK1:DEUTSCHEWELLE
12. Mrs. Anja Marcotty  
Consultant/Trainer  
Deutsche Welle Radio Training Centre

AMIC

13. Dr. Anura Goonasekera  
Senior Programme Specialist  
Research Programme  
Asian Mass Communication Research and Information Centre  
Tel: 251 5106  
Fax: 253 4535  
Tlx: AMICSI RS 55524

14. Ms. Lock Yut Kam  
Assistant Programme Specialist  
Research Programme  
Asian Mass Communication Research and Information Centre

Observers

15. Dr. Tony Keulemans  
Principal Lecturer/Mass Communication Course Coordinator  
Ngee Ann Polytechnic  
535 Clementi Road  
Singapore 2159  
Tel: 4666555  
Fax: 4687326  
Tlx: IANPOL RS 39206

16. Dr. Mark Hukill  
Lecturer, Mass Communication  
Ngee Ann Polytechnic

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