<table>
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<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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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

0830 - 0900  Registration

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

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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| 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>
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<th>Time</th>
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| 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
<table>
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<tr>
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<tr>
<td>1030 - 1100</td>
<td>Tea/Coffee Break</td>
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<tr>
<td>1100 - 1230</td>
<td>Career Planning</td>
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<tr>
<td>1230 - 1400</td>
<td>Lunch Break</td>
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<tr>
<td>1400 - 1530</td>
<td>Performance Appraisal/Case Studies (Group Work)</td>
</tr>
<tr>
<td>1530 - 1600</td>
<td>Tea/Coffee Break</td>
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<tr>
<td>1600</td>
<td>Performance Appraisal Systems</td>
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<td>Job Descriptions</td>
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<td>Day's Review/Discussion</td>
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**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
1200 - 1400  Lunch Break
1400 - 1530  Training Goals
Planning and Budgeting in Training
(Input and Group Work)
1530 - 1600  Tea/Coffee Break
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

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

***************************
Workshop on

RADIO BROADCASTING MANAGEMENT:
ORGANIZATION AND PERSONNEL DEVELOPMENT

Singapore, March 4 - 16, 1991

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

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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