

# Training in Public Administration

A Directory of  
Commonwealth Resources



Commonwealth Secretariat

---

**Second edition**

---

# **Training in Public Administration**

**A Directory of  
Commonwealth Resources**

including related research  
and consultancy activities

**Second edition**

Management Development Programme

Commonwealth Secretariat  
Marlborough House  
Pall Mall  
London SW1Y 5HX

Telephone: 01-839 3411  
Telex: 27678  
Cables: COMSECGEN

© Copyright 1986

Published by  
The Commonwealth Secretariat

May be purchased from  
Commonwealth Secretariat Publications  
Marlborough House  
London SW1Y 5HX

ISBN 0 8592 276 3

# Contents

|                                                   | Page |                   | Page |
|---------------------------------------------------|------|-------------------|------|
| Introduction                                      | v    |                   |      |
| Explanatory Notes                                 | viii |                   |      |
| Key to Country Codes                              | xi   |                   |      |
| Abbreviations                                     | xi   |                   |      |
| <hr/>                                             |      |                   |      |
| <b>National Organisations</b>                     |      |                   |      |
| Australia                                         | 1    | Malta             | 306  |
| The Bahamas                                       | 42   | Mauritius         | 309  |
| Bangladesh                                        | 45   | New Zealand       | 313  |
| Barbados                                          | 57   | Nigeria           | 320  |
| Botswana                                          | 60   | Papua New Guinea  | 327  |
| Britain                                           | 62   | Seychelles        | 333  |
| Canada                                            | 132  | Sierra Leone      | 334  |
| Cyprus                                            | 172  | Singapore         | 336  |
| Fiji                                              | 173  | Solomon Islands   | 339  |
| The Gambia                                        | 174  | Sri Lanka         | 340  |
| Ghana                                             | 175  | Swaziland         | 348  |
| Grenada                                           | 182  | Tanzania          | 351  |
| Guyana                                            | 183  | Tonga             | 358  |
| India                                             | 188  | Trinidad & Tobago | 359  |
| Jamaica                                           | 277  | Uganda            | 361  |
| Kenya                                             | 284  | Western Samoa     | 364  |
| Lesotho                                           | 293  | Zambia            | 365  |
| Malawi                                            | 296  | Zimbabwe          | 370  |
| Malaysia                                          | 300  |                   |      |
| <hr/>                                             |      |                   |      |
| <b>International &amp; Regional Organisations</b> |      |                   | 371  |
| <hr/>                                             |      |                   |      |
| <b>Indices</b>                                    |      |                   |      |
| Subjects                                          | 411  |                   |      |
| Institutions                                      | 423  |                   |      |
| Longer Courses                                    | 430  |                   |      |
| Periodicals                                       | 431  |                   |      |
| <hr/>                                             |      |                   |      |
| <b>Appendices</b>                                 |      |                   |      |
| 1. The Commonwealth Secretariat                   |      |                   | 435  |
| 2. Commonwealth Secretariat Directories           |      |                   | 444  |

# Introduction

The first edition of this Directory was published in 1978. While continued demand has indicated that it fulfils a need, a revision has become increasingly necessary. This is not only because of the number of changes in the institutions listed but also as a result of the development there has been in the field of management training as it has become more widely recognised that skilled management is one of the keys to effective public administration. The Directory is also a reflection of at least two facets of the Commonwealth Secretariat's work - firstly its concern for effective harnessing of the wide range of resources the member countries represent, and secondly the degree of coordination and cooperation between Commonwealth institutions which is possible.

In 1983 the Secretariat integrated a number of its technical assistance activities into the Human Resources Development Group (HRDG) (See Appendix 1). The Commonwealth Programme for Applied Studies in Government was renamed the Management Development Programme (MDP) and is an integral part of HRDG. The Directory has been compiled and edited by MDP and financial support for its production has been provided by the Commonwealth Fund for Technical Co-operation (CFTC).

The Directory provides summary descriptions of training, research, consultancy and information activities of national, regional and international organisations. The national organisations include public service training organisations, universities and colleges, professional associations and private institutions. In addition, the programmes of those regional and international organisations whose programmes are available to some or all Commonwealth countries are described.

The Directory is designed to serve several purposes. Primarily it is intended as a resource for senior government personnel concerned with management training for personnel in the public service and for staff in institutions providing this training. It aims to inform professional staff of the work of their colleagues in similar institutions in other Commonwealth countries, to identify institutions which have developed expertise in particular areas of public administration, to describe research and consultancy conducted throughout the Commonwealth, and to list publications in public administration and allied fields. It is hoped that a comprehensive document outlining existing activities will maximise the sharing of these resources to the mutual advantage of all concerned. Such sharing can encompass a wide range of activities such as the provision of a

curriculum design document to an institution contemplating a new programme, regular exchange of periodicals and other research or training literature, co-operation in developing case studies, and staff exchanges in consultancy and research programmes or secondment and sabbatical situations.

Many, but not all, of the courses and seminars which are described in this Directory are relevant for participants from other countries. However, it must be emphasised that, even where an institution has indicated a willingness in principle to accept students from other Commonwealth countries, the actual availability of places on a course is subject to many factors, so that the inclusion of a course in the Directory does not guarantee that students applying from other countries can be offered places on the course in which they express an interest. Fellowships or other stipends for longer courses may be available from Commonwealth members, many of the governments and from international agencies including the CFTC. A brief description of the programmes of the Commonwealth Secretariat and the CFTC is given in Appendix 1.

In spite of the fact that a considerable effort has been made to locate all Commonwealth institutions providing training in this field, a Directory such as this will always be incomplete and the co-operation of users is requested to assist MDP in locating other institutions whose programmes may usefully be included. Users will observe that, although the primary emphasis is on programmes directed towards management in the public sector, some programmes with a business management orientation have also been included. This is especially the case in countries with a large public enterprise sector. The emphasis throughout, however, is on public sector rather than private sector management training.

The Commonwealth Secretariat wishes to thank the organisations, government departments, and officers of national and international training institutions who have provided data for the Directory. While every care has been taken to ensure that the information in the Directory is accurate it is likely that errors will appear. Readers are invited to draw attention to any errors or omissions in the Directory and to offer suggestions on how its usefulness might be extended.

Like all similar publications, the Directory will require further revision and expansion and institutions will be invited to submit revised entries when any later edition is being compiled. However, the continuous cooperation of institutions is requested in order to update when needed the MDP inventory which contains a much larger body of

information and from which the summary descriptions in the Directory have been compiled. Institutions are therefore requested to send copies of their annual prospectus and other descriptive material on a regular basis to the address below in order that current information can be provided to inquirers (including governmental and technical assistance organisations).

Readers who require further information on the programmes of any institution are requested to write directly to the institution concerned. MDP serves, however, as a clearing house for more general inquiries. Such queries should be directed to:

The Director  
Management Development Programme  
Commonwealth Secretariat  
Marlborough House  
Pall Mall  
London SW1Y 5HX

## EXPLANATORY NOTES

Institutions listed in the Directory are organised in two sections. In the first, national organisations are arranged alphabetically. International and regional organisations, including any which serve two countries or more, from the second section. Those international and regional organisations whose public administration/management activities are conducted in an office located in a Commonwealth country are cross-referenced to the country concerned.

Names of national institutions which conduct training, research, consultancy and/or information activities in public administration/management were supplied by Commonwealth governments in response to a request from the Commonwealth Secretariat, and supplemented with addresses located in other directories or supplied by individuals at the request of MDP. The institutions thus identified were asked to complete a questionnaire and to supplement it with other relevant information. In most cases the entry for an institution has been compiled from this source. In cases where no reply was received, and where it was possible to compile an entry from material available elsewhere, the alternative source has usually been noted. For the few institutions which indicated that there is no change from their entry in the first edition of the Directory that entry has been repeated.

Where no information has been received from any organisation in a country, the address of the government department co-ordinating training for the public service of that country (together with a brief note to that effect) has been given to serve as a contact point for inquiries.

It should be emphasised that no attempt has been made by MDP to evaluate the information supplied. The choice of words used to describe the activities of institutions has been guided by those used by the respondent and the description provided has been edited only for the purposes of brevity and uniformity of style. All institutions from which a questionnaire was received have been included - the absence of an institution means either that it was not identified as an institution providing programmes in this field, that it responded to the request for information with a note to the effect that it did not meet the stated criteria for inclusion, or that a completed questionnaire was not received by MDP.

The absence of information on a subject (e.g. research) can mean one or two things: either that the information was not available or that there are no activities which fall under that heading. It should be noted that some



variation exists in the extent to which responses are in reply to a specific question rather than to a more general one.

Education and training activities are described in as much detail as possible within the constraints imposed by the size of the Directory and to ensure similar treatment for all institutions. The entry requirement is summarised very briefly at the end of those course descriptions where this information was available. It should be emphasised that only the approximate entrance requirement for a course has been indicated. An applicant for a place on a course is advised to obtain more detailed information from the institution concerned, or from other reference works, to ascertain the precise qualifications required. Some of the comments made by an institution under the heading of 'future plans' may have already become existing programmes by the date of publication of the Directory. This is more likely for institutions who responded early to the request for information. Questionnaires were received over a 10 month period and the Directory has thus been unable to include changes which took place over that period.

It is hoped that research and consultancy activities are described in sufficient detail to indicate the areas of specialisation of an institute. Some entries include descriptions provided by the institute summarising perceived areas of specialisation, while others include a list of published titles. Some include only official research, while others also describe the activities of faculty members in their personal capacities.

Titles of research activities and publications have been listed without the name of the author(s) or other information normally included in a bibliography. This practice is followed partly because of variations in the amount of material submitted and partly because of constraints imposed by size, but primarily because the purpose of listing the topics was to direct readers to the institution from which they could seek further information on an area of interest to them. Because of fluctuations in prices and exchange rates prices for publications (other than those of the Commonwealth Secretariat) have not been included.

The questionnaire invited respondents to indicate areas where cooperation with other Commonwealth institutions was desired and the final section of most entries indicates the responses of institutions to this question.

Information supplied by institutions which is outside the areas normally summarised in an entry is included as a final note.

Finally, regarding presentation of the material, it will be noted that considerable variations in spelling, capitalisation practice, etc. exist in the Commonwealth. This Directory uses the practices described in Hart's Rules for Compositors and Readers at the University Press, Oxford, to select from alternative spellings and a system of minimum capitalisation has been followed.

The Commonwealth Secretariat has published several other directories which describe institutions providing training in Commonwealth countries or provide information on other resources considered potentially useful to readers of this Directory. Further information about these publications is given in Appendix 2.

## KEY TO COUNTRY CODES

Each institution is given a country code and a number indicating its sequence within the institutions described for the country; e.g. AUS 16, means the sixteenth institution listed in the section of the Directory describing Australian institutions.

|             |     |                   |     |
|-------------|-----|-------------------|-----|
| Australia   | AUS | Mauritius         | MRT |
| The Bahamas | BAH | Nigeria           | NIG |
| Bangladesh  | BAN | New Zealand       | NEZ |
| Barbados    | BAR | Papua New Guinea  | PNG |
| Botswana    | BOT | Seychelles        | SEY |
| Britain     | BRI | Sierra Leone      | SIE |
| Canada      | CAN | Singapore         | SNG |
| Cyprus      | CYP | Solomon Islands   | SOL |
| Fiji        | FJI | Sri Lanka         | SRL |
| The Gambia  | GAM | Swaziland         | SWA |
| Ghana       | GHA | Tanzania          | TAN |
| Grenada     | GRE | Tonga             | TON |
| Guyana      | GUY | Trinidad & Tobago | TRI |
| India       | IND | Uganda            | UGA |
| Jamaica     | JAM | Western Samoa     | WES |
| Kenya       | KEN | Zambia            | ZAM |
| Lesotho     | LES | Zimbabwe          | ZIM |
| Malawi      | MLW | International &   |     |
| Malaysia    | MAY | Regional          | INT |
| Malta       | MLT |                   |     |

## ABBREVIATIONS

Certain abbreviations used in the text are so common (e.g. BA), that they need no explanation; others are clarified in the context in which they are used. The following are listed for easy reference.

|        |                                                                                     |
|--------|-------------------------------------------------------------------------------------|
| AAPAM  | African Association for Public Administration and Management, Addis Ababa           |
| ACDA   | Asian Centre Development Association (see APDC)                                     |
| ADAB   | Australian Development Aid Bureau, Canberra                                         |
| ADIPA  | Association for Development and Training Institutes for Asia and the Pacific, Dhaka |
| AIESEC | International Association of Students in Economics and Management, Brussels         |
| AIMA   | All India Management Association, New Delhi                                         |

|                 |                                                                                 |
|-----------------|---------------------------------------------------------------------------------|
| <b>APCWD</b>    | Asian and Pacific Centre for Women and Development (see APDC), Kuala Lumpur     |
| <b>AOAS</b>     | Arab Organisation of Administrative Sciences, Amman                             |
| <b>APDC</b>     | Asian and Pacific Development Centre, Kuala Lumpur                              |
| <b>APDI</b>     | United Nations Asian and Pacific Development Institute, Bangkok                 |
| <b>ASEAN</b>    | Association of South East Asian Nations, Jakarta                                |
| <b>BESO</b>     | British Executive Service Overseas, London                                      |
| <b>CAFRAD</b>   | African Training and Research Centre in Administration for Development, Tangier |
| <b>CARICAD</b>  | Caribbean Centre for Development Administration, Barbados                       |
| <b>CARICOM</b>  | Caribbean Community, Guyana                                                     |
| <b>CESO</b>     | Canadian Executive Service Overseas, Montreal                                   |
| <b>CFTC</b>     | Commonwealth Fund for Technical Co-operation, London                            |
| <b>CIDA</b>     | Canadian International Development Agency, Ottawa                               |
| <b>CIOS</b>     | International Committee of Scientific Management                                |
| <b>CLAD</b>     | Latin American Centre for Development Administration, Caracas                   |
| <b>CLASCO</b>   | Latin American Social Science Council, Buenos Aires                             |
| <b>CODESRIA</b> | Council for the Development of Economic and Social Research in Africa, Dakar    |
| <b>EADI</b>     | European Association of Development Research and Training Institutes, Vienna    |
| <b>EDF</b>      | European Development Fund, Brussels                                             |
| <b>EDI</b>      | Economic Development Institute of the World Bank, Washington                    |
| <b>EEC</b>      | European Economic Community, Brussels                                           |
| <b>EFTA</b>     | European Free Trade Association, Geneva                                         |
| <b>EROPA</b>    | Eastern Regional Organisation for Public Administration, Manila                 |

|         |                                                                                |
|---------|--------------------------------------------------------------------------------|
| ESAMI   | Eastern and Southern African Management Institute, Arusha                      |
| ESCAP   | Economic and Social Commission for Asia and the Pacific, Bangkok               |
| FAO     | Food and Agriculture Organisation of the United Nations, Rome                  |
| GATT    | General Agreement on Tariffs and Trade, Geneva                                 |
| GMAT    | Graduate Management Admission Test                                             |
| HNC     | Higher National Certificate (UK)                                               |
| IASIA   | International Association of Schools and Institute of Administration, Brussels |
| IBRD    | International Bank for Reconstruction and Development, Washington              |
| ICA     | International Co-operative Alliance, London                                    |
| ICAO    | International Civil Aviation Organisation, Ottawa                              |
| ICPE    | International Centre for Public Enterprises in Developing countries, Ljubljana |
| IDA     | International Development Association, Washington                              |
| IDEP    | (African) Institute for Economic Development and Planning, Dakar               |
| IDM     | Institute of Development Management - Botswana, Lesotho, Swaziland, Gaborone   |
| IDRC    | International Development Research Centre, Ottawa                              |
| IDS     | Institute of Development Studies, Sussex, UK                                   |
| IIAS    | International Institute of Administrative Sciences, Brussels                   |
| IIPA    | Indian Institute of Public Administration, New Delhi                           |
| ILO     | International Labour Organisation, Geneva                                      |
| IMI     | International Management Institute, Geneva                                     |
| INLOGOV | Institute of Local Government Studies, Birmingham                              |
| INTAN   | National Institute of Public Administration, Kuala Lumpur                      |
| ITC     | International Trade Centre, (UNCTAD/GATT), Geneva                              |

|        |                                                                        |
|--------|------------------------------------------------------------------------|
| ITEC   | International Technical and Economic Co-operation, Geneva              |
| IULA   | International Union of Local Authorities, The Hague                    |
| MEMRB  | Middle East Marketing Research Bureau, Cyprus                          |
| NCC    | National Computing Centre, London                                      |
| NOVIB  | Netherlands Organisation for International Assistance, The Hague       |
| OAU    | Organisation of African Unity, Addis Ababa                             |
| ODA    | Overseas Development Administration, London                            |
| ODC    | Overseas Development Council, Washington                               |
| ODI    | Overseas Development Institute, London                                 |
| OECD   | Organisation for Economic Co-operation and Development, Paris          |
| OECS   | Organization of Eastern Caribbean States, Antigua                      |
| PAHO   | Pan American Health Organization, Washington                           |
| PAID   | Pan African Institute for Development, Douala                          |
| SAREC  | Swedish Agency for Research Co-operation, Stockholm                    |
| SCAAP  | Special Commonwealth African Assistance Plan, Commonwealth Secretariat |
| SIDA   | Swedish International Development Authority, Stockholm                 |
| SWDCAP | Social Welfare and Development Centre for Asia and the Pacific, Manila |
| UNCRD  | United Nations Centre for Regional Development, Japan                  |
| UNCTAD | United Nations Conference on Trade and Development, Geneva             |
| UNDND  | United Nations Division of Narcotic Drugs, Vienna                      |
| UNDP   | United Nations Development Programme, New York                         |
| UNECA  | United Nations Economic Commission for Africa, Ethiopia                |

|        |                                                                          |
|--------|--------------------------------------------------------------------------|
| UNEP   | United Nations Environment Programme, Nairobi                            |
| UNESCO | United National Educational, Scientific and Cultural Organization, Paris |
| UNICEF | United Nations Children's Fund, New York                                 |
| UNIDO  | United Nations Development Organisation, Vienna                          |
| UNITAR | United Nations Institute for Training and Research, New York             |
| UNPAFD | United Nations Public Administration and Finance Division, New York      |
| UNRISD | United Nations Research Institute for Social Development, Geneva         |
| USAID  | United States Agency for International Development, Washington           |
| USP    | University of the South Pacific, Fiji                                    |
| UWI    | University of the West Indies                                            |
| WHO    | World Health Organisation, Geneva                                        |

# Australia

AUS 1

## AUSTRALIAN ADMINISTRATIVE STAFF COLLEGE

Australian Administrative Staff College  
"Moondah"  
Kunyang Road  
Mount Eliza  
Victoria 3930  
AUSTRALIA

Telephone: 787 4211  
Cable: AUSTADMIN  
Telex: AA36677

### Description

Founded: 1957. Organisation: a private non-profit-making company sponsored by leading Australian businesses and managed by the Council of the Australian Administrative Staff College whose membership is drawn from business, industry and government. Faculty: principal, registrar/secretary, director of studies, 10 full-time directing staff members, visiting members of directing staff, librarian. External relationships: staff exchange with administrative staff colleges in UK, NZ, Philippines, and with a wide range of Australian enterprises in both public and private sectors. Computing facilities with terminals in study areas and a microcomputer. Accommodation: fully residential accommodation for 100 participants in "Moondah" building and new education centre.

### Objectives

To contribute to continuing improvement in Australian administration; to encourage a comprehensive and practical appreciation of the fundamental requirements of good management; to contribute to the personal development of programme members.

### Education and Training

In all sessions members are drawn from the following sectors: overseas administrators, private and public sectors, trade unions, statutory corporations, small businesses, parliamentarians, armed services, social welfare enterprises. If possible, candidates are interviewed before selection. At least 8 positions of 60 on each course are reserved for overseas members. Balance and diversity of group composition is given high priority.

#### MANAGEMENT DEVELOPMENT PROGRAMME

A 4 1/2 week programme held 4 times a year to study the elements of management, personal skills, and the environment of management. Average enrolment: 60. The programme is designed for younger managers who show high potential for appointment to senior management positions. They are given an opportunity to build on their experience by testing it against some theoretical propositions and by sharing ideas with fellow participants. They also have opportunities to broaden



their understanding of their own role, and that of the enterprise, in a complex national and international community.

The programme is directed towards developing general skills rather than improving or developing technical or functional capacities. Extensive use is made of the syndicate method and of case studies. No formal academic standard is prescribed. Average age: 32.

#### ADVANCED MANAGEMENT PROGRAMME

A 6-week programme held 4 times a year to study the enterprise and its environment, management information, and constructive administration. Average enrolment: 60. The aim is to prepare the experienced and able manager for increasing responsibility. It provides an opportunity for broadening understanding of the managerial role and the complex environment in which that role is carried out inside or outside the enterprise. The longer-term benefit of the programme is likely to be a fresh and continuing awareness of the significance and effectiveness of the manager's work, not only as a member of a particular organisation, but also as a member of the whole community. Average age: 43.

#### PROGRAMME FOR SENIOR MANAGERS

A 4-week programme for senior managers in their forties and early fifties who have experience and have reached senior management positions. It is intended to appeal to managers who do not see the 'policy' and 'strategy' orientation of the Advanced Management Programme as appropriate to their management education needs. Participants may well be talented 'line' managers or specialists within the organisation, from both the corporate headquarters and territory or divisional offices. Some will be seeking to further their careers in general management, and others to improve their management skills in their area of specialisation or at their present level within the organisation. Participants are likely to be from both private and public sectors and at senior and middle management levels.

#### MANAGEMENT PROGRAMME FOR PROFESSIONALS

The programme is designed to enable professionals (eg lawyers, doctors and accountants) in traditional practice, as well as those from within larger enterprises, to learn from one another.

#### COMPUTERS IN MANAGEMENT STRATEGY

This programme is designed specifically for senior managers who must take an active part in the determination of strategic policies for information systems in their organisation.

AUS 1 AUSTRALIAN ADMINISTRATIVE STAFF COLLEGE Cont.

TRADE UNIONS IN INDUSTRIAL RELATIONS PROGRAMME

The aim of this 5-day programme is to provide managers with the opportunity to come into close contact with visiting trade unionists from a wide range of unions, from all levels of union organisation and political affiliations.

ASIAN-AUSTRALIA INTERNATIONAL MANAGEMENT PROGRAMME

The programme is offered to senior personnel concerned with business and public administration throughout the Asia-Pacific region.

CUSTOM DESIGNED PROGRAMMES

The College will design programmes to meet the specific management development needs of client organisations. General management material will be focused on the requirements of the organisation and case study-workshop material will be developed to reflect the working environment of the enterprise.

Consultancy All professional staff undertake consultancy on their own behalf or on behalf of the College in Australia and overseas in their own disciplines: operations research and computer applications, administrative development, economics, marketing, counselling and recruitment.

Publications The Australian Administrative Staff College 1957-1977, The Australian Administrative Staff College Prospectus (annual), The Australian Administrative Staff College Handbook of Programmes, The Practising Manager - a journal which focuses on practical issues for managers in private enterprises and government service.

Exchange Interested in exchange of staff, co-operation in development of course material, and joint research.

Note Members of past sessions have formed an association, the Australian Administrative Staff College Association, with groups in various centres in Australia, New Zealand, Papua New Guinea, Malaysia, Philippines, Tokyo, Indonesia and UK. Groups conduct varying activities and act as a channel for news between the members and the College.

Australia

AUS 2

CANBERRA COLLEGE OF ADVANCED EDUCATION

School of Administrative Studies  
Canberra College of Advanced Education  
PO Box 1  
Belconnen ACT  
AUSTRALIA 2616

Telephone: 522111

Cable: COLLADVED

Description

Organisation: the School of Administrative Studies is one of 6 professional schools in the College, the others being applied science, environmental design, information sciences, liberal studies and education. Faculty of the school: 2 College fellows (1 head of school), 8 principal lecturers, 17 senior lecturers, 23 lecturers, approximately 50 part-time and visiting lecturers and tutors. Disciplines: accounting, administration, economics, law, politics, and sociology, plus the Australian Centre for Local Government Studies and the Management and Policy Studies Centre. External relationships: close associations with public and business administration organisations in Australia. Sponsorship of some courses by government departments and local government groups; membership of international bodies such as the International Institute of Administrative Sciences and the Eastern Regional Organisation for Public Administration Library: 90,000 of the 380,000 items in the College library relate to teaching interests of the school; microfilm reader. Accommodation: limited student accommodation on campus; students assisted to gain residence in Australian National University halls of residence or in private homes.

Objectives

To offer vocationally-orientated Bachelor's degree, Master's degree, graduate diploma, postgraduate diploma and shorter (non-award) courses for people preparing for or developing careers in the administrative, managerial and accounting professions; to undertake associated consultancy and research activities; to maintain close working relationships with the "client" professions.

Education and Training

The School offers courses for the following: Bachelor of Arts in accounting, in administration, in banking and finance, in management sciences (in association with School of Information Sciences) and in social sciences; graduate diploma in administration, in applied economics, in legal studies, in policy studies, in professional accounting and in transport (the last in association with the School of Applied Science); postgraduate diploma in

AUS 2

## CANBERRA COLLEGE OF ADVANCED EDUCATION Cont.

accounting; master of arts in administration (mainly by thesis); master of public administration (mainly course work); a variety of extension programmes. The School specialises in accounting, administration/management (present emphasis on public administration), policy-orientated social sciences, local government and management science.

## BACHELOR OF ARTS IN ADMINISTRATION

A 3-year full-time or 6-year part-time course consisting of a minimum of 23 semester-length units divided into 4 areas: basic units in behavioural science, computing, economics, politics and statistics; a core of foundation units in administration; a choice from a number of specialised units in fields such as public administration, business administration, human resource administration and public policy administration; an elective major in either computing, economics, law, politics, or sociology. Requirements: matriculation or, for mature age students (who are non-matriculants), appropriate work experience and successful completion of a Mature Age Entry test.

## GRADUATE DIPLOMA IN ADMINISTRATION

A 1-year full-time or 2-year part-time intensive course comprising 8 units designed for persons whose original degree is in a subject other than administration. The programme seeks to develop the effectiveness of graduates as they assume increasing administrative responsibilities. Requirements: degree or professional qualification equivalent. Candidates for admission must be at least 23 years of age and have at least 2 years work experience.

## MASTER OF ARTS IN ADMINISTRATION

A postgraduate research degree in administrative studies with the chance to undertake extensive original research in aspects of administration and to produce a thesis. Thesis work is preceded by 2 theoretical coursework units; one to bring up to date the participants' appreciation of organisation research and the other to equip them with research skills. Requirements: entry is restricted to holders of first degrees in administration or management, or to those with another degree - or its equivalent - who have completed a bridging programme approved by the Course Committee. Candidates for admission must be at least 23 years of age and have at least 2 years work experience.

MASTER OF PUBLIC ADMINISTRATION (MPA)

A 2-year full-time (or equivalent part-time), Master's degree orientated to public sector issues, designed for graduates from fields other than public administration who seek a course-work programme of vocational relevance to careers in public sector administration. Requirements: entry is restricted to holders of first degrees or equivalent qualifications from approved tertiary institutions or a graduate diploma in administration or related areas.

BACHELOR OF ARTS IN SOCIAL SCIENCES (BA Social Sciences)

A 3-year full-time or 5-year part-time multidisciplinary course in preparation for careers in administration in the public and private sectors. Students undertake a required core of units and then choose majors from the disciplines of administration, economics, law, politics, sociology, accounting or information science before undertaking social science projects units that are designed to link major areas of study.

GRADUATE DIPLOMA IN POLICY STUDIES

A 1-year full-time or 2-year part-time course comprising 8 units directed towards an understanding of public policy processes within the disciplines of administration, politics, law and economics, to add to the basic knowledge of policy studies and provide opportunities for the application of this knowledge within a multi-disciplinary framework. Requirements: a degree or equivalent qualification and relevant work experience.

BACHELOR OF ARTS IN MANAGEMENT SCIENCES

A 3-year full-time or 5-year part-time course in the quantitative disciplines underlying management decision-making, offered jointly by the school of administrative studies and the school of information science. The course includes a basic core covering accounting and finance; economics; information systems and computing; mathematics, statistics and operations research; administration. Students specialise in at least one of the core areas and have some free elective units. Requirements: matriculation or extensive work experience. Completion of mathematics at 2 unit level in NSW Higher School Certificate or equivalent. Students are required to take diagnostic test in English and complete any prescribed remedial work.

AUS 2

CANBERRA COLLEGE OF ADVANCED EDUCATION Cont.

## AUSTRALIAN CENTRE FOR LOCAL GOVERNMENT STUDIES

The Centre provides a programme of management courses for elected officials and senior local government executives throughout Australia and neighbouring countries. 2 1-week courses for elected members and 2 8-week senior management courses are conducted every year, plus a 2-week local government issues programme which concentrates on a particular management area every year. The course curriculum covers a wide variety of management skills and techniques, financial planning and management, current issues in local government, corporate management methodology developed for Australian local government conditions, and personal skills. Participants have the opportunity to contribute to course design to ensure it meets the needs of all groups. Other activities of the Centre include management workshops for councils or groups of councils in Australia and New Zealand, management consultancies with individual councils and research. The Centre is guided in its programme by an advisory council widely representative of elected officials and senior local government executives from a variety of professions from Australia and New Zealand. Participants often come from New Zealand, Fiji and Papua New Guinea to attend the Centre's programme.

## MANAGEMENT AND POLICY STUDIES CENTRE

This Centre conducts a wide variety of intensive vocationally-oriented short courses in Canberra and elsewhere for graduate inductees, managers and policy advisers in the federal and state public sectors. Included in the Centre's activities are a graduate induction programme; senior public sector management programme; public administration workshops; interpersonal and negotiating skills workshops; training officer's development programme; management workshops; law short course programme; organisationally specific management development programmes.

## FUTURE PLANS

The School anticipates offering a Bachelor's degree in applied economics and graduate diplomas in industrial relations and social policy & administration when resources permit.

Research

The research programme is closely associated with the School's primary teaching activities. Areas of interest are reflected in faculty publications. A wide range of subjects are covered; a book-list is available on application to the School.

Australia

AUS 2                    CANBERRA COLLEGE OF ADVANCED EDUCATION                    Cont.

Consultancy            Faculty members are involved in consultancy, also staff secondments to the Australian Public Service Board and Departments of Prime Minister and Cabinet and Education and Youth Affairs, and the Central Planning Office of the Government of Fiji.

Publications           Canberra Series in Administrative Studies (monographs, seminar papers and occasional papers), School Prospectus, College Handbook and Annual Report to Federal Parliament.

Exchange  
Arrangements           Interested in co-operation with other Commonwealth organisations for joint research, development of course material, exchange of staff.

AUS 3                    INTERNATIONAL TRAINING INSTITUTE

International Training Institute  
Middle Head  
Mosman  
NSW 2091  
AUSTRALIA

Telephone: 969 1888  
Cable: PACIFICSCHOOL MOSMAN  
Telex: 27293

Description            Founded: 1973 (previously, from 1946, it was the Australian School of Pacific Administration). Managing agency: Australian Development Assistance Bureau of the Department of Foreign Affairs. Specialisation: Faculty has expertise in the areas of management studies, education practice and administration, personnel development, training, rural development, media studies and industrial relations. Faculty: principal, principal lecturer, 3 senior lecturers, 10 lecturers, academic support staff in audio-visual and library and a large corps of part-time occasional lecturers. External relationships: the Institute has links with all government departments, both state and federal, local government authorities, statutory bodies, private companies and voluntary organisations throughout Australia. These organisations assist with specialist lecturers and practical attachments. Learning Resources Centre: includes library with 35,000 volumes (particularly strong on Pacific history and development) and large range of serials on development issues. Microfilm/microfiche reader, video and audio facilities, materials preparation centre, video production facilities. Accommodation: supplied for all course members attending the Institute as part of their award.

AUS 3

## INTERNATIONAL TRAINING INSTITUTE      Cont.

## MANAGEMENT AND DEVELOPMENT

A 12-week course to assist senior administrators concerned with the management of policies, programmes and projects to serve development purposes. The course examines the development process from various perspectives and concentrates on the skills necessary to manage development effectively. Course members are grouped according to common interests and career development needs. A core programme covers development perspectives and issues, management functions and style, public sector financial management, management programmes and projects and human resource development. In addition other subjects may be selected depending on the student's needs. These include community development, public enterprise management, agricultural programme administration and public administration. Applicants should be in middle to senior level positions and have responsibility for co-ordinating or directing the work of others.

## DISTANCE EDUCATION

A 12-week course dealing with the problems in developing countries caused by the geographical distance of students from their parent institution which may require them to study by correspondence or as external students. The course is directed towards teachers and administrators. It includes study, observation, evaluation and workshops on a variety of aspects of correspondence education in printed and non-printed media at primary and secondary level. All participants are given the opportunity to develop and pursue special areas of interest and special visits and attachments are provided. Candidates should be actively involved in distance education, either in the writing of courses and the production of associated resources or as administrators at primary or secondary levels, or both.

## DESIGN AND DEVELOPMENT OF TRAINING PROGRAMMES

A 12-week course for senior staff development or training personnel with in-depth experience in training who wish to learn more about the design, development, implementation, and evaluation of training programmes and the management of a training unit. The course offers opportunities to gain specific knowledge and skills in designing and developing training programmes and the application of concepts and ideas to the participants' own environments. Preference will be given to candidates who are responsible for training, who already hold, or are about to hold a senior training or development post, or who are experienced training or staff development officers who have not had the opportunity to take a formal course in the subject.



APPLIED DEVELOPMENT COMMUNICATION

A 12-week course which examines the mass media and how they affect national development. The aims include the understanding of communications in theory and practice, the exchange of experience and techniques between media managers and practitioners from developing countries and communication policy as part of national planning. The course is particularly useful to public information administrators and others directly concerned with communication through various mass media, and preference will be given to those working full time in these areas.

MANAGEMENT AND FINANCE

A 12-week course to introduce current thinking in the theory and practice of management and to give instruction and practice in the techniques of accounting and financial management in the public sector. Special skills required by financial managers in the public sector will be developed and related to the management process and the framework of public finance. Candidates should be finance or accounting officers or managers with responsibility for finance at national, regional or local levels of government. Formal qualifications in accountancy are not essential.

RURAL DEVELOPMENT PLANNING

A 10-week course which examines the theory and history of post-war development with special emphasis on the nature and extent of rural poverty and how it varies in developing countries. Policy alternatives designed to alleviate rural poverty are examined and project planning is given emphasis. Participants are expected to be involved in the planning or implementation of rural development, or both, and will preferably have had direct contact with development projects in rural areas. Experience of this kind is more important than formal qualifications. A sound grasp of English and arithmetic is necessary.

PUBLIC EDUCATIONAL TEXTS

A 12-week course for educators in developing countries in the production of educational texts. It includes the development of analytical skills in costing and selecting material for evaluation, writing and graphics instruction and instruction in techniques such as editing, design and layout. The elementary management of a publishing house is covered and special attention is given to low-cost publications. Candidates should be actively involved in the production of educational publications for use in schools.

AUS 3

## INTERNATIONAL TRAINING INSTITUTE      Cont.

## EVALUATION AND DEVELOPMENT OF SCHOOLS AND TEACHERS

A 12-week course to help gain an understanding of the functions of a school inspector/education officer as an administrator and educational leader or advisor, and to evaluate teachers and schools, collect and analyse data, initiate educational innovations and develop and assess staff. Preference will be given to those currently working as school inspectors/education officers.

## INDUSTRIAL RELATIONS

A 12-week course with instruction on the evaluation of industrial relations and their adaptation to the cultural, political, economic and social systems in which they operate. The course includes instruction on the assessment of the parties within an industrial relations system and outside it, the anticipation, recognition and avoidance of conflicts, and efficient industrial relations management. The foundation of the course is comparative studies in which between 12 and 20 national industrial relations systems will be analysed from many aspects.

Preference will be given to candidates experienced in industrial relations from either the public or private sectors, or representing employers', employees' or government interests.

## PERSONNEL ADMINISTRATION

A 12-week course comprising a series of weekly modules focusing on various aspects of personnel such as manpower planning, recruitment and staffing, training and development, performance appraisal, counselling and discipline, rewarding performance and organisational change and development. Course members will participate actively by stating their learning needs and seeking solutions to actual problems encountered in their places of work. Candidates may be men or women involved in personnel administration. Some experience in this area is preferable but not essential.

## PERSONNEL MANAGEMENT

A 12-week course in understanding the concepts, procedures and techniques of personnel management in order to apply them in the context of national development. Ways will be explored of attracting, developing and motivating human resources to attain a high level of effectiveness, productivity, adaptability and satisfaction. Candidates should be men or women concerned with the day-to-day functions of personnel management and particularly those who advise others on the implementation of policies.

MANAGEMENT AND FINANCE

A 12-week course in the theory and practice of management. Topics examined will include public finance and budgeting, financial administration, cost concepts and decision making, cash flow management, internal audit control and project evaluation. Field studies will amplify theory and illustrate current practice. Candidates should be finance or accounting officers or managers with a responsibility for finance in government or the private sector and who have directed the work of other managers and supervisors for some time. Formal qualifications in accountancy are not essential.

A 12-week course to help develop professional competence and administrative skills, analyse the organisation of education, understand and functions and responsibilities of school managers and administrators and examine current theory and practice in educational administration in Australian schools. Candidates should be school principals or headmasters or teachers soon to be appointed to such posts at either primary or secondary school levels.

LOCAL AND PROVINCIAL GOVERNMENT

A 12-week course to emphasise the role played by local decision makers as agents of social and economic development. Current concepts of urban and rural development, management techniques, the planning and deployment of local finances, the social, economic and administrative background in various countries and developments in Australian local authorities are among the subjects studied. Candidates should be in positions involving the control of staff and some aspects of policy formulation, and would be employed by local councils, provincial governments, statutory authorities (e.g. electricity supply, harbour boards, etc) or central government departments.

PERSONNEL MANAGEMENT

A 12-week course for experienced personnel managers in which emphasis is placed on topics of importance to them as policy makers. Areas of study include manpower and corporate planning, recruitment and selection, the development of human resources, performance appraisal, counselling and discipline, rewarding performance, employer-employee relations and organisational change and development. Candidates include those who advise others on the implementation of policy.

AUS 3

INTERNATIONAL TRAINING INSTITUTE Cont.

INDUSTRIAL RELATIONS

A 12-week course with emphasis on comparative studies in industrial relations, legislation and policies in specific countries, parties and organisations, collaboration, negotiation, conciliation and arbitration, conditions of work, wages and inspection and enforcement of legislation. Candidates from the public or private sectors representing employers', employees' or government interests may apply, but preference will be given to those with a major responsibility for conciliation or arbitration in industrial disputes.

OTHER INSTITUTE TRAINING COURSES

The Institute conducts other short programmes of training and also sponsors seminars and workshops on development themes from time to time. In 1984 special emphasis is being given to media development. Further details on current courses not listed above may be obtained by writing to the principal.

Special courses may also be held on request by overseas governments. Provision exists for courses to be held away from the Institute's campus, including overseas locations.

Research

The Institute researches and publishes two series of occasional monographs on development issues related to its course programme. These are International Perspectives and Training for Development.

Australia

AUS 4

KURING-GAI COLLEGE OF ADVANCED EDUCATION

School of Financial and Administrative Studies  
Kuring-gai College of Advanced Education  
Eton Road  
PO Box 222  
Lindfield  
NSW 2070  
AUSTRALIA

Telephone: (02) 467 9200

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description            | Departments: administrative, social and political studies, financial and quantitative studies, economic studies, legal studies, communication studies. Faculty: 1 head of school, 3 principal lecturers, 9 senior lecturers, 32 lecturers, 2 senior tutors, 7 tutors, 1 part-time lecturer. External relationships: The School has established advisory committees of academic representatives with specialist interests and expertise, and employee representatives in the areas of specialisation contained in its undergraduate and postgraduate programmes. These committees assist in monitoring course development and research within the School. They also provide a medium whereby extension activities in specialist areas can be organised and assist in the arrangement of practical attachments for students in undergraduate programmes. Library: 200,000 volumes. Microfilm/microfiche readers and printers and word processing facilities are available. Accommodation: private arrangements necessary.                            |
| Education and Training | BACHELOR OF BUSINESS DEGREE (with majors in either accounting or management)<br>GRADUATE DIPLOMA IN FINANCE<br>GRADUATE DIPLOMA IN COMMUNICATION MANAGEMENT<br>MASTER IN ADMINISTRATION DEGREE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Selected Courses       | GRADUATE DIPLOMA IN ADMINISTRATION (with specialisations in public administration, social administration, financial administration and data management). Public administration specialisation: The Master in Administration is offered over 8 semesters in part-time study. The Graduate Diploma in Administration consists of the first 5 semesters of the Master's programme. The Graduate Diploma course provides training in management and is designed to improve the skills and widen the perspectives of students occupying administrative positions in either the public or private sectors. The Master's course extends training in management and formalises and extends students' skills in research. Courses commence in August and the average enrolment is 20 in each specialisation. Generally students enrolling for the Graduate Diploma in Administration must be graduates with a minimum of 2 years administrative or professional experience. There is provision for enrolling non-graduates into the programme provided they |

AUS 4

## KURING-GAI COLLEGE OF ADVANCED EDUCATION Cont.

have considerable administrative experience at a senior level and display potential ability to handle a postgraduate level of study. Only applicants possessing a recognised degree may enrol directly in the Master's course.

## SHORT COURSES

Short courses are held on an ad hoc basis for practitioners in specialist areas at Commonwealth, state and local government levels. Recent examples: courses for candidates in local government elections; middle managers in local government; staff development for middle managers in the NSW and Commonwealth public service (conducted in conjunction with officers from the NSW and Commonwealth Public Service Boards); welfare administration for local government staff; data management for local government engineers.

## Research

The school has close links with the College's Centre for Management Studies, which was established to provide short courses in continuing education for practising professionals and managers, and to undertake specific business research in finance, marketing, personnel management, etc. Staff of the school have contributed to research into the objectives of management education in institutional settings; innovative developments in management education; educational research of relevance to management education.

## Consultancy

Members of staff are involved in consulting and community-orientated activities for such organisations as Film Australia, the Royal Commission on Australian Government Administration, the Commonwealth Public Service Training Officers' Scheme, and the Commonwealth Banking Corporation. Staff also act in a consultative capacity for various local government councils and NSW government departments. Field research exchanges have taken place between government agencies and private industry and staff have participated in the NSW Executive Committee of the Australian Institute of Urban Studies, and on a consultative committee with staff from the Department of Local Government (NSW), Local Government Association and Clerks' Society of NSW.

Exchange  
Arrangements

The school encourages staff to engage in co-operative relationships or exchange arrangements with outside organisations and other academic institutions. At present such relationships exist with the NSW Public Service Board, the International Training Institute at Mosman, NSW. Staff members are entitled to professional experience programme leave and are encouraged to work

Australia

AUS 4 KURING-GAI COLLEGE OF ADVANCED EDUCATION Cont.

with an employing organisation within their area of specialisation, or in other academic institutions within or outside Australia. The school would welcome approaches from other organisations for joint research or the development of course material and exchange of staff.

AUS 5 MACQUARIE UNIVERSITY

Graduate School of Management  
Macquarie University  
North Ryde  
NSW  
AUSTRALIA 2113

Telephone: 888 8000  
Cable: MACQUINIV

Description Faculty: 1 professor, 4 associate professors, 2 senior lecturers, 1 lecturer, 1 visiting fellow and various part-time lecturers and visiting speakers from private and public sectors. External relationships: links with various organisations in the private and public sectors often permitting students' entry for study and research purposes. Library: over 500,000 volumes, microfilm reader and printer, audio visual facilities, etc.

Education and Training GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION, DipBAdmin.  
A 2-year part-time postgraduate course. Year 1 is the same for the MBA and, subject to the conditions of entry into the MBA programme being satisfied, students may apply for a transfer with full credit for the year. Relevant work experience and, generally, a university degree or equivalent.

MASTER'S DEGREE IN BUSINESS ADMINISTRATION, MBA.  
A 3-year part-time course for graduates from a wide range of academic backgrounds already working in private and public sector organisations. Course attendance: 3 evenings a week in 6 terms over 3 years with continuous full-time attendance required for 3 weeks of the second half-year of year 3. The first year is concerned with basic disciplines, the second with the functional areas of business activity and with integrative studies, the third with specialist and further integrative studies. University entrance requirements for Master's degree. Age generally between 25-45, relevant work experience preferably with managerial responsibilities.

MASTER'S DEGREE IN PUBLIC ADMINISTRATION, MPA.  
As above except student specialises in public policy areas and selects projects from within the public sector.

AUS 5

## MACQUARIE UNIVERSITY Cont.

## MINERALS INDUSTRY OPTION

Specialist strands of the MBA and DipBAdmin are provided for students planning a management career in the minerals industry. Students take options provided by the School of Earth Sciences in place of regular MBA options. Qualifications as for regular MBA or DipBAdmin but candidates with relevant geological or mining qualifications may be given total or partial exemption from up to two topics provided alternative courses are taken from the business administrations offerings.

## ANNUAL COURSES

Macquarie Advanced Management Programme is an annual 4-week residential programme designed to prepare managers for the challenges of general management. Topics covered include the functional areas of management - finance, marketing, organisational behaviour and industrial relations, operations management and strategic planning. Participants are accommodated in a university college. Other annual courses include 1-week residential programmes in finance, marketing, industrial relations, human resource management and physical distribution.

## Research

All the faculty is involved in research/publication. Recent topics: technological change and employee participation in the Australian retail industry; technological change and industrial relations; team development; occupational stress and work reform; how American business can meet the Japanese challenge; fighting fear of failure with rational-emotive therapy; authority in small groups; occupational stress and work effectiveness.

## Consultancy

Staff is involved in consultation with various private/public sector organisations.



Australia

AUS 6

ROYAL MELBOURNE INSTITUTE OF TECHNOLOGY

Faculty of Business  
Royal Melbourne Institute of Technology  
124 La Trobe Street  
GPO Box 2476V  
Melbourne  
Victoria  
AUSTRALIA 3000

Telephone: 345 2822  
Cable: MELTECH MELBOURNE

Description

Founded: 1887. The Institute, a company limited by guarantee, seeks to serve the educational needs of the professions and the wider community through innovation and development of vocational education. The Faculty of Business consists of the departments of accountancy and administrative studies. Faculty: dean, 2 heads of department, 4 administrative officers, 3 principal lecturers, 14 senior lecturers, 30 lecturers, 1 senior tutor, 8 tutors, plus 44 part-time staff. External relationships: each course is advised by a Course Advisory Committee consisting of representatives of relevant government departments (Commonwealth, state and/or local government), statutory corporations, professional organisations. Full-time students receive 12 months supervised practical experience by working with the State Government of Victoria or state local government authorities. Library: 1,250 volumes and 30 current periodicals specific to public administration plus newspapers and audio-visual material. Microfilm/microfiche reader and printer. Accommodation: no residential halls; housing officer helps to find private accommodation.

Education and Training

The degree courses described consist of major studies in local government, public or business administration and organisational behaviour, plus one year's supervised practical experience for full-time students. Emphasis is placed on the learning of skills in experimental settings. The Department of Administrative Studies is experimenting with the use of experimental modes of learning with a view to assist administrators from the public and private sectors to develop management skills. In addition, there are miscellaneous short-duration programmes in conjunction with organisations in the municipal and public service sectors.

BACHELOR OF BUSINESS IN BUSINESS ADMINISTRATION, BBus

A 6-year part-time undergraduate course consisting of a group of core business subjects, 6 units of applied administration (organisational behaviour), an elective major stream of 6 units in accounting, economics, commercial law or business information systems and an

AUS 6

## ROYAL MELBOURNE INSTITUTE OF TECHNOLOGY Cont.

elective submajor stream of 4 units in any of the major streams which have not been chosen as the elective major stream.

The course is suitable for managers holding key administrative roles in the public or private sectors. Requirements: a student must be employed in a relevant position, have a minimum of 2 years appropriate work experience and have successfully completed a Year 12 course of study accredited by the Victorian Institute of Secondary Education, or its equivalent.

## BACHELOR OF BUSINESS IN PUBLIC ADMINISTRATION, BBus

A 6-year part-time undergraduate course consisting of 4 semester units related to the needs of the public administrator, 6 units in applied administration, 6 units in an elective major sequence of study in a relevant area other than public administration, and basic business subjects. The course seeks to provide education and training to people either embarked on, or planning, higher level administrative careers in government service or private enterprise. A minimum of one year's work experience is expected from applicants. Average enrolment: 40. Requirements: Grade D or higher in 4 subjects including English at Victorian Higher School Certificate examination or equivalent qualification.

## BACHELOR OF BUSINESS IN LOCAL GOVERNMENT, BBus

A 4-year full-time or 6-year part-time undergraduate course consisting of a common core of basic business subjects, 6 units in applied administration (organisational behaviour), 6 units related to needs of the local government administrator, 4 units in an elective sequence of study in a relevant area other than local government administration. Full-time students spend the 3rd year in full-time employment (co-operative education year) to gain practical experience and take only 1 unit during this period. The Municipal Clerk's Board will issue a Certificate of Competency to students of 23+ years of suitable administrative experience. The course is designed to equip people with potential for advancement to senior positions in local authorities. Average enrolment: 40. Requirements: Grade D or higher in 4 subjects including English at Victorian Higher School Certificate examination, or equivalent qualification.

## GRADUATE DIPLOMA IN GOVERNMENT ACCOUNTING,

## GradDipGovtAcctg

A 2-year part-time course comprising government accounting 1 and 2, public administration (quantitative methods) and integrated studies. Candidates are required to complete a paper of 6,000 - 8,000 words. The course

aims to provide a programme of study at postgraduate level with particular emphasis on the needs of accountants working in the public sector. Not directly relevant to overseas students. Requirements: degree, with major in accounting, from Australian university or college of advanced education; or UG2 category diploma with major in accounting from Australian college of advanced education or equivalent qualification.

CONTINUING EDUCATION

The Royal Melbourne Institute of Technology encourages and supports the use of its resources in the continuing education of employers, trades, professions and others within the community. RMIT's Centre for Government Studies conducts a range of education courses for middle and senior management personnel in government and local government in Victoria. A wide range of programmes are presented and areas of specialisation include organisational behaviour and development, machinery of government, government-business and community relations.

|                       |                                                                                                                                                                                                                                                                    |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Research              | A research programme has been built around research papers, monographs, conference papers and journal articles on local government and accountancy.                                                                                                                |
| Consultancy           | Staff members have acted as consultants to government departments, professional bodies and commercial enterprises. Consultancy has been in such areas as government policy development, organisation change and development, and computer and information systems. |
| Publications          | RMIT Local Government Papers, ISSN 0301;6779, twice per annum.                                                                                                                                                                                                     |
| Exchange Arrangements | Interested in exchange of information on curriculum development in public administration and local government.                                                                                                                                                     |

AUS 7

UNIVERSITY OF MELBOURNE (1)

Graduate School of Management  
University of Melbourne  
Parkville  
Victoria  
AUSTRALIA 3052

Cable: UNIMELB  
Telex: AA35185 UNIMELB

Description

School: director, 4 professors, 4 senior lecturers, 7 lecturers, 2 visiting fellows, 1 senior associate. External relationships: Graduate School of Management Foundation; Melbourne University Business School Association. New building to be completed 1985 will include library, theatres, computer teaching facilities, syndicate rooms, and 48 residential rooms.

MASTER OF BUSINESS ADMINISTRATION, MBA

A 2-year postgraduate course if taken full-time. If the course is done part-time, it must be completed within 4 years and the final year must be full-time. The subjects of the preliminary year are chiefly intended to cover analytical concepts and techniques drawn from the fields of accounting, economics, statistics and human behaviour, which are necessary for the resolution of managerial problems. If successful in the preliminary examinations candidate may be admitted to the final year. In the final year the candidate studies 6 subjects: 3 are compulsory and the others are chosen from a list of specialisations. The subjects are problem orientated and of increasing complexity, with the emphasis changing during the year from analysis to problem solving. In addition candidates are required to submit a report on a field study of a managerial problem. Requirements: graduate of the University or equivalent. 2 years appropriate practical experience of administration in some public or private organisation.

DOCTOR OF PHILOSOPHY

Normal candidature extends over a minimum of 3 years full-time (6 years part-time) and a maximum of 4 years full-time (8 years part-time). Reduction of period of confirmed candidature may be reduced by up to 12 months (24 months part-time) for candidates with research experience. Thesis: up to 100,000 words. Requirements: a Master's degree or Bachelor's degree requiring 4 years of full-time study in which an overall level of honours attained in the last year of, or over the aggregate period of the course.

ADVANCED MANAGEMENT PROGRAMME

A 6-week full-time residential course conducted twice a year, designed to provide facilities for senior and experienced executives to work together on positive means of improving their administrative efficiency. 7 areas of study: business, government and the economy; business policy; marketing strategy; management of financial resources; organisational behaviour; industrial relations; decision-analysis. Requirements: anyone holding, or likely to hold in the near future, a senior executive position in industrial and commercial establishments, trade unions or any form of public service. Wide geographical representation. No formal educational requirements are required and criteria of selection are maturity, demonstrated executive capacity and potential.

PROGRAMME FOR MANAGEMENT DEVELOPMENT

A 4-week full-time residential course for younger persons identified by their organisation as having potential for management responsibility. Subjects: An introduction to strategic management; the management of people; marketing management; the Australian economy; the management of financial resources; industrial relations; quantitative methods for managers. Requirements: persons with at least 5 years experience, with a degree or other tertiary education qualification or appropriate professional qualification who have been selected by their organisation as having potential for managerial responsibility.

AUS 8

UNIVERSITY OF MELBOURNE (2)

Public Policy Program  
Department of Political Science  
Faculty of Arts  
University of Melbourne  
Parkville  
Victoria  
AUSTRALIA 3052

Telephone: (03) 341 6585  
Cable: UNIMELB  
Telex: AA305815

Description

Organisation: the Public Policy Program is one part of the Department of Political Science, the other being criminology and psychology. Program faculty: professor, 1 reader, 2 senior lecturers, 1 lecturer, plus visiting lecturers and associates. External relationships: Program designed with advice of a steering committee comprising representatives of public and private sector. Library: University library has an extensive collection and a microfilm/fiche reader. Accommodation: available on campus. Housing officer assists with private accommodation.

Education and Training

POSTGRADUATE DIPLOMA IN PUBLIC POLICY, DipPubPol  
Normally a 2-year part-time course. Possible to take it 1-year full-time. Average enrolment: 15. 2 courses per year. Year 1: recent developments in Australian public policy, political and administrative leadership and public policy. Year 2: public policy and functional programmes (a structured research-in-progress seminar) and the analysis of problems in policy making. Requirements: a Bachelor's degree with a major in politics or its equivalent. Applicants should have demonstrated in their work, in their studies, or both, a clear interest in public policy. Apply by January 31 for course starting March. Relevant for non-nationals who should apply through the Department of Education.

Research and Consultancy

The Public Policy Program conducts programme evaluations, with special emphasis on social measures and quantitative measures for analysis. Research includes public policy and programme evaluation. The department has won small consultancy contracts with the state (Victoria) public service.

Publications

University of Melbourne Research Report, annual.

Australia

AUS 9

**MITCHELL COLLEGE OF ADVANCED EDUCATION**

School of Business and Public Administration  
Mitchell College of Advanced Education  
Bathurst  
NSW  
AUSTRALIA 2795

Telephone: 063 311022

**Description**

Founded: 1970. Managed by College Council. Faculty: 164 full-time, 11 part-time for College as a whole. The School of Business and Public Administration, one of 5 Schools in the College, provides teaching in accounting, law, management, marketing, data processing, local government studies, hospital administration, economics. College library: 149,000 volumes; 3,000 periodicals; 42,500 audio-visual items. Microfilm/microfiche readers and printer. Access to on-line information retrieval. Accommodation: on campus and in nearby College-owned facilities. Courses commence February, July. Commonwealth students welcome.

**Education and Training**

**BACHELOR OF BUSINESS**

A 3-year full-time (or equivalent part-time) undergraduate degree with major studies in accounting, marketing, data processing, personnel management/industrial relations, banking and finance (external study only) and local government (external students only). The course is designed to educate students for administrative, managerial and supervisory positions in industry, commerce and government. NSW State Higher School Certificate Examination. Provision for adult admission for mature-age students.

**DIPLOMAS**

The School also offers Graduate Diploma courses in accounting, management studies, marketing, local government studies and human resource management (each of 2 years external study), the Diploma in Health Administration course (5 years external study), and the Associate Diploma in Data Processing (4 years external study). The School of Social Science and Welfare Studies offers the Associate Diploma in Justice Administration (4 years external study).

**Research and Consultancy**

The College has registered a company, Mitchellsearch Ltd, limited by guarantee, with the object of undertaking research and consulting for industry, commerce and government and to offer short courses. Only members of the College Council are eligible for appointment as members of the company. Any profits are channelled back into the company.

- AUS 9**                      **MITCHELL COLLEGE OF ADVANCED EDUCATION**                      **Cont.**
- Publications**              Mitchell College of Advanced Education Handbook - Annual. Literature pack, including prospectus, for internal students and leaflets/guides to courses of study for external students - available free of charge.
- 
- AUS 10**                      **UNIVERSITY OF NEW ENGLAND**
- Department of Politics  
University of New England  
Armidale  
NSW  
AUSTRALIA 2351
- Telephone: Armidale 73 3333  
Telex: 66050
- Description**              Founded: 1971. 1 professor elect and senior lecturer specialise in public policy and public administration. Microfilm reader/printer available. Accommodation: residential colleges and student flats on campus.
- Education and Training**      The Department of Politics offers undergraduate and graduate degree programmes. Selected courses in public administration include public policy and administration and Australian social policies; comparative federalism and policy studies (honours and post-graduate).
- Research**                  Individual members of staff are pursuing their own research. Recent topics: immigration policy; intergovernmental relations; NSW Premier's Department.
- 
- AUS 11**                      **NEW SOUTH WALES INSTITUTE OF TECHNOLOGY**
- School of Business and Public Administration  
Faculty of Business The New South Wales Institute of Technology  
PO Box 123  
BROADWAY NSW 2007  
AUSTRALIA
- Telephone: 20930  
Cable: INSTECH
- Description**              Organisation: the School of Business and Public Administration is one of 4 schools in the Faculty of Business (other schools being Accounting, Finance and Economics, and Marketing). Library: 5,000 of the 140,000 volumes in college library relate to public administration and related areas. Microfilm/microfiche reader/printer. Accommodation: not available on campus.



Australia

AUS 11

NEW SOUTH WALES INSTITUTE OF TECHNOLOGY Cont.

Education and  
Training

The School conducts courses for a Bachelor of Business degree with a major and sub-major in public administration, a Graduate Diploma in Public Sector Management, and a public sector management option within the MBA.

BACHELOR OF BUSINESS (Public Administration Major)

A 3-year full-time or 6-year part-time undergraduate degree for persons employed or contemplating employment in government departments or agencies. Intake 30 per annum into public administration strand. In addition, 30% - 40% of all students in the faculty (2,240 undergraduates, 420 graduates) from government departments or agencies. While not enrolled in the public administration strand, many take electives from within that strand. Requirement: completion of secondary school or technical college certificate course. Adult entry.

GRADUATE DIPLOMA IN PUBLIC SECTOR MANAGEMENT

A 2-year part-time degree consisting of 8 subjects (1 elective) with attendance normally on 2 nights per week. Successful students may gain entry to MBA (public sector management option) with up to 8 subjects credit. Normal entry on completion of undergraduate degree in field other than administration plus several years relevant work experience. Provision for non-graduate entry under special conditions.

MBA (PUBLIC SECTOR MANAGEMENT OPTION)

A 4-year part-time degree consisting of 16 subjects normally taken 2 per semester. Roughly half the subjects are common to mainstream MBA, others have public sector orientation. Graduate status required for entry, plus several years relevant work experience.

Research and  
Consultancy

On an individual basis. Consultancy for public sector agencies in NSW and International Training Institute. Staff include regular contributors to academic journals. Willing to accept assignments abroad subject to Institute approval for any release required.

Exchange  
Arrangements

No regular arrangements but visiting staff are employed on short-term contracts and existing staff are encouraged to accept appointments in other tertiary organisations in Australia and overseas.

AUS 12

## UNIVERSITY OF NEW SOUTH WALES (1)

Australian Graduate School of Management  
 University of New South Wales  
 PO Box 1  
 Kensington  
 NSW  
 AUSTRALIA 2033

Telephone: 662 0300

Telex: AA 2054

## Description

Founded: 1977 after a committee appointed by the Australian Government recommended the founding of a "national institution of excellence in the University of New South Wales". Its overall goal is to enhance, on a national level, the effectiveness of Australian professional management. Faculty: director, 8 professors, 2 associate professors, 2 visiting professors, 6 senior lecturers, 6 lecturers, 3 analyst programmers and 3 librarians. Library: 16,000 volumes plus 500 serial subscriptions, working papers, microfilm reader/printer, on-line terminals. Student accommodation on campus. Academic year begins in March.

## Education and Training

The AGSM offers a two-year full-time MBA degree, which allows specialisation in public sector management, and a doctoral programme. It also provides a wide range of courses in business and public administration for managers in the public and private sectors. These range from short courses (3-5 days) on specific areas of interest to the 8-week long development programme for managers which helps prepare executives for senior management responsibilities.

## MASTER OF BUSINESS ADMINISTRATION (MBA)

A 2-year full-time training programme in analytic and practical skills, designed for graduates, preferably with work experience, wishing to undertake a career in public or business administration. A revised curriculum will be introduced in 1985 which will include a number of compulsory 'core' subjects and a wide range of elective subjects in such areas as corporate strategy, corporate policy, public policy, public sector management, economics, accountancy, statistics/quantitative methods, human behaviour/organisational behaviour, finance, marketing, operations research, industrial relations and human resources.

## Qualifications

4-year undergraduate degree/diploma, 3-year undergraduate degree with 2 years work experience, or other general or professional attainments acceptable to the School.

Places are available for overseas students. Applicants are required to sit for the Graduate Management Admission Test (GMAT) conducted by the Educational Testing Service (ETS).

DOCTOR OF PHILOSOPHY, (PhD)

Designed for students capable of high quality research in areas relevant to management. The course requires the candidate to complete a comprehensive examination at the end of a programme of required course work (covering a number of subjects in the MBA programme together with certain doctoral subjects). A research proposal is worked out over a period of time then presented, argued, and accepted or rejected at a formal research proposal seminar. After a further 2 years, approximately, of full-time research, a thesis is submitted and defended at an examination. (Normal minimum time taken is 3 years). Requirements: evidence of high academic and/or research ability. Minimum - good undergraduate honours degree or equivalent.

DEVELOPMENT PROGRAMME FOR MANAGERS

An 8-week programme offered yearly. Designed for experienced executives in both the public and private sectors who have occupied positions in functional management and are now advancing to more general responsibility. Aim is to increase the effectiveness of participants as managers by broadening their perspectives and increasing their knowledge and range of managerial skills. Requirements: managerial experience in the public or private sectors. Entry is available to overseas participants.

SHORT COURSES

Approximately 15 courses a year on such subjects as strategic leadership, decision analysis, organisational development, resource economics, corporate financial management, industrial relations, personnel management.

Research

Staff members conduct research and publish in all of the disciplines in which courses are offered. A full PhD research programme (see above) is offered. The School publishes the Australian Journal of Management and a Working Paper series. The Centre for Management Research and Development Limited and a Centre for Research in Finance have been established to facilitate research work using the resources of the School.

Consultancy

Staff members provide consultancy in a wide range of fields - organisational development, industrial relations, management training, etc, to the public and private sectors.

Publications

Australian Journal of Management, April and October.

AUS 13

UNIVERSITY OF NEW SOUTH WALES (2)

Institute of Administration  
University of New South Wales  
POI Box 1  
Kensington  
NSW  
AUSTRALIA 2033

Telephone: 661 4144  
Telex: AA 26054

Description

Founded: 1961. The Institute of Administration is dedicated to the pursuit of excellence in the provision of executive development programmes. The following criteria are used to develop every course: programme contents must be pertinent to the participants' needs. Consultation with industry and opinion leaders and feedback from past course participants are major determinants of the syllabus. Courses are designed to enhance on-the-job performance and with special regard for the qualities, backgrounds and capabilities of the participants. Provision is made for active learner involvement. The Institute's educational and residential facilities are designed for adult learners. The educational facilities include 2 seminar rooms each seating 35 people; a board room seating 20 people; 10 syndicate rooms each with seating for 8 people; library of business/management journals and books and access to the University of NSW library. Video recording and monitoring equipment, overhead and slide projectors and 16mm film projection facilities. Residential facilities include 70 single study-bedroom units with bathrooms; dining room; 2 common rooms; gymnasium. In addition to conducting courses at its residential centre, the Institute also designs courses to suit the needs of specific organisations.

Australia

AUS 14

NORTHERN RIVERS COLLEGE OF ADVANCED EDUCATION

Northern Rivers College of Advanced Education  
Keen Street  
PO Box 257  
Lismore  
NSW  
AUSTRALIA

Telephone: 066 217551

Description

Established: 1973. The College, which aims to provide tertiary education with a vocational orientation, is responsible to the Ministry of Education NSW (State) through the Higher Education Board, and to the Tertiary Education Commission (Federal). It provides courses in schools of teacher education, business studies, and cultural and scientific studies. Faculty: 54 full-time and 5 part-time professional staff. External relationships, links with the Institute of Chartered Accountants, the Australian Society of Accountants, and the Institute of Tertiary Education Administration. Library: 1,600 volumes on public and general administration, administrative law, constitutional law, and management science. Microfilm/microfiche reader and printer available. Accommodation: available in the district. Courses commence: March.

Selected  
Courses

ASSOCIATE DIPLOMA IN SMALL BUSINESS

A 2-year full-time or 4-year part-time undergraduate diploma in business. Majors: accountancy or administration. Administration major has 2 sub-majors: business administration or public administration. This degree is to be expanded in future to include a major in data processing. Requirements: satisfactory level of performance in NSW Higher School Certificate or its equivalent. Provision for candidates over 21 years who have not sat this examination.

BACHELOR OF BUSINESS

A 3-year full-time or 5-year part-time undergraduate degree in business. Majors: accountancy or administration. Administration major has 2 sub-majors: business administration or public administration. This degree is to be expanded in future to include a major in data processing. Requirements: satisfactory level of performance in NSW Higher School Certificate or its equivalent. Provision for candidates over 21 years who have not sat this examination.

## AUS 14                      NORTHERN RIVERS COLLEGE OF ADVANCED EDUCATION                      Cont.

- Research                      At present there is no research in the public administration area in a strict sense. The College is still in the process of establishing and developing teaching facilities. Research is being conducted by an expanding Research Unit specialising in regional economic, social development, flood mitigation, population trends, etc.
- Consultancy                      Some lecturers in the School of Business Studies are engaged in consultancy work in small businesses, enterprises and local government (City Council shares a computer with College). College Council encourages staff to accept assignments abroad.
- Publications                      Course material available on request.
- Exchange Arrangements                      Staff exchanges are desired, encouraged and have taken place. The principal would consider any other kind of exchange.

## AUS 15                      QUEENSLAND INSTITUTE OF TECHNOLOGY

Public Administration Section  
 School of Business Studies, Dept of Management  
 Queensland Institute of Technology  
 GPO Box 2434  
 Brisbane  
 Queensland  
 AUSTRALIA 4001

Telephone: 221 2411

- Description                      Organisation: public administration is one of 5 sections in the School of Business Studies, the others being accountancy, communication, health administration and management. Faculty in public administration section: 1 senior lecturer, 3 lecturers, 10-12 part-time lecturers. External relationships: support and vacation employment from Brisbane City Council; Queensland State and Commonwealth (Australia) government departments; local government. Links with and support from (prizes): Royal Institute of Public Administration (Queensland Regional Group). Library: substantial collection, journals, microfilm/microfiche reader and printer. Accommodation: assistance given in locating suitable housing. Courses commence: February and July.

Australia

AUS 15

QUEENSLAND INSTITUTE OF TECHNOLOGY Cont.

Education and  
Training

The School of Business Studies offers a Master's degree, and Bachelor of Business degree in accountancy, communication, health administration, management and public administration; a Graduate Diploma in advanced accounting, a Graduate Diploma in business administration, an Associate Diploma in commercial studies and Local Government Clerks Certificate.

Selected  
Courses

BACHELOR OF BUSINESS - PUBLIC ADMINISTRATION

A 3-year full-time (or equivalent part-time) undergraduate degree. Objectives: to develop a high order of competence in decision making techniques in government and public service; to equip the graduate with an ability to investigate and solve problems of an interdisciplinary and inter-departmental nature; to equip students with a knowledge of the processes and techniques of public administration; to provide an understanding of the economic, political and legal environment in which the public servant operates; to foster an understanding of people and their behaviour; to enhance the ability to communicate quickly and clearly; to provide an awareness of the wider implications of a public servant's responsibilities within the overall framework of government and its relation to the economy, the community and the private sector. Requirement: 810 points on the Queensland Tertiary Entrance examination or equivalent. Adult entry scheme, possibility of special consideration.

SHORT COURSES

Short courses are conducted in special subjects, ie in addition to regular subjects, in such subjects as human resource policies. Local government seminars from time to time.

FUTURE PLANS

Investigation of "sandwich courses" - 6 months study full-time plus 6 months employment per year. Provision of a further study course for the Local Government Clerks Certificate, workshop on survey methods and a Graduate Diploma in local government.

Research

Research conducted in association with surveys requested. Facilities to conduct surveys in urban centres in Queensland.

Consultancy

Staff willing to undertake overseas consultancy assignments.

Publications

Staff supports the Royal Australian Institute of Public Administration (Queensland Division) which publishes monographs and summaries of its annual seminars from 1976.

AUS 16 UNIVERSITY OF QUEENSLAND (1)

Department of Government  
University of Queensland  
St. Lucia  
Brisbane  
Queensland  
AUSTRALIA 4067

Telephone: 377 1111  
Cable: BRISBANE UNIVERSITY  
Telex: UNIVQLD AA 40315

Description Department founded: 1967. Faculty: 1 professor, 1 reader, 3 senior lecturers, 1 lecturer. Internal relationships: political science courses offered in same department; joint courses with town planning, regional sciences. External relationships: projected links with Commonwealth (Australian) Public Service Board concerning practical attachments. Staff active in local regional branch of Royal Institute of Public Administration. University library facilities. Microfilm reader/printer. Accommodation: college residences, including International House. Courses start February or July.

Selected Courses BACHELOR OF ARTS OR ECONOMICS, BA, BEcon  
A 3-year full-time or equivalent part-time double major in public administration subjects (i.e. half a pass degree) combined with a range of social sciences including economics and journalism with possibility of fourth year honours entirely in government subjects. 15 Commonwealth students welcome. Standard as for Australian tertiary entrance.

MASTER OF PUBLIC ADMINISTRATION, MPubAd  
A 2-year full-time or 4-year part-time postgraduate degree designed to provide a public policy orientation for generalist administrators. The course consists of 10 courses and a short thesis. Requirement: degree, including some study in public administration and/or relevant experience.

FUTURE PLANS  
Co-ordination of units with MBA and public administration units in other institutions.

Research Individual staff members conduct research in fields of education policy inter-governmental relations and federalism; comparative administration especially third world; administrative theory; public corporations.



## Australia

### AUS 16 UNIVERSITY OF QUEENSLAND (1) Cont.

Consultancy Fields: organisation development, especially in educational institutions; inter-governmental relations; administrative reform, especially personnel and financial policies. Willing to accept assignments abroad.

Publications Combined Faculty Handbook, annual; Higher Degree Handbook, annual.

Exchange Arrangements First Priority, exchange of staff.

Note Staff have significant experience of developing countries especially Africa and SE Asia.

### AUS 17 UNIVERSITY OF QUEENSLAND (2)

Department of Management  
University of Queensland  
St. Lucia  
Queensland  
AUSTRALIA 4067

Telephone: 377 3119  
Cable: BRISBANE UNIVERSITY  
Telex: UNIVQLD AA 40315

Description Department founded: 1972. Faculty: 2 professors, 7 lecturers/senior lecturers. Internal relationships: MBA programme is mounted jointly with departments of commerce and economics and with assistance of departments of psychology and government (see AUS 16). External relationships: founded with donations from Australian Institute of Management and the Australian Institute of Directors. University library, microfilm reader.

Selected Courses MASTER OF BUSINESS ADMINISTRATION, MBA.  
A 2-year full-time postgraduate course also available part-time (4-6 years) consisting of a core of compulsory management subjects (110 credit points), elective subjects (70 credit points) and a research thesis (20 points). Electives permit specialisation in management, commerce, economics, government or psychology. Requirement: Bachelor's degree from University of Queensland or equivalent plus 2 years relevant work experience or an honours degree, postgraduate diploma or master's qualifying year deemed relevant by the faculty board.

AUS 17                      UNIVERSITY OF QUEENSLAND (2)                      Cont.

MASTER OF MANAGEMENT (MMgt)  
A research Master's degree.

DOCTOR OF PHILOSOPHY, PhD  
Selected candidates accepted.

SHORT COURSES

Ad hoc courses and short courses run on demand in areas including organisational development operations management, general management.

FUTURE PLANS

Reduction in time limit for MBA degree.

|                       |                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Research              | Action research in organisational development. Theory and practice of corporate and financial modelling. Problems of multinational business, public sector transport research in corporate strategy, marketing etc.                                                                                                                                                            |
| Consultancy           | Staff encouraged to engage in outside consulting as well as research in order to contribute to organisational effectiveness, to maintain their skills in application, and to support continuing close relations with the business community. The Department also encourages its MBA students to undertake consulting as part of their research thesis work, where appropriate. |
| Publications          | Handbook.                                                                                                                                                                                                                                                                                                                                                                      |
| Exchange Arrangements | Interested in joint research and exchange of staff in areas described above under research.                                                                                                                                                                                                                                                                                    |

Australia

AUS 18

**SOUTH AUSTRALIAN INSTITUTE OF TECHNOLOGY**

**Elton Mayo School of Management  
South Australian Institute of Technology  
North Terrace  
Adelaide  
South Australia  
AUSTRALIA 5000**

**Telephone: 228 0287**

**Description**

Established as a college of advanced education in 1965 (previously South Australian School of Mines and Industries), the Institute is an independent organisation managed by a council of recognised leaders in the fields of education, government and industry. Objective: To produce highly qualified men and women to meet the growing need for technologists in the applied science, business, engineering and paramedical areas. Elton Mayo School of Management is one of 19 schools and departments. Faculty: 1 head of school, 3 principal lecturers, 10 senior lecturers, 12 lecturers, 2 tutors. Library: 130,000 volumes. Audio-visual material, journals. Accommodation: assistance given to overseas students.

**Selected  
Courses**

**ASSOCIATE DIPLOMA IN BUSINESS**

A 4-year part-time or 2-year full-time sub-professional course. Options: credit management, industrial engineering, health administration, management, marketing, personnel-industrial relations. Requirements: admission to association with the Australian Institute of Management normally requiring the satisfactory completion of full secondary schooling.

**BACHELOR OF BUSINESS**

A 3-year full-time undergraduate course designed to prepare students for professional careers in business and public sector organisations. Options: personnel-industrial relations, marketing, public administration, sub-option: local government. Requirements: admission to registration normally requiring highly satisfactory completion of full secondary schooling, an associate diploma of the Institute, or the equivalent.

**BACHELOR OF ARTS IN ACCOUNTANCY**

A 3-year full-time course designed to provide professional education and training in accountancy. Requirements: as for Bachelor of Business. A knowledge of matriculation mathematics is assumed.

AUS 18

## SOUTH AUSTRALIAN INSTITUTE OF TECHNOLOGY Cont.

## GRADUATE DIPLOMA IN ARTS ADMINISTRATION

A 1-year full-time or 2-year part-time postgraduate course designed to provide the professional specialist with an understanding of the functions of management, with a specific orientation to arts administration. Requirements: A degree, diploma or equivalent qualification, plus appropriate work experience.

## GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION

A 1-year full-time or 2-year part-time postgraduate course designed to provide the professional specialist with an understanding of the functions of management, with a specific orientation to management in the private sector. Requirements: a degree, diploma or equivalent qualification, plus appropriate work experience.

## GRADUATE DIPLOMA IN HEALTH ADMINISTRATION

A 1-year full-time or 2-year part-time postgraduate course designed to provide the professional specialist with an understanding of the functions of management, with a specific orientation to health administration. Requirements: a degree, diploma or equivalent qualification, plus appropriate work experience.

## GRADUATE DIPLOMA IN PUBLIC SECTOR MANAGEMENT

A 1-year full-time or 2-year part-time postgraduate course designed to provide professional specialists and career administrators with a management course oriented to the public sector environment. Requirements: a degree, diploma or equivalent qualification, plus appropriate work experience.

## GRADUATE DIPLOMA IN ACCOUNTANCY

A 1-year full-time or 2-year part-time postgraduate course designed to provide a substantial education in areas of specialisation in accountancy. Requirements: a degree, diploma or the equivalent.

## MASTER OF BUSINESS ADMINISTRATION (MBA)

A 2-year full-time or 4-year part-time postgraduate course designed to provide a programme of advanced study in policy and management for managers in and advisors to business and public sector organisations. Requirements: a degree or higher award, or equivalent qualifications, and a minimum of 2 years of appropriate work experience.

Australia

AUS 19

UNIVERSITY OF TASMANIA

Administration Section  
Department of Political Science  
GPO Box 252C  
Hobart  
Tasmania  
AUSTRALIA 7001

Telephone: 07 223 2111  
Telex: AA 58150 UNTAS

Description      The Department of Political Science has 2 subsections: political science and administration. Faculty of Administration section: head, 3 senior lecturers, tutor. Library: 3,000 volumes specially related to administration, microfilm/microfiche reader and printer. University College accommodation is available. Academic year begins March.

Education and      BACHELOR OF ARTS/COMMERCE, BA BA(Hons)  
Training      A 3-year full-time course in administration as part of an arts or commerce undergraduate degree (also available part-time). Also a fourth year Honours degree in administration (2 years part-time). Commonwealth students: 20-30 Colombo Plan. Requirement: Matriculation for BA, a degree with appropriate distinctions for BA(Hons).

POSTGRADUATE  
Presently there is an MA (Administration) and a PhD (Administration) offered by thesis. A Master of Public Policy by course work is under consideration.

Research      Recent research topics include the following: The Indian university: problems and opportunities in a planned development society; local institutions and development in India. The Tasmanian business and industrial executives and their great Australian organisers; strategic choice in urban and regional planning. National parks administration in Australia (ARGC grant); Tasmanian public investment: intergovernmental aspects; political and administrative aspects of the Tasman Bridge disaster; Australian assistance plan and its implementation; Commission of enquiry into machinery of government. Environment protection policies and their administration; epistemological problems in the social sciences; efficiency in organisations.

Consultancy      Individual staff members do consultancy on request. Recent examples: state strategy plan for Tasmania; Sabah (Malaysia) State Government on environmental protection.

Publications      Public Policy Seminar Papers; irregular. Political Science Department; occasional monograph series.

AUS 20

## WESTERN AUSTRALIAN INSTITUTE OF TECHNOLOGY

School of Business and Administration  
 Western Australian Institute of Technology  
 Hayman Road  
 Bentley  
 WA  
 AUSTRALIA 6102

Telephone: 350 7700  
 Telex: AA 92983

## Description

Founded: 1968. School faculty: associate director, 9 school heads/course co-ordinators, 27 senior lecturers, 63 lecturers, senior tutors, tutors, 60 part-time lecturers. School: management, accounting, business law, economics & finance, computing & quantitative studies. Objectives: the preparation of students for careers in business, public and educational administration. External relationships: close links with all relevant professional associations in Australia, including The Royal Institute of Public Administration, and with employers including local, state, and Australian government departments. Public service representatives sit on the Advisory Council and the Advisory Committees of the Division. Library: 600 of the 20,000 volumes relate to the Division of Business and Administration and are specific to public administration. 400 business and public administration journals. Microfilm/microfiche reader and printer. Accommodation: 2 hostels available from 1978 for national and overseas students. Many overseas students make use of private or shared accommodation in Perth and suburbs. Courses commence February and July.

## Education and Training

The Division of Business and Administration offers undergraduate courses in accounting, accounting and business law, financial management and economics, information processing, information marketing, personnel and industrial relations, public administration, secretarial administration, valuation & administration; and graduate diploma and Master's degree courses in accounting, business law, business management, business systems and educational administration.

## Selected Courses

## BACHELOR OF BUSINESS, BBus

A 3-year full-time or equivalent part-time undergraduate degree, with 11 distinct streams one of which is public administration (for students who are intending or currently employed in government agencies). Relevant for Commonwealth students: up to 10 per year welcome. Average enrolment: 2,333. Normal institute arrangements for an undergraduate course with special arrangements for mature students.

GRADUATE DIPLOMA IN BUSINESS & ADMINISTRATION, GraDipBus Admin

A 1-year full-time or 2-year part-time graduate diploma for mature persons with employment experience aiming at higher management in business, government or education. The broad objectives are to expose the student to theoretical concepts and operating techniques which will assist in the identification and solution of problems encountered in organisations. 7 major options: accounting, business law, business management, business systems, educational administration, financial management and economics and public administration. Average enrolment: 290. Relevant for Commonwealth students: up to 10 per year welcome. Requirements: a degree of a recognised university or an Australian college of advanced education or equivalent, plus a minimum of 3 years work experience are required for entrance. A mature student who does not hold a first degree but who may be accepted as having graduate status by virtue of his academic record and extensive relevant work experience may be admitted.

DIPLOMA IN EDUCATIONAL ADMINISTRATION, DipEd

A part-time course taking 2-3 years designed for non-graduate teachers who hold, or aspire to, administrative positions in schools.

MASTER OF BUSINESS DEGREE, MBus.

A 2-year full-time or 4-year part-time postgraduate degree emphasising specialised graduate education for a variety of student and community needs. Options: accounting, business administration, educational administration, information systems and public administration. Course work plus independent project in each option. Average enrolment: 49. Requirements: Associate in Administration/Accounting/Secretarial Administration; Bachelor of Business or GradDip in Accounting or Administration from WAIT or acceptable award from another institution; plus a minimum of 3 years of full-employment at responsible level.

AD HOC COURSES

The Division of Business and Administration, and in particular the School of Management, is very active in the conducting of short courses in all relevant areas. For example, the School of Management, in conjunction with the Australian Institute of Management, regularly conducts a two-week Executive Development Programme designed for senior/middle managers from business and government.

AUS 20

## WESTERN AUSTRALIAN INSTITUTE OF TECHNOLOGY      Cont.

## FUTURE PLANS

Specialisation in health administration under consideration for the graduate courses in the Division.

## Research

Individual staff members are engaged in doctoral and post-doctoral research projects. Current projects: decision-making styles of school principals; Federal/State financial relationships in education.

## Consultancy

Many staff of the Division are involved in consultancy activities, some of which are organised through WAIT Aid Ltd, which is the official consultancy organisation. These activities range from short training courses, e.g. for rural and industries bank staff, mining company staff, to substantial marketing research projects, e.g. for a Perth radio station. Several of the staff have served for periods as Colombo Plan or UNESCO experts overseas, and a number of staff could be interested in appropriate overseas assignments.

Exchange  
Arrangements

Several staff have taken part in direct staff-to-staff exchange arrangements with overseas universities and provision exists for staff to take study leave or industrial leave in other organisations inside and outside Australia.



# The Bahamas

## BAH 1 PUBLIC SERVICE TRAINING CENTRE

Training Division  
Public Service Training Centre  
Department of Public Personnel  
PO Box N 3915  
Nassau  
BAHAMAS

Telephone: 2-2801-4 or 5-5467-8

**Description** Founded: 1968. Professional staff: 1 director of training, 1 deputy director of training, 1 chief training officer, 3 senior training officers, 2 training officers and 1 assistant training officer. Departments: English, management, public administration, clerical training, consultancy service, library resource unit. External relationships: United Nations Development Fund; British Council, Commonwealth Fund for Technical Co-operation; Australian Development Agency; Caribbean Centre for Administrative Development; Caribbean Community; University of The West Indies; University of Miami; American Society for Training and Development; The Bahamas Association of Manpower Training and Development; The Bahamas Employers Confederation; College of The Bahamas; Hotel Training College; Anbar Library Extracting Service, England; The Bahamas Library Association; Special Libraries Association, USA; Library Association, England. Library: 2000 volumes, 50 journals developing as a resource centre for government, specialising in management and public administration.

**Objectives** To develop the whole personnel structure in the public service to perform effectively in a developing country; to repair or remedy any deficiencies in performance and administration as they arise.

**Education and Training** The Training Division provides management and administration training (from first line supervisors to permanent secretaries), basic work improvement for clerical and technical officers, induction courses for graduates and clerical officers, a course for administrative cadets (run for the Public Service Commission), training in personnel management, a course in the techniques of on-the-job training for supervisors, English courses for government officers, typing and shorthand and special courses as required.

**Selected Courses** ADMINISTRATIVE CADETS COURSE  
A 4-week course for newly appointed executive officers (usually university graduates from a variety of disciplines but with little experience) and executive officers promoted from within the ranks of the civil service. The course is designed to familiarise them with

BAH 1

PUBLIC SERVICE TRAINING CENTRE Cont.

the ways in which the service may act as an instrument and an agent of change in society, the nature of public administration and the policies and programmes of government. Offered every 2 years.

ENGLISH COURSES

The Division conducts a programme of courses in English for government officers at elementary, intermediate, advanced levels, and correspondence courses.

MANAGEMENT TRAINING

A series of 1-week courses for officers with supervisory responsibilities. Content: basic components of effective managership, selected schools of management thought, operational problems confronting managers in The Bahamas, management objectives in the utilisation of resources, the development of managerial skills and the use of the Public Service Training Centre library. Plans to conduct half or 1-day workshops periodically for senior officers on specific problems to explain government policies.

AD HOC COURSES (SPECIAL SEMINARS/WORKSHOPS)

Ad hoc courses are developed in response to needs identified by training officers and by management.

FUTURE PLANS

A systematic staff development programme which will involve some changes in present training practice, shifting the main responsibility for training to department heads. The Public Service Training Centre staff could then be used on a consultancy basis, with centralised courses meeting wider needs.

STANDING ADVISORY COMMITTEE ON TRAINING

This Committee comprises government officials and has drafted a new training policy for the public service. The main objective is to give direction, set the pace and establish the means and conditions for the training. It is expected to become fully operational in early 1985.

Research

The research of the Centre is limited because of staff shortage. However, research is being done in the evaluation of training, testing and career development.

Consultancy

Training officers offer assistance to government departments in the assessment of training needs, reorganisation of existing structure to meet organisational needs, management programmes for government ministries/departments, training officers to

The Bahamas

BAH 1                      PUBLIC SERVICE TRAINING CENTRE                      Cont.

design and conduct their own departmental training programme and programmes for private organisations. Library consultancy services to ministries/departments is offered. Staffing constraints do not, at present, permit the Centre to accept assignments abroad.

Publications              Prospect, Public Service Training Centre quarterly (free). Future plans include monthly staff development, pamphlets and a quarterly library bulletin.

Exchange  
Arrangements              Co-operation is sought in the following areas: regional case studies, films, newsletters, publications, etc, distance training, developing a resource library in public administration, training of staff and an evaluation of the priorities of group, organisational and national training needs for the annual training programme.

# Bangladesh

BAN 1

BANGLADESH ACADEMY FOR RURAL DEVELOPMENT

Bangladesh Academy for Rural Development  
Kotbari  
Comilla  
BANGLADESH

Telephone: 6102, 6428, 6106  
Cable: BARD, COMILLA

Description

Founded: 1959. Staff: 53 academicians and trainers plus 287 administrative and research staff. Library: 39,400 volumes plus audio-visual services. Capacity: 3000-3500 trainees, normally in groups of 30-40, for 130-150 groups per year. Languages of instruction: English and Bengali.

Education and  
Training

The Academy conducts job training, orientation training, observation programmes, seminars, conferences, workshops, guided research field work, and special programmes for visitors. In addition socio-economic and project experimentations are undertaken. Training is directed toward government officials at all levels from senior administrators to field workers and officials, non-government officials, voluntary leaders, social workers, co-operators and public leaders, teachers, students and farmers. In addition it conducts briefing sessions for academicians, administrators, planners and administrators. Duration of training: pre-service - 4 to 24 weeks; in-service - 2 to 3 weeks; orientation and observation - 1 to 2 weeks. Trainees from other Commonwealth countries welcome. Subjects: planning and development; sociology, social psychology and communication; agricultural extension, irrigation and mechanisation and fisheries and livestock; rural economics; business management; rural administration, local government and institutions; co-operatives (history and development, principles, general legal and management aspects, accounts and audits, credit); Comilla Co-operatives; rural education and youth programme; family planning, women's programme and health and nutrition; community development and organisation; research and evaluation.

Exchange  
Arrangements

Interested in collaborative research and academic guidance services, especially in rural development.

## Bangladesh

BAN 2

### BANGLADESH INSTITUTE OF DEVELOPMENT STUDIES

Bangladesh Institute of Development Studies  
Adamjee Court  
Motijheel Commercial Area  
Dhaka-2  
BANGLADESH

Telephone: 256187

Cable: BIDECON

#### Description

Founded: 1957. Managing agency: Ministry of Planning. Professional staff: director general, 3 research directors, 10 senior research fellows, 26 research fellows, 8 research associates, 1 research assistant. An administrative unit is used for training activities. Guest lecturers are also used for training purposes. External relationships: Ford Foundation; Christian Michelson Institute, Bergen, Norway; Economic Development Institute of the World Bank; Population Council, New York; Economic and Social Commission for Asia and Pacific; United Nations Development Programme. Library: 90,000 volumes including books, journals, documents microfilm reader. Accommodation: no hostel facilities for participants.

#### Objectives

To function as an agency for undertaking and promoting study, research and dissemination of knowledge in development economics, demography and other social sciences relating to planning for national development and social welfare; to collect information, conduct investigations and undertake research projects for purposes of assistance, planning and formulation of policy, and the implementation of plans and policies; to provide facilities for training in economics, demography and other social sciences; to provide information and offer advice on modern research techniques and methodology in economics, demography and other social sciences.

#### Education and Training

The Bangladesh Institute of Development Studies is basically a research establishment. However, it also undertakes the training of officials of various ministries, development/implementation agencies, sector corporations, banks and government organisations to improve their capability of administering various projects, and their understanding of economic and planning problems. The Institute has responded to this need through a series of specialised projects analysis courses. The types of courses offered include: national income accounting and project evaluation; demographic analysis; agricultural projects analysis; transportation planning and project analysis; rural development project analysis; industrial projects analysis; data processing; population, health and development; project management; seminars on planning and implementation.

BAN 2

## BANGLADESH INSTITUTE OF DEVELOPMENT STUDIES      Cont.

Some of these courses have been conducted in collaboration with the Economic Development Institute of the World Bank, ESCAP, Planning Commission of Bangladesh and National Institute of Population Research and Training.

## FUTURE PLANS

The Institute is planning to organise advanced courses on research methodology over the next 5 years. These courses will be offered mainly to teachers of social sciences and research staff of public sector organisations.

|                       |                                                                                                                                                                                                                         |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Research              | Research is undertaken by the Institute in the area of agriculture and rural development; industry and physical infrastructure; macro-economics; population; human resources development.                               |
| Publications          | A range of publications on social, economic, development and planning is available. Detailed list on application to the Institute. The Institute publishes a quarterly journal, <u>Bangladesh Development Studies</u> . |
| Exchange Arrangements | The Institute is interested in joint research development of course materials, exchange of staff and organisation of courses. It is willing to accept foreign participants in various training courses.                 |

Bangladesh

BAN 3

BANGLADESH MANAGEMENT DEVELOPMENT CENTRE

Bangladesh Management Development Centre  
4 Sobhan Bag  
Mirpur Road  
Dhaka-7  
BANGLADESH

Telephone: 310627

Cable: MANAGEMENT

PABX: 325086-90

Description

Founded: 1961. Managing agency: Ministry of Industries, Government of Bangladesh. Faculty: director general, 9 senior management counsellors, 19 management counsellors, 1 senior research officer, 1 senior editor, 1 senior librarian, 4 associate management counsellors, 1 computer programmer, 1 research officer plus 10 university professors and 40 professional executives who are associated with the Centre. Divisions: general management, productivity, management accounting and finance, research & publications, market research and sales promotion, supervisory training, personnel management and consultancy services. External relationships: IDA/World Bank support with fellowships, equipment and assistance with management development and research. The Centre has links with all public corporations and establishments in the country. Library: 9000 volumes of which 8000 are specific to management/public administration. Accommodation: limited accommodation is available for local/foreign students. No assistance can be given in locating alternate hostel accommodation. Languages of instruction: Bangla and English. Institutes located at Dhaka, Chittagong and Khulna.

Objectives

To train and develop managers at all levels of the economy; to assist in the development and maintenance of healthy and constructive labour management relations; to help improve productivity, standards of productivity, services, maintenance and repair works in business and industries; to provide counsel and guidance in management; to carry out research work for improving management and assist in solving the problems of various sectors of the economy; to publish books, journals and other publications on industrial and management subjects; to co-operate with other institutions, at home and abroad, in promoting the modern concepts of management through joint sponsorship of seminars, courses and similar activities.

BAN 3

BANGLADESH MANAGEMENT DEVELOPMENT CENTRE Cont.

Education and  
Training

## DIPLOMA IN PERSONNEL MANAGEMENT

A 12-month evening course (1645 hours to 2100 hours 4 nights per week) in 2 parts designed to introduce employed labour officers, labour welfare officers, welfare officers, personnel managers and new university graduates to the theory and practice of personnel management. Field work (3 months) in conjunction with a selected industrial establishment is included in the programme. A degree from a recognised university, preferably in economics, psychology, sociology or social welfare, preferably with 3 years experience is required. Applications are forwarded by employers.

## DIPLOMA IN INDUSTRIAL MANAGEMENT

A 12-month evening course designed to develop management knowledge and skills. Subjects: managerial economics, quantitative methods of measurement, organisational structure and behaviour, socio-political environment. Learning is applied through an extensive seminar/case study approach. A degree from a recognised university in economics, commerce, science or engineering, plus 2 years relevant experience in general management, marketing, production, finance, accounting, or personnel management is required. Polytechnic graduates with five years experience may also apply. 80% of reserves are allocated to nominated candidates and 20% to those intending a career in industrial management services.

## MEDIUM AND SHORT COURSES

Yearly 145 medium and short-term certificate courses (1 to 12 weeks) are offered on general management and development administration, data base management, marketing management, production management, energy management, transactional analysis, transport management, project management, distribution management, human resources management, management accounting and costing, industrial relations, industrial engineering, agricultural services, management, pricing practices, management/administration subjects.

## SEMINARS

8-12 national and international seminars (2 to 10 days) are conducted annually on various aspects of management.

## AD HOC COURSES

These are offered on the basis of requests by industrial organisations and public sector corporations.

Research

The Centre is constantly conducting research and evaluation of its programmes. A Research Advisory Committee has been set up by the government for research in management in industry and business. Research findings are published.



Bangladesh

**BAN 3                      BANGLADESH MANAGEMENT DEVELOPMENT CENTRE                      Cont.**

Consultancy                      The Centre provides consultancy to industry and commerce in management development, administration, project planning, systems design, etc.

Future Plans                      The Centre will extend its consultancy services. Productivity services will also be extended and new training programmes will be framed on the basis of an assessment of needs in the country.

**BAN 4                      UNIVERSITY OF CHITTAGONG**

Department of Public Administration  
University of Chittagong  
Chittagong  
BANGLADESH

Telephone: 205257-8, 208848-9, 210131-34

Description                      Faculty: 1 professor, 1 associate professor, 6 assistant professors, 6 lecturers, 1 research fellow. Internal relationships: teachers from the Departments of Sociology and Statistics teach in the Department of Political Science. Library: 3,500 volumes. Languages of instruction: faculty is bilingual (English and Bengali).

Education and Training                      BACHELOR OF ARTS (Honours), BA(Hons)  
A 3-year undergraduate degree. Options: political science or public administration. Common papers: political theory; comparative politics; political sociology with special reference to Bangladesh; internal politics or economic and social functions of government and public policy; political development of Bangladesh. Public administration papers: theories and principles of public administration; personnel administration and bureaucracy; administrative development in Bangladesh. Requirements: 12 years of schooling and successful completion of the Higher Secondary course.

**MASTER OF ARTS, MA**

A 1-year postgraduate degree. Papers: political behaviour and research methodology; problems of political philosophy, political change and development; problems of government. Requirements: an honours degree from a recognised university plus admission test.

**FUTURE PLANS**

Efforts are under way to create a fully developed department of public administration.

**BAN 4 UNIVERSITY OF CHITTAGONG Cont.**

**Research** Current topics: the social background, functions and problems of chairmen, Union Parishads (local government); appraisal of the decision-making process in rural development at Thana level (local government).

**Publications** Political Science in Bangladesh, (annual).

**BAN 5 UNIVERSITY OF DHAKA (1)**

Department of Public Administration  
University of Dhaka  
Dhaka-2  
BANGLADESH

Telephone: 500297

**Description** Founded: 1972. Faculty: 2 professors, 3 associate professors, 9 assistant professors, 3 lecturers. External relationships: links with training institutes, such as the Public Administration Training Centre (Bangladesh), Planning and Development Academy (Bangladesh), Bangladesh Academy for Rural Development, Bangladesh Institute of Bank Management for training civil servants in the public sector. Library: 2,000 volumes. Microfilm/microfiche reader. Accommodation for non-nationals: hostel accommodation. Languages of instruction: English and Bengali.

**Education and Training** BACHELOR OF ARTS (Honours), BA (Hons)  
A 3-year undergraduate degree in public administration. Papers: introduction to public administration; research and statistics in administration; public administration in Bangladesh; financial administration; public personnel administration; administration and management of local government; administration of rural development; comparative public administration; administrative systems analysis. 12 years of schooling and successful completion of the Higher Secondary course are required.

**MASTER OF ARTS, MA**

A 1-year postgraduate degree. Papers: organisation and management theories; development administration; problems of public personnel management; comparative public administration; public policy management of public enterprises in Bangladesh. An honours degree from a recognised university plus admission test is required.

**FUTURE PLANS**

Short training and refresher courses for public servants and seminars on various aspects of public administration.

Bangladesh

**BAN 5                      UNIVERSITY OF DHAKA (1)              Cont.**

|                       |                                                                                                                                                                                                                                                                                                                                            |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Research              | Research in progress or recently completed by teaching staff: major administrative reform and reorganisation efforts in Bangladesh; public service commission in Bangladesh; recruitment and training in the higher civil services of Bangladesh; local government and its reorganisation in Bangladesh; public bureaucracy in Bangladesh. |
| Consultancy           | The Department is interested in consultancy assignments in Bangladesh or overseas.                                                                                                                                                                                                                                                         |
| Publications          | A student magazine is published.                                                                                                                                                                                                                                                                                                           |
| Exchange Arrangements | Interested in joint research, exchange of staff and other academic activities.                                                                                                                                                                                                                                                             |

**BAN 6                      UNIVERSITY OF DHAKA (2)**

Institute of Business Administration  
University of Dhaka  
Dhaka University Campus  
Nilkhet  
Dhaka-2  
BANGLADESH

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description              | Founded: 1966. Faculty: 3 professors (1 professor/director), 10 associate professors, 8 assistant professors, 10 lecturers. Library: 20,500 volumes, audio-visual equipment. Accommodation: available for MBA students. Non-nationals accepted occasionally.                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Education and Training   | MASTERS IN BUSINESS ADMINISTRATION, MBA<br>A 2-year full-time or 3-year part-time postgraduate degree in management concentrating on marketing, finance, management, quantitative business analysis and personnel. Case studies, lectures, management games, group discussions, projects and industrial attachment are used as teaching techniques. Requirements: a good degree from a recognised university, admission test, and interviews. MPhil and PhD programmes are also offered. Recently IBA has diversified in the fields of social services and non-industrial sectors, eg agriculture and rural development, population programmes and health management, government services and foreign trade. |
| Research and Consultancy | Regular consultancy services are offered to and project research is conducted for government, autonomous bodies and private organisations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

BAN 6 UNIVERSITY OF DHAKA (2) Cont.

EXECUTIVE DEVELOPMENT PROGRAMMES

7000 executives have already participated in the 2, 4 and 8 week courses for executives in business, industry and social sectors.

Publications Journal of Management Business and Economics, quarterly.  
The IBA has also published more than 20 books.

Note The IBA also has arrangements to provide management training to specific groups. One is the Centre for Population Management and Research. It has also undertaken research, training and consultancy work.

BAN 7 NATIONAL INSTITUTE OF LOCAL GOVERNMENT

National Institute of Local Government  
(Formerly known as Local Government Institute)  
49 New Eskation Road  
Dhaka - 2  
BANGLADESH

Telephone: 406637, 406641

Description Founded: July 1969. Managing agency: Local Government Division, Ministry of Local Government, Rural Development & Co-operatives. Faculty: director-general, 3 directors, 8 deputy directors, 4 assistant directors, 7 research officers, 1 statistical officer, 6 assistant research officers. Capacity: 600 trainees a year, 50 per programme. Certificate awarded on completion of the course. Languages of instruction: English and Bengali. Departments: training & consultancy, research & planning and administration & co-ordination. Library: 9,000 volumes of books and reports on local government and branches of social science. Local and foreign journals are available.

Objectives To provide training to the elected/nominated representatives and personnel of local and metropolitan bodies, and local government officials. To conduct research in the fields of local government and allied areas. To provide consultancy services to the local bodies and the Ministry of Local Government. To hold seminars, conferences and workshops on programmes and problems related to local government. To publish research studies, monographs, manuals, journals and evaluation reports on subjects related to local government and allied areas.

## Bangladesh

### BAN 7

### NATIONAL INSTITUTE OF LOCAL GOVERNMENT      Cont.

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education and Training | The Institute conducts in-service training courses for officials and orientation courses for the elected representatives of local bodies. Major subjects: local government administration, local level planning, communication, human relations, leadership, local finance, personnel administration, office management. Courses are of varying duration from 1 week to 2 months. Training programmes are consistent with the needs of the trainees, emphasis is on the participative method rather than on lectures. Assignments, either individual or in group, are completed during the course. Examination, workshop, seminar, field trip and attachment are some of the methods used in training. |
| Research               | The Institute has made research studies on different aspects of urban and rural local government.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Publications           | The Institute has published 30 research reports, 12 books and 7 training manuals. A professional journal, the <u>Journal of Local Government</u> (formerly <u>Local Government Quarterly</u> ) is published twice a year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Future Plans           | The Institute's own building is under construction. When completed the Institute will be able to organise its programmes in a more effective manner and invite participants from other countries.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

BAN 8

PUBLIC ADMINISTRATION TRAINING CENTRE (PATC)

Public Administration Training Centre  
Savar  
Dhaka  
BANGLADESH

Telephone: 233080

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description            | <p>Founded in 1984 by merging 4 major public administration training institutes. The institutes merged are: Staff Training Institute, Civil Officers Training Academy, National Institute of Public Administration and Bangladesh Administrative Staff College. Managing agency: Ministry of Establishment, Government of Bangladesh. Faculty: rector, 4 members of directing staff, 13 directors, 20 deputy directors, 27 assistant directors, 2 librarians, chief physical instructor, 2 physical instructors, 4 evaluation officers, medical officer and publications officer. Divisions: management and public administration, research and consultancy, programme and studies and development and economics. External relationships: Institute of Public Administration, New York and The American University, Washington, DC. Consortium under the World Bank supports with expert services, fellowships, books, journals and equipment. The Centre will also run training courses in collaboration with the Economic Development Institute of the World Bank. Library: 60,000 volumes mostly related to public administration, management, economics, political science, sociology and related subjects.</p> |
| Objectives             | <p>Improving knowledge and skill in the public services by training in administration and management. Introducing career planning and personnel policy in administration to promote specialisation and professionalism in the public service. Strengthening action research activities in administration and management development. Strengthening organisation methods systems in government.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Education and Training | <p>A wide variety of courses and seminars ranging in duration from 1 week to 12 weeks are organised every year within the Centre's training plans. Basic foundation course (16 weeks). The 4 regional centres of PATC at Dhaka, Chittagong, Rajshahi and Khulna arrange skill and basic level training for junior field officers and clerical staff.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Research               | <p>Research and evaluation programmes are undertaken in co-operation with various national and international organisations. A committee of research advisory council has been set up to conduct research activities of this Centre under the guidance of the rector.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

## Bangladesh

### BAN 8 PUBLIC ADMINISTRATION TRAINING CENTRE (PATC) Cont.

|                       |                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Consultancy           | Through its consultancy services committee, PATC provides specialised services to the administrative reorganisation and establishments of the country in the fields of rural development, project management, administration, management development, training techniques, research and evaluation, etc.                                                                                 |
| Publications          | <u>Administrative Sciences Review</u> , (quarterly), and <u>Lok Proshashon</u> (a Bengali quarterly in public administration). The Centre has an active publications programme and has inherited a number of titles currently available in general administration, local government administration and research and topics relating specifically to administrative issues in Bangladesh. |
| Exchange Arrangements | Interested in joint research, exchange of staff and development of course materials.                                                                                                                                                                                                                                                                                                     |

### BAN 9 RURAL DEVELOPMENT ACADEMY

Rural Development Academy  
Garidaha Bogra  
BANGLADESH

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description            | Founded: 1974. Managing agency: Ministry of Local Government, Rural Development and Co-operatives. Professional staff: director, deputy director, 12 associate instructors, guest speakers. Languages of instruction: English and Bengali. Library: 5000 volumes and 25 journals. The Academy has also available 80 papers under its own imprint on a wide range of subjects related to rural economics and development, as delivered by visiting lecturers.                                                                      |
| Education and Training | The Academy offers job training and development courses for personnel in nation-building departments and agencies connected with rural development. It also conducts special training courses for village leaders. Length of courses: 5 days to 6 months; major subjects: agricultural extension and management, rural economics, rural institutions, co-operative management, rural sociology, adult education, union Parishad administration, accounting and auditing, financial rules etc, together with surveys and research. |
| Future Plans           | A large auditorium is under construction. Evaluations are being made of projects for small farms development and dairy technology.                                                                                                                                                                                                                                                                                                                                                                                                |

# Barbados

UNIVERSITY OF THE WEST INDIES (CAVE HILL)

Department of Management Studies  
Cave Hill Campus  
University of the West Indies  
PO Box 64  
Bridgetown  
BARBADOS

Telephone: PBX 425-1310

Please see International and Regional Section (INT 19)

BAR 1                      TRAINING      ADMINISTRATION      AND      PUBLIC      SERVICE      STAFF  
                                 TRAINING CENTRE

Training Administration and  
Public Service Staff Training Centre  
Pine Plantation House  
Pine Gardens  
St Michael  
BARBADOS

Telephone: 426 3602, 426 2167 9  
Cable: BARTRAIN 1991760

Description                      Founded: 1966.      Current staff: principal training officer, 5 senior training officers; 15 administrative/clerical and secretarial supporting staff; guest lecturers and teaching personnel drawn from diverse management/specialist disciplines, internal and external to the public services. Library: 600 volumes and a series of relevant films. Accommodation: Central Office of Administration and Training Centre comprising 3 class rooms.

Objectives                      Training Administration's activities are designed to ensure that the priority manpower needs of the country are met. The training programmes, both off-the-job and on-the-job, have immediate application to the development of organisational and personal competence. Emphasis is placed on the quality of the training rather



Barbados

BAR 1                    TRAINING    ADMINISTRATION    AND    PUBLIC    SERVICE    STAFF  
                         TRAINING CENTRE        Cont.

than the quantity, and the expansion of training programmes depends on the priority development needs of the public services.

Education and        Courses are conducted in the following areas:  
Training

TOP MANAGEMENT SEMINARS

Topics of major strategic interest which explore management practice within the context of the wide range of cross-service development needs as identified by the public service senior executive community.

SENIOR MANAGEMENT PROGRAMME

Public service senior management course; development administration; management of public policy; financial management; project management.

MANAGEMENT DEVELOPMENT PROGRAMME

Comprehensive middle-management development: special emphasis on supervision; personnel management; supplies management; management statistics; public service document preparation and communication systems administration; economic theory and economic studies in development planning; administrative aspects of computer systems for user departments.

SPECIALISED ADMINISTRATIVE PROGRAMME

Accounting; basic statistics; registry procedures.

GENERAL STAFF DEVELOPMENT PROGRAMME

Junior officers' development; secretaries'/stenographers' development.

ANCILLARY STAFF DEVELOPMENT

PUBLIC SERVICE INDUCTION/ORIENTATION

Future Plans        Training Administration will continue to develop human resources by means of the following:

Sound relationships with local, regional and overseas educational and training institutions. Research, intelligence surveys and consultancy services to identify public service training needs. Expansion and further development of local "in-service" training programmes for senior and middle management, supervisory, general staff and various operational levels. Improvement of the quality of local "in-service" course instruction, the development of a directory of teaching materials/methodologies, the design of relevant course manuals and

BAR 1                    TRAINING    ADMINISTRATION    AND    PUBLIC    SERVICE    STAFF  
                         TRAINING CENTRE    Cont.

on-the-job handbooks. The establishment of suitable course performance testing instruments. A systematic evaluation of training activities.

Efforts will also be made to improve the flow of manpower development information through collaboration with local/regional/overseas agencies concerned with training.

In order to fulfil the requirements of the recently up-graded and expanded training activities, Training Administration will pursue development plans a) to increase the number of teaching staff and provide more administrative and support personnel b) to expand training expertise c) to expand accommodation d) to improve and expand the Library accommodation.

Publications        Training Report (annual) free.

# Botswana

INSTITUTE OF DEVELOPMENT MANAGEMENT - BOTSWANA LESOTHO  
SWAZILAND (IDM)

Institute of Development Management - Botswana Lesotho  
Swaziland  
PO Box 1357  
Gaborone  
BOTSWANA

Telephone: 52371  
Cable: IDM GABORONE  
Telex: 2429 BD

The Institute of Development Management - Botswana  
Lesotho Swaziland is a regional institution serving the 3  
countries. Please see International and Regional Section  
(INT 7).

BOT 1

UNIVERSITY OF BOTSWANA

University of Botswana  
Department of Political and Administrative Studies  
Private Bag 0022  
Gaborone  
BOTSWANA

Telephone: 51151

Description

Department founded in 1976. Teaching staff: 1 professor  
(public administration), 2 lecturers in public  
administration and 3 in political science.

Education and  
Training

The Department offers public administration and political  
science as subjects in the single Major and combined  
Major programmes for BA. In addition, the Department (in  
collaboration with the departments of law and economics)  
offers a certificate course in land board administration  
for government employees. The courses in public  
administration include introduction to public  
administration; organisation theories; local government  
and administration; research methods; public policy  
analysis; personnel administration of public enterprises;  
development administration; financial administration;  
comparative administration; international administration;  
research project and internship (with 8 weeks attachment  
to a government organisation). In political science, the  
following courses are offered: introduction to politics;  
politics in Botswana; politics in Africa; politics of  
Southern Africa; comparative politics; political economy;  
political philosophy; international relations; advanced  
comparative government; international law and research  
project.

**BOT 1                      UNIVERSITY OF BOTSWANA      Cont.**

**Research**                      Research interests are in public policy analysis, rural development administration, public enterprise management, African politics and Southern African Development Co-ordination Conference (SADCC). The Department is prepared to offer consultancies in these areas and is interested in organising workshops for public servants, councillors, MPs and traditional authorities.

# Britain

BRI 1

## UNIVERSITY OF ASTON IN BIRMINGHAM

The Management Centre  
University of Aston in Birmingham  
Gosta Green  
Birmingham B4 7DU  
ENGLAND

Telephone: 021 359 3011  
Telex: 336997

### Description

Founded: 1972 as an amalgamation of the University of Aston's Department of Industrial Administration and the joint Birmingham/Aston Universities' Graduate Centre for Management Studies. The Management Centre is the main academic unit within the Faculty of Management and Policy Sciences. Professional staff: dean and head of Centre; 3 directors of studies; 1 chairman of doctoral programme; 6 professors; 4 readers; 16 senior lecturers; 65 lecturers; 10 visiting fellows/lecturers. Most of the academic staff are in 7 divisions which reflect academic interests/specific subject areas: public sector management and economics; corporate management; information management; social and technological policy; organisation, personnel and employment; marketing and strategic management; applied psychology. Management Centre staff and teaching facilities occupy 2 main premises on the University campus. The Nelson Building houses all the postgraduate and post-experience activities of the Centre. Facilities include staff accommodation, teaching rooms and lecture theatres, microcomputer workshop and closed-circuit TV studios. Residential accommodation includes one hundred study bedrooms and lounge, bar and dining facilities. The Management Centre's second unit houses most of the undergraduate teaching accommodation with back-up facilities, including a computer terminal room. Most of the research units and doctoral students are located in this part of the Centre, which also houses the University of Aston Centre for Extension Education, with major TV studios.

External relationships: British Regional Health Authorities; British local authorities; British central government departments; British water authorities; British police authorities; Ecole Supérieure de Commerce de Lyon; University of Illinois; Ecole Supérieure de Commerce de Bordeaux; University of Kanagawa, Japan; Ecole Supérieure de Commerce de Rouen; Ecole Supérieure de Commerce de Paris; Faculty of Business Management, University of Bayreuth; Foundation for Management Education; Conference of University of Management Schools.

BRI 1

UNIVERSITY OF ASTON IN BIRMINGHAM Cont.

Library: 9500 volumes pertinent to management; microfilm readers and printers. Accommodation: University accommodation is available for overseas students.

Education and Training

The Centre offers a range of programmes at undergraduate, postgraduate, doctoral and post-experience levels. The largest undergraduate activity is centred on the 4-year undergraduate sandwich course leading to a degree in managerial and administrative studies. A large number of undergraduate students also elect to take the Management Centre's options on the University's Combined Honours programme: business administration, society and government; and urban planning and management. Postgraduate activities represent a considerable part of the Centre's work, both on courses and in research. The largest postgraduate programme is the Master of Business Administration (MBA) and a number of specialised MSc courses are run in specific areas of management: public sector management, personnel management and information management. The Centre houses the Economic and Social Research Council's specially funded Doctoral Programme and has several research units including the Work Organisation Research Centre and Public Sector Management Research Unit. Current student numbers are approximately 900 undergraduates and 500 postgraduates on courses, and 170 research students. The post-experience programme (continuing education for management) includes a 12-week course entitled Managing the Development of Public Sector Activities for senior administration staff from overseas countries.

BSc (Hon) MANAGERIAL AND ADMINISTRATIVE STUDIES

A 4-year full-time course commencing yearly in October for school leavers. On completion of the foundation year students select options which include public sector management; finance and accounting; personnel and organisation studies; information analysis and management services. The third year is a practical training year when students have the opportunity to take up a wide range of appointments in public sector organisations including local authorities, the National Health Service, water authorities, nationalised industries, etc. Average enrolment: 150. Requirement: 5 passes at GCE, 3 of which must be at advanced level.

BSc in COMBINED HONOURS: option in SOCIETY AND GOVERNMENT: URBAN PLANNING AND MANAGEMENT

A 4-year full-time course commencing in October every year. Students select from a wide range of options which cover business administration, modern languages, science and technology. Public sector students may select

the above named options. Average enrolment: 170. Requirements: 5 passes at GCE, 3 of which must be at advanced level.

POSTGRADUATE DIPLOMA/MSc IN PUBLIC SECTOR MANAGEMENT

A 15-month postgraduate programme (9 months for diploma candidates) aimed at experienced middle managers in the public sector. A substantial proportion of course members are sponsored by their employing organisation. Emphasis upon practical problems of public sector administration. Optional subjects are health services management; local government management; social and community services management; local economic planning and development. Average enrolment: 30 of which 10 could be from other Commonwealth countries. Requirement: An approved degree or equivalent professional qualification plus relevant experience.

MANAGING THE DEVELOPMENT OF PUBLIC SECTOR ACTIVITIES (with special reference to HEALTH AND WELFARE; LOCAL GOVERNMENT; REGIONAL DEVELOPMENT)

A 12-week residential course commencing annually in April for senior administrative staff from overseas countries to teach some of the skills required by managers in countries where there is rapid expansion of public sector activities as part of national development. The objectives are to give an insight into concepts and techniques of planning and management related to public sector activities with special reference to health care systems, regional development, local government, social and community services and public enterprises; to encourage participants to identify problem areas in development and to formulate alternative solutions for their management; to consider manpower development and the practical implications for participants in respect of their own organisation; to develop participants' abilities to initiate and manage projects in their own country for expansion of relevant public sector activities. By the end of the course, participants will be expected to have developed plans for training staff within their own organisation.

Special interest groups, (eg health, social and community service, regional and local government development and public enterprises) will consider the applications of the "common core" material to their own fields of work (60% of the programme). 2 weeks of the programme will be spent on attachment to relevant public sector organisations. Average enrolment: 25. Participants/study fellows will be from senior public sector managers who have relevant experience, and are officially

BRI 1

## UNIVERSITY OF ASTON IN BIRMINGHAM      Cont.

sponsored by their employing authority, government or an international aid programme. Normally participants will come from countries which are already committed to national development of public sector activities.

## THE MANAGEMENT PLANNING AND OPERATION OF LARGE PROJECTS

A 12-week residential course for project managers at senior levels of responsibility designed to meet the need, identified by international agencies such as the World Bank and the Commission of the EEC, to train project managers in the skills and techniques needed for the successful planning, construction and long-term operation of major projects. The course comprises 5 main sections: basic management concepts and techniques including marketing, operations and financial considerations, together with strategic management; project planning and general management including feasibility studies; financial and economic analysis, project planning and control etc; management of project construction including site organisation and management, construction methods, sub-contracting etc; project effectiveness and response to change including monitoring, integration of project management in policy decision-making, managing community participation; project operation and programme maintenance including training of operation and maintenance staff, organisation planning, co-ordinating services and public utilities. Average enrolment: 25. Course membership will be drawn from senior managers who currently carry major responsibility for construction and implementation and for middle management staff who are likely to take up such responsibilities in the near future. The course is also suited to senior administrators in service departments responsible for resource allocation and planning of major projects.

## OTHER POST-EXPERIENCE ACTIVITIES (INCLUDING EDUCATION FOR MANAGEMENT)

The Centre conducts courses attracting nearly 3,500 senior managers from industry, commerce and the public sector every year. Public sector activities include: (a) a series of short seminars on policy evaluation/output measurement; service demand/pricing policy; education administration; development of local leisure and tourism. (b) a series of longer courses for public organisations/agencies meeting their specific training needs in public sector management. Major course themes have covered strategic and operational planning; output-oriented management; communication skills; management of human resources; resource allocation and



Britain

BRI 1                      UNIVERSITY OF ASTON IN BIRMINGHAM                      Cont.

planning; economic development. (c) specialised management courses for senior clinicians (consultant and senior registrar grades); policy services; social and community services; housing development programmes, etc. (d) tailor-made courses and in-authority courses for management development of senior staff.

Research                      In addition to the main doctoral and research unit programmes, the interests of the public sector division include urban containment policies; intra-urban migration; output budgeting; devolution; effectiveness of co-ordination in health care systems; health planning in developing countries; transportation; teaching case studies.

Consultancy                      All staff are encouraged to undertake consultancy and many are willing to undertake assignments abroad. Recent activities include work for British public authorities; research on labour problems in Turkey, India, Trinidad and Zambia; evaluation of family planning programmes in Pakistan (WHO); organisation climate measurement in Kuwait Ministry of Public Health; manpower development in Nigerian teaching hospitals (British Council); strategic planning for land use and housing development (Brunei).

Publications                      Working Paper Series (nominal charge)

Exchange  
Arrangements                      Public sector management staff would be interested in joint research, exchange of staff, student exchanges at undergraduate and post-graduate programmes and development of course material.

BRI 2

UNIVERSITY OF BIRMINGHAM

Institute of Local Government Studies (INLOGOV) and  
Department of Local Government and Administration  
University of Birmingham  
J G Smith Building  
PO Box 363  
Birmingham B15 2TT  
ENGLAND

Telephone: 021 472 1301  
Cable: INLOGOV  
Telex: SPACEPHYS BIRMINGHAM 338938

Description

Founded: 1964. The Institute of Local Government Studies and Department of Local Government and Administration are part of the Faculty of Commerce and Social Science. The Development Administration Group (DAG) is made up of members of the Institute and the Department. Professional staff: for Development Administration Group - professor/director, associate director plus 16 senior lecturers, lecturers, research fellows and research associates; for British Activities - professor plus 5 senior lecturers, lecturers, research fellows and research associates. Internal relationships: the Institute recently joined with the Centre of Urban and Regional Studies to form the Joint Centre for Rural, Urban and Local Government Studies, which will take responsibility for stimulating research and teaching activities in areas of common interest such as housing, planning, inner city problems, and for common administrative functions. The Institute maintains close links with other post-experience centres in the University, in particular the Health Services Management Centre and the Department of Accounting and Finance. External relationships: close links with Local Government Training Board, Departments of the Environment and Education and Science, Economic and Social Science Research Council, Overseas Development Administration, the British Council and local authorities throughout England and Wales; special links with University of Lodz, Poland; close contacts with the Indian Institute of Public Administration (see IND 18) the Institute of Public Administration of Malaysia (see MAY 3); the Local Government Centre, Philippines; The Sudan Academy of Administrative Science, the University of Indonesia, and the International Union of Local Authorities, The Hague. Library: Joint Centre Library of approximately 50,000 items relating to planning, housing, recreation and leisure, employment, local government, management studies, overseas administration and development studies. Microfilm and microfiche readers.

Britain

BRI 2

UNIVERSITY OF BIRMINGHAM      Cont.

Accommodation: foreign students on normal academic courses reside in University flats, or private lodgings found with the assistance of British Council or University lodgings warden; short course participants normally reside together in University flats or a hotel arranged by the British Council.

Education and  
Training

MANAGEMENT OF URBAN DEVELOPMENT

A 3-month advanced practical course of administrators from overseas commencing January each year designed for administrators, managers, planners, professionals, trainees, or elected officials responsible for the planning or execution of urban services or development. The main focus of the course is on the problems of management presented by cities and large towns in the developing countries. The course emphasises the development of management capacity, the analysis of dominant urban policy issues, corporate management, appropriate management technology, and the British experience. Requirement: all applicants should hold, or be about to hold, senior official posts or responsible teaching positions. Experience is considered equally with academic status as a qualification for entry, though facility in English is essential.

PLANNING AND MANAGEMENT OF RURAL DEVELOPMENT

A 3-month advanced practical course for administrators from overseas. The course has a twin focus. It is designed for rural administrators and for those who plan and manage comprehensive development programmes in rural areas. Requirement: all applicants should hold, or be about to hold, senior official posts or responsible teaching positions. Experience is considered equally with academic status as a qualification for entry, though facility in English is essential.

LOCAL GOVERNMENT FINANCE

A 3-month advanced, practical course for administrators and finance officers from overseas. The focus is on financial resources for local government, central-local financial relations and financial management in local government, including budgeting and control. Requirement: all applicants should hold, or be about to hold, senior official posts or responsible teaching positions. Experience is considered equally with academic status as a qualification for entry, though facility in English is essential.

BRI 2

## UNIVERSITY OF BIRMINGHAM      Cont.

## POSTGRADUATE DIPLOMA IN DEVELOPMENT ADMINISTRATION

A 9-month postgraduate diploma which provides an opportunity for the academic study of the theory and practice of public administration and of subjects calculated to extend the technical and intellectual range of persons who are engaged in public administration abroad. This diploma has been devised to meet the needs of overseas candidates and particularly those from developing countries. Courses: participants take dynamics of change in developing countries (economic issues in development, sociological perspectives on development), and select 3 from decentralisation and development (local administration and public enterprise); management planning and implementation; strategies for development (issues in urban development, issues in rural development); and the management of human resources (personnel management and organisation and methods techniques).

## POSTGRADUATE DIPLOMA IN DEVELOPMENT FINANCE

A 9-month postgraduate diploma which enables participants to undertake the academic study of the theory and practice of public sector finance management. This diploma has been devised to meet the needs of overseas candidates and particularly those from developing countries. Participants normally take 4 courses: development accounting; development finance; development economics; and the management of human resources. Where appropriate, other courses may be substituted, for example, comparative regional finance; strategies for development. Requirements: a good honours degree of an approved university (or the equivalent), in an appropriate field; at least 25 years of age; 5 years experience in the public service; support by a responsible officer of the candidate's service.

MASTER OF SOCIAL SCIENCE MSocSc  
(Development Administration)

A postgraduate degree by examination and dissertation usually lasting 12 to 15 months from October to the latter part of the following year. The programme covers 3 terms course work plus a dissertation written after the June examinations. Students select 3 courses from: approaches to development administration; social and administrative perspectives on rural development; urban administration and development; organisation and policy planning for development; comparative local government; comparative regional finance; or approved courses in other departments of the Faculty. A good honours degree or equivalent is required.

Britain

BRI 2

UNIVERSITY OF BIRMINGHAM      Cont.

MASTER OF SOCIAL SCIENCE MSocSc (Development Finance)

A postgraduate degree by examination and dissertation usually lasting 12 to 15 months from October to the latter part of the following year. The programme covers 3 terms' course work plus a dissertation written after the June examinations. Students select 3 courses from the courses and half courses provided by the Department of Accounting and Finance, for example: graduate development finance; accounting theory; management accounting; public sector finance and accounting; management information systems; or approved courses in other departments of the Faculty. A good honours degree or equivalent is required.

INDIVIDUAL STUDY PROGRAMMES IN DEVELOPMENT ADMINISTRATION

A limited number of 3 to 6 month opportunities are available to permit the pursuit of individual programmes of study tailored to an individual's specific needs. The individual may wish to engage in a general study or alternatively to concentrate upon the solution of a particular problem or the performance of a specific task facing him in his normal work.

AD HOC COURSES: DEVELOPMENT ADMINISTRATION GROUP (DAG)

The DAG conducts specialist courses on urban and rural development and local administration in the UK for groups from overseas, and contributes also to courses overseas.

AD HOC COURSES: BRITISH GROUP

Types of programme: post-experience courses are conducted for senior local government officers such as advanced management development programmes, short courses and seminars of varying length and courses designed for a particular authority or group of authorities.

FUTURE PLANS

Plans are under way for the Faculty of Commerce and Social Science to offer Master's degrees and diplomas in business administration. These would be provided jointly by the Departments of Industrial Economics and Business Studies, the Department of Accounting and Finance and the Development Administration Group. Subjects to be covered include management accounting, marketing, business policy and finance, economics and human resources management.

Research and  
Consultancy

The Development Administration Group conducts a wide range of research and consultancy assignments sponsored by Overseas Development Administration, World Bank, UN Habitat and other agencies.

BRI 2

UNIVERSITY OF BIRMINGHAM      Cont.

## Publications

Local Government Studies, quarterly, (general management articles, research reports and book reviews) published by and ordered through Charles Knight & Co. Ltd., Tonbridge, Kent. Corporate Planning, 3 issues and an annual yearbook, (short articles on current themes in corporate planning, authority profiles, authority information exchange, bibliography). The Institute publishes several series of occasional papers and pamphlets dealing with corporate planning, aspects of local authority services, local authority administration, and other aspects of its work. In addition a large number of gaming-simulation exercises have been developed by the Institute. A list giving full details may be obtained from the Institute.

## DEVELOPMENT ADMINISTRATION GROUP

The DAG has produced 5 volumes of case studies in development administration. Volume 1: The Metroville water supply exercise, is a case study of project appraisal and implementation in a large scale project. Volume 2: Urban services. Volume 3: Problems in urban management. Volume 4: District Management: The Political Dimension. Volume 5: Two case studies in the Urban Informal Sector. In addition it publishes occasional papers in development administration.

Exchange  
Arrangements

The Institute has close relations with a number of Commonwealth organisations. This has principally taken the form of the provision of staff and exchange of teaching materials. The Institute would welcome the opportunity of developing links with other organisations possessing expertise in its various areas of interest; it would particularly welcome proposals for joint research projects.

Britain

BRI 3

UNIVERSITY OF BRADFORD

Project Planning Centre for Developing Countries  
University of Bradford  
Bradford  
West Yorkshire BD7 1DP  
ENGLAND

Telephone: 0274 733466  
Telex: 51309 UNIVERSITY BRAD

Description

Professional staff: professor, 3 senior lecturers, 16 lecturers, 1 research fellow, 2 research assistants, librarian. External relationships: collaborative work with foreign institutions concerned with project planning has in the past been financed by the British Overseas Development Administration, The Ford Foundation, OECD, EEC, IBRD. The Centre has links with Pakistan Institute of Development Economics; Department of Agricultural Economics/Extension, University of Nigeria, Nsukka; State Investment Bank, Turkey; Administrative Staff College, Jamaica (see JAM 1); Institute of Development Management, Tanzania; Projects Training Cell, Ministry of Finance & Planning, Sri Lanka; Institute of Economic & Social Research, Indonesia; Agricultural Projects Service Centre, Nepal; Kenya Institute of Administration; Agriculture and Rural Management Training Institute, Nigeria. Library: approximately 13,000 volumes, access to social science library in the University which has good collection on public administration; microfilm/microfiche reader and printer. Accommodation: students are accommodated in University halls of residence.

Objectives

To promote the increased effectiveness of development planning in developing countries by increasing, through training, the number of officials skilled in investment planning and implementation.

Education and Training

PROJECT PLANNING AND APPRAISAL  
The Centre conducts several 12-week residential courses every year concerned with the planning, design, appraisal, and implementation of development projects. The courses cover all aspects of the planning process from inception to implementation. Course titles include industrial and infrastructure projects; industrial projects; agricultural project planning; rural development projects; investment planning for development finance institutions. The courses are particularly relevant for students who are not citizens of the UK. Students from any Commonwealth or other foreign country are welcome. Up to 25 participants are normally accommodated in each course.

BRI 3

UNIVERSITY OF BRADFORD

Cont.

#### MASTER'S DEGREE IN NATIONAL DEVELOPMENT AND PROJECT PLANNING

A 1-year course designed to meet the needs of those who are involved, or who expect to be involved in development planning or in the preparation and appraisal of development projects. Course objectives: to describe the nature of underdevelopment and to show the relationship between underdevelopment and planning strategies; to give a clear understanding of the planning modes and techniques that can be used in developing countries; to give detailed coverage to methods of project planning including social cost-benefit analysis, used to appraise and evaluate projects; to demonstrate the links between levels of planning, including national, regional, sectoral and project planning; to study the problems of particular sectors.

#### AD HOC COURSES

The Centre conducts ad hoc courses on request. Duration: 1-12 weeks. Location: Bradford, elsewhere in the UK or overseas. Courses of this kind would generally have a strong connection with project planning, management or appraisal. The Centre has developed a programme for training individuals being assigned to training positions in institutions overseas concerned with training and project planning. This programme may involve prior attendance of a regular course followed by a period of anything between 1 and 26 weeks of further instruction, seminar work and practice in teaching skills, course organisation, the preparation of teaching materials, etc.

- |                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Research              | The research programme mainly reflects the particular interests of staff members and postgraduate students. It covers a wide variety of topics relevant to the economic and social development of less-developed countries.                                                                                                                                                                                                                                      |
| Consultancy           | The staff of the Centre provides a pool of experienced people available for assignments overseas. These are mainly undertaken on an institutional basis, when the Centre is approached to provide a particular service and becomes the contracting party. These assignments particularly concern conducting training courses overseas, and assisting with the development of training institutions and their programmes. Contracted research is also undertaken. |
| Exchange Arrangements | The Centre seeks co-operation with other Commonwealth organisations concerned with the practice of and training in development planning, especially those with an interest in project planning, appraisal and implementation.                                                                                                                                                                                                                                    |



Britain

BRI 4

UNIVERSITY OF CAMBRIDGE

The Secretary  
Board of Graduate Studies  
University of Cambridge  
4 Mill Lane  
Cambridge CB2 1RZ  
ENGLAND

Telephone: 0223 358933

Description

Diploma in Development Studies; MPhil in the Economics and Politics of Development; Diploma/MPhil. Course duration: 9 months. Closing date for applications 30 June. Courses start in October. Places available: 30.

Education and  
Training

SELECTED COURSES

DIPLOMA IN DEVELOPMENT STUDIES

There is a set course for the Diploma in Development Studies, comprising 3 elements, all of which are examined at the end of the course by 3 examinations: theories of development, rural and urban development planning and political economy of development. THEORIES OF DEVELOPMENT: this paper offers a basic grounding in development processes by explaining fundamental concepts in economics, social science and environmental studies. RURAL AND URBAN DEVELOPMENT PLANNING: deals with planning at the sectoral and local levels and the ways in which it affects urban and rural communities, with special attention to case studies and projects, and to land tenure. POLITICAL ECONOMY OF DEVELOPMENT: this paper covers macro- and micro-economics and project evaluation, and the analysis of political processes in developing countries. The emphasis in this course is inter-disciplinary and is designed for practitioners of development planning and administration, such as civil servants, and also people who have not previously studied development but wish to pursue a career in this field.

MPhil IN THE ECONOMICS AND POLITICS OF DEVELOPMENT

This is a higher-level course for which a good first degree in economics is generally required, though in some circumstances degrees other than economics are acceptable. Students are expected to reach a high standard in the application of economics to problems of planning and evaluation. It is also an inter-disciplinary degree in which it is recognised that many of the problems of development can only be confronted appropriately when due consideration is given to the political processes which underlie policy and the social structures and movements which provide the framework of development. An essay of 8,000 words is written by almost all students and this provides training

BRI 4

## UNIVERSITY OF CAMBRIDGE      Cont.

in research methods. All students must take 3 examinations. In addition they either write an essay of 8,000 words or take one of the options from the MPhil in Economics.

The 3 examinations for the MPhil in the economics and politics of development are as follows. THEORIES OF DEVELOPMENT: this paper covers the main ideas which have arisen in the field of development since the 18th century, including theories of modernisation and dependency, the international economic framework of development, the world trading system, multinational corporations and the transfer of technology. SOCIOLOGY AND POLITICS OF DEVELOPMENT: state and society in developing countries: the bureaucracy, the military, political parties; social movements, urban and rural; the transformation of class structures; peasant economies, ethnicity and religion. APPLIED ECONOMICS FOR DEVELOPMENT: macro- and micro-economic theory and their application to planning and project evaluation; the contribution of economic theory and quantitative techniques. For their long essay students can choose from a wide range of subjects and are encouraged, if possible, to bring relevant data with them when they come to do the course. Among the options available from the MPhil in economics, which are usually examined by either a long essay or by 2 or 3 shorter essays, are political economy, labour economics and econometrics (examined by a 3-hour examination). Any student whose first language is not English or whose previous university training was not conducted in English is normally required to achieve a satisfactory standard in either the ELTS test or the Princeton TOEFL before admission can be confirmed.

Britain

BRI 5

CIVIL SERVICE COLLEGE

11 Belgrave Road  
London  
SW1V 1RB  
ENGLAND

and at

Sunningdale Park  
Ascot  
Berkshire SL5 0QE  
ENGLAND

Telephone: 01-834 6644

Telephone: 0990 23444

Description

Founded 1969, the College is part of the Cabinet Office (Management and Personnel Office). It has an Advisory Council chaired by the Head of the Home Civil Service, and with senior members from the academic and Commonwealth Office, local government, and the trade union side. Planning the work of the College and its use of resources is the responsibility of the College Management Group, which comprises the 5 directors, the head of MPO's Training Division and the college secretary under the chairmanship of the principal. Professional staff: principal, 5 directors - policy and administration studies; management studies; statistics and operational research; systems; economics and financial management; 90 (approx.) lecturers. The teaching by College staff is supplemented by contributions from departmental civil servants, university lecturers and representatives from all sectors of industry and business. Facilities: headquarters and non-residential centre in London and residential centre at Sunningdale, Berkshire. Library: there are libraries at both centres containing approximately 40,000 volumes mainly covering public administration, management, economics and finance as well as periodicals, a selection of films and a microfilm cassette reader. The College makes charges for all its training and consultancy work.

Objectives

To improve UK civil servants' efficiency in their work by providing that developmental and job-related training which is more effectively or more economically done centrally.

Education and Training

Most of the training of UK civil servants takes place either within the employing department or is bought from outside sources. The Civil Service College provides courses and seminars to satisfy those training needs which are more effectively or economically met in a central establishment rather than departmentally or externally. The emphasis is on those who need specialist training in certain areas or on those expected to go further in their careers. The College provides central training for civil servants from all government departments in the UK. Most courses and seminars are open to members from other organisations in the public sector while some are attended by people from private industry and commerce. Not all the courses would be relevant to overseas participants. The College is however willing to offer places to outside people on its course where this seems profitable.

## BRI 5

## CIVIL SERVICE COLLEGE      Cont.

Selected  
Courses

A modular scheme of fast-stream training was introduced in 1981 to replace the previous pattern of block release 8 week courses with new modules added. It comprises 12 modules in 3 stages. Stage 1: introduction to administration: communications skills and the use of information (5 days); parliament, government and the civil service (10 days); finance and control of public expenditure (5 days). Stage 2: essential quantitative skills (10 days); economics, government and the administrator (10 days); principles of accounts (5 days); the social role of government (5 days); government and industry (15 days). Stage 3: staff management (10 days); information as a resource (5 days); resource allocation and financial management (10 days).

## GENERAL ADMINISTRATIVE TRAINING

Two courses, a foundation course in administration and SEO developmental training, are designed for staff who have shown promise and have potential to rise within the service. The first aims to help the student to gain a deeper and wider understanding of the tasks of the civil service and the role which he or she can play in fulfilling them, and to develop skills in the analysis of information and decision making, particularly in the context of policy formation and implementation. The second course is to help members of the civil service the better to understand the environment in which the civil service manager operates, to increase awareness of management principles, skills and techniques and to consider their application.

## ADMINISTRATION FOR SPECIALISTS

A 6-week course which forms the core of about 12-weeks training to prepare for transfer from specialist to administrative posts at principal levels and introduce subjects of relevance to more senior posts. For the remaining 6-weeks members may apply for other College courses in such subjects as economics, management, international relations, etc, as appropriate.

## INTRODUCTORY COURSE FOR GRADUATE SPECIALISTS

The course aims to help specialists in the civil service at an early stage in their careers to understand the environment in which they work, augment the level of knowledge and skills needed for their present jobs and widen their perceptions in ways which will help them as they progress from specialist to organisational and management work. The course is in two parts: a 3 weeks core covering general aspects of staff management, communication and relationships at work; concepts and constraints of government economic policy and the allocation of management resources; the services offered

by government and their future developments; public administration including the structure and policy formation processes of national and local government and the European Community. A further course, normally for a week, is chosen from the following subjects: computing, economics, European and international relations, management studies or statistical and operational research.

#### MANAGEMENT AND MANAGER TRAINING

Courses in this area include personnel management, industrial relations, interviewing, consultancy and related interpersonal skills, training for trainers and courses for managers at middle and senior management levels, with an introduction to management for senior staff with little or no previous training or experience.

There are courses on organisational change, the management of technological change, developing women's skills in middle management, the human aspects of management, personnel management at various levels and for various purposes, career development, computers, manpower planning, industrial relations at various levels for various purposes, interviewing skills, training techniques and skills and the evaluation of training and a number of courses in specific training methods for computers, typing schools and self-instructional learning.

#### EUROPEAN AND INTERNATIONAL RELATIONS

The College provides an extensive programme of training in European and international relations, catering for various levels of knowledge and experience and for almost all grades and groups. There are two types of programme: short courses which are held on a reciprocal basis with certain other governments (France, the Federal Republic of Germany and the Netherlands) which involve a visit to the country concerned. These are designed for staff who deal with domestic policies that are subject to international constraints or who are involved in managing the United Kingdom's external relations within the European Community or other contexts. They are directed at extending professional competence and effectiveness. The foundation course at the College is on international relations and United Kingdom interests. It lasts 2 weeks. There are 5 shorter courses at a more advanced level for staff with a substantial involvement in international work. These include techniques for international negotiation, the theory and practice of international relations, East/West relations, Middle East relations, European Community negotiating techniques and the international work of home departments.

BRI 5

## CIVIL SERVICE COLLEGE      Cont.

## GOVERNMENT, LAW AND SOCIAL POLICY

The courses are designed to give civil servants the practical knowledge they need of the British system of government. A second group of courses deals with important elements, especially in the 1980s, of the responsibilities, duties and internal operation of government departments and a third group concentrates on relationships between the central government and its environment. There are short courses on important aspects of administrative procedures. In the law section the courses are for members of the legal profession and there is also a course for non-lawyers entitled "Law and the Administrator".

## SOCIAL POLICY

This part of the College's programme concentrates on the social pole of government in a changing society with courses to keep staff up to date with current issues and policy developments as well as providing specific skills training. One set of courses provides a basic grounding and review with emphasis on links between policy areas and department; a second set, which changes every year, examines current specific issues in social policy and a series of half-day seminars are provided at the London centre to keep staff up to date with important work in social policy. Other courses in this field include an introduction to policy analysis, how policy is made in Britain, law and the administrator, efficiency in government, managing cut-backs, government and outside organisations, relations with the public, central and local government interaction and one-day courses on administrative procedures. There are also courses on the management of equal opportunity in the civil service related to ethnic minorities, the social aspects of unemployment, labour market developments and their social consequences and the design and method of social and managerial research.

## ECONOMICS

Courses in economics include those for economists and non-economists and for professional members of a government's economic service. The course for non-economists emphasises the practical relevance of the principles and techniques derived from economic theory and there are one-day seminars on topical subjects, such as the national budget, for economists and noneconomists. Courses for economists include mathematics for economists, an introduction to econometrics, intermediate econometrics, advanced econometrics, microeconomics, macroeconomics and GES seminars.

ACCOUNTANCY AND INTERNAL AUDIT

The College presents courses for managers and administrators, for qualified accountants, for internal auditors and for accounting practitioners. The courses are designed to provide an appreciation of the underlying concepts, to enable members to identify their information needs and to use financial information in decision making, planning and control. A Senior Finance Course is being developed for senior officials responsible for policy and management decisions with significant resource implications. A programme of 8 short modules covers the essential principles of finance management and caters mainly for principal finance officers (PFOs) and senior staff in finance divisions. Attendance at 5 of these modules is normally mandatory for new PFOs. Courses for those who serve in finance and accounts divisions, or in line management areas as providers of financial information, are intended for staff who do not need to be professionally qualified but need to participate in operating financial control systems in departments. Courses for internal auditors are geared to the requirement for auditors in government departments to adopt a systems approach for all internal controls and to maintain close liaison with the development of new systems, particularly those which are computer-based.

STATISTICS AND OPERATIONAL RESEARCH

The College organises courses in subjects ranging from basic numeracy to advanced statistical techniques. The former are for administrators and other non-specialists and are designed specially for the respective grades. Use is made of micro computers and computer terminals. Most of the courses are scheduled to run at least one term, even if nomination numbers are low, so that no student has to wait long. Course numbers are limited in order to ensure individual tuition. The courses include instruction in statistical skills, the interpretation of data and numeracy for managers. A number of courses are available in statistics and operational research, both introductory and more advanced, and include courses in various aspects of statistical computing.

SYSTEMS TRAINING

These courses are intended for all who are concerned with the identification, analysis, design, procurement, implementation and efficient operation of administrative and other systems in government offices and installations. These include line managers of such systems, O&M practitioners, computer specialists, staff inspectors and others whose prime concerns are

BRI 5

## CIVIL SERVICE COLLEGE      Cont.

specialised. They reflect the need for interaction and information of each specialisation in devising efficient systems. There is an extensive programme of one-day information technology awareness seminars throughout the UK for operational managers and technology awareness seminars throughout the UK for operational managers and others who need to keep well informed. More detailed training, including training in security, is provided for those directly concerned with the implementation of such systems.

BRI 6

## UNIVERSITY OF EAST ANGLIA

University of East Anglia  
Norwich  
NR4 7TT  
ENGLAND

- (A) Overseas Development Group (ODG)  
Telephone: 0603 57880
- (B) School of Development Studies (SDS)  
Telephone: 0603 56161 (see page 84)

(A) Overseas Development Group

## Description

Founded: 1967. Organisation: a non-profit company wholly owned by the University of East Anglia. The Overseas Development Group Ltd (ODG) handles consultancy work undertaken by the members of the faculty of the School of Development Studies. Faculty: (for both ODG and SDS) 3 professors, 2 readers, 6 senior lecturers, 16 lecturers. External relationships: projects with the Overseas Development Administration (Britain), World Bank, Food and Agricultural Organisation, Asian Development Bank, international agricultural research centres, non-governmental organisations, many overseas universities, research institutions, government departments and major consultancy firms. Library: University library 400,000 volumes. Accommodation: student accommodation on the campus of the University of East Anglia, or in other university accommodation.

## Education and Training

## MONITORING &amp; EVALUATION OF PUBLIC SECTOR PROJECTS AND PROGRAMMES

An 8-week course for professionals working in the field of monitoring and evaluation, at the project level or at the programme/policy level within a ministry or parastatal. Special attention is given to the use of computers in data handling and the organisation of information systems, with a 2-week computer component



UNIVERSITY OF EAST ANGLIA      Cont.  
OVERSEAS DEVELOPMENT GROUP

based on microcomputers, including the generation of "hands-on" computer experience amongst course participants and the examination of file-handling and analysis systems. Requirement: degree in economics or other relevant social science and/or field experience. Work experience in monitoring and evaluation preferred.

MICROCOMPUTING FOR PLANNING & DEVELOPMENT PROFESSIONALS

A 6-week course for those working in economic planning and administration at the national, regional or sectoral levels. Coverage includes an introduction to computer hardware and software, programming in BASIC, applications, packages and programmes such as statistical analysis and project appraisal, and explanation of the mathematical techniques provided by the programmes.

Participants are given "hands-on" experience with microcomputers and encouraged to bring their own data with them. Requirement: degree or equivalent qualification. Experience in computers is not necessary.

PLANNING & MANAGEMENT OF AGRICULTURAL RESEARCH & EXTENSION

A 6-week course which covers the methods and techniques involved in the management and organisation of agricultural research systems. The curriculum includes historical analysis of the development of western, international and Third World agricultural research systems and institutions, with emphasis on the relationships between policy-makers, scientists and technologists, and farmers and other users of agricultural research. Discussions of alternative research systems, research priorities, training, extension and other issues. The course includes field visits to institutions in the UK engaged in agricultural research. Requirement: degree or equivalent in agriculture, agricultural science, economics or other relevant social or environmental discipline, or alternatively extensive field experience.

NUTRITION, AGRICULTURE & RURAL DEVELOPMENT

This 5-week course is jointly mounted by the DG and the London School of Hygiene and Tropical Medicine. It assists project officers and planners to improve their understanding of nutrition problems and the handling of nutritional objectives. It is an intensive course based partly on case studies developed from a combination of real and simulated data. The course is taught by staff of the 2 institutions and held partly in London and partly in Norwich. Requirement: degree or equivalent in a relevant social science. Work experience in rural development preferred.

BRI 6

UNIVERSITY OF EAST ANGLIA      Cont.  
OVERSEAS DEVELOPMENT GROUP

## POPULATION CENSUS GEOGRAPHY

This 11-week course provides an opportunity for census statisticians, census geographers, surveyors likely to work with central statistical offices, statistical cartographers, and census organisers to consider the objectives, organisation, methodology, personnel, training and equipment requirements of population census geography. The course covers national planning and the need for population data; the organisation of preparatory geographical work; training and monitoring; geographical materials for enumeration; post-enumeration mapping and publication and user-education and permanent geostatistical capability. The emphasis is on the requirements of countries with less complete large-scale map coverage and experience of census taking. Requirement: degree or equivalent qualification in geography, demography, statistics, cartography and/or extensive experience of population census work.

## IRRIGATION IN DEVELOPMENT PLANNING

This 8-week course examines technical, environmental, economic, social and managerial aspects of irrigation development. It is for economists and planners in ministries of agriculture and irrigation, to engineers in ministries of water and power and to the staff of agencies and research and teaching institutions concerned with irrigation planning and agriculture. The curriculum includes an overview of techniques including soil and water analysis, methods of water application, maintenance and technical problems, the economics of various types of irrigation, socio-economic, environmental and health aspects and relevant issues in river basin and rural development planning. Requirement: degree or equivalent qualification in economics, agriculture or engineering. High-level experience in research, training, management and/or planning or irrigation systems.

## VISITING PROFESSIONALS PROGRAMME

Study and training can be provided for individuals and small groups under a programme whereby more senior personnel from governments and international agencies can take the opportunity to visit the Group, audit on-going courses within the School, attend and present research seminars and combine study and training under the informal supervision of a senior member of staff. Requirement: subject to submission of an approved programme of work.

Research

Agricultural Development and Planning; Irrigation Planning and Development; Social Policy and Socio-Economic Evaluation; National and Regional

Britain

BRI 6

UNIVERSITY OF EAST ANGLIA      Cont.  
OVERSEAS DEVELOPMENT GROUP

Planning; Monitoring and Evaluation and Information Management Systems; International Political Economy; New International Division of Labour.

**Consultancy**      The ODG invites enquiries from governments, agencies and other development organisations relating to its entire range of professional services.

**Publications**      Many reports on ODG commissioned work are in the first instance confidential to clients, however, the School of Development Studies publishes a number of substantive series derived from the results of ODG members' research, training and other overseas work. A list is available from the Publications Secretary at the School of Development Studies.

(B) School of Developmental Studies (SDS)

**Description**      Founded: 1967. Organisation: Department of the University. Faculty, external relationships: as for Overseas Development Group (see page 81).

**Education and Training**      BACHELOR OF ARTS IN DEVELOPMENT STUDIES  
This 3-year interdisciplinary programme examines social change, economic development and internal relations, employing theories drawn from politics, economics, sociology and natural sciences. The first 4 terms have core courses in development studies and statistics, supplemented by 2 courses selected from the options sociology/social anthropology, economics and natural resources. Candidates then chose one of a set of courses in social policy, rural development, politics of development, development economics or agricultural development economics. Requirement: most entrants from school have 3 good 'A' levels or the equivalent. Mature candidates are encouraged to apply with or without the formal entry requirements.

BACHELOR OF SCIENCE IN DEVELOPMENT STUDIES (NATURAL RESOURCES)

This 3-year interdisciplinary programme focusses on the environmental aspects of social change, economic development and international relations. In the first 5 terms, courses are taken in development studies, statistics, natural resources and either sociology/social anthropology or economics. From the 5th term, courses included agricultural production economics, resource assessment and evaluation, rural development, land and water resource development and a region-based course. Requirement: most entrants from school have 3 good 'A'

BRI 6

UNIVERSITY OF EAST ANGLIA    Cont.  
SCHOOL OF DEVELOPMENT STUDIES

levels or the equivalent. Mature candidates are encouraged to apply, with or without the formal entry requirements.

GRADUATE DIPLOMA IN ECONOMICS

A 9-month course for graduates (or equivalent qualification) without a background in economics, seeking to acquire and/or strengthen a training in economics. Programme consists of 3 courses in the principles of economics. In addition, students choose from a range of courses covering more specialised economic theory and its applications.

GRADUATE DIPLOMA IN DEVELOPMENT ECONOMICS

A 9-month course for graduates (or equivalent qualification) without a background in economics. The programme consists of courses in the principles of economics and development economics. Students also choose from a range of courses which concentrate on the economic problems and politics of developing countries, including agricultural production economics, agricultural policy analysis, programme and project appraisal and international economic relations.

GRADUATE DIPLOMA IN AGRICULTURAL DEVELOPMENT ECONOMICS

A 9-month course for graduates (or equivalent qualification) with or without a background in economics or agriculture, who wish to acquire a basic training in the theories and techniques of agricultural economics as applied to understanding the development of agriculture in the Third World. Emphasis is on the micro-level economic principles of agricultural and rural development, on the acquisition of the appropriate quantitative techniques of analysis and on a macro-level understanding of the pattern and potential of international agricultural trade.

GRADUATE DIPLOMA IN ECONOMIC STATISTICS AND NATIONAL ACCOUNTS

A 9-month course for graduates working in statistical offices, planning units and similar organisations. It gives a basic understanding of economic analysis, the relationship between that analysis and the statistics collected by data collection agencies, and the methods of presentation and analysis used by national accounts statisticians and planning authorities. The core consists of 2 courses in economic principles, a course on national accounts statistics (including the UN system, index-number theory, constant price accounts input-output theory and social accounting matrices) and a course in economic statistics (including census and sample

UNIVERSITY OF EAST ANGLIA    Cont.  
SCHOOL OF DEVELOPMENT STUDIES

surveying, trade statistics, government revenue statistics etc). 2 optional courses enable students to specialise in population, agriculture or methods of economic research. Some microcomputing tuition is provided.

MASTER OF ARTS IN DEVELOPMENT STUDIES, MA

A 12-month programme covering major issues in contemporary world development and advanced training in social sciences. The programme is organised around core courses in theory of development and contemporary world development, with options in development economics, political economy of natural resources, rural development planning, development policy and planning, politics and development and international economic policy. Requirement: degree in social science or equivalent qualification related to development work.

MASTER OF ARTS IN DEVELOPMENT ECONOMICS, MA

A 12-month programme giving advanced training in development economics and development theories. It covers theoretical background for studying problems of economic and social development, national development planning and problems of implementation. Quantitative and analytical techniques (including cost-benefit analysis, linear programming, survey methods) and procedures for sectoral (especially agricultural), regional and project planning are acquired. The programme introduces aspects of political economy and sociology in the study of policy implementation and planning in developing areas and an examination of the workings of the international economy. Some microcomputing training may be included. Component courses and development economics, theories of development, quantitative methods, development policy and planning, project analysis, agricultural policy and planning and international economic policy.

MASTER OF ARTS IN RURAL DEVELOPMENT, MA

This 12-month programme, divided into planning and administrative streams, provides an understanding of agricultural systems and rural society, together with training in analytical methods and techniques for policy, administration and planning in rural areas of the Third World. Particular emphasis is given to the economic, social, technical, managerial and administrative aspects of agricultural growth techniques. Component courses include theories of development, quantitative methods, political economy of agrarian change, project analysis, agricultural development planning, rural development

BRI 6

UNIVERSITY OF EAST ANGLIA    Cont.  
SCHOOL OF DEVELOPMENT STUDIES

planning, regional economic planning, international economic policy, development administration, politics and planning and politics and development.

MASTER OF ARTS IN REGIONAL PLANNING FOR DEVELOPING COUNTRIES, MA

This 12-month programme provides professional-level training in the relevant theories and techniques of regional analysis and regional planning, leading to the formulation of fully-operational policy recommendations and plans for regional development in developing countries. Equal attention is paid to the analysis of the structure of, and development processes in, a set of sub-national regions and the identification, design and appraisal of alternative development strategies. Special attention is paid to rural regions. Component courses comprise spatial analysis, quantitative methods, project analysis, regional economic planning and regional physical planning, with options in political economy of agrarian change, development economics, agricultural policy and planning and rural development planning.

MASTER OF SCIENCE IN AGRICULTURAL ECONOMICS, MSc

A 12-month programme which focusses on the agricultural problems and policies of developing countries. The programme covers theoretical economics, policy analysis, statistical techniques, project appraisal and assessments of development strategy. Courses include agricultural economics theory, political economy of agrarian change, quantitative methods, agricultural policy and planning, project appraisal, applied agricultural economics and international economic policy. Requirement: honours degree in a relevant subject. Previous experience is preferred but not essential. The programme is designed for those intending to work in government, business or international agencies concerned with agricultural development or for teachers of the agricultural economics of development.

MASTER OF SCIENCE IN AGRICULTURAL RESEARCH AND DEVELOPMENT, MSc

This 12-month programme focusses on techniques and methodologies of agricultural research and development in the Tropics. It examines the ways in which environmental, crop, animal and human resources can be evaluated and the principles of their management in a range of farming systems, the social and economic environment of farming systems, and the structure and organisation of current research and development programmes. Courses include resource assessment, resource management, principles of experimentation,

Britain

BRI 6

UNIVERSITY OF EAST ANGLIA     Cont.  
SCHOOL OF DEVELOPMENT STUDIES

agricultural research and development systems, the political economy of agrarian change and agricultural policy and planning. The School's 10-hectare rural technology unit is used for experiments. Requirement: honours degree. Experience is preferred but not essential.

MASTER OF SCIENCE IN RESOURCE ASSESSMENT FOR DEVELOPMENT  
PLANNING, MSc

(Organised jointly with the School of Environmental Sciences)

This 12-month interdisciplinary programme offers professional training in resource survey and evaluation environments. Course covers development theory and impact analysis, economics of land evaluation, computing, agrometeorology and water resources, soil conservation, soil survey and land evaluation, and remote sensing. Requirement: honours degree in a relevant discipline. Experience is preferred but not essential.

MPhil/PhD IN DEVELOPMENT STUDIES (BY RESEARCH)

MPhil (2 years full-time, 3 years part-time) and PhD (3 years full-time, 4 years part-time) by research. Supervision can be provided in areas falling within faculty expertise. Applications welcomed in the areas of: international economic relations and problems of under-development; economic development policies; development planning and implementation; agricultural/rural development planning; farming systems planning; use and planning of natural resources (land and water resource development, erosion problems, land use planning, etc); the political economy of natural resources; cropping systems; economic, political and social change; social policy and administration; and population and manpower in developing countries. Supervision can be provided for research on all major areas of the developing world.

Research

As for ODG (see page 81).

BRI 7

UNIVERSITY OF EDINBURGH

Department of Business Studies  
University of Edinburgh  
William Robertson Building  
50 George Square  
Edinburgh EH8 9JY  
SCOTLAND

Telephone: 031 667 1011  
Telex: 727442 UNIVED G

Description

Department founded: 1918. Faculty: 3 professors, 2 senior lecturers, 16 lecturers, 1 consultant. Internal relationships: joint courses are held with departments of economics, accounting and business methods, statistics, law and modern languages. External relationships: links with UN agencies, Ministry of Overseas Development and overseas governments in East Africa, Egypt and South East Asia; continuing relationships with employers providing opportunities for practical attachments. Constitutes a division of the Scottish Business School (along with the Universities of Glasgow, Strathclyde and Stirling) (see BRI 21). Library: main university library (over 1.5 million volumes and periodicals) plus departmental class libraries; access to National Library of Scotland (copyright library); microfilm/microfiche reader. Accommodation: available for all students. Although Edinburgh is not a wholly residential university it does have some halls of residence, student houses and access to privately-rented accommodation.

Education and Training

The Department offers a wide variety of courses in business and management studies for the public and private sectors, from undergraduate to post-experience level. It has a strong undergraduate degree in business studies up to Honours level and postgraduate programmes. The Department has 50 places available for all postgraduate students (DipBA, MBA, MPhil and PhD). Students from other Commonwealth countries are welcome to apply. Candidates whose first language is not English must give evidence of their competence in English. The test of English as a Foreign Language (Princeton) or ELTS (British Council) are acceptable as measures.

DIPLOMA IN BUSINESS ADMINISTRATION/MASTER IN BUSINESS ADMINISTRATION

A 9 to 12-month postgraduate course, with joint registration, held once a year commencing in October designed to give graduates of any subject a background knowledge of the essential aspects of management. The programme is constructed around a first term of compulsory courses in managerial economics, organisational behaviour, accounting and business law,



statistics, computing and business policy. In the second and third terms students elect to take 4 options from finance and investment, managerial accounting, managerial economics, industrial relations, personnel management, general marketing, marketing research, management science and international business. To help integrate the student's understanding and to introduce the idea of strategic management and the ethical and political issues involved in the activities of organisations, all students take a course in general management. Students also have to carry out preliminary work in preparation for their dissertations. After the degree examination in June, those passing at a sufficiently high level are permitted to proceed to work on their MBA dissertation. Those passing the degree examinations but not achieving a sufficiently high mark will be awarded the DipBA. Requirement: at least a second class Honours degree of acceptable equivalent in any subject. Practical experience since first graduating is desirable. Other graduates or holders of certain professional qualifications are considered if they have good relevant experience and/or a satisfactory score in the Graduate Management Admission Test.

#### MASTER IN BUSINESS ADMINISTRATION (Part-time)

The part-time MBA is designed for people holding jobs in the area. It is taught entirely in the evening. It is strictly comparable with the full-time degree in its academic level, but the structure is different and the courses are separate. The programme recognises the heavy pressure on students' time. It builds on a student's knowledge of the real world of business.

#### MASTER OF PHILOSOPHY IN BUSINESS ADMINISTRATION, MPhil

A 24-month postgraduate course commencing in October which is essentially a conversion course for candidates whose first degree was not directly relevant to business studies. Year 1: candidates do the whole of the MBA course including the dissertation. Year 2: guided study in one particular area of business studies done by reading, tutorials and a research project resulting in a further dissertation. Requirements: an upper second Honours degree in any subject. Practical experience since graduating is very desirable. References. Candidates reaching sufficiently high standard in the MBA may transfer to the MPhil.

BRI 7

UNIVERSITY OF EDINBURGH Cont.

MASTER OF PHILOSOPHY IN BUSINESS ADMINISTRATION (RESEARCH)  
A 2-year postgraduate research degree for students whose first degree was in business studies. Possible areas of study: operational research, organisational behaviour, personnel management, marketing, industrial relations and international business. Assessment on basis of dissertation and viva voce examination. Requirements: an upper second class Honours degree in business studies or equivalent. References. A satisfactory score in the Graduate Management Admission Test.

DOCTOR OF PHILOSOPHY, PhD

A research degree requiring 3 years of full-time study the first year of which may require relevant course work. Doctoral students in business are assigned research supervisors in the department who advise on topics, methodology, analysis and dissertation preparation. Students also attend the taught doctoral programme which is organised jointly by the 4 divisions of the Scottish Business School during their first year of study. Entry is very selective. A degree of at least upper second class Honours level is essential.

AD HOC AND REGULAR SHORT COURSES

The Department conducts 2-week residential courses in July every year and provides ad hoc courses to meet the needs of particular organisations or groups of organisations. These are usually general management development programmes.

Britain

BRI 8

GLASGOW COLLEGE OF TECHNOLOGY

Department of Law and Public Administration  
Glasgow College of Technology  
Cowcaddens  
Glasgow G4 0BA  
SCOTLAND

Telephone: 041 332 7090  
Telex: 779341

Description

Founded: 1971. Professional staff: head of department, 5 senior lecturers, 9 lecturers. Internal relationships: courses are multi-disciplinary and draw contributions from departments of management studies, social sciences, humanities, and finance and accounting. External relationships: British Council, World University service, ANAF Foundations, and representatives from developing countries. Library: over 7,000 volumes and 170 journals specifically relevant to public administration; microfilm reader and printer. Accommodation: the College gives every assistance in locating accommodation and major difficulties are not normally encountered.

Education and Training

The public administration division of the Department provides a variety of courses with a public administration content including a BA in Public Administration, a 3-year part-time undergraduate diploma in Public Administration, a Scottish HNC in Public Administration, an HNC in Public Studies, a Scottish HNC in Policy Studies plus a post-graduate diploma in Public Administration (developing countries).

Selected Courses

BA IN PUBLIC ADMINISTRATION, BAPubAdmin  
A 3-year + 1 term sandwich course designed to provide an education in public administration both as an academic study and as a professional activity; to create an appreciation and awareness of problems encountered in public administration; to develop analytical abilities as necessary for a critical understanding and constructive attitude as necessary for a successful career in a developing field. Students undertake a project in the public sector from September to December at the end of year 2 in order to provide them with an opportunity to gain a general appreciation and understanding of the objectives and functions of public authorities and to have contact with public administrators. An appropriate ONC/OND with an average mark of at least 60% or GCE in 4 subjects, 3 at advanced level or GCE in 5 subjects, 2 at advanced level, or equivalent qualification is required.

BRI 8

## GLASGOW COLLEGE OF TECHNOLOGY      Cont.

DIPLOMA IN PUBLIC ADMINISTRATION (DEVELOPING COUNTRIES),  
DPA

A 1-year course designed for training and middle range public officials in developing countries. Objectives: to create awareness of administrative principles; to teach procedures and techniques conducive to effective functioning of public administration in developing countries; to attain competence in effective administration. Topics include: public and development administration; administrative processes and techniques; business resource management; government administration and the development of the space economy; the problems of developing economies. Minimum age: 20. Minimum qualifications: a degree; the final qualification of a professional body; an HNC; or an equivalent qualification. The academic board will also consider candidates who are specifically recommended by a competent body in the sponsoring country as a person whose qualifications and administrative experience are such as to enable him to profit from the course.

## AD HOC COURSES

The Department is prepared to consider opportunities for the provision of ad hoc courses. The College validated Diploma is presently in the course of redevelopment and has been submitted to CNAA for consideration for validation. This new course, if approved, would be offered from October 1985.

## Research

Research in the area of public administration is regularly undertaken by staff members. The Department has published a collection of seminars on development administration.

Exchange  
Arrangements

Co-operation with other institutions desired in the fields of joint research, development of course material and exchange of staff. Consultancy assignments abroad would be most favourably considered.

Britain

BRI 9

**HENLEY, THE MANAGEMENT COLLEGE**

Henley, The Management College  
Greenlands  
Henley-on-Thames  
Oxfordshire RG9 3AU  
ENGLAND

Telephone: 049 166 454  
Cable: GREENLANDS HENLEY-ON-THAMES  
Telex: 849026 HENLEY G

**Description**

Founded: 1945. An independent organisation recognised as a charity by the Board of Inland Revenue; a matrix organisation, not organised into departments. Teaching staff: 35 permanent staff, 22 visiting fellows, and a large number of outside speakers called upon as occasion demands for special expertise. External relationships: links with Brunel University and the Henley Centre for Forecasting; close links with corresponding staff colleges in India, Pakistan, Australia, New Zealand, East Africa (Kenya), Ghana, Nigeria, Jamaica, and the Philippines; nominators are encouraged to send staff observers and staff on secondment. Library: 15,000 volumes; open 24 hours a day, although only manned during normal working hours. Close links with many other libraries especially Brunel. Accommodation: all courses are fully residential with individual study bedrooms on site. Computing: a mini computer with several work-stations, some micro computers and a variety of applications packages relevant to the contents of the courses. For administration, several micro computers and word processors.

**Objectives**

Management education is an indispensable element in the development of senior managers. The College's contribution helps to produce managers who will run efficient, effective and profitable enterprises.

**Education and Training**

The College conducts programmes designed to develop senior managers, both post experience and postgraduate when in conjunction with Brunel University.

**GENERAL MANAGEMENT COURSE**

A 9-week intensive full-time residential course run 3 times a year. Aim: the development of managers. Participants: managers with considerable and successful experience in management. Content: foundations, introduction and analysis of organisational problems, effective management, information and analysis for decision making, the environment, corporate strategies and policies, complementary studies (15 options); individual and syndicate effectiveness and development. Follow-up review programmes are organised for 2 days after 18 months; 3 days after 7 years; 4 days after 14 years.

BRI 9

## HENLEY, THE MANAGEMENT COLLEGE      Cont.

## GENERAL MANAGEMENT COURSE

A 4-week full-time residential course run twice a year. Objectives: to bring senior executives up to date in important aspects of management; to provide an opportunity to evaluate their own experience and approaches against that of others. Participants should have substantial successful experience and hold positions of senior responsibility in the private or public sector. Topics include problem solving with people, application of quantitative analysis to managerial problems, aspects of changing managerial environment at home and abroad, optional study times, consideration of the broad perspective of strategy, planning and control in business and public administration. Follow-up review programmes are organised for 2 days after 18-21 months.

## MASTER OF BUSINESS ADMINISTRATION (MBA)

The Masters Programme is a general management course designed to provide a blend of postgraduate and post-experience education for people destined for senior management positions in industry, commerce, the public service and other establishments. It is particularly orientated towards individuals who have begun their careers and who have been identified for further development and for more senior positions. The programme has a sandwich structure consisting of four college-based modules each of 7 weeks duration, linked by in-service periods each of approximately 14 weeks. This part of the programme covers 18 months. The 4 modules provide for intensive study within the College and Brunel University. During the in-service periods, members of the Masters Programme undertake assignments either within their own or in other organisations. On satisfactory completion of this study, suitably qualified members submit a dissertation report as a requirement for the MBA degree. Requirements: members are normally sponsored by their organisation and must have relevant experience in business or other organisations, a university degree, or professional qualification and/or should be able to demonstrate their ability to deal with and benefit from a postgraduate programme of this type.

## THE PUBLIC FINANCE INTERNATIONAL MANAGEMENT PROGRAMME

Henley and CIPFA have combined to develop a 12-week programme with the object of providing managerial training for senior managers from the public sector overseas. The programme is designed to develop financial and general management skills in the public sector and to enable participants to gain knowledge of private sector organisations involved in overseas investment. Requirements: applicants should possess a working knowledge of the English language and have a minimum of 5 years work experience.

The programme, which operates between March and May every year, includes a 6-week residential period at Henley, the Management College plus 6 weeks of secondment to relevant organisations for practical training. This comprises: 4 weeks tutorial at Henley, 3 weeks secondment to a public sector organisation, 2 weeks at Henley. The programme will include an introduction to the current world economic, political and social situation, consideration of the nature and role of government, and deal in detail with financial management techniques and skills. A section of the programme will be devoted to preparing candidates for their secondments to outside organisations.

#### SHORT COURSES

The College organises a series of regular short courses either alone or in conjunction with other bodies on matters of topical interest. Examples are: corporate planning in practice for specialist planners and senior managers with responsibility for planning; developing managerial effectiveness; accounting for managers; marketing; various workshops and seminars.

#### SPECIAL ENGINEERING PROGRAMME

A 4-year undergraduate programme adopts an integrated approach to the study of engineering and management systems and treats engineering as a broad activity within a business context. It provides a knowledge of engineering together with an understanding of marketing, financial and social factors in preparation for a career in professional engineering and management. Requirements: only those who have, or expect to gain good A level grades (one of which must be mathematics) or higher level qualifications, will be considered. Critical thinking, creativity and other skills are important and will be assessed.

#### FULL-TIME MASTER OF SCIENCE

The College offers a full-time MSc in management studies on the Uxbridge campus at Brunel University.

The programme of study is based on an existing part-time course. Candidates continue their normal employment and attend the University one day per week over two years. The average age is normally over 30. Managers from the private and public sector, manufacturing and service industries are eligible.

BRI 9

HENLEY, THE MANAGEMENT COLLEGE Cont.

There also is a course in international aspects of management for executives from multi-national companies and/or overseas countries including an examination of international trade, the development of international business, development economics, cross-cultural management and economic communities, their role and influence.

Students attend lectures on the University campus from October to May. Following the examination in June, students work on a dissertation in the field of international aspects of management. Short residential workshops will also be offered.

HENLEY OPEN MANAGEMENT EDUCATION, TOMORROW'S MANAGERS FOR TOMORROW'S WORLD

In 1983 in addition to the range of residential courses Henley launched programmes of management education using distance learning techniques. The courses may be taken singly without any academic qualifications. If taken as part of a total package towards a certificate or degree, entry is subject to university requirements.

Distance learning is the production in various combinations of text, audio and video materials, computer based instruction and tutorial feedback. Courses produced in this way free the student from the constraints of time and place and allow for individual pace and style of learning.

For further information, apply to:  
Henley Distance Learning Centre  
Greenlands, Henley-on-Thames, Oxon, RG9 3AU

Research

RESEARCH PROGRAMME

Research students conduct individually-based research for a higher degree, either full-time based at Henley or full or part-time while continuing to work for their own organisation. Current research: accounting, financial management, industrial democracy and worker participation, social responsibility of industry, the quality of working life, production and operations management, marketing behaviour, consumer behaviour, purchasing and supply management, negotiating skills, problem solving, management development, organisational development.



Britain

BRI 9                    HENLEY, THE MANAGEMENT COLLEGE      Cont.

Consultancy            HENLEY MANAGEMENT AND ADVISORY SERVICE  
This is a specialist service to meet the training needs of companies on an in-company basis. The programmes are developed on a collaborative basis. Emphasis is on meeting the needs of senior to middle management, in terms of development and problem solving. Examples of recent services: educational advisory service; senior management workshops; top management briefing; various courses or seminars in conjunction with the above.

Note                    A small number of individuals with training, teaching or research experience in any field of administration can follow the work of either of the general management courses as staff observers, paying the same fee as members. Staff observers would see a general management programme and be involved with other courses running concurrently in the college.

BRI 10                   THE INDUSTRIAL SOCIETY

The Industrial Society  
International Department  
Robert Hyde House  
48 Bryanston Square  
London W1H 7LN  
ENGLAND

Telephone: 01-723 4071  
Telex: 922488 Ref: IND  
Cable: INVOLVE LONDON W1

Description            Founded: 1918. Membership: 16,000 member companies around the world including private and public sector organisations, nationalised industries and Britain's biggest trade unions. Professional staff: director plus 100 management and training advisers. Departments: international, city & commercial; communication; communication skills; computers & information technology; industrial relations; information services; London & public services; publicity & audio-visual aids; secretarial development. Regions: Southern, North-East, North-West, Eastern, Central & South-West, Scotland; Education for Industrial Society.

Objectives             To promote the fullest involvement of all people in their work, in order to increase the effectiveness of organisations and the satisfaction of individuals in creating the goods and services which the community needs.

BRI 10

## THE INDUSTRIAL SOCIETY      Cont.

Education and  
Training

Within the field of man-management training the Society specialises in effective leadership, productive management-union relations and participation, practical communication, relevant conditions of employment and working environment, and development of young employees. The courses of the International Department are developed to provide training for people of management status concerned with personnel management, industrial relations and training. The courses have the support of the World Bank, the British Council, the ODA, the ITU etc., which, in certain cases, are prepared to provide fees for the attendance of government-sponsored delegates. Members of the courses must be proficient in English.

## NEGOTIATING AGREEMENTS AT WORK

A 2-week course held twice a year for senior managers and specialists responsible for management/union negotiations at company, industry and national levels, for executive officers of employers' organisations and for those who are being prepared to fill senior positions in personnel management and industrial relations. The course concerns the background and theory of collective bargaining and the factors which influence it in developing countries and offers instruction and practice in the skills of the negotiator. Average enrolment: 24. Requirements: course members will have a position of responsibility and will have had some experience in personnel management or industrial relations.

## INDUSTRIAL RELATIONS

A 4-week course held 3 times a year for overseas managers, labour officers, and industrial relations officers who have practical experience in, or responsibility for, industrial relations in overseas countries, or for people with experience in other aspects of personnel management who are preparing to specialise in industrial relations. The course is not suitable for those who lack responsibility or whose experience is insufficient to enable them to set what they see and learn against the circumstances and problems of their own countries. The course includes lectures, negotiating exercises and visits to factories, offices, government departments and trade unions, so that the course members can see at first hand how all aspects of industrial relations are dealt with in the UK. Average enrolment: 16.

PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS

A 12-week course held 3 times a year for people who are doing a practical job in the field of personnel management and industrial relations. The course deals with all aspects of personnel management (however, arrangements can be made for post-course study of a particular aspect in detail). It is not suitable for those who lack responsibility or whose experience is insufficient to evaluate course content in the context of their own country. The course comprises a general survey of each topic, a series of planned visits to progressive private and public British institutions, and a review and discussion sessions. Average enrolment: 24.

TRAINING OFFICERS GROUP TUTORIAL

A 12-week course held 3 times a year for training specialists in developing countries having a specific responsibility for advising management on training policies and carrying out training. Average enrolment: 20. Programme content: introduction, identifying organisational and individual training needs, establishing training objectives, planning and organising the training, implementing the training, evaluation and validation of training and attachments to training departments. At the end of the tutorial all delegates will be expected to develop action plans which they will carry out on return to their organisations.

MANAGEMENT TODAY PROGRAMME

A 12-week course held 3 times a year for overseas line managers with specialist production, technical, commercial or financial knowledge and experience where managerial abilities are to be increased or extended. The course is designed to meet the needs of managers both in the public and private sectors who are to be increasingly concerned with achieving people's commitment to work and the more effective use of material resources. Average enrolment: 20.

AD HOC COURSES

The Society will arrange in-company training projects in overseas situations.

FUTURE PLANS

Liaison with management and supervisory bodies overseas.

The Society undertakes surveys in various aspects of personnel management and industrial relations e.g. labour turnover, absenteeism, trade union recognition.

## BRI 10 THE INDUSTRIAL SOCIETY Cont.

- Consultancy Consultancy/advisory work undertaken for member organisations within the Society's man-management specialist area.
- Publications Magazine: Industrial Society, bimonthly. News-sheet: Briefing, 11 times per year. News-sheet: International Briefing, 3 times per year. Available on subscription.
- Exchange Arrangements Co-operation with development of course material and exchange of staff welcomed.

## BRI 11 INSTITUTE OF DEVELOPMENT STUDIES, SUSSEX (IDS)

Institute of Development Studies  
at the University of Sussex  
Brighton  
Sussex BN1 9RE  
ENGLAND

Telephone: 0273 66261  
Cable: DEVELOPMENT BRIGHTON  
Telex: 877159 HOVE IDS

- Description Founded: 1966. Organisation: an autonomous institute (five-yearly basic grant from the UK Ministry of Overseas Development). The Institute is organised on an inter-disciplinary basis, with 4 problem area groups: human resources, international relations, planning and government, and rural development. Professional staff: director, deputy-director, director of studies and approximately 100 staff of which about one-fifth are overseas at any one time. External relationships: IDS does not have permanent links with particular institutes but it has collaborated with many overseas institutes with jointly run study seminars, research and exchanges of academic, administrative, library and secretarial staff. Library: approximately 90,000 titles and 15,000 serial titles. Accommodation: study seminars are residential, otherwise some assistance is given in locating suitable accommodation.
- Objectives The aim of IDS teaching and research is to identify and study development problems, particularly those related to poverty, employment and income distribution within developing countries and to the unequal relationships, economic, political and cultural, between such countries and the rest of the world.

Britain

BRI 11                    INSTITUTE OF DEVELOPMENT STUDIES, SUSSEX (IDS)            Cont.

Education and        The Institute's teaching programme is designed to serve 4  
Training                categories of people: senior administrators from less  
                          developed countries drawn largely from the public and  
                          parastatal sectors; government officials from developed  
                          countries working on developing countries' problems;  
                          university teachers from less developed countries and  
                          graduates wanting to go further in development studies.  
                          The first three categories are served by 5 to 6-week  
                          study seminars, study group options and short courses.  
                          Graduate teaching is undertaken in collaboration with the  
                          University of Sussex. The Institute does not confer  
                          academic awards, though it is directly involved in  
                          University graduate teaching, particularly with the  
                          2-year interdisciplinary postgraduate course in  
                          development studies (for a description of this programme  
                          see note at the end of this entry).

#### STUDY SEMINARS AND COURSES

IDS conducts 3-month courses and 4 to 6-week seminars which bring together people with practical experience of development problems from both the developed and developing world to consider in depth a selected topic. Topics 1985: rural research and rural policy; development statistics; examination reform for human resource development; microelectronics, automation and industrial development.

#### STUDY GROUPS

In addition to the study seminars in which the participants are normally drawn from a wide range of countries, the Institute is prepared to organise special study programmes for smaller groups usually from a single country or region. These study groups can be arranged in response to requests or at the Institute's own initiative. The programmes are drawn up in consultation with the appropriate authorities in the country or region from which the group is drawn. The study group normally consists of between 5 and 15 study Fellows working from between 4 and 8 weeks under the general supervision of a Fellow of the Institute.

#### CONFERENCE PROGRAMME

The Institute also conducts 1-week conferences designed to link theory and research with action and experience.

#### INDIVIDUAL STUDY FELLOWSHIPS

The Institute is willing to consider applications from individuals wishing to pursue their own study programme provided that the subject of study is related to the interests of the Institute and that a Fellow of the Institute is available to supervise. The duration of the fellowship would typically be between 1 month and 1 year.

BRI 11 INSTITUTE OF DEVELOPMENT STUDIES, SUSSEX (IDS) Cont.

Research

RURAL DEVELOPMENT GROUP

The research of the rural development group is mainly concerned with the diagnosis of the causes of rural poverty and with policies for its elimination.

INTERNATIONAL GROUP

The unifying concern of the international group is the analysis of the international forces which must be taken into account in understanding underdevelopment and in planning for alternative paths of development. Within this general context the group has developed a number of particular concerns: the transfer of technology in terms of its significance for labour productivity in underdeveloped countries, for employment and income distribution, and for the control secured by foreign suppliers over the profits generated by technical change; a policy approach which places less emphasis on relative price manipulation than on indigenous control of foreign technology; the creation of indigenous technology; the improvement of bargaining power; the effects of international socio-economic relations on different classes, groups and regions in underdeveloped countries; the world economy; international trade.

PLANNING AND GOVERNMENT GROUP

This group is concerned with basic issues and processes in public policy, namely the role of the state and problems of access to publicly administered services; the relations between economic strategies and planning and the distributive outcomes of public policy; methods of achieving administrative reform; the management of rural development and of public, directly-productive enterprises; financing development; data needs of developing countries.

HUMAN RESOURCES GROUP

The major research projects of this group are in the areas of health and education. The health project focuses on the distribution of resources for various facilities and appropriate training for different categories of health personnel, and on patterns of health aid. The education project examines the links between school and employment systems.

Consultancy

FULL-TIME SECONDMENTS IDS

Fellows are seconded, often for several years at a time, to a planning ministry, an international agency or an overseas research institute.

Britain

BRI 11                    INSTITUTE OF DEVELOPMENT STUDIES, SUSSEX (IDS)            Cont.

GROUP INVOLVEMENTS IN MISSIONS AND ADVISORY WORK

The Institute has never formally taken on such work, but on several occasions a group of IDS members has made an input into an activity formally organised under other auspices.

INDIVIDUAL SHORT-TERM ASSIGNMENTS IDS

members have undertaken many short-term assignments in the UK and overseas in the last 10 years and given informal advice on particular policy proposals. The assignments have been conducted in all parts of the world and cover most aspects of the Institute's programme.

Publications            The Institute has a large publication programme and a description of all current titles is available in its Publications Catalogue, available free on request. IDS Bulletin, quarterly, annual subscription. Commissioned reports, research reports and discussion papers are also available.

Exchange  
Arrangements            The Institute is interested in co-operation with other Commonwealth organisations in jointly organised study courses, research projects and staff exchanges.

Note                    MASTER OF PHILOSOPHY IN DEVELOPMENT STUDIES, MPhil  
As noted above IDS does not award its own degrees. It is, however, involved in the supervision and teaching of the MPhil (Development Studies) programme offered by the Graduate School in Arts and Social Studies, University of Sussex, Falmer, Brighton BN1 9QN (to which enquiries about the programme should be addressed).

BRI 12

THE UNIVERSITY OF LEEDS

The Department of Management Studies  
University of Leeds  
Leeds LS2 9JT  
ENGLAND

Telephone: 0532 431751

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description            | Professional staff: 2 professors, 16 lecturers and 5 part-time teaching fellows. The Department of Management Studies at Leeds University integrates a rigorous academic approach to the teaching of management with a concern for the needs of the manager and the business enterprise. Courses are offered at the undergraduate, postgraduate and post-experience level which encourage the individual to think analytically and creatively about the management of organisations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Education and Training | The approach at the undergraduate level is to teach management as part of a joint or combined degree scheme. This enables students interested in other subjects to orient their studies towards the needs of business.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Selected Courses       | During the first 2 years of the combined honours degree scheme, courses in the management half of the degree are organised around 3 themes, management economics, planning and control and organisation studies. In their final year these themes are integrated in a case-study based course in business policy. Students are also offered the opportunity to select from a range of advanced courses which include many adopting a more functional approach to the study of management. There are 14 honours degree schemes combined with management; French, German, Russian, Spanish, Arabic, Portuguese, Chinese, philosophy, geography (BA & BSc), chemistry, computational science, fuel and energy, and operational research. At the postgraduate level the Department concentrates its resources on overseas studies with a project based MBA programme. Candidates have to be academically well qualified, employed in a fairly senior management position in a developing country and sponsored by their employing organisation. The MBA programme is divided into 2 parts. The first seven months are spent in Leeds where candidates follow a fairly traditional and intensive MBA-type scheme of study which includes 2 required and 5 elected courses (selected from a possible 13). The remaining 5 months are spent in the candidate's own organisation working on a project and preparing a dissertation. |



During the first term candidates are required to develop precise terms of reference for their project, discuss different options and identify the benefits attainable and the data against which these will be measured. This work is drawn together as a project justification report which the candidate is required to present at the end of the first term.

In the second term, in addition to further theoretical work, a detailed assignment programme is prepared. The selection of the project is of vital importance and every effort is made to ensure that it is based on a real problem and is in a field where the candidate already has experience but which offers a challenge and the opportunity to develop new skills. 3 post-experience programmes are currently offered. 1. A 12-week international programme for improving efficiency through training and internal consultancy is offered every year starting in April. This programme sets out to unite the line manager and the trainer (or other key resource) by requiring them to work together to tackle a key problem or a significant task in the area of responsibility of the line manager. Delegates are accepted only in pairs. Each participating organisation is asked to send 2 managers, and charge them with the responsibility of improving effectiveness in a specific area on their return. 2. A 12-week programme on public enterprise management is also offered, starting in April each year. Delegates tend to be very senior managers of public enterprise or high-level civil servants with supervisory responsibility for public enterprise. The focus of thinking is that of the general manager rather than of the functional specialist, of policy and strategy rather than day-to-day concerns and is about intelligent awareness rather than technique. It is designed for international participation. Participants work with Leeds Faculty who have themselves travelled extensively throughout many parts of the world supervising projects in industry and Government. 3. The post-experience 10-week course in agricultural marketing in developing countries is aimed primarily at senior staff in government ministries responsible for formulating agricultural policy and senior executives concerned with marketing and processing agricultural commodities. The course is practical, with emphasis on techniques and skill development as well as theoretical inputs and relies heavily on subject matter from world authorities, case histories, visits to agricultural processes and marketers and is completed with an examination of a project, brought by delegates as a suitable vehicle for

**BRI 12 THE UNIVERSITY OF LEEDS Cont.**

relating the course input to his/her own specific problem. The Department organises regular dining in evenings for postgraduate students and delegates on short courses when they have the opportunity of meeting chief executives of public and private industry, senior trade union leaders and past and present government ministers.

**BRI 13 POLYTECHNIC OF CENTRAL LONDON (PCL)**

**Faculty of Management Studies  
Polytechnic of Central London  
35 Marylebone Road  
London NW1 5LS  
ENGLAND**

**Telephone: 01-486 5811  
Cable: POLYTECHNIC LONDON W1**

**Description** Department founded: 1948. Professional staff: dean, 5 professors, 7 principal lecturers, 1 reader, 24 senior lecturers, 10 lecturers, plus 50 part-time/associated staff. Internal relationships: links with the Faculties of Languages and Social Science and Business Studies. Library: 10,500 volumes, microfilm/microfiche readers and printers available. Accommodation: limited hostel accommodation is available for overseas students.

**Education and Training** In addition to the Master of Arts in Manpower Studies, the Master of Business Administration and the Diploma in Management Studies (all described below) the Faculty offers a postgraduate Diploma in Personnel Management, a Certified Diploma in Accounting and Finance, an International Management Teacher Development Programme by individual study - a 2-year MPhil (3 if part-time) and a 3-year PhD (4 if part-time) - can also be undertaken at the Faculty and lead to the degrees of the Council for National Academic Awards (CNAA).

**Selected Courses** INTERNATIONAL MANAGEMENT TEACHER DEVELOPMENT by individual guided study. Suitable for people who work or intend to work in the management education and training field as teachers and/or administrators. Individual programmes are designed to help participants understand their relation-ship with the managers on their courses (many of whom are mature and critical adults); to improve their teaching skills through practice; to examine management education and training as it is practised in the Western World; to decide which aspects can be utilised or adapted to meet the management

education and training needs in their own countries; to broaden and deepen their understanding of management education and training in general. These individual programmes are planned so that participants achieve their objectives related to the type of work they are doing and to their teaching/training environment. Specific objectives are worked out with each participant at the beginning of the programme. Participants are able to specialise in management in the public or private sectors, in small to large organisations in countries at varying stages of development. The courses are designed to relate to the main work of their sponsoring institution. Much of the work takes the form of projects, planned and executed with tutorial help. Visits and attachments are arranged according to need.

Participants prepare an action plan outlining new activities which they will put into effect on their return. Reporting on the implementation of their plans is an important element in evaluation.

#### MASTER OF ARTS IN MANPOWER STUDIES, MA

The Faculty usually has a number of government sponsored students from overseas countries, particularly those concerned with developing relevant manpower planning expertise. Seven of the teaching staff have consultancy experience in Asia and Africa.

A 12-month course commences annually in September which leads to the degree of Master of Arts awarded by the Council for National Academic Awards. Average enrolment: 24, of whom 6 could be students from Commonwealth countries. The course is designed to produce practitioners able to operate effectively in management or advisory posts which demand a considerable degree of knowledge and skill in either industrial relations, manpower development or manpower planning. Additionally, course members will be required to complete a project related to their major option during the Summer.

A Diploma in Management or a degree in Business Studies, in both cases at a reasonable level of pass, or its equivalent is required. Applicants may be required to undertake an aptitude test and attend an interview.

#### MASTER OF BUSINESS ADMINISTRATION, MBA

A 2-year part-time course commencing annually in September which leads to a Master of Business Administration (MBA), awarded by the Council for National Academic Awards. The average enrolment is 25. Students from the Commonwealth have to gain a satisfactory score in the Graduate Management Admission Test (GMAT). The

BRI 13

## POLYTECHNIC OF CENTRAL LONDON (PCL) Cont.

principal aim of the course is to broaden the student's understanding of the nature of general management and the relation of his own function to corporate management and the organisation. The student must hold a relatively senior post and have the potential for general management.

A major element in the course is a consultancy assignment within an organisation concerning some general management problem.

The principal entry requirements are the equivalent of a UK honours degree in Business Studies or similar disciplines with a substantial management element.

## DIPLOMA IN MANAGEMENT STUDIES, DMS

The course is designed to assist postgraduate and post-experience students from a wide range of educational and career backgrounds in their development as managers. The course provides a grounding in the development of analytical and practical skills and examines the policy making and operation of the major functional areas of organisations in order to develop basic skills, an appreciation of the potential contributions of specialists and an understanding of the inter-relationships between these functions. The DMS course is offered in four forms: (1) full-time for 3 terms commencing in the Autumn term (2) part-time (day) for 2 years of one day and one evening per week (3) part-time 3 mornings a week for 2 years (4) part-time (evening) for 2 evenings a week for 3 years. All include a 200 hour project in the field of management studies for students with a wide range of backgrounds, nationalities and experience.

The Diploma in Management Studies is administered by the Council for National Academic Awards.

A degree of a British university or the CNAA, a Diploma in Technology, an HND or HNC or an appropriate grade of membership in a professional body or the equivalent is required. Applicants must also have at least two years experience in industry, commerce or public service.

## SHORT COURSES

The Faculty offers a wide range of short courses in finance and accounting, training, personnel, materials handling, small business management and career change.

Many short courses are designed to meet the needs of specific organisations in the public and private sectors.

Britain

**BRI 13                      POLYTECHNIC OF CENTRAL LONDON (PCL)              Cont.**

**Research**                      The Faculty conducts research into management problems of small businesses, recreation management, and the management of innovation and change.

**Consultancy**                  The Faculty has undertaken a variety of assignments overseas including management education and training, manpower planning and marketing training.

**Note**                              The Faculty of Social Sciences and Business Studies offers a Diploma in Public Administration which is a 2 year part-time evening course leading to a Diploma in Public Administration (University of London). Content: the framework and theory of public administration, the administrative system and three of the following: economics with special reference to public finance, social and political theory, statistics, social structure, constitutional and administrative law plus an essay/project. A university degree, or the CNAAB, membership of a professional body or the main local government qualifications, or their equivalent is required.

**BRI 14                      UNIVERSITY OF LONDON (1) BIRKBECK COLLEGE**

Department of Politics and Sociology  
Birkbeck College  
Malet Street  
London WC1

**Telephone: 01 580 6622**

**Description**                      Founded 1823. Professional staff: 1 reader, 2 senior lecturers, 2 lecturers, 3 part-time lecturers, 1 emeritus professor. Internal relationships: departments of economics, history, psychology. External relationships: Economics and Social Research Council. Library 160,000 volumes; microfilm/microfiche readers.

**Objectives**                      Birkbeck College, a constituent School of the University of London, specialises in providing at degree level teaching and research facilities for mature students, particularly those earning their livelihood during the daytime. All courses are available on a part-time basis.

**Training and Education**              The College offers Masters degree courses in such fields as economics, politics and sociology and occupational psychology.

|                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |       |
|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| BRI 14           | UNIVERSITY OF LONDON (1) BIRKBECK COLLEGE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Cont. |
| Selected Courses | <p>MASTERS DEGREE COURSES IN POLITICS AND ADMINISTRATION, (MSc.)</p> <p>A 2-year part-time or 1-year full-time post-graduate course, intended mainly for graduates with a politics, history or social science component in their first degrees. Minimum qualification: 2(ii) honours or equivalent. Most students admitted have first degrees at or above 2(i) level or equivalent; some, however, are taken with lesser qualifications especially if they have work experience in related fields. Students taking this course part-time include central or local government civil servants, journalists, lecturers and other teachers. Objectives: to study politics, government, policy-making and public administration, especially in the UK. A range of options are also available in wider fields of politics and sociology. Average enrolment: 20. Full-time students attend 4 evenings a week; part-time students attend 2 evenings a week (from 6 o'clock). Assessment is by submitted essay and annual examinations.</p> |       |
| BRI 15           | UNIVERSITY OF LONDON (2) INSTITUTE OF COMMONWEALTH STUDIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |       |
|                  | <p>Institute of Commonwealth Studies<br/>University of London<br/>27-28 Russell Square<br/>London WC1B 5DS<br/>ENGLAND</p> <p>Telephone: 01 580 5876</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |       |
| Description      | <p>Founded: 1949. Managing agency: University of London. Professional staff: professor/director, 1 reader, 2 lecturers. External relationships: other universities in the UK and Commonwealth countries; other Commonwealth organisations in London e.g. Royal Commonwealth Society, Commonwealth Foundation, Commonwealth Secretariat, and High Commissions; other institutes such as the Royal Institute for International Affairs; Social Science Research Council, Ford, Nuffield and other Foundations. Library: 100,000 volumes; special attention is paid to official publications of Commonwealth countries and to bibliographical material. The library has a special collection of material on political parties, and holds the library of the West India Committee on permanent loan; microfilm/microfiche reader.</p>                                                                                                                                                                                                  |       |

Britain

BRI 15                      UNIVERSITY OF LONDON (2) INSTITUTE OF COMMONWEALTH  
STUDIES                      Cont.

Objectives                      To promote advanced study of the Commonwealth and to provide facilities for postgraduate students and members of the academic staff of Commonwealth and other universities engaged in research on the Commonwealth in the fields of the social sciences and recent history.

Education and Training                      Every academic year the Institute conducts 9-11 separate seminar series, meeting weekly or fortnightly during term. The regular series include: Canada, colonial rule and local response; Commonwealth history; Caribbean societies; Commonwealth and international relations; comparative Commonwealth social history; comparative Commonwealth politics; and the societies of Southern Africa. Shorter occasional series have been organised in conjunction with research projects or on topical matters, often calling for interdisciplinary discussion e.g. professions in Commonwealth countries; politics of family planning; background to Bangladesh; analysis of Indian election results; anthropology and colonial administration; social change and family law; politics in Commonwealth literature; policy problems in Australia and Canada. Seminars are planned and conducted by Institute staff and by colleagues in the schools of the University. Certain series are joint undertakings, notably Caribbean societies, with the Institute of Latin American Studies. Matters relevant to public administration and policy mostly arise in the comparative politics and Commonwealth relations series. Outside this framework, individual meetings are often called on topical events such as Commonwealth Heads of Government meetings and to hear distinguished visitors. Teaching at the Institute caters primarily for graduates engaged in research. These are the core of the seminar clientele and staff members supervise a limited number of PhD/MPhil students.

MASTER OF ARTS 1<sup>st</sup> AREA STUDIES (THE COMMONWEALTH) A 9 to 12-month postgraduate degree commencing in October. An interdisciplinary and interregional comparative studies course on the Imperial experience, the process of decolonialisation and the evolution of the contemporary Commonwealth. Unlike other options for the MA in Area Studies, which focus on a single geographical region, the Commonwealth course offers an opportunity to make worldwide cross-regional comparisons between various states within the historically formed Commonwealth. Requirement: a first or second class honours degree or equivalent. Participants from Commonwealth countries welcome.

**BRI 15                      UNIVERSITY OF LONDON (2) INSTITUTE OF COMMONWEALTH STUDIES                      Cont.**

**Research**                      Staff members engage in their own research in subject areas relating to South Asia, South East Asia, Southern Africa, East Africa, Canada and Australia, and the United Kingdom. Some major projects are based in the Institute. Current research: The City of London and the mining frontier 1870-1930; survey of manuscript and archival material relating to Kenya and East Africa.

**Consultancy**                      Consultancy work is mainly carried out by individual members rather than by the Institute as a team.

**Publications**                      Annual Report, free; Commonwealth Papers, occasional, prices vary; Collected Seminar Papers, occasional, prices vary.

**Exchange Arrangements**                      The Institute already benefits from Commonwealth scholars' exchange visits and has entered into collaboration for conferences. It would be happy to have such activity increased. Joint research in the Institute's fields of interest have been contemplated and would be sympathetically considered.

**BRI 16                      UNIVERSITY OF LONDON (3) LONDON SCHOOL OF ECONOMICS (1)**

Department of Government  
London School of Economics  
University of London  
Houghton Street  
Aldwych  
London WC2A 2AE  
ENGLAND

Telephone: 01 405 7686  
Cable: POLECONICS LONDON WC2

**Description**                      Professional staff: 4 professors, 4 readers, 7 senior lecturers, 11 lecturers, and 3 visiting professors specialising in public administration.

**Education and Training**                      MASTER OF SCIENCE (POLITICS), MSc  
Public administration and public policy is one of 9 branches of an MSc Politics (the others being the history of political thought, the politics and government of the United Kingdom, political sociology, the politics and government of Russia, comparative government, the politics and government of Western Europe, politics and government in Africa and political philosophy). The branch public administration and public policy offers 2 compulsory papers - comparative administrative systems,



Britain

BRI 16

UNIVERSITY OF LONDON (3) LONDON SCHOOL OF ECONOMICS (1)  
Cont.

and public policy and planning, and 6 optional papers - comparative local government, comparative public enterprise, administration and government in new and emergent states, politics and administration in urban and regional planning, public policy in Italy and France, and government regulation of the economy in the USA. This branch is examined by 3 written papers in June and an essay written during the course and submitted in September. Course commences annually in October. Part-time students for an MSc will be required to extend the course over 2 academic years or more if required. Requirement: at least second class honours at a first degree of London University or the equivalent.

MASTER OF PHILOSOPHY, MPhil

A postgraduate degree awarded by thesis or dissertation (maximum 55,000 words) after a minimum of 2 academic years of full or part-time study. Provision for retrospective transfer to the PhD. A second class (Upper Division) in an honours degree of London University or an approved equivalent is required.

DOCTOR OF PHILOSOPHY, PhD

The course of study for the PhD degree will extend over not less than 2 academic years for a full-time student, and not less than 3 academic years for a part-time student. Thesis (maximum 100,000 words) must form a distinct contribution to the knowledge of the subject and afford evidence of originality shown either by the discovery of new facts or by the exercise of independent critical power. At least a Second Class (Upper Division) in an honours degree of London University, or an approved equivalent is required. Normally a student is required to register first for a Masters degree.

Note

The MSc, MPhil and PhD degrees may be taken in the following related subjects in other departments of the London School of Economics: accounting & finance; analysis, design and management of information systems; demography; industrial relations and personnel management; operational research; regional and urban planning studies; social administration & social work studies; and social planning in developing countries (see BRI 17).

BRI 17

UNIVERSITY OF LONDON (4) LONDON SCHOOL OF ECONOMICS (2)

Social Planning in Developing Countries Programme  
Department of Social Science and Administration  
London School of Economics  
University of London  
Houghton Street  
Aldwych  
London WC2A 2AE  
ENGLAND

Telephone: 01 405 7686  
Cable: POLECONICS LONDON WC2

Description

The courses in social planning in developing countries are conducted by a sub-department within the Department of Social Science and Administration using 2 full-time lecturers in social administration plus the part-time assistance of 1 professor and 5 lecturers in social administration. Students taking courses in social planning can take options in the Departments of economics, sociology, demography, government and operational research, and industrial relations. External relationships: British Council, Ministry of Overseas Development. Library: in addition to the facilities of the British Library and other libraries in colleges of the University, the Department has a small study room library of approximately 1,000 volumes and journals and unpublished papers. Accommodation: LSE and University halls of residence are available for non-nationals.

DIPLOMA IN SOCIAL PLANNING IN DEVELOPING COUNTRIES

A 9-month postgraduate diploma commencing annually in October. Average enrolment: 15. Designed for men and women who work in the civil service and in other organisations concerned with social policies and social administration. The course encourages selective evaluation of general questions about the methods and organisation of social development. Course content: social policy and planning in developing countries plus 2 of the following: problems of health and disease, planning of welfare services, planning rural development, social and economic aspects of the housing system and social implications of education. Arrangements can be made for students to spend a short period in an appropriate department of agency at the end of the course. A degree (not necessarily in the social sciences) from a recognised university, or in some cases a diploma, plus relevant experience in developing countries is required.

Britain

BRI 17                    UNIVERSITY OF LONDON (4) LONDON SCHOOL OF ECONOMICS  
                              (2)     Cont.

MASTER OF SCIENCE IN SOCIAL PLANNING IN DEVELOPING  
COUNTRIES, MSc

A 12-month postgraduate degree commencing annually in September. Average enrolment: 15. Designed to cater principally for men and women concerned with social planning and social policy in the public and private sectors. Also suitable for teachers in university departments of social administration in developing countries. The course combines a theoretical study of the processes and problems of development with an emphasis on the principles and methods of social planning. Some provision for specialisation. Upper second in a British university or its equivalent or some previous background in social sciences or relevant experience in developing countries is required.

Research                The Department has no research programme as such but 2 tutors are engaged in several research projects jointly and individually.

BRI 18                    UNIVERSITY OF MANCHESTER

Department of Administrative Studies  
University of Manchester  
Precinct Centre  
Oxford Road  
Manchester M13 9QS

Telephone: 061 273 6241/2/3/4  
Cable: OVADMIN, Manchester  
Telex: 667461 COMCAB Att: ADMIN

Description            Founded: 1958. Multi-disciplinary group specialising in training, consultancy and research in the management of developmental activities in developing countries. Staff: professor, 3 senior lecturers, 8 lecturers, 10 support staff. Provides 2 postgraduate diplomas, in development administration and public sector training, and contributes 2 options, public policy analysis and the management of public sector organisations in developing countries, to the MA(Econ) in Development Studies in the Faculty of Economic and Social Studies. The greater part of its activities in Britain and overseas are funded by the British Technical Cooperation Programme, but increasing support is being obtained from the UN Agencies, the World Bank, EDF and other agencies.

BRI 18

## UNIVERSITY OF MANCHESTER      Cont.

Library: over 10,000 volumes and an expanding document collection relating to developing countries, computerised retrieval system. Teaching resources include audio-visual aids, video and microcomputing facilities. Accommodation: university-type hostel accommodation, or private housing available, through British Council for scholars, or the University Accommodation Office for others.

Education and  
Training

## POSTGRADUATE COURSES (1 Year)

## POSTGRADUATE DIPLOMA IN DEVELOPMENT ADMINISTRATION

Core studies in administrative theory and practice, government and politics for development, and economic and social policy and planning for development, with workshops in statistics for administrators and computer applications. 1 option must be selected out of issues and methods in economic planning, comparative public policy, decentralisation and rural development, manpower studies and social policy and planning. Participants undertake supervised fieldwork, usually involving visits to organisations in central and local government and the public and private sectors, often outside Manchester. Graded University Certificate is awarded through the Faculty of Economic and Social Studies. Administrative experience is required plus a recognised university degree. A high standard of written and spoken English is expected. Pre-course tuition in English can be arranged in the University.

## POSTGRADUATE DIPLOMA IN PUBLIC SERVICE TRAINING

Planned for participants involved in the design, implementation and management of training. The course focuses upon 3 areas: principles and practice of adult training; training for the public sector and development administration; management training, content and methods. Graded University Certificate may be awarded through the Faculty of Education, and is recognised by the Institute of Training and Development as a qualification for membership and as fulfilling the conditions for eligibility to sit for the Institute's Diploma in Training Management. Course commences late September. Applicants should have relevant work experience plus a recognised university degree, with a possibility of entry for candidates without a degree but with exceptional relevant experience or responsibilities. Candidates for whom English is not their usual language will be required to take the university English test.

SHORT COURSES (12 weeks).

All courses provide the opportunity for participants to improve their administrative capability through classroom and group activity, the sharing of experiences and study visits to relevant British institutions. Entry requirements: relevant experience and an appropriate university degree or its equivalent; good written and spoken English.

HIGHER EDUCATION ADMINISTRATORS PROGRAMME

Designed to contribute to the professional development of experienced administrators in institutions in higher education, with emphasis on the management approach to administration.

MANAGEMENT OF AGRICULTURAL AND RURAL DEVELOPMENT

Assists with the identification and analysis of problems in the administration and management of agricultural and rural development. Considers ways to improve performance, and provide the required skills and techniques. Includes a 2-week practical field visit to a developing country.

SENIOR MANAGEMENT

Helps individuals, often highly proficient professionals, to improve their management performance particularly in the utilisation of manpower, financial and physical resources.

MANPOWER STUDIES

Offers a common interdisciplinary approach to human resources development in developing countries with options in manpower planning and manpower development.

PUBLIC FINANCE AND FINANCIAL MANAGEMENT

Studies of public finance, including resource allocation, monetary and fiscal policies for development, financial management, budgeting and planning and financial information systems.

TRAINING FOR TRAINERS

Designed for managers with training responsibilities who are on staff of training institutions. The course assists participants to improve their performance in 3 key roles: managing the training function, implementing training activities and contributing to organisational effectiveness.

BRI 18

## UNIVERSITY OF MANCHESTER      Cont.

## CONSULTANCY AND TRAINING ACTIVITIES OVERSEAS

The Department has a record of active involvement in developing countries and is strengthening the capability of a number of training institutions in, for example, Malawi, Zambia, Nepal, Mexico, Thailand and Egypt. Recent overseas consultancies include advice on the proposed Institute of Administration in the United Arab Emirates for the World Bank and an appraisal of the industrial sector in Pakistan for the Asian Development Bank.

- Research      Staff at DAS conduct research into the problems of managing developmental activities, as funds and time permit. These have included the monitoring and evaluation of developmental programmes, labour supply and technology issues in rural development in Kenya and in distance learning techniques in developing countries.
- Publications      3 series of publications are produced at DAS: Teaching Public Administration, a twice-yearly journal that explores approaches to strengthening the public sector through educational and training courses. Manchester Papers on Development, presenting articles on development issues that are drawn from institutional or individual research, or on concepts or experiences that are of value in resolving issues in development. Manchester Training Handbooks, an occasional series on practical training issues.

Britain

BRI 19

UNIVERSITY OF OXFORD

Foreign Service Programme  
Queen Elizabeth House  
21 St. Giles  
Oxford OX1 3LA  
ENGLAND

Telephone: 0865 52952

Cable: QUEENHO OXFORD

Description

Founded: 1963. Professional staff for the Foreign Service Programme: director of studies; 3 academic supervisors, 4 part-time tutors. External relationships: annual meeting with the deans and directors of the following diplomatic academies and institutes: UNITAR, New York; Foreign Service Training Institute, Tokyo; Foreign Service Institute, Department of State, Washington; School of International Affairs, Carleton University; Diplomatic Institute, Ministry of Foreign Affairs, Cairo; Diplomatic Academy, Vienna; School of Foreign Service, Georgetown University; Diplomatic Academy, Chile; Fletcher School of Law and Diplomacy; Institute of International Affairs, Tehran; Graduate Institute for International Studies, Geneva; Institute of Political Sciences, Warsaw; Instituto Rio Branco, Brasilia; College of Europe, Bruges; Institute of International Relations, Trinidad; Escuela Diplomatica, Madrid. Library: Bodleian Library, Oxford University. Accommodation: available either in various colleges, Queen Elizabeth House, or British Council accommodation.

Education and  
Training

OXFORD UNIVERSITY COURSE FOR OVERSEAS DIPLOMATS

A 9-month course commencing in October for approximately 25 members of diplomatic services sponsored by their governments. The object is to create a geographically balanced group of professional diplomats of an average age of 30 who, in addition to benefiting from the academic content of the University programme, will partake in an exercise in international understanding and become better acquainted with their colleagues in an atmosphere that is conducive to serious and rational discussion. Tutorials and lectures are held in the main subjects of the course: international politics, political analysis, international law, international trade & finance, diplomatic practice. In addition, lectures are given on related subjects, and study visits are undertaken to diplomatic missions, international organisations, etc.

BRI 19 UNIVERSITY OF OXFORD Cont.

SPECIAL PROGRAMMES

Special programmes are arranged at the request of governments for members of their diplomatic service, or others requiring special tuition in subjects such as diplomatic practice and protocol.

Research A research project is underway investigating the changing patterns of diplomacy.

Consultancy Formal and informal consultancy is an important part of the work of the programme. Expertise in the field of training programmes for diplomats.

Publications International Trade Groupings: A survey of basic principles and experiences of EFTA. Diplomatic Handbook. Training for an International Career.

BRI 20 ROYAL INSTITUTE OF PUBLIC ADMINISTRATION

Royal Institute of Public Administration  
3 Birdcage Walk  
Westminster  
London SW1H 9JJ  
ENGLAND

Telephone: 01-222 2248

Cable: PUBADMIN

Description Founded: 1922. An independent Institute. Professional staff: director, 33 full-time and 22 part-time. Departments: membership and programme (including research and publications); overseas services unit; local government operational research unit; national health service operational research group. External relationships: the Institute has 500 corporate members, including the UK Government, several governments of Commonwealth countries, public corporations, local authorities, health authorities, and educational and professional organisations. It is the British national section of the International Institute of Administrative Sciences in Brussels. Its Overseas Services Unit operates in close consultation with the UK Overseas Development Administration and with the British Council. Library: 13,500 volumes, 17,000 pamphlets, 120 periodicals.

Objectives To help improve the effectiveness of public administration and to increase public understanding of its scope and processes.



Britain

BRI 20

ROYAL INSTITUTE OF PUBLIC ADMINISTRATION      Cont.

Education and  
Training

In the UK, the Institute organises a varied programme of conferences, seminars, courses, workshops, discussion groups and lectures.

Through its Overseas Services Unit, the Institute provides consultancy and training services in 5 major areas: policy making; management and organisation; management development; personnel administration, including training; and management services. Its staff has first-hand experience of modern methods of administration and, through a wide variety of service overseas, is familiar with the special problems of developing countries. The Institute's close association with British public authorities enables the Unit to secure the assistance of experts with particular skills for assignments where it needs to supplement its existing resources.

The Unit has always emphasised work-related training. Most courses are of 12 weeks, although several shorter courses have been introduced for top administrators. Most courses include 2-3 week project assignments in a wide range of public and private sector bodies, which give participants an opportunity to tackle "live" problems.

The Unit has pioneered the development of long-term programmes, extending over several years, which provide basic training locally and advanced instruction in the UK. The aim is to train sufficient staff to achieve widespread change in local management practice. In carrying out such a programme the Unit works closely with a kindred organisation in the country concerned, so that, in time, the programme can become locally managed. The Unit is closely involved with long-term programmes in Indonesia, Liberia, Nigeria and Pakistan.

Education and  
Training

The following UK training programmes are open to applicants from all countries and are held every year:

#### MANAGEMENT AND NATIONAL DEVELOPMENT

An important aspect of the programme has been the development of short courses for top management/permanent secretaries and their equivalents. There needs to be forum, a time to think, a time to discuss new ideas, attitudes, techniques and technology related to their work. This seminar provides such a forum.

#### ADVANCED MANAGEMENT IN GOVERNMENT

A course designed for administrative and professional officials in the public sector who have had wide managerial experience but who are looking for a broader

BRI 20

## ROYAL INSTITUTE OF PUBLIC ADMINISTRATION      Cont.

and deeper understanding of the particular skills required of a successful manager at a senior level. The course concentrates on aspects of general, personnel and financial management. It examines the UK management experience and relates it to that of developing countries.

## PUBLIC SECTOR ADMINISTRATION

Aimed at public officials currently holding senior posts who are about to be involved in policy making. This course surveys a range of social, economic and management situations and associated skills enabling delegates to improve their administrative effectiveness.

## PROJECT MANAGEMENT

Intended for officers who will plan, implement and control a defined project or set of projects.

## FINANCIAL MANAGEMENT IN GOVERNMENT

Designed for senior civil servants who are primarily general administrators rather than financial officers, who wish to expand their knowledge of modern financial management. The course aims at improving the decision making capability of officers allocating scarce resources and at improving the control of public expenditure.

## MANAGEMENT INFORMATION

Studies the whole range of management, information and control systems, as a basis for decision-making. Both manual and computer operated systems are studied in depth and the design strategy, control, implementation and behavioural aspects fully considered.

## PERSONNEL MANAGEMENT

Specifically designed to prepare officers who have, or are about to have, responsibility for personnel management. It identifies and defines the roles and functions of personnel management and in planning and developing the manpower resources.

## MANAGEMENT OF TRAINING

Aimed at officers who are managing training in public organisations, government training centres and institutes of public administration. The course gives people already skilled in training methods an opportunity to study the management and financial problems involved in running a training organisation and to evaluate the role of training in organisation development.

TRAINING TECHNIQUES

Concentrates on instructional skills and equipping participants to develop such skills in the training of staff in their own countries. Participants are also given a thorough grounding in the principles of training so that they are able to improve their capability in analysing training needs, in designing courses and in implementing and evaluating training programmes.

ORGANISATION, METHODS AND JOB EVALUATION

Intended for officials who are relatively new to O&M. The course is essentially for practitioners. It prepares officials to undertake O&M assignments, to understand the value of work measurement and to be able to carry out job evaluation and grading surveys.

MANAGEMENT SERVICES

Provides an understanding of the various techniques now covered by the term "management services". These include O&M, computerisation, operational research, work study and management by objectives. The course demonstrates the potentialities and limitations of each of these techniques and their relevance to countries at varying stages of development.

MANPOWER BUDGETING AND STAFF INSPECTION

Intended for officers who are directly or indirectly involved in the process of budgeting for the number of staff needed by government to meet its demands. The programme content ranges from the classification of departmental objectives through organisational analysis to various skills and techniques used by the staff inspector in determining work loads and in classifying, evaluating and grading jobs.

LEGISLATIVE DRAFTING

The course is designed for lawyers who are members or potential members of legislative drafting teams. The programme enables participants to acquire a comprehensive familiarity with legislative drafting. Participants should be well able to undertake legislative drafting under supervision after completing the course.

Accommodation for non-nationals: arranged and financed by the British Council for candidates qualifying under the United Kingdom Technical Assistance Scheme; other participants are responsible for making their own arrangements.

BRI 20

ROYAL INSTITUTE OF PUBLIC ADMINISTRATION Cont.

Exchange  
Arrangements

In addition to the programme of international courses held each year in the UK, the Overseas Services Unit also arranges training to meet the particular needs of individual countries. The courses vary in duration from 4 to 12 weeks. Programmes can also be arranged for small groups or individuals from overseas whose needs cannot easily be met by standard courses.

The Overseas Services Unit is particularly able to examine the role and operation of institutes of administration and similar bodies. Consultancy has been undertaken in Peru, Sri Lanka, Bangladesh, Nigeria, Malawi, Cyprus, Indonesia, Liberia, Kuwait, Sudan and Pakistan. In several cases consultancy reports have recommended appropriate training programmes and these have been designed and implemented either by the Unit alone or in conjunction with local training organisations.

Research

The Institute undertakes research on a wide range of subjects. Panels of experts are often used to help develop and implement research projects. A specialist RIPA service encourages efficiency in public authorities through operational research.

Publications

Public Administration, published quarterly by Basil Blackwell for RIPA. Public Administration and Development, published quarterly by John Wiley & Sons Ltd. for RIPA. Subscription details from the relevant publishers. The Institute has an extensive publications programme.

Note

The facilities of the Overseas Services Unit of the Institute are located at Hamilton House, Mabledon Place, London WC1H 9BD. Telephone 01-388 0211. Cable: Pubadmin London.

Britain

BRI 21 SCOTTISH BUSINESS SCHOOL

Scottish Business School  
79 St George's Place  
Glasgow G2 1EU  
SCOTLAND

Telephone: 041 221-3124

Description

The Universities of Glasgow, Edinburgh and Strathclyde have been active in business studies and the related fields of accountancy, economics, operational research and government for some years. In 1970 they agreed to consolidate and develop these activities by jointly establishing a Scottish Business School. In 1984 they were joined by the University of Sterling. The courses are now well-established in the four divisions of the Business School, located in the universities concerned.

#### EDINBURGH DIVISION

For an entry on the programmes offered by the Edinburgh Division see the entry for the Department of Business Studies, University of Edinburgh, (BRI 6).

#### GLASGOW DIVISION

Higher degree courses offered by the Department of Management Studies, University of Glasgow, Glasgow, Scotland, G12 8QQ:

Master of Business Administration (MBA) - 3 years, part-time.

Master of Engineering (M.Eng) in engineering management - 3 years, part-time.

Master of Philosophy (M.Phil) in industrial relations - 1 year, full-time; 2 years, part-time.

Master of Accountancy (M.Acc) - 2 years, full-time.

Diploma in Accountancy - 9 months, full-time; 2 years, part-time.

#### STRATHCLYDE DIVISION

Higher degree courses offered by the Strathclyde Business School, 130 Rottenrow, Glasgow, Scotland, G4 0GE:

Master of Business Administration (MBA) - 1 year, full-time; 3 years, part-time; up to 5 years, distance learning.

Master of Science (M.Sc) in marketing, industrial relations, operational research, tourism, organisational analysis, development planning, personnel management, urban & regional planning, public policy - most are available full-time (1 or 2 years), some part-time (2 or 3 years).

Diploma courses are also available in the above subjects plus financial studies, accountancy, hotel administration, career guidance, legal practice, marketing for industrialising countries, office automation and secretarial studies - usually 9 months full-time, but some are available part-time.

**BRI 21                    SCOTTISH BUSINESS SCHOOL      Cont.**

Ll.M. in Business Legal Studies - 1 year full-time;  
3 years part-time.

Master of Commerce (M.Comm) in marketing for  
industrialising countries - 1 year full-time.

**STIRLING DIVISION**

Higher degree courses offered by the Departments of  
Management Science, Business Studies, Accountancy and  
Business Law:

Master of Business Administration (MBA) - 1 year  
full-time.

Master of Science (M.Sc) in technological economics,  
entrepreneurial skills, retail management - 1 year  
full-time.

Diploma in Accountancy and Finance and in Information  
Technology - 9 months full-time.

Certificate in Accountancy - 9 months full-time.

**DOCTORAL RESEARCH PROGRAMME**

All four divisions offer research facilities for the  
degree of Doctor of Philosophy (Ph.D) on a 3 year  
full-time basis. The degree can also be achieved in a  
minimum of 45 months part-time.

**BRI 22                    UNIVERSITY OF STRATHCLYDE**

**David Livingstone Institute of Overseas Development  
Studies**

**University of Strathclyde**

**McCance Building**

**16 Richmond Street**

**GLASGOW G1 1XQ**

**ENGLAND**

**Telephone: 041 552 4400 Ext. 2200**

**Description**      Founded: 1971. Faculty: director, 1 senior lecturer, 2  
lecturers, 1 senior research fellow and 3 research  
fellows; disciplines include economics, production  
engineering and management, chemistry, metallurgy,  
mathematics, statistics and environmental sciences.  
Internal relationships: Centre for Industrial  
Innovation. External relations: links with similar  
institutions in the UK, Europe, and the developing world  
(in particular British and Irish Development Studies  
Association, European Association of Development  
Institutes on Appropriate Technology, Addis Ababa  
University, University of Cape Coast in Ghana (see GHA 1).

BRI 22

UNIVERSITY OF STRATHCLYDE      Cont.

Education and  
Training

The Institute is primarily a research organisation. The link between its education and training activities arises mainly, but not exclusively, because of the strong research interest of the Institute in the choice of industrial technology in developing countries. Developing country nationals are employed in some of the research work, thus training them in research which can be applied in areas such as the evaluation of industrial investment, or in the development/design of appropriate technology. In addition, training is a component of collaborative research/training programmes. Since 1981, the Institute has been offering 3-month courses on technology and development to those concerned with industrial decision-making in developing countries. It has also been engaged in a postgraduate training programme leading to MSc and PhD degrees.

Research

Most of the present work of the Institute is concerned with the industrial (including agricultural/industrial) problems in social and economic development. This work is in a broad context and takes account, for example, of factory endowments, employment and income distribution, and rural-urban balance. This Institute has been conducting a major enquiry into the choice of industrial technology in developing countries. The enquiry began in 1971, financed by the Overseas Development Administration. Studies of footwear, sugar, brewing, grain milling, fertilisers, foundry castings, bolts and nuts, leather tanning, bricks and tiles, cotton cloth and corrugated paper boxes have been completed.

The Institute has been engaged in a research and training programme in collaboration with the University of Cape Coast, Ghana, financed by the EEC. The programme involved, inter alia, the secondment of Institute staff members to Ghana and training in the UK of Ghanaian nationals. The Institute plans to commence a similar programme in collaboration with the Institute of Development Studies, NWFP Agricultural University, Peshawar, Pakistan.

Consultancy

Consultancy services have been provided through papers delivered to successive UNIDO/ECA/OAU Conferences of African Ministers of Industry; an international seminar on technology (1973), and a study seminar, held jointly with IDS, Sussex, (see BRI 11) and the University of Cape Coast at the University of Cape Coast Ghana in 1976. Policy advice has been given, on request, to the Ford Foundation, the ILO, UNIDO, the US Academy of Science, the Inter-American Development and (the US Congress-funded) Appropriate Technology International. Specific

BRI 22 UNIVERSITY OF STRATHCLYDE Cont.

consultancy services have been provided to the Ethiopian Agricultural and Development Bank, the Ethiopian Ministry of Industry, the Ministry of Economic Planning in Ghana, and others.

BRI 23 UNIVERSITY COLLEGE OF SWANSEA (WALES)

Centre for Development Studies  
University College of Swansea  
University of Wales  
Singleton Park  
Swansea SA2 8PP  
WALES

Telephone: 0792 205678

Description Founded: 1976. Managing agency: University College of Swansea but funded by the Overseas Development Administration. Professional staff: 11 full-time (including director), 2 part-time. Internal relationships: Centre for Applied Social Studies and Institute for Health Care Studies. Library: 280,000 volumes, 95,000 periodicals, 60,000 pamphlets; microfilm/microfiche reader and printer. Accommodation: non-nationals are allocated a quota of rooms in college quarters, others assisted by college accommodation office and by the British Council.

Education and Training The Centre provides training in social planning, regional development planning, and the management and planning of social services for middle and senior level administrators, primarily from developing countries.

MSc (Econ) EPIDEMIOLOGY AND HEALTH PLANNING

MSc (Econ) SOCIAL PLANNING

MSc (Econ) REGIONAL DEVELOPMENT PLANNING

MSc (Econ) SOCIAL SECTOR PLANNING AND MANAGEMENT

Four 12-month postgraduate degree programmes designed to meet the growing need for advanced training in these fields and to prepare men and women for the social aspects of planning in national or regional planning organisations. The courses are problem-orientated and interdisciplinary and draw extensively, by using case material and other documentation, from current planning experience in Britain and Europe as well as the developing countries. Requirements: graduates from recognised universities with good grades equivalent with a good second class honours degree. Preference to graduates in the social sciences with 2 years working experience in a senior administrative post.



POSTGRADUATE DIPLOMA IN SOCIAL POLICY AND ADMINISTRATION  
POSTGRADUATE DIPLOMA IN DEVELOPMENT POLICY AND SOCIAL  
PLANNING

Two 9-month postgraduate diplomas are offered by the Centre in these fields. Further information is available from the Centre.

SHORT COURSES

Environmental impact assessment; decentralisation and community participation; planning services for the offender in the community; innovations in social work. 4 3-month short courses are offered by the Centre in the above fields. Further information from the Centre.

Research

Research includes a major study of policies towards urban informal service employment in Cali, Colombia (4 members); other research is individual and includes British policies on trade and aid; marketing and regional planning; health policies and planning; agricultural development; legal services; rural planning; social welfare; community development; decentralisation; participation.

Consultancy

Subjects of consultancy have included regional planning in Ecuador, children's services in Jamaica and aid & trade policy.

Publications

The Centre publishes occasional papers and monographs and a newsletter. Meeting the Basic Health needs of rural Malawi: An alternative strategy. 1981; The Land and the agricultural organisation of Peninsula Malaysia: An historical Interpretation. 1981; Landlessness and Hired Labour in Philippine Rice Farms (forthcoming); The Strange Farmers of the Gambia: a Study of migrant Groundnut Farmers; The Internationalisation of Production - Multinational Corporations and Brazil 1964-1979. Labour Productivity in Egyptian Industry 1965-1975. A review of some contradictions existing in the international wheat market as a result of the different agricultural policies carried out by the main producers. 1983; Rural poverty in Africa. 1980; Development, Imperialism and some Misconceptions. 1981; Global Energy Considerations (forthcoming); Malthus and the Problems of Economic Development. 1982; The Brandt Report: Stalemate at Cancun: where do we go from here? 1982; Cooperative Credit Unions as Instruments of Regional Development: The Example of North-Western Ghana; Rural Development Strategies in Northern Ghana: Problems and prospects for reaching the small farmer. 1983; Also publishes abstracting journal: International Development Abstracts. Exchange arrangements for publications are welcome.

BRI 23                      UNIVERSITY COLLEGE OF SWANSEA (WALES)                      Cont.

|              |                                                         |
|--------------|---------------------------------------------------------|
| Exchange     | Co-operation in most fields is desired but co-operation |
| Arrangements | in research and for the provision of second and         |
|              | third-country training will be particularly welcomed.   |

CAN 1 PERSONNEL ADMINISTRATION OFFICE, ALBERTA

Organisation Development Division  
Personnel Administration Office  
2nd Floor, Kensington Place  
10011 - 109 Street  
Edmonton  
Alberta T5J 3S8  
CANADA

Telephone: 403 427-8536

Description Founded: 1969. Provides service to all provincial government departments, boards and commissions in organisation development consulting, training and development programme and personnel planning and career development programme or women and native people. Professional staff is 13; clerical staff is 8.

Objectives To assist the Alberta Public Service in the effective use of human resources consistent with the identified needs of both the employees and departments.

#### MANAGEMENT AND SUPERVISORY DEVELOPMENT

A series of 2 to 5-day seminars designed to provide managers with information and skills appropriate for the operation of management systems within the Alberta Public Service. These seminars also provide developmental opportunities for managers and supervisors. The seminar subjects include management development; management, leadership and motivation; human resource management; managing the decision process; managing the planning process; consulting skills; managing conflict; managing time; managing time for team effectiveness; planning for and managing change; power and productivity; orientation for managers; on-the-job training methods; essentials of situational leadership; logical and creative problem solving; managing the unsatisfactory performer.

#### COMMUNICATION AND INTERPERSONAL SKILLS

A series of 2 and 3-day seminars on specific skills for verbal and written communication in meetings as well as in interpersonal situations including interpersonal communication; effective public speaking; advanced public speaking; effective writing workshop; meeting skills; report writing workshop.

#### PERSONNEL PLANNING AND CAREER DEVELOPMENT

Women's programmes: A series of 3 and 4-day seminars to assist women in strengthening their management skills and in developing their careers. Administrative support: A series of 2 and 3-day seminars on specific clerical skills for career advancement. Native programmes: These are awareness and information-sharing seminars related to

CAN 1

PERSONNEL ADMINISTRATION OFFICE, ALBERTA      Cont.

the Native Career Opportunities Programme. Departments may request departmental briefings and the Native Cultural Awareness Programme.

HEALTH AND SAFETY COURSES

A series of 1 to 3-day courses dealing with issues related to health and safety in the workplace.

SPECIAL PROGRAMMES

A series of 1 or 2-day seminars for the personnel community and/or senior managers. The content is usually of current topical interest for the manager and is developmental in nature for the personnel community.

TECHNICAL COURSES

Provision is made for education in data processing, office automation and records management through information services of Alberta Public Works, Supply and Services. A course for senior management is also provided through the Public Affairs Bureau. It focuses on electronic media and basic techniques for dealing with stressful interview situations.

CONSULTATIONS

The Organisation Development Division provides a consultative and advisory service to departments and managers in organisation development effectiveness.

CONCEPTUAL DEVELOPMENT

A model for management congruent with the Alberta Public Service philosophy of management is being developed.

PUBLICATIONS

Calendar of Services, annually; Focus on your Future; Personnel Planning and Career Development Unit, Women's Programme.

Canada

CAN 2

BRITISH COLUMBIA PUBLIC SERVICE COMMISSION

Staff Development and Safety Programs Division  
Public Service Commission  
Government of British Columbia  
548 Michigan Street  
Victoria  
British Columbia V8V 1S3  
CANADA

Telephone: 604 387 4391

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description            | Staff Training Division founded 1952; strengthened 1975. Merged with Accident Prevention Division 1980. Current strength: 28, including executive director, director of safety programmes, 7 safety professionals and 8 training and development professionals. Extended relationships: co-operative relationships with federal and provincial training bureaux, provincial regional colleges and universities, private sector consulting firms. Library: 400 volumes. Facilities and equipment: 3 fully equipped classrooms; projectors, screens, VTRs, personal computer. Out-of-town accommodation and equipment booked through other government offices and local hotels. |
| Objectives             | To ensure the training, development and safety of all employees in the BC Public Service. The Division conducts service-wide needs analyses, designs and delivers class-room training and correspondence courses and negotiates service-wide contracts with external training firms.                                                                                                                                                                                                                                                                                                                                                                                          |
| Education and Training | The Division operates programmes and services in safety, financial administration, management, supervision and clerical development. An executive development programme series is being introduced.                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Research               | Research activities include computer assisted learning, occupational health issues and public administration practices.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Consultancy            | Senior staff members work as consultants with management teams in various ministries, conducting strategic planning and operational review sessions. In addition, Division staff work with training managers in ministries assisting them in planning training activities and conducting job analysis and problem-solving workshops on request. Safety professionals perform safety audit and work-site inspections in ministries and assist ministry safety committees on request.                                                                                                                                                                                           |
| Publications           | <u>Organisation of the BC Public Service</u> , revised biennially. Copies available at nominal charge. <u>Catalogue of Programmes and Services</u> , annually. <u>Service-wide Training Plans Analysis</u> , annually distributed to deputy ministers and training managers.                                                                                                                                                                                                                                                                                                                                                                                                  |

CAN 3

## CARLETON UNIVERSITY

School of Public Administration  
 Carleton University  
 Ottawa K1S 5B6  
 CANADA

Telephone: 613 231 6360

## Description

Founded: 1953. Professional staff: director, 12 professors. Internal relationships: some courses are taught by faculty members from other departments in the university, e.g. law, commerce and economics departments. External relationships: a number of courses are taught by sessional lecturers who are employed by the federal government. The School arranges internship placements in the federal government. Library: a resource centre is located in the School which contains periodicals and extracts from journals required for public administration courses. Accommodation: residence accommodation is available on campus and a certain number of rooms are reserved for non-nationals. There is an Overseas Students' Advisory Service available at the University which provides a handbook and other information regarding other services around the city.

## Education and Training

## GRADUATE DIPLOMA IN PUBLIC ADMINISTRATION, DPA

A 1-year full-time or equivalent part-time programme designed to provide balanced instruction in administrative studies and public policy. The programme consists of 5 full course credits, and at least 4 must be completed at Carleton. Course content: management accounting, financial management, economics for management and policy I, economics for management and policy II, organisational behaviour, law of public authorities, public sector managing and the Canadian political system, public sector-private sector relations, policy and decision making.

## MASTER OF ARTS, MA

A 2-year full-time or equivalent part-time or special mid-career, programme designed to provide the prospective and mid-career administrator with a balanced exposure to both administrative studies and to public policy. It consists of 20 half courses or equivalent. 1st year: public sector managing and the Canadian political system, management accounting, financial management, economics for management and policy I, economics for management and policy II, organisational behaviour, quantitative methods, public sector-private sector relations. Students who successfully complete the first year programme may be awarded the Diploma in Public

Canada

CAN 3 CARLETON UNIVERSITY Cont.

Administration. 2nd year: policy and decision making; law of public authorities I; one half course selected from the public policy, analysis stream, 2 half courses in public sector management; 6 half courses, or thesis and 2 half courses, or research essay and 4 half courses.

A separate stream in development administration within the MA program is planned.

Research

Research in the School covers a broad range of public policy and public management issues. Included are energy policy, incomes policies, urban policy, social security, resource policy, education policy, health policy, occupational health and industrial hazards, nuclear policy and administration, Canada-US productivity, the politics and organisation of economic management in Canada, analysis of regulatory boards in Canada, and economic development policy. The School publishes an annual review of policies and expenditures of the federal government.

CAN 4 DALHOUSIE UNIVERSITY (1)

Faculty of Administrative Studies  
Dalhousie University  
Halifax  
Nova Scotia B3H 4H6  
CANADA

Telephone: 902 424 2582

Description

Founded: 1975. Professional staff: dean, 46 full-time and 10 part-time staff in School of Business Administration, 13 full-time and 6 part-time staff in School of Public Administration. Departments: Schools of Business Administration, Public Administration, Library Service and Maritime School of Social Work. Internal relationships: joint/shared courses with other university departments such as political science, economics, commerce. External relationships: The Federal Department of Industry, Trade and Commerce funds a programme in international business implemented by the School of Business Administration through the Centre for International Business Studies (see note in CAN 3 above). Library: extensive collection available through Dalhousie library system; microfilm/microfiche reader and printer available. Accommodation: available for foreign students.

## CAN 4

## DALHOUSIE UNIVERSITY (1) Cont.

Education and  
Training

The School offers undergraduate programmes leading to the degree of Bachelor of Commerce (4 years) and the degree of Bachelor of Commerce (Honours) (4 years). The Honours programme permits concentration in accounting, economics, finance, marketing, organisational behaviour, public sector management or quantitative methods. Normal admission requirements of Faculty of Arts and Science in Dalhousie University, plus senior matriculation mathematics.

## CERTIFICATE IN PUBLIC ADMINISTRATION, CPA

A 1-year full-time or equivalent part-time undergraduate programme intended primarily for public servants who do not have a degree. The programme consists of undergraduate classes designed to provide a general introduction to the structure and organisation of government and the principles of public administration. Courses: the Canadian political system, public administration, organisational behaviour; organisational theory; economics; plus an elective. Requirements: persons meeting the undergraduate admission requirements of Dalhousie University and who are not enrolled in a programme leading to a first degree; provision exists for admission as a special case. An introductory course in political science may be required as a prerequisite.

## MASTER IN BUSINESS ADMINISTRATION, MBA

A 2-year full-time or equivalent part-time postgraduate degree programme for the development of effective business managers. The programme concentrates on developing the ability to make sound decisions and judgements and train students in analysis and evaluation of decision-making data. The first year of the programme develops the student's understanding of all the major functional areas of business through an integrated set of courses embracing economics, statistics, finance, operations research, operations management, accounting, marketing and management. The second year has one required course - business policy. In addition the student selects courses offering an opportunity to examine in greater depth areas of special interest. The business policy course includes a major assignment involving organisations in the business community. Second year courses are available to permit the following specialisations: accounting, marketing, management, quantitative methods, and international business. Support for the international business option is provided by the Centre for International Business Studies which encourages teaching and research in the theoretical and practical aspects of international business. A wide range of course offerings is available both within the



School and in other university departments such as science. The Centre has a particular interest in international transportation and the international business aspects of ocean resources. Geographically the Centre's activities will be oriented towards the European community and the Greater Caribbean area. Requirements: a degree recognised by Dalhousie University as the equivalent of a Bachelor's degree in one of its own faculties; interests and qualities necessary for success in business management. Applicants are required to sit the Graduate Management Admission Test (GMAT). In exceptional circumstances mature persons with academic backgrounds equivalent to a Bachelor's degree and good experience in government or business may be considered for admission.

COMBINED LLB AND MBA PROGRAMME

A 4-year programme which enables senior students to select courses leading to the degrees of Bachelor of Laws and Master of Business Administration. Candidates for the MBA/LLB programme must satisfy the entry requirements of both the Faculty of Law and the MBA programme.

DIPLOMA IN PUBLIC ADMINISTRATION, DPA

A 1-year full-time or equivalent part-time postgraduate programme, designed for public servants who hold a first degree, and for students wishing to obtain professional preparation for a career in public administration. It is intended to widen or update knowledge of the principles of government organisation, public policy and public sector management. The DPA requires successful completion of 5 courses: government structure and organisation, policy formulation in Canada, public sector management, quantitative methods, plus either applied economics or public sector finance and accounting. Candidates are assessed on a combination of professional experience and/or promise, previous academic work, letters of reference, GMAT and TOEFL. Candidates normally have a degree equivalent to a Bachelor's degree at Dalhousie University.

MASTER OF PUBLIC ADMINISTRATION, MPA

A 2-year full-time or equivalent part-time postgraduate degree designed for individuals prepared to undertake advanced professional studies. Individual programmes will vary in content to reflect each student's background and interests while at the same time recognising the central principles and functions of public administration. Students must complete the courses described for the diploma in public administration

CAN 4

DALHOUSIE UNIVERSITY (1) Cont.

above. In addition they undertake a public administration project and must select electives in 1 of 4 areas: personnel management, financial management, municipal management and policy and programme management. A concentrated programme is one in which the project and up to 2 additional full credits or equivalent half credits are related to single theme or area. Requirements: as for the Diploma in Public Administration. Advanced standing may be granted for a candidate admitted with an Honours BA, DPA, Masters or other professional degree.

#### RECENT DEVELOPMENTS

The School of Business Administration has been rapidly expanding for the past 3 years and is linked to the programme of a number of allied departments. The School of Public Administration, still relatively small, is growing around an interdisciplinary programme.

|                       |                                                                                                                                                                                   |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Research              | Faculty members undertake individual research activities with both government and business in Canada and abroad.                                                                  |
| Consultancy           | Individual and some group consultancy studies are undertaken by faculty members in Canada and abroad, including Africa, Latin America, the Caribbean and China.                   |
| Publications          | Individual faculty members publish widely in the normal range of Canadian and international periodicals.                                                                          |
| Exchange Arrangements | The Faculty would welcome co-operative arrangements with other Commonwealth organisations in such fields as joint research, development of course material and exchange of staff. |

Canada

CAN 5 DALHOUSIE UNIVERSITY (2)

Department of Economics  
Faculty of Arts and Sciences  
Dalhousie University  
Halifax  
Nova Scotia B3H 4H6  
CANADA

Telephone: 902 424-2026

Description Department founded: circa 1940. Professional staff: chairman, 22 full-time and 6 part-time faculty members. Internal relationships: joint programmes with Schools of Business and Public Administration, the departments of political science, preventative medicine and mathematics, the Centre for Development Projects and the Centre for African Studies. External relationships: through the work of the faculty, the department has extensive links in Africa, the EEC, India and also the Canadian government and Nova Scotia government agencies. Library: extensive collection in Dalhousie University library; microfilm/microfiche reader and printer available. Accommodation: assistance given by university officials to locate accommodation and facilitate the general adjustment of foreign students.

Education and Training The department provides courses for general BA, Honours BA, MA, MDE and PhD programmes in economics and courses for linked programmes such as MBA, MSW, MPA. In addition courses in applied development economics are conducted with the Pearson Institute for the requirements of Canadian and overseas officials in public services.

UNDERGRADUATE PROGRAMMES

The department conducts undergraduate programmes in the following: Canadian development studies; economic analysis and policy; economics and the citizen; economics in government; economic development in historical perspective; international development studies; labour in society; mathematical economics and econometric methods; regional and urban economics; resources and environment; economics in business.

MASTER OF DEVELOPMENT ECONOMICS PROGRAMME

The department offers programmes that enable students to focus either on international development or Canadian studies. The Canadian International Development Agency assists in the international development programme. Both programmes are normally for 2 years, require some applied field work for the thesis and are interdisciplinary.

CAN 5

DALHOUSIE UNIVERSITY (2) Cont.

MASTER OF ARTS PROGRAMME

The department offers MA programmes in the following: economic analysis and policy; economic development; applied economics; mathematical economics and econometrics.

DOCTOR OF PHILOSOPHY PROGRAMME, PhD

Doctoral level courses and research opportunities with a wide range of choice permitting specialisation in any of the above fields including mathematical economics.

AD HOC COURSES

All courses for credit have to be approved by the department and appropriate faculty. Ad hoc courses for students or agencies with special requirements can also be arranged in any of the subject areas offered in the regular programmes described above.

RECENT DEVELOPMENTS

The Lester Pearson Institute for International Development has been established by the University to foster increased international development research, teaching and advising work by, and in co-operation with, Dalhousie University.

|                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Research              | Individuals in the department undertake research, sometimes in groups sometimes alone, in a number of fields including Canadian development issues, broad thematic topics, such as modern capitalism, its growth and transformation, models for university financing and issues of industrial organisation, and specific international development issues, such as training requirements in developing countries, Canadian foreign aid policies, EEC/Canadian relationships etc.                                                  |
| Consultancy           | Within Canada members of the department have served on Royal Commissions and federal/provincial boards, have reviewed or advised a large number of Canadian, federal and provincial government agencies. Several members have close advisory links with particular industrial sectors. Internationally, a number of members are currently advisers to governments of developing countries. Others have experience in project work in Africa, Asia and Latin America. Some members have undertaken consultancy assignments abroad. |
| Exchange Arrangements | Exchange arrangements are actively sought by the department.                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

Canada

CAN 5 DALHOUSIE UNIVERSITY (2) Cont.

Note Associated with Dalhousie University are several centres which provide specialist support, research opportunities and personnel to the departments of the University. These include the following.

THE CENTRE FOR INTERNATIONAL BUSINESS STUDIES

Provides specialist training in international business studies and experimental programmes of continuing education, and research in international business, with particular reference to the European Economic Community and the Caribbean.

THE CENTRE FOR AFRICAN STUDIES

Established in 1975, co-ordinates a teaching and research programme in African Studies. Its staff hold primary appointments in the social sciences and the humanities.

THE CENTRE FOR REGIONAL AND INTERNATIONAL DEVELOPMENT PROJECTS

Participates in developmental activities in Eastern Canada and a number of developing countries.

THE INSTITUTE OF ENVIRONMENTAL STUDIES

Established for research and teaching relating to the environment of Nova Scotia, the Institute is broadening its range of activities in liaison with the Centre for International Business Studies and the Centre for Development Projects.

THE PEARSON INSTITUTE FOR INTERNATIONAL DEVELOPMENT

A new Institute broadening the University's commitment to developing countries.

THE CENTRE FOR FOREIGN POLICY STUDIES

Concerned with teaching and research in comparative foreign policy analysis.

THE INSTITUTE OF OCEANOGRAPHY

Forms part of a major marine research establishment in the Halifax area and maintains substantial sea-water and controlled environment facilities for experimental work in marine research.

THE CANADIAN CENTRE FOR MARINE TRANSPORTATION

Encourages an interdisciplinary approach to a variety of marine transportation problems.

CAN 6

ECOLE NATIONALE D'ADMINISTRATION PUBLIQUE DU QUEBEC  
(ENAP)

Ecole nationale d'administration publique (Universite du Quebec)  
945 Wolfe  
Sainte-Foy (GIV 3J9)  
CANADA

Telephone: 418 657-2485

Description      Founded: 1969. Professional staff: director general, 11 senior managers, 27 professors, 18 staff development advisers, 13 professionals, and 54 technical and clerical support staff. Library: 18,000 volumes, 1000 periodicals, 5000 pamphlets, 7000 microfilms. Language of instruction and examination: French.

Objectives        To train public administrators, to provide in-service training in public administration and to undertake research into public administration.

Education and      MASTER IN PUBLIC ADMINISTRATION, MPA  
Training            A 16-month full-time (in Quebec), or 3-year part-time (in Quebec, Montreal, Hull, Chicoutimi and Trois-Rivieres), post-graduate degree designed to develop new and potential public administrators and to provide them with a thorough understanding of the approaches, techniques, and concepts of management and the behavioural sciences and to permit them to develop their managerial aptitude and competence. The programme comprises a series of obligatory courses (27 credits); options (24 credits) permitting specialisation in government administration, personnel management, education administration, information services and informatics, public policy, comparative public administration; a practical attachment or equivalent assignment for part-time students (4 credits); a project involving a contribution to the resolution of an administrative problem (9 credits). Requirements: a university diploma/degree plus 4 years practical experience. Provision exists for the acceptance of exceptional applicants without these qualifications or experience.

IN-SERVICE TRAINING

More than 10,000 students participate annually in seminars, workshops, and conferences and other programmes organised for administrators in education, health and social services, municipal and public service organisations. These programmes vary from general programmes in administration/management directed to personnel in any of the client organisations to specific programmes in a specialised field. Programmes vary in length from one day to several weeks. In addition the

Canada

CAN 6

ECOLE NATIONALE D'ADMINISTRATION PUBLIQUE DU QUEBEC  
(ENAP) Cont.

staff of ENAP will advise individual organisations on the identification of training needs and the development of programmes to meet these needs. Topics for short courses: evaluation of public policies and programmes; quality circles; strategic planning; corporate culture; quality of working life; transactional analysis and management; training of trainers; marketing in the public sector; management by objectives; the management of time; administrative procedures; the conduct of meetings; systems analysis; use of quantitative methods of decision-making; sampling and surveying techniques; management information systems, plus a large number of specially designed courses.

Research

Research in public administration is a key activity of L'Ecole and is carried out in the following fields: government policy, governmental means of intervention; administrative processes and organisations.

Consultancy

The School undertakes consultancy and advisory assignments with private and public sector organisations, and has experience in providing such services to international organisations such as l'ICAP (Instituto Centroamericano de Administracion Publica), and several Ecole nationale d'administration in French Africa.

Publications

The School publishes an annual report, L'Annuaire, and a series of bibliographies and reports: Cahiers de L'ENAP.

CAN 7

UNIVERSITY OF GUELPH

Department of Political Studies  
University of Guelph  
Guelph  
Ontario N1G 2W1  
CANADA

Telephone: 824 4120 Ext. 2183/2184

Description

Founded: 1965. Professional staff: professor, 15 full-time staff. Library: 5,000 books and documents; and a collection of federal and provincial documents. Microfilm/microfiche readers and printers available. Hostel accommodation available for non-nationals.

Education and  
Training

Students may specialise in public policy and administration in the following courses:

## CAN 7                      UNIVERSITY OF GUELPH                      Cont.

## BACHELOR OF ARTS, BA

A 3-year (6-semester) full-time or equivalent part-time undergraduate degree which offers the following papers in public administration: introduction to public administration in Canada; public administration; public policy formation in Canada; public administration in Canada; issues in Canadian public policy; comparative public administration and policy process; problems in public administration; problems of public policy in Canada. Requirement: Ontario Grade 13 or equivalent.

## MASTER OF ARTS, MA

A 2-semester (minimum) full-time or equivalent part-time postgraduate degree with the following papers in public administration: comparative public policy and administration; Canadian public policy and administration. Requirement: BA (Hon).

Research                      Individual faculty members conduct their own research.

Consultancy                      Faculty members have been consultants to the Canadian Federal Government, particularly with the Public Service Commission, Department of Environment, Economic Council of Canada, and with various Royal Commissions of Inquiry. Also, some faculty members have been invited to provide assistance in senior public service officers training programmes in Costa Rica and Papua New Guinea.

## CAN 8                      MCGILL UNIVERSITY

Faculty of Management  
Samuel Bronfman Building  
1001 Sherbrooke Street West  
Montreal  
Quebec H3A 1G5  
CANADA

Telephone: 514 392-5877

Description                      Professional staff: dean, 2 professors, 1 part-time professor. Internal relationships: links with departments of political science and economics. External relationships: extensive interaction including formal consultation, advisory committees and directorships with federal and provincial governments, public enterprises, and the private sector. Library: McGill University library is a fully equipped facility.



Canada

CAN 8                    MCGILL UNIVERSITY      Cont.

Education and Training      A public sector management concentration is available for students seeking the Bachelor of Commerce (B Com) or Master of Business Administration (MBA) degrees. Papers offered for these degrees include management in the public sector (2 parts) and decision-making process in public and private enterprises. The management in the public sector paper focuses upon decision-making, resource allocation, personnel management, administration, evaluation of efficiency and effectiveness, policy development, organisational change in the federal public sector and business-government relations. The decision-making process in public and private enterprises paper compares decision-making and administrative processes in government and business, and the role of the chief executive officer. Emphasis is placed on setting up objectives, determining strategy, and implementation.

Research                    Topics include: decision-making, priority setting and planning in a parliamentary/cabinet system of government; machinery of government; economic policy; government-business relations; management; the role of public enterprises.

Consultancy                Faculty members carry out extensive consultancy activities in the categories listed under Research.

CAN 9                    MANITOBA CIVIL SERVICE COMMISSION

Development and Training Branch  
Manitoba Civil Service Commission  
Room 822  
155 Carlton Street  
Winnipeg  
Manitoba R3C 3H7  
CANADA

Telephone: 204 945-3167

Description                Founded: 1971. Managing agency: Civil Service Commission, Government of Manitoba. Professional staff: manager, 10 trainer/consultants, 1 media specialist. Library: 450 volumes, 225 films, assorted video and audio tapes, etc. Internal relationships: direct to all departments of the Manitoba government. Indirect to Crown corporations and agencies, federal and municipal governments, universities and community colleges, staff development organisations.

CAN 9                      MANITOBA CIVIL SERVICE COMMISSION      Cont.

Objectives              To offer in-house training to civil servants of the Province of Manitoba; to research organisational and individual training needs and to design, develop and present courses to meet those needs; to consult with government managers on training needs, organisational problems, personnel management and media production; to act as a resource to department-based trainers.

Education and Training              Courses include: action planning and control; essentials of management; managerial styles and situational analysis; objective setting; analysing performance problems; coaching and counselling; conducting the performance analysis interview; effective performance management; employee relations - management under a collective agreement; managing health related performance problems; observing and documenting performance; orientation methods workshop; recruitment and selection workshop for managers; setting performance standards; supervisory basics; success - management for office employees; instructional design workshop; instructor trainer workshop; basic media; technical writing; forms management; inventory and scheduling; introduction to micrographics; interviewing skills; negotiating skills; micro computer concepts and applications; government accounting systems; certificate programme in public sector management.

In addition, the Branch responds to requests for courses to meet specific needs such as management skills for administrative assistants, project management, planning and evaluation methods, workplace safety and health.

Canada

CAN 10

NEW BRUNSWICK BOARD OF MANAGEMENT

Human Resources Development Branch  
Board of Management  
Province of New Brunswick  
PO Box 6000  
Fredericton  
New Brunswick E3B 5H1  
CANADA

Telephone: 506 453-2059

Description A branch of the New Brunswick Board of Management responsible for the effective training and development of public service personnel in the New Brunswick public service. External relationships: some cost and service sharing with the federal government of Canada on all federal-provincial training programmes. Library: access to New Brunswick legislative library and the University of New Brunswick library.

Education and Training The division conducts formal training programmes for provincial government managerial and support staff.

MANAGEMENT/SUPERVISORY TRAINING

The Branch conducts 1 to 5-day courses for supervisors and managers. Selected courses: management I (4 days), how to manage managers and professionals (4 days).

TEAM BUILDING

Workshops designed to provide an opportunity for work groups in departments to review their work practices and inter-relationships so they can improve their effectiveness as a team in solving organisational problems. Participants include a group of managers of professionals who report to the same authority. Topics for each workshop vary depending on the issues and priorities as identified by each work group. Examples include clarification of goals, conflict resolution, and interpersonal relationships. Workshops are provided on a request basis only. Duration depends on the issues identified by each team but will normally be for 1 or 2 days.

PERSONNEL SEMINARS/COURSES

A series of short courses for administrators involved in managing human resources and officers in designated categories. Selected courses: performance appraisal, employment selection workshop.

CAN 10 NEW BRUNSWICK BOARD OF MANAGEMENT Cont.

COMMUNICATIONS/PROBLEM SOLVING/PRE-RETIREMENT

A series of 1 to 4-day personal development courses/seminars including basic report writing; effective meetings; creative problem solving; pre-retirement seminar (includes spouse).

AD HOC COURSES

Ad hoc courses are designed and implemented as needs are expressed by the public service.

FUTURE PLANS

Leadership training, communications training, employer/employee relations training.

Consultancy Consultation programme available for provincial or federal public service application. Consultation undertaken in management of human resources in all maritime provinces and federal government. No assignments undertaken abroad.

Exchange Arrangements All opportunities to share experience, knowledge or skills are welcomed.

CAN 11 NEWFOUNDLAND PUBLIC SERVICE COMMISSION

Staff Development and Training Division  
Newfoundland Public Service Commission  
16 Forest Road  
St. John's  
Newfoundland A1C 2B9  
CANADA

Telephone: 737 3652

Description Founded: 1973. Programme areas: public service training, municipal training, alcohol and other drug addictions, EDP training, employee assistance. Professional staff: chairman, director, 6 training officers, 1 contractual trainer, 1 course registrar and 1 clerk-typist. External relationships: the Certificate programmes (non-credit) in public administration, criminology and municipal administration are operated on behalf of the Commission by the Memorial University of Newfoundland. Fees for participating public servants in the first 2 programmes are reimbursed at 50% level upon successful completion. Also EDP and computer-related training is conducted by Newfoundland and Labrador Computer Services Limited on behalf of the Commission. Participants in courses offered by the Commission are provincial public servants. Library: 600 volumes in all areas of public administration; 20-30 magazines.

CAN 11 NEWFOUNDLAND PUBLIC SERVICE COMMISSION Cont.

Objectives To provide a full range of staff development and training programmes and consultative services to departments and selective agencies to foster the effective management and development of the human resources of the Newfoundland public service.

Education and Training The primary activity is in providing 60-70 core courses and seminars through the general training programme for the provincial public service. Average attendance at these seminars is 15-17 with no educational standards defined. At times position or speciality will determine entrance requirements. Regular courses include labour relations, performance review orientation, staffing in the public service, the training role of the supervisor and a number of other supervisory and management development courses. Also included is a full writing course programme, orientation for new employees, support staff courses and first aid training.

AD HOC COURSES

The Commission is also expected to respond to requests for specialised training to meet functional or technical training needs at divisional or departmental levels. It is also expected to obtain the necessary resources, within or outside the Province, to address such needs. Examples include computer approach to internal auditing, current issues in public sector bargaining and programme evaluation for executives.

Future Plans The Commission's priorities in the next 3-5 years are executive development, management training and development, performance review orientation for executives and managers, programme planning and evaluation courses and training related to affirmative action programming.

Research Research is carried out normally in the design and development of specific training programmes rather than for specific research projects. However several action research projects completed are The Public Administration Programme, 1968-1979, A Review of Performance Evaluation Programme - St. Clare's Hospital. The Commission has conducted a major review of its training activity from April 1978 to March 1984.

Consultancy The Commission extends training opportunities through a consultancy service to departments and agencies to develop specific technical and functional courses. It also provides staff evaluation advisory services to departments.

CAN 11 NEWFOUNDLAND PUBLIC SERVICE COMMISSION Cont.

- Publications The annual Calendar of Courses; Bulletin of Courses, 3 times a year. Both are free. A Factsheet on Personnel Administration is produced periodically by the Personnel Services Division of the Commission and is distributed free to all employees.
- Exchange Arrangements The Commission would appreciate hearing and reading about experiences in training and development in other jurisdictions, particularly in executive and management development.

CAN 12 NOVA SCOTIA CIVIL SERVICE COMMISSION

Human Resource Development  
Nova Scotia Civil Service Commission  
PO Box 943  
J.W. Johnson Building  
5182 Prince Street  
Halifax  
Nova Scotia B3J 2V9  
CANADA

Telephone: 902 424-4131

- Objectives To improve the technical and professional competence and managerial effectiveness of the civil service in Nova Scotia, particularly in such areas as human and financial resources management, communications, planning, controlling and problem solving skills.
- Education and The management development programme comprises 12 training events (26 training days) over a period of 3 years. The curricula are based on 3 main components: managing in the Nova Scotia Government, current issues in public sector management and managerial competence. All contain a number of modules. These include half-day seminars on current issues in public sector management at the end of every year of the programme. In the area of managerial competence the following subjects are studied: leadership and motivation, communications, planning and control, problem solving and decision making, performance management, time management and human resources management. Participants develop individual action plans for applying learned skills in their work.
- Future Plans A 21-day supervisory development programme for supervisory staff using the same format as the management development programme has been designed and will be implemented if staff resources become available.

Canada

CAN 13 UNIVERSITY OF OTTAWA (1)

Faculty of Administration  
University of Ottawa  
275 Nicholas Street  
Ottawa  
Ontario K1N 9B5  
CANADA

Telephone: 231-4918

Description Faculty founded 1969, previously called Faculty of Management Sciences. Teaching staff: dean, vice-dean, assistant dean undergraduate programmes, assistant dean graduate programmes, 72 full-time and 100 part-time professors affiliated with 8 areas of specialisation: accounting, finance and economics, human resource management, marketing, management and international business, management science, health administration, public policy and management. Internal relationships: joint programmes with common law, civil law, engineering, computer science, mathematics departments; others being developed with music and fine arts. External relationships: financed by Provincial Government of Ontario; research support from Social Sciences and Humanities Research Council, Natural Sciences and Engineering Research Council, International Development Research Centre; Interchange Canada Programme sponsored by the federal government Public Service Commission to enable exchanges of personnel between government/industry/academic sectors. Library: 7,550 titles relating to public administration, supporting collections in business administration, law and social sciences. Computing facilities. Accommodation: residences on campus, also a large number of private rooms and apartments nearby. Languages of instruction: English and French.

Selected  
Courses

BACHELOR'S DEGREE IN ADMINISTRATION BAdm

A 3-year full-time or equivalent part-time undergraduate degree comprising a common core for first and second years followed by a combination of elective and compulsory courses in the third year. Requirements: Ontario Grade 13 with overall average of 65% or 6 credits in English or French, mathematics and 3 approved subjects, or equivalent qualifications. Mature entry scheme for Canadian citizens or permanent residents. Advanced standing granted for equivalent courses.

BACHELOR OF COMMERCE BCom (Hon)

A 4-year full-time or equivalent part-time undergraduate degree comprising the same common core as the BAdm in the first and second years. In the third and fourth years, students may choose a specialised programme in accounting or in management and information systems or a major/minor

CAN 13

## UNIVERSITY OF OTTAWA (1) Cont.

combination with majors offered in finance, human resource management, management science, marketing, public policy and management. Students who complete the public policy and management major may choose to receive the Honours Bachelor's degree in Public Administration (BPubAdm (Hon)). Requirements: as for BAdm.

## CO-OPERATIVE PROGRAMMES

The Faculty offers co-operative programmes in accounting and management and information systems. These programmes combine the usual academic training with study-related paid work periods in business or government.

## MASTER OF BUSINESS ADMINISTRATION MBA

A 2-year postgraduate degree emphasising analytical methods of management and the behavioural sciences. After a 1-year programme dealing with the foundations of management, students can opt for a diploma. The second year provides options permitting the student to concentrate studies along functional lines, to choose a specialisation of an interdisciplinary nature or to deepen their understanding of organisations in specific contexts. Requirements: graduate should have a recognised Bachelor's degree with at least B standing. Academic and work experience evaluated. Number of candidates limited.

## MASTER OF HEALTH ADMINISTRATION MHA

A 2-year postgraduate degree training health-care managers. The curriculum is designed around 8 key areas: administration and organisational behaviour, health care systems, accounting, economics, policy, research and quantitative methods. A summer residency takes place between first and second years.

## CERTIFICATE PROGRAMMES

The Faculty offers 2 kinds of certificate programmes: general ones in business administration, public administration, labour/management relations and an advanced certificate programme in public administration. The courses are offered in the evening and in summer sessions and are designed to provide some academic background in management for those working in the private or public sectors.

## EXECUTIVE DEVELOPMENT PROGRAMME

Management development training aimed at middle and top levels of management in public and private sectors and specially designed in-house training to fit client needs.



Canada

CAN 13                      UNIVERSITY OF OTTAWA (1)              Cont.

FUTURE PLANS

PhD and DBA programmes planned for 1986: will include a 6-month internship. PhD will allow for specialisation in management in a high-technology environment, international management and government/business interface. Masters in engineering management planned for 1985.

|                       |                                                                                                                                                                                                                                                                                                                              |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Research              | Research in public sector management, government - business relations, applications of game theory, operations research in public and business sectors, social marketing, development administration and accounting and finance.                                                                                             |
| Consultancy           | Depending on their specialisation, faculty members work as consultants to Canadian federal and provincial governments, international agencies and to many foreign countries.                                                                                                                                                 |
| Publications          | The Faculty publishes its own series of <u>Working Papers</u> and <u>Occasional Papers</u> . Professors publish widely in books, articles, professional journals and conference proceedings.                                                                                                                                 |
| Exchange Arrangements | Exchanges of faculty and students with l'Ecole Superieure de Commerce de Paris, l'Ecole Superieure Libre des Sciences Commerciales Appliquees and l'Ecole Superieure de Commerce et D'Administration des Entreprises de Reims in France and Aston University, UK. A number of other exchange agreements are being developed. |

CAN 14

UNIVERSITY OF OTTAWA (2)

Institute for International Development and Co-operation  
(IIDC)  
University of Ottawa  
Ottawa  
Ontario K1N 6N5  
CANADA

Education and  
Training

SPECIAL PROGRAMMES

The IIDC offers an interdisciplinary and bilingual programme of studies in international development, designed for candidates who are already, or may become, engaged in international development. The Institute organises programmes of seminars and study sessions in the field of development in an annual conference called the International Conference of the IIDC which brings together Canadian and foreign specialists to discuss a particular theme, and in 1-day symposia which attract representatives from Canadian and international development agencies and visiting professors from other universities and institutes.

Research

The Research Service initiates and stimulates work in applied and fundamental research and in supporting and reinforcing the teaching programmes and other activities of the Institute. Research projects are related to Africa and Latin America. The Institute has derived great benefit from the periodic visits of scholars from other institutions in Canada and abroad who have assisted in the direction of seminars or made use of the Institute's facilities in carrying on their own research work.

Consultancy

The Institute serves as consultant for various private and public organisations in Canada and abroad and undertakes specialised studies on their behalf.

Publications

The Institute has a series of publications including the Canadian Journal of Development Studies (bi-annual), the Working Papers, selective bibliographies, proceedings of international conferences etc.

Canada

CAN 15 PRINCE EDWARD ISLAND CIVIL SERVICE COMMISSION

Staff Development and Training Branch  
Civil Service Commission  
PO Box 2000  
Charlottetown  
Prince Edward Island C1A 7N8  
CANADA

Telephone: 902 892 4134

Description Founded: 1970. Professional staff: director, 2 staff development consultants/trainers. Library: 250 volumes.

Objectives To improve the management of the government's human resources by assisting departments in the development of organisational climates and opportunities conducive to individual growth and advancement.

Education and Training Regular courses are held on the following topics: communications, effective discipline, performance appraisal, and employment interviewing. Various courses are offered in response to demands from groups. Topics range from general management and supervision to specific skills development.

CAN 16

## PUBLIC SERVICE COMMISSION OF CANADA

Public Service Commission  
Staff Development Branch  
L'Esplanade Laurier, West Tower  
300 Laurier Avenue West  
Ottawa  
Ontario K1A 0M7  
CANADA

Telephone: (819) 997-3610 (Information Services)

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description            | <p>The Staff Development Branch is an integral branch of the Public Service Commission of Canada. It is the central training agency for the Canadian federal public service and provides training in the national capital region and at major urban centres across Canada. It is composed of some 200 administrative and professional personnel including directors, training programme managers, course instructors, training consultants, quality assurance officers, design and development officers. Courses are conducted for more than 10,000 participants every year. It operates on a business basis within the federal government framework and conducts training and development activities on a fee-for-service basis with a view to recovering its costs from departments and client agencies. Library: 6,500 volumes on management science and public administration with emphasis on Canada. Access to a larger collection through National Library; microfiche reader and printer. Accommodation: residential training centre in Ottawa area for executive and senior management courses and seminars. Governments of developing countries seeking to send participants may apply to overseas offices of the Canadian International Development Agency for assistance to cover the cost of fees, accommodation, etc.</p> |
| Objectives             | <p>The Staff Development Branch is a federal public service for training and advice, in both official languages, in job-related training and development needs and the occupational competence of government employees.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Education and Training | <p>The Staff Development Branch offers basic courses grouped into 9 categories for public servants. These include management orientation, management theory and practices, informatics, financial management, auditing, material management, personnel management, systems approach to training, individual development. Courses are designed for all levels of federal public servants as follows: assistant deputy minister or equivalent, executive and equivalent, senior manager and equivalent, middle manager, supervisor, support staff, specialist. Courses are held in the national capital region and in major urban centres and are available in both English and French.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

PUBLIC SERVICE COMMISSION OF CANADA

The Branch has published a manual on the systems approach to training which has been distributed to various levels of governments and institutions. Three courses have been designed for trainers to teach them the techniques of SAT. These courses are analysis and design of training activities (10 days), conducting classroom instruction (5 days), evaluation and validation of training activities (5 days).

MANAGEMENT ORIENTATION PROGRAMMES

Programmes are directed to 5 levels of management: assistant deputy ministers or equivalent (5 days); executives or equivalent (10 days); senior managers or equivalent (15 days). These courses are mandatory upon appointment or within 6 months of appointment to the management category. Other orientation programmes are for middle managers (15 days) and supervisors (10 days). These courses are mandatory to all new appointees to middle management and supervisory positions who must undergo management training within one year of their appointment.

SPECIALISED MANAGEMENT PROGRAMMES FOR MANAGEMENT CATEGORY

A 1-week residential financial management course twice a year aimed at EX levels who have not participated in the senior managers' orientation course and graduates of the orientation for senior managers course who require updating and refreshing in financial management. 2 to 2-day residential seminars on specific events are conducted several times a year, aimed at the management category. 2 to 3 hours duration luncheons are conducted several times a year on specific events and are aimed at the ADM and DM levels of the management category.

ORIENTATION COURSE FOR INTERCHANGE PARTICIPANTS

5-day residential course conducted twice a year aimed at those brought into the federal public service for a temporary period under the Interchange Programmes of the Public Service Commission.

EDUCATION PROGRAMME FOR CAREER ASSIGNMENTS (CAP)

PARTICIPANTS

The career assignment programme is a selection, education and development programme for middle managers and professional and scientific personnel with executive potential. It exists to serve the continuing need of organisations for well-trained, broadly qualified men and women who can meet the increasing demands of the senior management and executive levels.

CAN 16

## PUBLIC SERVICE COMMISSION OF CANADA Cont.

## MANAGEMENT THEORY AND PRACTICES

2 to 5-day courses designed to acquire an in-depth knowledge of management theories and the techniques and procedures of management. The courses offered include functions of the middle manager, management by objectives - concepts and applications; designing organisation structures; project management; the consulting process; work simplification; network planning and control; introduction to managerial statistics; systems analysis and design; introduction to problem solving; rational problem analysis and decision making; creative problem solving; support staff and problem solving; managing conflict; negotiating skills; conducting effective meetings; office procedures. A management development for research managers 10-day residential course is conducted twice a year for research managers and scientists to improve their knowledge of government policies and procedures which affect research.

## INFORMATICS

2 to 10-day courses for managerial, professional and support staff who are users of automated management information systems and courses for computer system specialists are held.

## FINANCIAL MANAGEMENT

2 to 10-day courses are conducted for financial administrators and their clerical support staff. These include financial management; budget formulation and control; resource planning and allocation in the public sector; cost/benefit analysis. In addition the Branch sponsors a professional accounting and audit training programme for employees in financial areas of the public service who wish to upgrade basic accounting, internal audit and related skills in order to obtain professional qualifications. 13 courses are offered in selected colleges and universities or conducted by correspondence.

## AUDITING

3 to 5-day courses for those involved in auditing.

## MATERIAL MANAGEMENT

5-day course in construction contract administration for people directly or indirectly involved in administration of federal government construction contracts, a 10-day course in general level material management and a 5-day course in advanced level material management for middle managers.

Canada

CAN 16 PUBLIC SERVICE COMMISSION OF CANADA Cont.

PERSONNEL MANAGEMENT

2 to 20-day courses for personnel administrators and clerks, managers and supervisors and specified categories of employees in various aspects of personnel management.

INDIVIDUAL DEVELOPMENT

A 4-day pre-retirement seminar for executives and a 3-day pre-retirement workshop for all other levels of federal public servants.

AD HOC COURSES

Any of the above courses can be offered by the Branch on an ad hoc basis.

Research Educational research as such is not conducted by the Staff Development Branch. All research is oriented toward the provision of a service as a result of training needs identification studies.

Consultancy Consulting services are complementary to the central courses. Specific services are situation and problem analysis; learning needs identification; learning design; design and management of training for major change programmes; customised courses, seminars, and workshops. Consultants help to define training needs, present possible alternatives and develop training programmes to correct weaknesses in employee performance.

Training Information Centre Staff Development Branch offers on a service-wide basis, co-ordination and information services to federal departments in financial, material and personnel management and electronic data processing and gives information and advice on training and development facilities available within Staff Development Branch, the federal government and the public sector.

Training Technology A Training Technology Division carries out research in knowledge transfer methods and training technology in collaboration with departments.

Publications Personnel Management Manual, Volume 27; Courses and Educational Services of the Public Service Commission Bulletins; Systems Approach to Training Manual.

Exchange Arrangements An exchange of staff with other Commonwealth organisations may be considered.

CAN 17

UNIVERSITY OF REGINA

Faculty of Administration  
University of Regina  
Regina  
Saskatchewan S4S 0A2  
CANADA

Telephone: 584-4162

Description

Founded: 1966. Professional staff: dean, 8 full professors, 12 associate professors, 8 assistant professors, 6 sessional lecturers. Internal relationship: crosslisting of 3 classes with department of economics. External relationships: the Faculty of Administration offers a co-operative administrative work/study programme. Under this programme, a number of students receive public sector work experience. Library: 393,000 volumes; includes government documents section for study of public administration; microfilm/fiche reader and printer. Accommodation available for non-nationals.

Education and Training

BACHELOR OF ADMINISTRATION, BAdmin

A 4-year full-time undergraduate degree. One of the variants is entitled public management and policy. This programme provides the student with theoretical and applied knowledge of issues facing public sector managers. The student selects from the following 13-week courses: government finance; public sector management in Canada; resource allocation and programme evaluation in the public sector; planning and evaluation of public policy; public financing; budgeting and control; public policies towards business; the administration of international organisations; comparative public sector management; public enterprise. Students from other Commonwealth countries welcome.

MASTER OF ADMINISTRATION, MAdmin

A 1-year full-time programme for students with a BComm or a BAdmin background; 2 years for others. The public policy and administration option is designed to prepare students for managerial support roles in the public sector. The MAdmin degree is not designed specifically to prepare students for entrance into PhD programmes. The quality of the applicant's work experience will be used as one criterion for admission. Provision is made for a limited number of mid-career managers with suitable work-experience, but without an undergraduate degree, to be admitted. Required classes are public administration in Canada; public expenditure analysis; financial control in non-profit organisations; public policy processes in



Canada

**CAN 17                      UNIVERSITY OF REGINA              Cont.**

Canada.      Optional      classes      include:      comparative development administration; public budgeting systems and inter-governmental fiscal relations; tax policies in Canada; administrative law; public enterprises in Canada and Saskatchewan; personnel management; labour relations; collective bargaining.

**AD HOC COURSES**

Occasional seminars of 2 to 3 days duration for Saskatchewan Public Service Commission, Crown Corporations, and others on the following topics: management by objectives, interviewing techniques and leadership.

**Research**                      Faculty members conduct research in such areas as international secretariats, public programme evaluation, resource policy analysis, health care administration, tax and transfer policies and labour policy.

**Consultancy**                  Professors have been involved in research/consultancy in the United Kingdom, Kenya, India, Switzerland, Uganda, and New Zealand. Subject to other commitments, professors will be pleased to consider assignments abroad.

**Exchange Arrangements**      Primary interest is in exchanges of academic staff.

**CAN 18                      SASKATCHEWAN PUBLIC SERVICE COMMISSION**

Personnel Services and Staff Training Branch  
Saskatchewan Public Service Commission  
3211 Albert Street  
Regina  
Saskatchewan S4S 5W6  
CANADA

**Telephone: 565-7592**

**Description**                      Founded:      1946.      Divisions:      staff training. Professional staff: director, assistant director, 4 programme consultants, staff development co-ordinator. External relationships: co-operative programme with University of Regina (see CAN 17), Administrative Development Diploma Programme.

**Objectives**                      To provide training and staff development programmes for employees in the public service; to consult with departments on training concerns.

## CAN 18 SASKATCHEWAN PUBLIC SERVICE COMMISSION Cont.

Education and Training In addition to organising short courses mostly aimed at supervisory and above levels, the Branch administers educational leave programmes, tuition rebate Administrative Development Diploma Programme, and orientation to government programmes. The Branch also offers short training courses when requested. The focus is on supervisory and management training, though the Branch offers some technical training.

Selected Courses DEVELOPMENT ASSISTANCE  
Additional part-time instruction for selected entrants to enable clerical, stenographic and administrative support personnel who lack formal qualifications to advance within the Saskatchewan public services. Requirements: 3 years service with the government of Saskatchewan and appropriate employment classification. Successful completion provides a credit for 1 year towards Bachelor of Arts or Bachelor of Administration (Regina) or Commerce (Saskatoon) degrees. Education leave may also be given to personnel for a variety of studies conducted by the Staff Training & Development Branch.

## FUTURE PLANS

The Branch is developing a project designed to offer training services to senior managers and executives.

Consultancy The Branch provides consulting services on organisational development, training needs assessment and career development programmes for government departments.

Exchange Arrangements Interested in sharing information on cross-cultural workshops and information on executive development.

Publications Calendar, annual.

Canada

CAN 19

UNIVERSITY OF VICTORIA

School of Public Administration  
University of Victoria  
2nd Floor Library Building  
PO Box 1700  
Victoria  
British Columbia V8W 2Y2  
CANADA

Telephone: 721-8055

Description

School founded: 1974. There are 21 faculty and staff who work in the School on a full-time basis, and some 15 to 20 associate and part-time faculty. Internal relationships: members of staff from the Faculties of education, English, health, information science and law teach for the School. External relationships: consultation and interchange with local, provincial and federal government. Library: a small reading room library is maintained by the School, but the university library provides most of the relevant material. Accommodation: residential accommodation (single or double occupancy) available for men and women.

Education and  
Training

MASTER OF PUBLIC ADMINISTRATION, MPA  
A postgraduate degree consisting of 11 required courses (each one is a half-year course), 7 elective courses and a Master's paper (the Management Report). Required courses cover basic skill areas including mathematics, statistics, economics, research methods, computing, public law, political analysis, communications skills, accounting, administrative ethics, policy analysis and organisational behaviour. Elective courses cover a wide range of specialisations reflecting the research and consulting interests of the faculty. Students can specialise in policy analysis/programme analysis, economics of regulation, local government administration, financial management, information systems design, labour relations, production and operations management, as well as other areas that reflect current faculty interests. Students come from a variety of undergraduate and graduate disciplines ranging from majors in English to majors in computing science and mathematics. Some are full-time and others are part-time, having jobs when they enter the programme.

CO-OPERATIVE EDUCATION

The Co-operative Education option within the MPA programme offers full-time students the opportunity of integrating their academic study with work experience provided by employer organisations in government,

CAN 19

## UNIVERSITY OF VICTORIA      Cont.

business, and industry. Work placements are full-time paid assignments lasting from 3 to 4 months, and are arranged by the School's co-operative education co-ordinator. Students must complete 3 work terms in order to qualify for the MPA (Co-op) designation. These will normally alternate with academic terms, following the student's completion of the first 2 academic terms.

## DIPLOMA IN PUBLIC SECTOR MANAGEMENT, DPSM

A part-time credit programme at the post-baccalaureate or senior undergraduate levels for those who wish to acquire the skills and background necessary for effective and responsible management in the public sector. The programme is offered throughout the Province of British Columbia and the Yukon through a combination of "face to face" and "distance" learning approaches. The programme of studies includes 3 core courses: public sector applications of microeconomics; political analysis; structure and process of government; principles of administration. Other areas include organisational analysis, quantitative analysis, impact of government, issues in public administration, public policy process, budgeting and management systems, municipal policy, labour relations, personnel management, programme evaluation, administrative law and contemporary topics.

## Research

Research has been undertaken in the following areas: personnel policies for municipal employees; decision-making in urban transportation systems; computer-based information systems; performance of Crown Corporations; waste management systems in local government; coastal resources; public sector accounting, budgeting and auditing.

Canada

CAN 20

UNIVERSITY OF WATERLOO

Department of Management Sciences  
University of Waterloo  
University Avenue  
Waterloo  
Ontario N2L 3G1  
CANADA

Telephone: 885 1211  
Telex: 0695259

Description

Founded: 1969. Professional staff: chairman, associate chairman, 4 professors, 6 associate professors, 3 assistant professors, 1 adjunct professor. Internal relationships: the Department participates in several undergraduate programmes, including a management studies minor and a personnel studies minor available for students outside engineering. External relationships: the Department operates an off-campus programme for currently employed engineers and scientists who wish to increase their managerial skills. This training is frequently financed by their own companies. Library: 865,625 volumes plus additional pamphlets, theses, microforms, documents, reports, and other material; microfilm/microfiche reader and printer. Accommodation: student residences available (church residences, student-run residence, co-operative, single and married accommodation).

Education and Training

UNDERGRADUATE COURSES

An undergraduate Option in Management Sciences is provided for civil, electrical, chemical, mechanical and systems design undergraduates.

MASTER OF APPLIED SCIENCE, MASc

A 1-year full-time postgraduate programme also available part-time. After completion of 4 basic courses, students follow one of several streams including organisational behaviour, manufacturing management, management information systems, or operations research. An Honours BSc or equivalent is required for admission.

DOCTOR OF PHILOSOPHY, PhD

It is also possible to do a PhD by course work and dissertation in management science in any of the above areas.

Research

Research undertaken by members of the Department includes: productivity; unemployment policy; production/inventory management; transportation; distribution; management of technological change; manufacturing system modelling; innovation; reliability;

CAN 20

UNIVERSITY OF WATERLOO      Cont.

telemedicine; telecommunications, office automation; Canadian energy policy; economic theory of exhaustible resources; solution techniques for special mathematical programming models; modelling in human resource management; operations research in government and cost-benefit analysis of public projects; decision analysis under uncertainty; probabilistic models in physical database management; impact of microcomputers in the business environment; decision support systems; medical information systems; work at home issue; design and analysis of heuristics for industrial engineering problems; production scheduling; integrated manufacturing systems; computer applications; operations research; impact of office automation on organisations; job design; a cognitive approach to the travelling salesman problem; international management; the individual and the work environment fit; new technology and the organisation; control theory applications; dynamic programming; generalised scheduling problems.

Consultancy

Several members of staff have carried out consulting activities in Canada and abroad and would be willing to accept assignments abroad.

Exchange  
Arrangements

Interested in continuing co-operation with other Commonwealth organisations. The Department accepts students sponsored by NATO as well as Commonwealth Scholars and other appropriate organisations.

Canada

CAN 21

UNIVERSITY OF WINDSOR

Department of Political Science  
Public Administration Program  
University of Windsor  
Windsor N9B 3P4  
CANADA

Telephone: 253-4232

Description

Professional staff: 4 professors. Internal relationships: the programme is co-ordinated by Dr Trevor Price. Department of Political Science Programme changes are the responsibility of the political science department curriculum committee. An advisory committee of representatives from the 3 levels of government will also give input into the development of the programme. Library: approximately 8,000 books, monographs, journals, and government documents covering all aspects of public administration and urban government. The Department subscribes to the main US and Canadian journals and a large proportion of British and Commonwealth journals. Through interlibrary loan, the programme can obtain many documents within one week. Equipment includes computer terminals, micro-computer with printer and relevant software. Accommodation: hostel accommodation in students' residences and an accommodation service through the University.

Education and Training

The programme gives a comprehensive training in essential skills and knowledge required for basic administration training. It has considerable strength in the administration of all levels of Canadian government including local government administration.

HONOURS DEGREE IN PUBLIC ADMINISTRATION: BPA

A 4-year full-time course for new undergraduates. Transfers from related programmes are possible and credit is given for related qualifications. Average enrolment: 75. Special provisions could be made to include economic and political development courses for Commonwealth countries.

GENERAL DEGREE IN SOCIAL SCIENCE: BA

BA general degree in Social Science with major in Public Administration. Regulations are the same as for general degrees. Students must take 10-16 courses, which are designated as public administration courses out of a total of 30 courses for the degree.

CAN 21

UNIVERSITY OF WINDSOR      Cont.

## CERTIFICATE IN PUBLIC ADMINISTRATION

A 2 to 3-year part-time course for those who are working in various levels of government and who lack any previous formal training in the area. The course commences in September, January, May and July every year. Up to 12 students a year from other Commonwealth countries are welcome. Requirement: secondary education to normal university entrance level. Special consideration is given to mature students and those with administrative experience and professional qualifications.

## AD HOC COURSES

The programme does not at present give extensive ad hoc courses. Students can apply for 1 supervised reading course in an area not included in the curriculum.

## Research

A broad range of research is being undertaken co-operatively within the department and with other departments in other universities. Some of the major areas currently under investigation are regulation; municipal administration in Canada; corporate management; health-care policy and administration; environmental policy in Canada and the United States of America; administration in small island states.

## Consultancy

A broad range of consultancy has been undertaken for governments at all levels. This includes consumers' problems, extradition, local government re-organisation, feasibility studies in education, recreation and urban planning.

Exchange  
Arrangements

Exchanges would be welcome in areas of joint research, staff and course material.



Canada

CAN 22

YORK UNIVERSITY

Faculty of Administrative Studies  
York University  
4700 Keele Street  
Downsview  
Ontario M3J 2R6  
CANADA

Telephone: 416 667-3256

Description

Founded: 1965. Professional staff: 54 full-time staff, 35 part-time staff. Departments: accounting behavioural science, economics, finance, marketing, management science, international business, policy and environment. Internal relationships: joint centre on transport with the University of Toronto. External relationships: links with the Institute of Public Administration of Canada. Library: all major federal, provincial and municipal government documents are housed in faculty library; microfilm/microfiche reader and printer. Accommodation: on-campus housing and off-campus housing available on semester and annual basis.

Education and Training

MASTER OF BUSINESS ADMINISTRATION, MBA  
MASTER OF PUBLIC ADMINISTRATION, MPA  
A 2-year full-time or equivalent part-time postgraduate degree programme designed for management decision-making. Students who plan to pursue careers in administration in the public sector should elect to pursue either the MPA degree or the public administration concentration in the MBA programme. To qualify for the MPA degree a student must fulfil the same core course requirements as for the MBA degree, and take the following papers: public policy, public sector management in Canada, government organisation and inter-governmental relations (introductory course for public administration). The remaining 5 courses in the second year of the MPA programme may be chosen from (but not limited to) the following: accounting and control of non-profit organisations; the value of framework of administrative decision-making; economic effects of government regulation; aggregative economic policy for management; systems planning in the public sphere - basic principles and techniques; systems planning in the public sphere - advanced topics in methodology and applications; transport planning; policy and management; financial management in the public sector; Canadian financial institutions and markets; Canadian finance and monetary policy; management information systems I and II; marketing research; marketing communications; marketing

CAN 22

YORK UNIVERSITY      Cont.

regulation; marketing of goods and services by non-profit and public institutions; product management; social issues in marketing; new small business ventures; business and government; comparative administrative systems; the administration of intergovernmental programmes in Canada; bureaucracy and the administrative process. Average enrolment in each course: 30-35. Students from other Commonwealth countries welcome. Undergraduate degree or exceptional work experience required to join mid-career programme.

**AD HOC COURSES**

Courses are run on major policy issues such as worker-management relations, wage and incomes policy and public and private sector growth.

|                       |                                                                                                                                                           |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Research              | Research has been undertaken in the following areas: public sector management, industrial strategy, health care policy and business-government relations. |
| Consultancy           | Work has been done in very diverse areas such as industry studies, health care policy, transportation studies and trade studies.                          |
| Publications          | Numerous teaching cases and articles have been published.                                                                                                 |
| Exchange Arrangements | Co-operation with other Commonwealth organisations is desired for joint research and student-staff exchange.                                              |

# Cyprus

Middle East Centre  
PO Box 2098  
Nicosia  
CYPRUS

Telephone: 99391  
Telex: 2488

Please see International and Regional Section (INT 12)

CYP 1

MINISTRY OF FINANCE

Ministry of Finance  
Nicosia  
CYPRUS

Telephone: 403291      Min: 402137      D G: 402164  
Telex: 3001, 3002 MINFOREIGN      399 MINFIN/CY  
(for onward transmission to Finance  
Ministry)

In-service training for the civil service of Cyprus is  
co-ordinated by the Ministry of Finance.

## UNIVERSITY OF THE SOUTH PACIFIC (1)

Administration Discipline  
University of the South Pacific  
PO Box 1168  
Laucala Bay  
Suva  
FIJI

Telephone: 27131  
Cable: UNIVERSITY SUVA  
Telex: 2276

## UNIVERSITY OF THE SOUTH PACIFIC (2)

Institute of Social and Administrative Studies  
University of the South Pacific  
PO Box 1168  
Laucala Bay  
Suva  
FIJI

Telephone: 27121  
Cable: UNIVERSITY SUVA  
Telex: 2276

The University of the South Pacific was founded in 1970 to serve the needs of the Pacific area. The programmes of these two departments of the University are described in the International Section at the back of this directory (see INT 14 and 15).

# The Gambia

GAM 1

MANAGEMENT DEVELOPMENT INSTITUTE

Management Development Institute  
PO Box 2553  
Serrekunda  
THE GAMBIA

Telephone: Serrekunda 93 2871-3  
Telex: 2204 PRESOF GV

Description

Founded: 1984 by Act of Parliament as a corporate body under a Board of Governors. Currently organised into 2 training sections: first, management development, which organises management training, and the Association of Accounting Technicians programmes for level 2 examination, together with programmes for training civil service accountants and second, the department handling the US AID-funded Sahel Regional Finance Management Project (SRFMP). Training in finance for parastatal organisations is being planned. It is also intended to run programmes for managers in the health and agricultural sectors. Other areas that MDI will focus on are (i) general management for senior and upper-middle levels of the public service (ii) personnel management.

Consultancy  
and Research

MDI is keen to develop its research and consultancy activities. Priority is given to assessing precise training needs and gathering information for the production of training materials.

# Ghana

GHA 1 UNIVERSITY OF CAPE COAST

Centre for Development Studies  
University of Cape Coast  
University Post Office Box 01  
Cape Coast  
GHANA

Telephone: 2240-9 Ext 302  
Cable: UNIVERSITY CAPE COAST

Description Centre founded: 1967. Sections: agricultural development, rural development, regional development, socio-economic aspects of educational development, relevant technologies and women and development. Professional staff: director, deputy director, project consultant, 21 research associates/fellows. Internal relationships: research staff teach some courses in School of Agriculture and in faculties of education, and social sciences. External relationships: support from Institute of Social Studies, The Hague, in terms of expert staff, equipment and research funds. Collaboration with David Livingstone Institute, University of Strathclyde, Scotland. 500-600 volume reference library (access to University library of 115,000 volumes); microfilm/microfiche reader and printer. Accommodation: student hall accommodation available on campus.

Education and Training Research staff teach farm management, agricultural, marketing and economic development in the faculty of agriculture and research methodology in the faculty of education. In addition staff give courses in their fields of specialisation (currently, regional planning, agricultural economics, economic development, and research methodology in the social sciences). The Centre also runs 5-week workshops on appropriate technology choice.

## FUTURE PLANS

The Centre is in the process of starting a 2-year MPhil (Development Studies) with emphasis on technology.

Research Research work has been done in agricultural development, e.g. crop studies and policy evaluation studies; rural development; regional development; socio-economic aspects of educational development; alternative technology studies.

Consultancy The Centre provides official consultancy services to government ministries and foreign agencies where requests fall within the research focus of the Centre.

Ghana

GHA 1                      UNIVERSITY OF CAPE COAST      Cont.

Exchange                      The Centre is willing to undertake joint research and  
Arrangements                  exchange of staff, particularly in rural development and  
                                         alternative technologies studies.

GHA 2                      GHANA INSTITUTE OF MANAGEMENT AND PUBLIC ADMINISTRATION  
                                         (GIMPA)

Ghana Institute of Management and Public Administration  
Greenhill  
PO Box 50  
Achimota  
GHANA

Telephone: 77625 - 77626  
Cable: GIMPA ACHIMOTA

Description                  Founded: 1969; previously the Institute of Public  
                                         Administration (1961). Professional staff: director, 2  
                                         deputy directors, 3 principal lecturers, 10 senior  
                                         lecturers, 8 lecturers, 19 senior administrative staff, 1  
                                         principal research assistant. Divisions: training and  
                                         research. External relationships: Public Services  
                                         Commission, Office of the Head of the Civil Service,  
                                         various administrative staff colleges, International  
                                         Institute of Administrative Sciences, Brussels (see INT  
                                         9), Centre for African Research and Development (CAFRAD,  
                                         see INT 2), and African Association for Public  
                                         Administration and Management (AAPAM, see INT 1).  
                                         Library: 28,000 volumes, 500 periodicals and official  
                                         publications in the field of public administration  
                                         management and related disciplines; National  
                                         Documentation Centre of Management; training materials;  
                                         audio-visual services; language laboratory and  
                                         bibliographical services.

Objectives                      To promote the study of public administration and  
                                         management in Ghana; to develop in management an  
                                         awareness of the needs of the community and the best  
                                         means of responding effectively to them; to educate  
                                         senior executives in maintaining their organisations to  
                                         assist the economic development of the country; to  
                                         maintain the participation of management in the  
                                         development of the country; to promote understanding and  
                                         co-operation between governmental and other public  
                                         bodies; and private enterprise.

GHA 2 GHANA INSTITUTE OF MANAGEMENT AND PUBLIC ADMINISTRATION  
(GIMPA) Cont.

Education and  
Training

DIPLOMA IN PUBLIC ADMINISTRATION

The course in 1 continuous academic year, is designed for graduate new entrants to the administrative and analogous grades in the Ghana civil service. The objective of the diploma course for trainee administrative officers is to provide a firm foundation for mature personal development for broader responsibilities in the future. Participants are evaluated at the end of the first term and only those who demonstrate by their performance their potential for more responsible grades in the civil service are allowed to complete the course. The curriculum includes administrative skills, financial administration 1, civil service rules and regulations, organisation and methods, local administration, security education, supply management and contract procedures. Admission is open to young graduates in the civil service, candidates with equivalent backgrounds from the civil and other public services in Ghana and sponsored students from other African States.

CERTIFICATE IN PUBLIC ADMINISTRATION

A 3-month course for professional/technical officers in the civil service designed to improve their operational effectiveness by deepening their insight into administrative concepts, problems and processes and to equip them with the basic knowledge and skills of management. Curriculum: administrative skills, accounting, civil service rules and regulations, organisation and methods, contract procedure and supply management. The scope of the syllabus in each subject is similar to that for the diploma except that the depth of coverage takes account of the shorter duration of the certificate course. For specialist graduates in the civil service; candidates with similar backgrounds from other public services in Ghana; sponsored students from other African States.

HEALTH ADMINISTRATION AND MANAGEMENT FOR SENIOR DOCTORS

An 8-week residential course for medically-qualified senior personnel already in positions of responsibility, organised by the Institute in association with the Ministry of Health, Ghana, and co-sponsored by the Ghana government, the West African Health Secretariat through the CFTC.

DIPLOMA COURSE IN ADVANCED AGRICULTURAL ADMINISTRATION

A 1-year course designed for senior technical officers of the Ministry of Agriculture engaged in agricultural extensions work, fisheries and veterinary officers of equivalent rank, designed to enhance the quality of



**GHANA INSTITUTE OF MANAGEMENT AND PUBLIC ADMINISTRATION  
(GIMPA) Cont.**

managerial and administrative operations in the Ghanaian Ministry of Agriculture. The course covers a wide range of subjects involving general management issues, skills, and techniques as well as problems more specifically related to the applied administration of agricultural development generally and the management of agricultural extension programmes in particular. The course includes field trips and a foreign observation tour.

**SENIOR MANAGEMENT DEVELOPMENT COURSE**

A 10-week course for senior administrators and managers in the 32-45 age range holding positions of authority in the public services or the private sector who are expected to assume further responsibilities. Course content: the economic, political and social environment; the internal management of an enterprise; human resources in management; processes of management and decision-making; effective leadership; business policy; management planning; qualitative management; forecasting techniques; statistical exercises; cost schedule analysis; supervisory management course.

**PERSONNEL AND SUPERVISORY MANAGEMENT COURSE**

A 5-week course for executives in personnel administration in solving the human problems of management e.g. recruitment, selection, placement policies, performance evaluation, promotion, transfer and seniority policy for junior personnel, salary and wage administration, training for improving technical skills at non-managerial level, management training and development, industrial relations and the human factors in administration.

**PROJECT PLANNING AND MANAGEMENT COURSE**

A 12-week course in all aspects of the planning process from inception to project implementation and management designed to give a sound working knowledge of planning and the management of development projects. Candidates with a professional background age 25-40, with 4-10 years post-qualification experience, who are sponsored by their organisations and are in, or expected to assume management positions in the next 5 years are eligible.

**BUDGETING AND FINANCIAL MANAGEMENT COURSE**

A 12-week course for budget officers in the Ministry of Finance and other ministries concerned with the preparation of estimates in ministries and departments and those who have direct responsibility for reviewing the estimates for the ministries and departments.

GHA 2                    GHANA INSTITUTE OF MANAGEMENT AND PUBLIC ADMINISTRATION  
(GIMPA)            Cont.

SPECIAL PURPOSE COURSES

The Institute organises special courses to meet the needs of particular organisations and groups or to develop expertise in specific areas.

Research                The research unit is devoted mainly to research into immediate policy issues and long-term administrative problems in Ghana. In addition specialised workshops and conferences are held to disseminate research findings and promote knowledge of specific areas of administrative policy.

Consultancy            Consultancy services are available to outside organisations at the request of the client organisations.

Publications           Greenhill Journal of Administration, quarterly.  
Administrator's Digest.

GHA 3                    UNIVERSITY OF GHANA

School of Administration  
University of Ghana  
PO Box 78  
Legon  
GHANA

Telephone: 76591-5  
Cable: SCHOOL OF ADMINISTRATION LEGON

Description            School founded: 1961. Professional staff: 35 full-time and 12 part-time/associated staff. Sub-departments: accounting; business management (private sector); public administration (public sector management); health services administration; personnel management. Internal relationships: joint appointments in faculties of law and economics to service the School; selected courses offered to nursing department, library and archival studies, social administration, Masters in Agricultural Administration. External relationships: links with Strathclyde University, Glasgow (see BRI 22). Vacation employment offered to all 2nd year students by Ghanaian employers. Library: 25,000 books and pamphlets, 216 periodicals. Accommodation: student halls of residence.

Education and Training        BACHELOR OF SCIENCE IN ADMINISTRATION, BSc (Admin)  
A 3-year full-time, usually residential, course which provides a thorough programme of studies in administration and management and permits specialisation

in accounting, business management, health services administration, public administration and personnel management.

DIPLOMA IN ACCOUNTING

A 2-year full-time, usually residential, programme in 2 parts: Part I: English language and communication, book keeping and accounts, elements of economics, business statistics, business law, secretarial practice and administration: Part II: data processing, book keeping and accounts II, business finance and banking, auditing, taxation, costing.

DIPLOMA IN PUBLIC ADMINISTRATION

A 2-year full-time, usually residential, programme in 2 parts designed to train personnel for middle-level administrative positions in the public service. Part I: public administration, public finance, secretarial practice and administration, history of modern political thought, plus two of the following depending on the student's preference for general administration or financial administration: general administration; comparative public administration; development administration; accounting II (auditing and taxation), finance and banking or costing.

MASTER'S IN PUBLIC ADMINISTRATION, MPA

A 2-year postgraduate programme permitting students with good first degrees in administration to study 5 courses in year 1. In year 2 the students write theses of 20,000 - 40,000 words. Other graduates take 5 courses in year 1 plus 3 courses and a long essay of 10,000 - 12,000 words in year 2 in one of 4 areas of concentration: public enterprise studies, urban studies, finance studies or development administration studies.

MASTER'S IN BUSINESS ADMINISTRATION, MBA

A 2-year postgraduate programme organised in a similar fashion to the MPA, comprising 2 options. Option A for graduates with good first degrees in subjects other than administration. They take 5 courses in year 1, and 3 in year 2 plus the writing of a long essay of 10,000 - 12,000 words. Option B for graduates in administration comprises 6 courses in year 1 and a thesis of 20,000 - 40,000 words in year 2.

SHORT COURSES

The School organises management development workshops in the general management field and summer school programmes for overseas universities in business and social studies.

GHA 3

## UNIVERSITY OF GHANA Cont.

## FUTURE PLANS

More emphasis on health services administration, possibly at sub-degree level, to enable other non-Ghanaian nationals to enter. The BSc (Admin) programmes are to be extended to provide for options in banking and insurance. More emphasis also on Masters degree programmes. In conjunction with the United Nations Economic Commission for Africa, a Sub-regional Graduate Programme in Management is to be mounted at the School.

- Research      The School has a research unit to promote research and to co-ordinate the research activities of members of the academic staff. There is a research committee which considers requests for funds for research activities by the staff.
- Publications      The research unit is responsible for the publication of the School's Journal of Management Studies - a bi-annual publication of business, administration, finance and economics. It also publishes the School's Working Papers series aimed at making research and writing by members of the faculty available for discussion and also for use as teaching material.
- Consultancy      The School staff, plus others in the University, are available for a variety of consultancy assignments. Individual faculty members have experience in overseas assignments and the School is willing to accept assignments abroad.
- Exchange      The School is interested in joint research, development of course material, exchanging staff and students (especially student vacation jobs in other countries). AIESEC (a student body) arranges traineeships in Ghana for overseas students in exchange for an equal number of traineeships for Ghanaians. Interested in exchange of external examiners.

# Grenada

GRE 1

OFFICE OF THE PRIME MINISTER

The Permanent Secretary for Planning, Development  
and Training  
Office of the Prime Minister  
Botanic Gardens  
St Georges  
GRENADA

Description

In-service training for the public service in Grenada is  
co-ordinated by the Permanent Secretary, Ministry of  
Planning.

# Guyana

GUY 1

## GUYANA MANAGEMENT DEVELOPMENT & TRAINING CENTRE

Guyana Management Development & Training Centre  
93 Duke Street  
Kingston  
Georgetown  
GUYANA

Telephone: 71525-7

|                        |                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description            | Founded: 1977. Professional staff: director, 2 training co-ordinators, 1 research co-ordinator. Accommodation: participants housed in training centres belonging to other corporations and hotel conference rooms.                                                                                                                                              |
| Objectives             | To co-ordinate management training for public corporations in Guyana. To rationalise training facilities for corporations to avoid duplication.                                                                                                                                                                                                                 |
| Education and Training | The Centre provides supervisory training programmes, in-plant seminars, high-level management training seminars, financial management for non-financial managers and personnel management seminars. 1-day programmes are organised in strategic-level management. In addition, middle management and managerial effectiveness are conducted on a regular basis. |
| Consultancy            | The Centre intends to engage in consultancy activities in the future.                                                                                                                                                                                                                                                                                           |
| Exchange Arrangements  | The Centre would welcome the opportunity to engage in programmes for the exchange of staff with other Commonwealth organisations.                                                                                                                                                                                                                               |

Guyana

GUY 2

UNIVERSITY OF GUYANA

Faculty of Social Sciences  
PO Box 101110  
Georgetown  
GUYANA

Telephone: 54841

Cable: UNIGUY

Description

Departments: political science and law; management studies; Institute of Development Studies. Professional staff: professors, senior lecturers, 24 lecturers, 6 part-time staff. External relationships: the Department of Management Studies places interns for 2-3 month periods during summer with firms and public corporations; the Diploma in Accountancy students are junior accounts personnel in public service and public corporations; the Diploma in Marketing and Diploma in Personnel Management students are senior officers in the public corporations of Guyana. The Diploma in Public Administration students are senior public servants. Microfilm reader available. Accommodation: a student welfare officer helps place students in private homes.

Selected  
Courses

DIPLOMA IN PUBLIC ADMINISTRATION

A 2-year part-time programme designed primarily to meet the needs of officers in the administrative and senior grades of the public service of Guyana (including public corporations). Applicants must have good background in performing administrative duties in central and local government or in public corporations with at least 3 years experience in administrative work, and preferably be between 27 and 38 years old. Older candidates may be considered if they have been pursuing serious studies recently. Applicants must have either passes at the GCE 'O' level examination (or equivalent) in at least 5 subjects, which must include English, or approved professional or technical qualifications.

DIPLOMA IN ACCOUNTANCY

A 2-year part-time programme for public sector employees engaged in work relating to accounting, finance or auditing. Applicants must hold one of the following qualifications to enter the programme: (a) Foundation Certificate in Accountancy - Government Technical Institute; (b) passes in at least 5 subjects at GCE 'O' level (or equivalent) at not more than 2 sittings in which English language and mathematics and/or principles of accounts (or equivalent) must be included; (c) level I of the Association of Certified Accountants (UK) or equivalent and at least 4 years experience in either accounting, finance or auditing. Consideration will be

GUY 2

## UNIVERSITY OF GUYANA      Cont.

given to persons in supervisory positions who have already participated in appropriate training programmes in either accounting, finance or auditing.

## DIPLOMA IN PERSONNEL MANAGEMENT

A 2-year part-time programme in personnel management and industrial relations, management, organisation, behaviour and related disciplines. Applicants must have: at least 5 subjects at the GCE 'O' level (or equivalent), including English language, and at least 3 years experience in personnel industrial relations and related fields. Mature candidates (minimum 26 years old in the year of admission) who do not satisfy the above requirements, but have 5 or more years experience in the field or have participated in appropriate and related fields may be considered for admission.

## DIPLOMA IN MARKETING

A 2-year part-time programme in marketing to prepare participants to take up responsible positions in their organisations' marketing/sales departments and to complement the government's export promotion policies. Applicants must have at least 5 subjects at GCE 'O' levels (or equivalent) including English language and mathematics and at least 2 years experience in marketing or a related field. Mature candidates (minimum 26 years old in the year of admission) who do not satisfy the above academic requirements, but who have a minimum of 2 years experience, and have participated in appropriate training programmes in the area of marketing may be considered for admission.

## BACHELOR OF SOCIAL SCIENCE IN MANAGEMENT, BSocSci

A 4-year (in some cases 3-year) full-time undergraduate programme comprising 16 courses: Year 1: principles of economics, quantitative methods for social sciences, management environment, introduction to politics or elements of social structure. Year 2: intermediate economic analysis, economic statistics and econometrics, principles of management, accountancy I. Year 3: accountancy II, marketing, production management, personnel management and industrial relations. Year 4: development economics, managerial law, management of public enterprise, data management and operations research. Candidates must have passes in at least 5 subjects at GCE 'O' level (or equivalent) examination at not more than 2 sittings, including English and mathematics; preference given to those with qualifications higher than the minimum requirements and with an average grade of C or higher.



Guyana

GUY 3

PUBLIC SERVICE MINISTRY

Training Division  
Public Service Ministry  
65-67 High Street  
Kingston  
Georgetown  
GUYANA

Telephone: 63068

Cable: PUBLIC SERVICE MINISTRY

Description      Founded: 1964. Professional staff: chief training officer, 12 training officers. External relationships: joint sponsorship of the Diploma in Public Administration by the University of Guyana (see GUY 2) and the Public Service Ministry and conducted by the University of Guyana; diploma and certificate in accountancy courses mounted with the Government Technical Institute. Library: 600 volumes. Accommodation: no hostel accommodation available for non-nationals.

Objectives      The primary objectives of the Division are the organisation and management of the overall training effort in the public service; long term forecasting and planning for future training needs arising out of development plans; the development, formulation, co-ordination and implementation of government training policy and programmes to satisfy departmental and inter-departmental training needs; the continuous appraisal of training programmes against training requirements; the administration of the former Conditional Scholarship Scheme and external training for public service officers including scholarships and fellowships provided under various technical assistance schemes; the provision of functional advice to ministerial/departmental trainers and promoting and stimulating interest in training and development at all levels; the provision of adequate library services for the public service.

Education and Training      CERTIFICATE/DIPLOMA IN ACCOUNTANCY  
A 22-week annual course commencing in October for officers holding the position of accounts clerk III (and equivalent) and upwards, intended to improve the technical competence of accounting staff in the public service.

DIPLOMA IN PUBLIC ADMINISTRATION  
A 2-year part-time course commencing in October each year designed for senior administrative and executive personnel in central or local government or in public corporations with at least 3 years' experience in

## GUY 3

## PUBLIC SERVICE MINISTRY Cont.

administrative work. It is intended to provide them with formal training and experience as administrators. Average enrolment: 40.

Passes in the GCE 'O' level examination or equivalent in at least 5 subjects including English language; approved professional or technical qualifications.

## INDUCTION/ORIENTATION COURSE

A 1-week course, held 3 or 4 times a year, which is organised for new entrants to the public service and seeks to help the new public servant to understand his/her role in the development of Guyana. Objectives: to inform participants of the origin, development, structure and organisation of the service in Guyana; to help them to know the importance of good public and human relations; inform them of their conditions of service. Average enrolment: 25.

## PUBLIC RELATIONS COURSE

A 1-week course held twice a year for receptionists, counter clerks, telephonists, staff from personnel and finance divisions and others in interaction with the public. Average enrolment: 30.

## RECORDS MANAGEMENT COURSE

A 1-week course, held twice a year, to meet the needs of registry supervisors, or personnel working in a similar capacity. It covers the fundamental principles of operating a registry system, the problems frequently arising and the methods of solving them, concepts of leadership and the importance of human relations in an organisation. Average enrolment: 30.

## SUPERVISION COURSE FOR MIDDLE MANAGEMENT PERSONNEL

A 3-week full-time course held 2 or 3 times a year for first line supervisors in the public service who direct and control the work activities of non-supervisory workers. It introduces the techniques of planning, organising, co-ordinating, interviewing, communication and report writing. Average enrolment: 25. A public service management cadet scheme is run in collaboration with the Guyana Management Institute.

# India

IND 1

## ADMINISTRATIVE STAFF COLLEGE OF INDIA

Administrative Staff College of India  
Bella Vista  
Hyderabad 500 049  
Andhra Pradesh  
INDIA

Telephone: 36952-56  
Cable: BELLAVISTA HYDERABAD  
Telex: Hyd 015-390

### Description

Founded: 1957. The College is an autonomous institution which functions as a registered society and is managed by a Court of Governors including the principal and divisional directors. Management development and research division and consulting and applied research division. Professional staff 73. External relationships with management institutions in India and abroad: The Ford Foundation for Library and Research Support, EDI for South Asian Regional Seminar on National Economic Management and other international bodies. Library: 45,460 books. Subscriptions to 500 periodicals; stocks of pamphlets, reprints, annual reports, case studies and national papers. Microfilm/ fiche reader available. Accommodation: hostel and support facilities for participants of all programmes on campus.

### Objectives

To provide training to practising managers and administrators and to equip them with appropriate concepts, attitudes, skills and techniques which enable them to play an effective role in national development.

To undertake research on all aspects of management and provide management consulting assistance to organisations.

### Education and Training

The College offers training programmes for junior, middle and senior level executives from industry, government and other institutions ranging from 1 week to 8 weeks. The emphasis is on management processes and policies with an orientation towards industry and the public services. Courses: general management, operations, management, organisation behaviour, marketing management, finance, personnel and industrial relations, economics, computer and management information systems, energy environment and technology, health and population, education and public systems and policy.

### Courses

#### GENERAL MANAGEMENT

Course in general management for senior executives; course for young businessmen; corporate planning; senior executives course for public sector enterprises; top management programme for public sector enterprises; programme for young managers; MDP for senior government administrators.

IND 1

ADMINISTRATIVE STAFF COLLEGE OF INDIA      Cont.

OPERATIONS MANAGEMENT

Materials management, spare parts management, production management, maintenance management and project management.

ORGANISATION BEHAVIOUR

Management by objectives, management of human resources, leadership and organisation development and team building and conflict management.

MARKETING MANAGEMENT

Sales management, industrial marketing, product management and export marketing.

FINANCE

Financial control and reporting systems, finance for non-financial executives, working capital management/cash management, management audit and bank management.

PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS

Training methods and skills, management of industrial relations, personnel management and trade union management.

ECONOMICS

Development policy analysis and investment decisions, multi-level planning, regional seminar on national economic management.

COMPUTER AND MIS

Computer appreciation for executives and management information systems.

ENERGY ENVIRONMENT AND TECHNOLOGY

Energy policy, management of R&D systems, workshop on environmental management, energy management in manufacturing industries, environmental risk assessment, technology policy and technology acquisition.

HEALTH AND POPULATION

Hospital administration.

EDUCATIONAL POLICY & MANAGEMENT

Management of education systems.

PUBLIC SYSTEMS AND POLICY

Management of command area development and National Seminar on irrigated agriculture.

According to the needs of client organisations, specially designed training programmes are offered. These deal with either general management or functional management.

## India

### IND 1 ADMINISTRATIVE STAFF COLLEGE OF INDIA Cont.

|                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Future Plans          | It is envisaged that more and more programmes will be organised on improving management and administration in social sectors, such as education, public health, management of scientific institutions and planning, energy, environment etc.                                                                                                                                                                                                                                                                                |
| Research              | Major research undertaken in the areas of science policy, organisational behaviour, health and population, educational planning and administration, economics, personnel management, industrial relations and marketing.                                                                                                                                                                                                                                                                                                    |
| Publications          | <u>ASCI Journal of Management</u> , yearly; <u>Current Management Literature</u> , monthly. One copy of the cases prepared by the college is available free of charge.                                                                                                                                                                                                                                                                                                                                                      |
| Exchange Arrangements | Co-operation is sought for joint research, development of course material and exchange of staff. The college can conduct special programmes in collaboration with other management institutions abroad. The Asian and Pacific Development Administration Centre, the Economic Development Institute of the World Bank, Friedrich Ebert Foundation, the Commonwealth Secretariat, the Commonwealth Fund for Technical Co-operation, and UNIDO are among those organisations with which it collaborates on specific projects. |

IND 2

**ADMINISTRATIVE TRAINING INSTITUTE, MYSORE**

Administrative Training Institute  
 Lalithamahall Road  
 Mysore 570 011  
 INDIA

Telephone: 20906

Cable: ADMINISTRATION MYSORE

**Description**

Founded: 1967. The Institute is the central training organisation for the State of Karnataka comprising a central organisation and 16 district training institutes for clerical and supervisory training. Managing agency: Department of Personnel and Administrative Reform in New Delhi (see IND 10). Professional staff: 2 joint directors, 8 deputy directors. External relationships: links with Indian Institute of Public Administration, New Delhi (see IND 18); Institute of Social and Economic Change, Bangalore; Institute of Secretariat Training and Management, New Delhi (see IND 22); National Productivity Council, Bangalore (see IND 31); Indian Institute of Management, Bangalore (see IND 15); Administrative Training Institutes in the country; Institute of Development Studies, Mysore; Central Food Technological Research Institute, Mysore. Library: 27,000 volumes of which 3,000 relate specifically to public administration and management. Accommodation: hostel for trainees and a guest house for guest speakers and other visitors.

**Objectives**

To provide institutional training to the directly recruited probationers to the state civil service; orientation training to officers promoted to higher posts under the state government, and refresher and orientation courses to in-service personnel of different departments of government on various aspects of administration and management; to organise conferences, workshops, seminars, field studies and research pertaining to various aspects of administration.

**Education and Training**

The main activity is training new entrants to the state civil service in a common foundation course of 12 weeks duration (4 per annum). In addition, shorter courses are held for in-service officers of government on different aspects of administration. Courses on training of trainers and communications are of special importance to the Institute.

**FUTURE PLANS**

Courses on public distribution system and industrial and financial management courses for senior officers.

India

IND 2 ADMINISTRATIVE TRAINING INSTITUTE, MYSORE Cont.

- Research A research wing is under construction. On completion the Institute will be researching matters pertaining to public administration and development activities in India, particularly Karnataka State. Some case studies on village life have already been prepared.
- Consultancy The Institute has yet to undertake consultancy activities. Interested in assignments on training matters, public services and land administration.
- Publications ATI Newsletter, quarterly. The Institute has published a number of documents on a wide range of subjects connected with administration in India. Topics: Panchayat Raj government budgeting; planning with special reference to agricultural development; US economic aid to India and its effects on India's economic development; small farmers' development agencies; emerging pattern of leadership; seminar on land reforms; Kannada in administration; towards more responsive administration; housing in Karnataka; the public servant in modern India.
- Exchange Arrangements Interested in co-operation for development of course material and joint research, and conducting courses with the collaboration of other Commonwealth organisations. The Institute is willing to offer facilities to any Commonwealth organisation for the purpose of conducting courses for participants drawn from Commonwealth countries.

IND 3 ADMINISTRATIVE TRAINING INSTITUTE, NAGALAND

Administrative Training Institute  
Nagaland  
Kohima - 797001  
INDIA

Telephone: Office - 567, 799  
Res 2200, 846

- Description Founded: 1972. Managing agency: Department of Personnel and Administrative Reforms, Government of Nagaland, Kohima. Professional staff: director, additional director, lecturer, research officer. Accommodation: The Institute maintains a hostel for the trainees at a nominal rent.

IND 3

## ADMINISTRATIVE TRAINING INSTITUTE, NAGALAND Cont.

## Education and Training

The Institute carries out orientation and foundation training in criminal law, civil and customary law, service rules and procedure, government and accounts and regional languages for civil service probationers. It also provides training on office procedure, service rules, constitution, assembly procedure, organisation and methods etc. for the assistants of the state secretariat. The Institute organises courses, including refresher courses, on pensions, provident fund and treasury rules in the districts for drawing and disbursing officers and ministerial officers of the district and sub-divisional officers, and training in stenography and typewriting for educated unemployed young people. Library: substantial collections on law, culture, tribal languages, management, library science, accounts, audit and other subjects.

The syllabus includes the following programmes:

## ORIENTATION COURSES

A 6-week course for IAS probationers in local languages, customary law, civil and criminal law, government accounts and service rules. After training in the districts, they are attached to the Institute for 2 weeks for an exchange of experience.

## FOUNDATION COURSE FOR STATE CIVIL SERVICE OFFICERS

Newly recruited Nagaland civil service officers, grades I and II are trained in civil, criminal, customary and revenue laws, the constitution, local dialects, service rules and government accounts. Theoretical and practical training is given with the help of officers of the Land Records Department.

## FOUNDATION COURSE FOR THE SECRETARIAT ASSISTANTS

The course covers office procedure, civil service conduct and rules, assembly rules and procedure, various service rules, government account, general provident fund rules, medical attendance rules etc.

The course lasts from April to June every year and 2 examinations are conducted in July and November. A pass is necessary for further increments, confirmation and further promotion.

REFRESHER COURSE FOR DISTRICT AND SUB-DIVISIONAL CADRE OF MINISTERIAL OFFICIALS AND DRAWING AND DISBURSING OFFICERS  
A 7 to 14-day course in the working of a treasury.



India

IND 3 ADMINISTRATIVE TRAINING INSTITUTE, NAGALAND Cont.

Special training courses of 3 weeks duration are conducted from time to time in collaboration with the Training Division of the Government of India, Ministry of Home Affairs and Department of Personnel and Administrative Reforms.

The following courses are for senior officers with governmental planning responsibilities: project identification, formulation and appraisal (3 weeks); project formulation and implementation (3 weeks); project implementation, monitoring and evaluation in engineering, agriculture and rural development (3 weeks); tribal development administration (3 weeks); development management (10 days); modern systems of planning and control (10 days); behavioural skills in government (1 week); organisation and methods and work study (2 weeks); project planning and monitoring based on PERT/CMM (1 week); management training programme for first line supervisors (2 weeks).

IND 4 ADMINISTRATIVE TRAINING INSTITUTE, UTTAR PRADESH

Administrative Training Institute  
Ardwell Camp  
Mallital  
Nainital  
Uttar Pradesh  
INDIA

Telephone: 2291, 2041  
Telex: PRASHIKSHAN, NAINITAL

Description Founded: 1972. Managing agency: Department of Personnel, Government of Uttar Pradesh. Professional staff: director, 4 joint directors, 2 deputy directors, 3 assistant directors plus guest speakers drawn from government and various universities and other institutions such as IIPA (see IND 18), ISTM, New Delhi (see IND 22) and the Bureau of State Enterprises, Lucknow. External relationships: UP Government, IIPA, IIMS, etc. Library: about 50,000 volumes including 200 leading journals and 15 dailies.

Education and Training The Institute conducts foundation training for the directly recruited officers of state services including the technical services. Training is given for probationers of the following services: IAS officers allotted to the state, PCS (executive), PCS (judicial), finance and accounts service officers. The Institute

IND 4

## ADMINISTRATIVE TRAINING INSTITUTE, UTTAR PRADESH Cont.

acts as the training institute of the state, co-ordinates the activities of training in the state and conducts functional senior level seminars on problems of administration, for example in communication, law and order, management, motivation and manpower planning.

## FOUNDATIONAL COURSES

A 12-week course conducted 2 to 3 times a year for officers directly recruited into the state government service. Objectives: to arouse awareness of the socio-economic and political environment and to increase the competence of officers in the principles and practices of administration. Average enrolment: 50. Languages of instruction: Hindi/English. Not relevant to non-nationals.

## PROFESSIONAL COURSES

A 14-week course 2 or 3 times a year or as frequently as required for IAS and PCS (executive) officers, PCS (judicial) officers, finance and accounts service officers.

## IAS (Probationers) Professional Course:

A 12-week course for these probationers after the completion of first phase training at the National Academy, Mussoorie.

## PCS (Executive) Professional Course:

The Institute conducts a 14-week course twice or more a year. The course provides instruction for the first 5 years of service.

## Finance and Accounts Service Officers Professional Course:

A 15-week course twice or more a year. The course provides instruction for the first 5 years of service.

## Research

The Institute plans to start research work mainly in the field of administration.

Exchange  
Arrangements

The Institute is interested in co-operating with other Commonwealth organisations in the development of course material, exchange of staff and the purchase of books.

India

IND 5

ALL-INDIA INSTITUTE OF LOCAL SELF-GOVERNMENT

|                        |                              |
|------------------------|------------------------------|
| ADMINISTRATION OFFICE: | RESEARCH & TRAINING COMPLEX: |
| 11 Horniman Circle     | Sthanikraj Bhavan            |
| Botawala Building      | C.D. Barfiwala Marg          |
| Fort                   | Andheri (West)               |
| Bombay-400 023         | Bombay-400 058               |
| INDIA                  | INDIA                        |

Telephone: 292957/318910      Telephone: 572473  
Cable: STHANIKRAJ, Bombay

Description      Founded: 1926 as an association of municipal councils/corporations managed by its own governing council. Professional staff: director-general, director/professor, 1 senior research officer, 2 research officers, 3 research associates, 1 research assistant, 4 part-time faculty. Departments: research, training, consultancy and general administration. External relationships: IULA, the Hague (Netherlands), Municipal Corporation of Greater Bombay, and Central and State Government departments. Library: 12,500 volumes of which 2500 pertain to public administration. Accommodation: hostel for 64 trainees and guest rooms, an auditorium, seminar hall, lecture halls, museum and amenity rooms.

Objectives      The main emphasis is on how local bodies can contribute more effectively to the country's social and economic development and to advance knowledge of the principles and practices of local government by research, co-ordinating, teaching and training. To strengthen and improve local government institutions by organising conferences, conventions, seminars and symposia, supported by research work and to publish bibliographies, articles, books and other literature on matters of interest to local bodies. To undertake research work in public administration. To publish research material in popular form and to collaborate with agencies in environmental matters. To maintain an information service for local bodies and to collaborate with other organisations with similar objectives.

Education and Training      The Institute conducts regular training courses for municipal employees: Local Government Service (LGS) Diploma Course. Local Self-Government Diploma (LSGD) Course. Sanitary Inspectors' Course (SI). Firemen's Course.

LOCAL GOVERNMENT SERVICE DIPLOMA (LGS)  
A 4-month course conducted twice a year for supervisory personnel of municipal councils to give a grounding in the foundations and principles of public administration, new management techniques and administrative practices.

IND 5

## ALL-INDIA INSTITUTE OF LOCAL SELF-GOVERNMENT Cont.

Average enrolment: 40, of which 5 could be participants from other Commonwealth countries. The course covers a comparative study of urban local governments in various countries.

## LOCAL SELF-GOVERNMENT DIPLOMA (LSGD)

A 6-month course twice a year for middle level municipal personnel in theory and practice of municipal government in India and other countries. Average enrolment: 600 to 700.

## SANITARY INSPECTORS' COURSE

A 1-year course for students with minimum qualification of SSC with English as one of the subjects. The course comprises technical training supplemented by practical training in sanitary department or similar services in other organisations, and gives a grounding in the main health and education problems in these organisations.

## FIREMEN'S COURSE

A 6-month course open to all with minimum entry qualification of SSC and for the personnel from industries and municipalities to train operating staff of fire fighting services.

## AD HOC COURSES

The Institute offers training in various specialised fields for all levels of municipal staff. Specialised courses of 1 week's duration or more are available. These include financial administration, management orientation, audit and accounts and performance budgeting laws in municipal administration. The training programmes form an integrated multi-disciplinary approach to the problems of urban management.

## Future Plans

Physical Planning Diploma, a 1-year course for municipal authorities in the formulation and implementation of local development plans, also orientation and training for new employees in the municipal services.

## Research

The Institute has its own centre for research in municipal administration and urban and environmental studies. The Ministry of Works & Housing, Government of India, recognises this as the Regional Centre for Urban & Environmental Studies. Research work has covered information systems in municipal administration, solid waste management, impact of land prices on housing for the urban poor, problems of urban bus transport in some cities and population growth problems.

India

IND 5                    ALL-INDIA INSTITUTE OF LOCAL SELF-GOVERNMENT                    Cont.

Consultancy            The Institute provides legal advice on administrative problems and the interpretation of various provisions of the Maharashtra Municipalities Act, 1965, and issues arising therefrom. The Institute has also set up a unit to meet the needs of municipal administration in the urban and environmental field.

Publications            Quarterly Journal of the Institute (English) and books and occasional papers relating to local government administration. Selected research studies are also published.

Exchange  
Arrangements            The Institute has arrangements with International Union of Local Authorities, The Hague (Netherlands), Institute of Local Self-Government, Birmingham (UK), United Nations Centre for Human Settlements and the Commonwealth Fund for Technical Co-operation. Co-operation with other Commonwealth organisations, UNICEF, ILO, and the World Bank, is being actively pursued by the Institute in the areas of joint research work, development of course material, training courses and exchange of staff.

IND 6                    ALL INDIA MANAGEMENT ASSOCIATION (AIMA)

All India Management Association  
14 Institutional Area  
Lodi Road  
New Delhi 110 003  
INDIA

Telephone: 617354-55  
Cable: MANAGIND NEW DELHI  
Telex: New Delhi 3266

Description            AIMA is an organisation committed to professionalism in the management of a developing economy for the attainment of productive growth. Established in 1957, the Association co-ordinates the activities of over 40 Local Management Associations all over India. An independent, non-profit organisation, AIMA organises programmes in management, seminars and courses, and makes available research studies, publications and other information to the government, educational institutions, business and industry throughout India. Professional staff: executive director and 45 full-time professional staff. Divisions: management development, management education, Management Information Centre and library. External relationships: affiliated to CIOS (World Council of Management). Member of the Asian Association of Management Organisations.

IND 6

## ALL INDIA MANAGEMENT ASSOCIATION      Cont.

AIMA initiated the Asian Competition for Young Managers, first held in Singapore in 1977, which has now become a triennial event.

## Objectives

To develop a national managerial ethos and present the professional managers' point of view to the government, trade, industry and the public; to initiate and stimulate the growth of local management associations; to establish relationships with management institutions in India and abroad; to equip Indian managers to perform effectively; to contribute towards full employment and the development of manpower and infrastructure in small and rural industries.

## Education and Training

## DIPLOMA IN MANAGEMENT

A 2-year correspondence course for providing management education to those already employed. It is designed to help practising managers improve managerial effectiveness and to contribute to career development. Syllabus, year 1: management principles and techniques, managerial economics, administrative management, elements of financial and cost accounting, business statistics, business law, works management. Year 2: management accounting, purchasing and materials management, production management, marketing management, international marketing, personnel management and industrial relations, project work. Students are examined twice a year by an AIMA board of examiners. Requirements: a second class Bachelor's degree from a recognised university, minimum 3 years supervisory level work experience, age above 25, and acceptable score in the admission test. Examinations and admission tests are held with the help of 40 centres in India and 5 centres abroad: Saudi Arabia, Kuwait, Bahrain, Dubai and Kathmandu (Nepal). Executive education programmes of 3 months evening programmes are conducted in AIMA in various disciplines such as personnel management, administrative management and international marketing.

## SEMINARS AND WORKSHOPS

AIMA has organised about 400 workshops and seminars covering all aspects of management for over 9,000 managers from the government, trade and industry. The most important of these programmes is the advanced management programme (AMP) which is structured to meet the needs of the country's top managers and policy makers in significant areas of the economy and management. A Management Development Centre has been established in AIMA to provide continuous short-term programmes of management training and development.

India

IND 6                    ALL INDIA MANAGEMENT ASSOCIATION      Cont.

Publications      Indian Management, monthly; Management Abstracts, quarterly; Management News, monthly; and a range of books on management and management-related subjects. Titles on application.

IND 7                    BUREAU OF PUBLIC ENTERPRISES

Bureau of Public Enterprises  
Public Enterprises Bhavan  
CGO Complex, Block No. 14  
Lodhi Road  
New Delhi - 3  
INDIA

Telephone: 690-415  
Cable: BEPUBENT NEW DELHI  
Telex: 031 3165

Description      Founded by the Ministry of Finance, Government of India. Professional staff: special secretary and director general, 14 advisers/joint advisers, 3 directors, 2 deputy secretaries, 21 joint deputy assistant directors, 3 finance deputy finance officers. Divisions: management, finance, production, construction, investment consultancy and research, information and public relations and administration. External relationships: major training institutions, Colombo Plan Technical Assistance Scheme. Library: 8,000 volumes, specialising in economic and industrial development and all aspects of management science. Accommodation can be found locally.

Objectives      BPE acts as an interface between the government and the public sector and assists in improving the performance, profits and resources of public enterprises. This involves (i) monitoring performance: quarterly performance reports on public sector enterprises are prepared. Performance appraisal is carried out. Research work to determine ways and means of improving the performance of public sector is done. In depth studies of individual public sector enterprises are made; (ii) management development: assistance to the Public Enterprises Selection Board in the selection of board level personnel and to determine their terms and conditions of employment; maintaining a computerised data bank of senior management personnel below the board level for planning their training; organising in-service training programmes for managerial personnel at all levels in collaboration with the premier training institutes; collaboration with public and private sectors and training institutes abroad; assisting the government

IND 7

## BUREAU OF PUBLIC ENTERPRISES Cont.

of India in the formation of new companies; (iii) investment and performance appraisal: to appraise project reports and investment proposals for the Public Investment Board/Expenditure Finance Committee and to assist ministries in the monitoring of new projects and studies on completed projects.

## Consultancy

The Bureau offers consultancy services to the central public sector companies at their request on production problems, inventory control, management development and selection procedures. A number of Bureau officers have been abroad on assignments on various aspects of production, finance, management training etc. The Bureau officers would be available for assignments abroad on a government-to-government basis.

## Publications

Public Enterprises Survey - Annual Report on the working of Commercial and Industrial Undertakings of the Central Government; Compendium of guidelines; Performance aims and financial targets of central government enterprises; Top management personnel of central public enterprises; Executive development programme; Action plans of public enterprises; Curricula and course material for training in instrumentation management; Guidelines for materials management.

Exchange  
Arrangements

Co-operation with other Commonwealth organisations in the development of course material and exchange of staff would be welcome.

IND 8

CENTRAL INSTITUTE FOR RESEARCH AND TRAINING IN  
EMPLOYMENT SERVICE

Central Institute for Research and Training in  
Employment Service  
Pusa  
New Delhi-11 0012  
INDIA

Telephone: 569472, 586256, 583126, 585912

Cable: CIRTES PUSA NEW DELHI

## Description

Founded: 1964. Managing agency: Ministry of Labour and Rehabilitation, Directorate General of Employment and Training. Departments: training division, research division, career study centre. Professional staff: 26, including director, deputy director, 2 assistant directors, 4 senior research officers and research training and employment office staff. Library: 10,000 volumes, 42 periodicals. Accommodation: hostel facilities available.



India

IND 8                   CENTRAL INSTITUTE FOR RESEARCH AND TRAINING IN  
EMPLOYMENT SERVICE     Cont.

Objectives           To provide professional training to employment service personnel at all levels; to provide training in various aspects of the employment service to officers from other countries under ILO Fellowship, Colombo Plan, Special Commonwealth African Assistance Programme, etc; to conduct manpower surveys and research studies relating to organisational and procedural aspects of employment service; to publish career literature.

Education and       Induction, specialised and in-service training are  
Training             provided to employment service personnel at all levels. The Institute also provides training in various aspects of employment service activities to officers deputed from foreign countries.

#### INTEGRATED TRAINING COURSE

A 6-week induction course of basic training for newly recruited employment officers which covers all aspects of the employment service. The main focus is placed on understanding of fundamental concepts of the system.

#### REFRESHER TRAINING COURSE

A 2-week in-service training course for senior officers in the employment service. The course is organised exclusively for officers with training in the induction courses.

#### SPECIALISED TRAINING COURSES & SEMINARS

Specialised training courses are on vocational guidance and employment counselling; occupational research and analysis; vocational rehabilitation of the physically handicapped; labour information; aptitude testing and vocational selection; staff training at state level; district manpower planning and employment generation councils; self-employment; the computerisation of employment service.

#### MANPOWER SURVEYS AND RESEARCH STUDIES

Manpower surveys and research activities of the Institute include industry and occupational surveys and the organisational, functional and procedural aspects of the employment service. The Institute has conducted a number of studies which have a bearing on employment exchange operations and issued a number of handbooks on the employment service.

IND 9

## CUSTOMS AND CENTRAL EXCISE DIRECTORATE OF TRAINING

Customs and Central Excise Directorate of Training  
 A Wing, 3rd Floor  
 Pushpa Bhawan  
 Madangir Road  
 New Delhi 110 062  
 INDIA

Telephone: 660919, 654785  
 Cable: DITREXCUS NEW DELHI

- Description** Founded: 1969. Managing agency: Department of Revenue, Ministry of Finance, Government of India. Professional staff: director, 8 deputy directors, 25 assistant directors, appraisers, superintendents of Customs and Central Excise. Library: 11,000 volumes mostly relating to indirect taxation public finance, economics, law, public administration, management development, narcotics control and enforcement and indirect taxation. Accommodation: available to all students in departmental hostels.
- Objectives** Advising on training and helping in the formation and implementation of policies relating to training and career development. The Directorate also organises induction training, refresher courses, specialised courses, workshops and seminars for officers in the Customs, Central Excise and Narcotics Departments.
- Education and Training** The Directorate has a Staff College at the Directorate headquarters with a wing at Madras, and regional training institutes at Bombay, Calcutta, Madras and New Delhi. The Staff College organises comprehensive induction training for probationary officers of the Indian Customs and Central Excise Service and conducts various training programmes/seminars, workshops and refresher courses for the middle level and senior officers of the Customs, Central Excise and Narcotics Departments. It also arranges training seminars for sections of trade and industry. The Regional Training Institutes, functioning under the Directorate, cater primarily for the training needs of line managers in the collectorates and custom houses and the narcotics departments in their respective regions.
- The Directorate of Training sponsors departmental officers for various management courses conducted by recognised institutes and universities in India and abroad. It also arranges training/study tours for officers from developing countries.

India

IND 9 CUSTOMS AND CENTRAL EXCISE DIRECTORATE OF TRAINING  
Cont.

Courses and training programmes conducted by the Staff College and other training institutes in the Directorate usually cover the following subjects: customs and central excise laws and procedure; tariff classification; valuation; passenger control and baggage examination; procedure for clearance of imported cargo; drawback and export procedures; techniques of raids/search; anti-smuggling; intelligence; investigation; anti-evasion and anti-fraud measures; prosecution; adjudication; narcotics control and enforcement; administration; human resource development; courses in customs and central excise laws and procedures as applied to special areas of interest.

International Courses The Staff College conducts international courses and seminars on customs, central excise laws and procedures, narcotics and drug control enforcement for officers from Nepal, Burma, Mali, Sudan, Afghanistan, Nigeria and Bangladesh. International training courses on narcotics control and enforcement, which involve wider participation by countries of the Asian Pacific Region, have been conducted in collaboration with UNDND, Vienna. Similar courses are also contemplated in collaboration with the Customs Co-operation Council on subjects such as the Harmonised System and GATT Valuation Code.

FUTURE PLANS

The Directorate plans to expand its management development programmes for senior, middle management and junior supervisory officers, and its training in handling equipment used in anti-smuggling work. In addition it intends to re-structure the Directorate of Training as a centre for research and information and to create research fellowship for the purpose.

Consultancy The Directorate is willing to offer the services of selected customs and excise officers at senior and middle levels for advisory and operational duties in other Commonwealth countries. In addition it is willing to offer consultancy services in such fields as the establishment of a training institution in a developing country, evaluation of training needs and the design and running of tailor-made programmes for officers at various levels.

Exchange Arrangements The Directorate is interested in undertaking joint research, especially on customs, central excise and narcotics matters, production of course material, exchange of staff etc.

IND 10

## DEPARTMENT OF PERSONNEL &amp; ADMINISTRATIVE REFORMS

Training Division  
 Department of Personnel & Administrative Reforms  
 Ministry of Home Affairs  
 North Block  
 New Delhi  
 INDIA

Telephone: 375786  
 Cable: PERSONDEPT NEWDELHI  
 Telex: 031-3849

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description            | <p>Founded: 1968. Managing agency: Ministry of Home Affairs, Department of Personnel &amp; Administrative Reforms, Government of India. Professional staff: joint secretary, 1 director, 1 deputy secretary, 2 under secretaries, 2 SROs, 5 research officers. Departments: training; international programmes and matters relating to Lal Bahadur Shastri National Academy of Administration, Mussoorie. Relationships with other Indian organisations: Indian Institute of Public Administration; The Administrative Staff College of India; Indian Institute of Management, Ahmedabad; Indian Institute of Management, Bangalore; Institute of Development Studies, Trivandrum; Indian Institute of Technology; Institute of Public Administration, Lucknow University; Faculty of Management Studies, University of Delhi; Indian Society for Training and Development. External Relationships: Economic and Social Commission for Asia and the Pacific; UN Centre for Regional Development; Economic Development Institute of the World Bank; Commonwealth Secretariat Management Development Programme; Asian Pacific Development Centre, Kuala Lumpur. Library: 6,000 volumes. Accommodation: hostel facilities of other institutions in New Delhi.</p> |
| Objectives             | <p>To contribute to a continuing improvement in Indian administration.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Education and Training | <p>The major functions are giving advice on training matters to state and central governments and public enterprises, making training plans for the government of India, providing assistance to the state governments and major training institutions in plan preparation and conducting seminars, conferences and other programmes related to training for special groups of development administrators and trainers.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

India

IND 10

DEPARTMENT OF PERSONNEL & ADMINISTRATIVE REFORMS Cont.

EXECUTIVE DEVELOPMENT PROGRAMME

A 6-week course 5 or 6 times a year designed to create an awareness of the environment in which public servants operate, to impart knowledge of modern concepts and practices of public administration and management in public systems. Average enrolment: 30. For officials with 6-10 years service in Group A of the central service who are below 45 years of age.

MANAGEMENT DEVELOPMENT PROGRAMME

A 4-week course 4 or 5 times a year designed to provide a broad understanding of the socio-economic and political environment in public administration and an understanding of the principles of management including behavioural patterns, leadership and human relations.

CORPORATE MANAGEMENT

A 4-week course 4 or 5 times per year providing a framework within which senior executives investigate their problems of planning, co-ordination and control. Average enrolment: 30. Officials of All India services with 6-10 years of service and state civil service officers with 10-15 years of service.

ADVANCED PROFESSIONAL PROGRAMME IN PUBLIC ADMINISTRATION

A 38-week postgraduate course commencing annually in July on the dynamics of development administration. Content: the Indian political and social system; development economics; the administrative system; organisational theory and behaviour; social research methods and statistics; management tools and techniques. Average enrolment: 30, of whom 5 could be senior officials from other Commonwealth countries, officers of various central services, Group A, with 10 years service, and state civil service officers with 15 years service, university teachers with 5 years of postgraduate teaching experience.

MANAGEMENT ORIENTATION PROGRAMME

A series of 1 to 3-week courses 20-22 times a year sponsored by the Training Division and conducted at the Indian Institute of Public Administration. Courses have included administrative law; administrative leadership and behaviour; agricultural administration; budgeting and financial control; computer systems analysis and design; development administration; diagnosing human behaviour in administration; introduction to computers; introduction to management accounting.

IND 10

## DEPARTMENT OF PERSONNEL &amp; ADMINISTRATIVE REFORMS Cont.

## STATE PLANNING

A 5-week course 4 times a year for officials with a background in macro planning working in agriculture, industry, irrigation, power, road transport, public works and health sectors of state governments and who are responsible for preparing development plans at state level. Average enrolment: 25. 10 years experience. Participation of non-nationals could be considered.

## PROJECT IDENTIFICATION, FORMULATION AND APPRAISAL

An 8-week course 8 times a year for officials concerned with the preparation of development projects. Participants are drawn from the agriculture, industry, power, road transport, irrigation, public works and health sectors. Average enrolment: 25. 10 years experience. Participation of non-nationals could be considered.

## PROJECT IMPLEMENTATION, MONITORING AND EVALUATION

A 4-week course 28 times a year (4 times in each of 7 sectors) for middle and senior level personnel working on development projects. All participants are drawn from the same sector eg agriculture, industry, power, road transport, irrigation, public works or health. Within a sector, participants would normally include field engineers, secretariat staff concerned with policy and officials connected with finance. 6-12 years experience in the field. Participation of non-nationals could be considered.

MANAGEMENT ORIENTATION PROGRAMME (Non-Plan): depending on budget from the Finance Ministry. Integrated rural development programme: a 2-week programme conducted 4 times a year for middle and senior level personnel working in the field of rural development. 4-6 years experience in the field. Participation of non-nationals could be considered.

## WATER MANAGEMENT

A 3-week programme 3-4 times a year at various centres for middle level personnel. 3-5 years experience in the field. Participation of non-nationals could be considered.

## PLANNING MANAGEMENT OF HEALTH SERVICES

A 3-week programme 2-3 times a year for middle and senior level personnel. 4-6 years experience in the field. Participation of non-nationals could be considered.

India

IND 10

DEPARTMENT OF PERSONNEL & ADMINISTRATIVE REFORMS Cont.

ENERGY MANAGEMENT

A 2-week programme held 2-3 times a year for senior level personnel. Participation of non-nationals could be considered.

ENVIRONMENT MANAGEMENT

A 1-week programme 2-3 times a year for middle and senior level personnel. Participation of non-nationals could be considered.

MANAGEMENT OF PUBLIC UTILITIES

A 1-week programme 3-4 times a year for middle level personnel. Participation of non-nationals could be considered.

MANAGEMENT IN GOVERNMENT

A 2-week programme held 4-5 times a year and organised on a regional basis for officials with 6-10 years service in Group A of the central and state services. Average enrolment: 30.

AD HOC COURSES

The Division conducts special seminars/workshops in conjunction with international organisations.

FUTURE PLANS

Emphasis will be on strengthening or establishing training institutions at the Centre as well as in the states as needed, to provide induction and in-service training to all civil servants at all levels. Steps will be taken to provide research support to the training activity.

|              |                                                                                                                                                                        |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Research     | The Division is conducting research relating to training and public administration. Research studies describing the research are included in the list of publications. |
| Consultancy  | The Division can offer consultancy on training.                                                                                                                        |
| Publications | A list of publications is available on application to the Division.                                                                                                    |

IND 11

GOPABANDHU ACADEMY OF ADMINISTRATION

Gopabandhu Academy of Administration  
Old Shopping Centre  
Sahidnagar  
Janapath  
Bhubaneswar-751007  
Orissa  
INDIA

Telephone: 51743, 52588

Telegram: ORISSADMIN

- Description      Founded: 1958. Managing agency: General Administration Department of the Government of Orissa. Professional staff: 1 commissioner, 1 joint commissioner, 4 deputy directors. External relationship: Government of India, Ministry of Home Affairs, Department of Personnel and Administrative Reforms, Ministry of Rural Development, Government of India and with the departments of the State Government in relation to training matters. Library: 20,500 volumes. Accommodation: hostel accommodation is available.
- Objectives        To design and conduct training courses, workshops and seminars appropriate to the identified needs of State Government and the public sector undertakings.
- Education and Training      A number of training programmes have been introduced to enable administrators to keep abreast of the latest developments in public administration and rural development. The Academy is the main one in the State for training in rural development. Regular courses: induction training for the recruits of Orissa Administrative Service probationers; sandwich training for the probationers of the Indian Administrative Service and the Indian Forest Service allotted to Orissa State Cadre; refresher course for State administrative service officers of minimum of 10 years seniority; foundation training of gazetted officers of all departments of the State Government, excluding Indian and Orissa administrative service officers; orientation training for the section officers of Orissa Secretariat and heads of departments; course on financial management for drawing and disbursing officers; administrative and accounts training for principals of government and non-government colleges; induction training for Orissa Settlement and Consolidation Service probationers; health and hospital administration training for middle level officers of Health and Family Welfare Department. Special courses: improvement of labour statistics; training of land acquisition officers; corporate management for public



IND 11

sector undertakings officers; reservation in services for scheduled castes and scheduled tribes; training of trainers for junior level functionaries; training of public relations officers; block level planning; integrated area planning; human factors in rural development; development administration; integrated rural development programmes in Orissa.

|                       |                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Exchange Arrangements | The Academy has taken steps to establish a research wing for studying the work of various officers and organisations, particularly in public administration and rural development. The Academy is linked with the Indian Institute of Public Administration, New Delhi, the National Institute of Rural Development, Hyderabad, the Indian Institute of Management, Calcutta and other national and State training institutions. |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

IND 12                    THE    HCM    RAJASTHAN    STATE    INSTITUTE    OF    PUBLIC  
ADMINISTRATION

The Harish Chandra Mathur Rajasthan State Institute of  
Public Administration  
Jawahar Lal Nehru Marg  
Malviya Nagar  
Jaipur 302 004  
Rajasthan  
INDIA

Telephone: 64003-4, 74221, 74237, 75556

Cable: SIPA JAIPUR

Description            Founded: 1957. Managing agency: Department of Personnel and Administrative Reforms. Professional staff: director, 1 additional director, 5 deputy directors, 5 assistant directors, 4 professors (public administration, economics, management, behavioural sciences), 1 associate professor (financial management), 1 librarian, 1 deputy librarian, 1 research officer, 4 research assistants. External relationships: the Institute is associated with the Indian Institute of Public Administration and the Indian Society of Training and Development. For certain programmes faculty from the IIPA and the National Productivity Council, New Delhi are invited. Guest faculty support is provided through several national level institutes for training and management. The Ford Foundation, the IDA, UNESCO, and ACDA, Bangkok have been associated with the Institute for specific programmes. Library: 32,000 volumes. The library is a depository for all state government reports and publications. Accommodation: guest house with 4 double bedrooms.

Objectives            To design and conduct training courses appropriate to the needs of the administrators and the organisations that they serve; to assist departments and agencies with organisational problems; to serve as forum for the interchange of ideas and experience among scholars and practitioners of public administration; to undertake research on problems of relevance to government agencies; to publish material on current developments in public administration.

Education and Training            The Institute conducts induction training for the officers selected for various state services. Training for accounts and commercial taxes officers forms a special part of the Institute's training. Special in-service training programmes are a regular feature. The focus of these programmes is on development administration, management techniques and organisational behaviour. The Institute conducts programmes in collaboration with other organisations. Neighbouring states have used the services of the Institute to conduct training programmes for their officers.

India

IND 12 THE HCM RAJASTHAN STATE INSTITUTE OF PUBLIC  
ADMINISTRATION Cont.

FOUNDATION AND PROFESSIONAL TRAINING

A course for the officers of administrative, accounts, technical and commercial taxes, designed to impart an interdisciplinary knowledge about the socio-economic and political-legal framework of state administration, knowledge of the rules and working of government and specific job-related training. This is followed by field training.

AD HOC COURSES

Ad hoc training courses are provided for identified requirements. In recent years the focus has been on rural development programmes, management techniques and the behavioural aspects of administration.

FUTURE PLANS

The Institute plans to strengthen programmes in management and behavioural studies.

|                       |                                                                                                                                                                                                                                                                                                                     |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Research              | Preparation of case studies in administration and job description reports have been undertaken. Evaluation studies of specific government programmes and analysis of the selection process of the state general services have been completed. Individual members of the faculty select their own areas of research. |
| Consultancy           | Consultancy work is done for the government and public sector undertakings.                                                                                                                                                                                                                                         |
| Publications          | A wide range of books on various aspects of administration, departmental subjects and the civil service is available, and a complete list may be obtained on application to the Institute.                                                                                                                          |
| Exchange Arrangements | The Institute is interested in research, co-operation in the development of course material and exchange of staff.                                                                                                                                                                                                  |
| Note                  | An autonomous Centre for Management Studies was established in November 1982 for training and research in management systems particularly those of industrial management. The core disciplines covered by the Centre are area planning, computer systems and organisation development.                              |

IND 13

## INDIAN AUDIT AND ACCOUNTS SERVICE STAFF COLLEGE

Indian Audit and Accounts Service Staff College  
Shimla-171003  
INDIA

Telephone: 3178  
Cable: AUDIT SHIMLA

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description            | Founded: 1950. Managing agency: Comptroller and Auditor General of India. Professional staff: director, joint director, deputy director, 2 audit officers, 3 assistant audit officers, 1 section officer. External relationships: Public Works and Treasury Accounts, Controller General of Accounts, Bureau of Parliamentary Studies and Training, Lok Sabha Secretariat, New Delhi, railways, posts and telegraphs and defence units and public sector undertakings. Library: 10,000 volumes. Accommodation: hostel accommodation for probationers. |
| Objectives             | To provide professional training to Indian Audit and Accounts Service probationers in accounts and audit (both government and commercial), financial administration and the principles of management; to provide in-service training and organise short courses on selected subjects in the areas of management, accounts and audit and financial administration; to hold seminars in selected areas; to give training in public speaking to probationary officers.                                                                                   |
| Education and Training | The College training is directed exclusively to the IA & AS probationers and includes a 3-week lecture course, annually. Probationers receive 17 weeks foundational course training at Lal Bahadur Shastri National Academy of Administration, Mussoorie, 51 weeks training in the IA & AS Staff College and 36 weeks practical training in the Accountant General's offices. Probationers are required to take 2 examinations each comprising 5 papers.                                                                                              |
| Publications           | Training monographs on a variety of financial, management and administration subjects. Journals: <u>Indian Economy</u> and <u>Yarrow Dew</u> , students' journal.                                                                                                                                                                                                                                                                                                                                                                                     |
| Exchange Arrangements  | Co-operation in development of course material is welcome.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

India

IND 13

INDIAN AUDIT AND ACCOUNTS SERVICE STAFF COLLEGE

Indian Audit and Accounts Service Staff College  
Shimla-171003  
INDIA

Telephone: 3178  
Cable: AUDIT SHIMLA

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description            | Founded: 1950. Managing agency: Comptroller and Auditor General of India. Professional staff: director, joint director, deputy director, 2 audit officers, 3 assistant audit officers, 1 section officer. External relationships: Public Works and Treasury Accounts, Controller General of Accounts, Bureau of Parliamentary Studies and Training, Lok Sabha Secretariat, New Delhi, railways, posts and telegraphs and defence units and public sector undertakings. Library: 10,000 volumes. Accommodation: hostel accommodation for probationers. |
| Objectives             | To provide professional training to Indian Audit and Accounts Service probationers in accounts and audit (both government and commercial), financial administration and the principles of management; to provide in-service training and organise short courses on selected subjects in the areas of management, accounts and audit and financial administration; to hold seminars in selected areas; to give training in public speaking to probationary officers.                                                                                   |
| Education and Training | The College training is directed exclusively to the IA & AS probationers and includes a 3-week lecture course, annually. Probationers receive 17 weeks foundational course training at Lal Bahadur Shastri National Academy of Administration, Mussoorie, 51 weeks training in the IA & AS Staff College and 36 weeks practical training in the Accountant General's offices. Probationers are required to take 2 examinations each comprising 5 papers.                                                                                              |
| Publications           | Training monographs on a variety of financial, management and administration subjects. Journals: <u>Indian Economy</u> and <u>Yarrow Dew</u> , students' journal.                                                                                                                                                                                                                                                                                                                                                                                     |
| Exchange Arrangements  | Co-operation in development of course material is welcome.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

## IND 14 INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD (IIM-A)

Indian Institute of Management, Ahmedabad  
 Vastrapur  
 Ahmedabad 380 015  
 Gujarat  
 INDIA

Telephone: 407241  
 Cable: INDINMAN AHMEDABAD  
 Telex: 0121-351

- Description** Founded: 1962. Membership: representatives of the Government of India, Government of Gujarat, commerce, industry, labour, and specified donors. Managing agency: Ministry of Education and Social Welfare, Government of India. Professional staff: director, 77 faculty, 44 research staff, 7 visiting faculty and 400 support staff. Departments: business policy, economics, finance and accounting, marketing, organisational behaviour, production and quantitative methods, public systems group (PSG) (provides focal point for research training and organisational work in public systems), population project unit (funded by Ministry of Health and Family Welfare, Government of India). Library: 105,000 volumes, 785 periodicals, microfilm reader. Computer facilities. Accommodation: dormitory facilities available.
- Objectives** To provide educational facilities for training young men and women for careers in management and related fields; to improve decision-making skills and administrative competence of practising managers; to develop teachers and researchers in management fields; to provide consultation and to collaborate with other institutions in India and abroad.
- Education and Training** POSTGRADUATE DIPLOMA IN MANAGEMENT  
 A 2-year postgraduate programme to develop professional managers for industry, commerce, and agriculture. Year I: basic functional areas of finance, accounting and control, marketing, personnel, production, environmental factors in management, and those aspects of economics, behavioural sciences, and mathematics considered useful to managerial decision-making. Year II: compulsory subjects, business policy, Indian social and political environment, legal aspects of business, and computers and data processing systems plus electives, including a course of independent study, permitting specialisation in one of the functional areas of management. Academic year commences late June. Requirement: Bachelor's degree or its equivalent. Common admission test conducted by the 3 Indian Institutes of Management is required.

India

IND 14

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD (IIM-A)  
Cont.

POSTGRADUATE DIPLOMA IN MANAGEMENT (AGRICULTURE)

Students with a Bachelor's or Master's degree in agriculture may specialise in agriculture in the second year.

FELLOW PROGRAMME IN MANAGEMENT (FPM)

A 3 to 4-year course to develop teachers and researchers in management. The programme develops a thorough understanding of the concepts and theories underlying management practice. In addition, the students learn research and teaching methodology and develop an ability to apply concepts to practical problems and to contribute to management knowledge through independent research. The programme is particularly appropriate to university and affiliated college teachers who would like to acquire a doctoral qualification under the University Grants Commission's Faculty Improvement Programme. Students are awarded the title of Fellow of the Indian Institute of Management, Ahmedabad. The Association of Indian Universities and, for recruitment purposes, the Ministry of Education, has recognised the programme as equivalent to a PhD degree in management. First year: basic courses in all fields of management. Second year: advanced courses in business policy, economics, finance and accounting, marketing, organisational behaviour, personnel and industrial relations, production and quantitative methods. In all these areas a student can specialise in agriculture. A qualifying examination is required at the end of the second or early in the third year. Average enrolment: 15. Course commences: July. Requirement: a second class Master's degree, or its equivalent in any field or a first class degree in engineering or technology plus 2 years work experience and an admission test is given.

MANAGEMENT DEVELOPMENT PROGRAMMES

The Institute conducts management development programmes every year for practising managers for developing their decision-making skills and administrative competence. General management: the 3-tier programme in which managers from 3 levels of responsibility in an organisation - middle, senior and top - participate in exploring and understanding management problems. Management development programme for medium and small enterprises. Functional management: programmes which vary from year to year in specific functions such as personnel management, industrial relations, marketing production, finance and accounting, organisational development, materials management, and management information systems. Sectoral management: the Institute

IND 14

## INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD (IIM-A) Cont.

offers general management and functional management programmes for the agriculture/rural, education, health, and population sectors, public systems and for trade unions. Education sector: programmes are held every summer to share new methods of teaching and new concepts and tools in management with teachers and researchers.

## MANAGEMENT EDUCATION PROGRAMME

A 6-month programme which allows large and medium organisations in the public and private sectors to train their young managers identified for promotion to general management positions and to supplement their general management-trained executives by giving the functional executives intensive management training.

## ADVANCED PROGRAMME ON COMPUTER-BASED INFORMATION SYSTEMS ANALYSIS AND DESIGN

A 3-month programme which provides an opportunity for organisations in the public and private sectors to train officers involved in the design, administration, and implementation of computer-based information systems and to supplement the skills of trained officers in advanced computer systems and techniques.

## MANAGEMENT DEVELOPMENT PROGRAMMES - AGRICULTURE

The Centre for Management in Agriculture offers the following management development programmes for agencies and organisations servicing the agricultural sector: agricultural management, management of rural development, management of district development for IAS probationers, management of agriculture and rural development in the north-eastern region and a programme for handloom development.

## REGIONAL MANAGEMENT STUDIES

The Centre for Regional Management Studies sponsors management development programmes for executives in commercial and non-profit organisations and small or medium size industries in Gujarat.

## Research

The IIM-A has completed over 260 research projects and another 57 are in progress in all of the functional management areas, in industrial relations and operations research. Studies include: selected products, organisational structure, industrial conflict, trade union systems, short-term economic forecasting, application of operations research techniques to road transport, scheduling and inventory problems, industrial workers and productivity, competitiveness of exports, cost-benefit analysis applications, information systems, implementation problems of management control systems, entrepreneurship and growth of enterprises.



India

IND 14                    INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD (IIM-A)    Cont.

Consultancy            The IIM-A has completed over 240 consultancy assignments, the majority in the public sector. It has also undertaken projects from such international organisations as UNIDO, IBRD, and the International Committee on Management of Population Programmes (ICOMP), Philippines. Assignments have covered corporate planning, reorganisation of structure, formulation of marketing and financial strategies, demand forecasting, capital budgeting, and marketing planning and policies, inventory control, pricing and product-mix policies, planning of information and control systems and organisational development. Consulting reports are not published, though they have yielded data for developing teaching materials.

Publications           Vikalpa, quarterly.

Exchange  
Arrangements           Interested in co-operating with similar organisations. One faculty secondment to the Asian Institute of Management, Manila, has already taken place.

IND 15                    INDIAN INSTITUTE OF MANAGEMENT, BANGALORE (IIM-B)

Indian Institute of Management, Bangalore  
10-11 Km. Bannerghatta Road  
Bangalore 560 076  
Karnataka State  
INDIA

Telephone: 40801, 40565  
Cable: MANAGEMENT BANGALORE  
Telex: 0845 472

Description            Founded: 1973. Managing agency: Board of Governors which includes representatives from industry, the central and Karnataka governments, trade union organisations and academic institutions. Professional staff: director, 63 faculty plus 50 research staff. Library: 80,000 volumes, 800 periodicals which includes a sizeable collection of governmental publications, technical papers, seminar and conference proceedings, annual reports of companies and publications from scientific institutions; microfilm/fiche reader.

Objectives             To provide professional training in management and related subjects to students from industry and commerce to enable them to practise the profession of management and to instruct others. To select and prepare a cadre of young persons for careers in management; to meet the needs of industry and commerce for up-to-date information

IND 15

## INDIAN INSTITUTE OF MANAGEMENT, BANGALORE (IIM-B) Cont.

through research and the publication of management literature; to organise research in the use of management techniques for improving productivity; to co-operate with educational or other institutions with similar objectives in any part of the world; to provide consultancy services to industry and government.

## Education and Training

## THE POSTGRADUATE PROGRAMME

A 2-year programme in management oriented to the needs of the public sector comprising core and elective courses; all courses are 3 credit courses; a student has to take a total of 36 courses of 108 credits in addition to an organisational project, social involvement project and viva voce examination; the first year is common for both sectoral and general students; specialisation will start from the first term in the second academic year and a specialisation stream will consist of 5 courses.

## THE FELLOWSHIP PROGRAMME (DOCTORAL LEVEL)

A postgraduate programme consisting of 2 years of course work and a dissertation based on the student's research produced in the following 1 to 2 years. The main objective is to prepare teachers and researchers in sectors such as agriculture, transport, energy, power, planning and health. Currently students are admitted to the Fellowship programme in the agriculture, transportation, health, energy and transport sectors. The programme is comparable to a PhD in the university system.

## MANAGEMENT DEVELOPMENT PROGRAMMES

The IIM-B offers short duration programmes of a wide variety to practising managers and administrators as a means of continuing education. 4 kinds of programmes have so far been offered, (1) the senior management programmes which discuss policy and long-range issues; (2) the sector-orientated programmes which focus on the problems that a particular sector or industry faces in functional areas; (3) the techniques-orientated programmes are primarily for managers and administrators and focus more on specific management applications, techniques and skills; and (4) the broad-based programmes which examine the entire range of problems and issues in a particular area of organisation.

## ORGANISATION-BASED PROGRAMMES

These programmes are designed to suit the requirements of individual organisations. They are generally run on the client's premises.

India

**IND 15                    INDIAN INSTITUTE OF MANAGEMENT, BANGALORE (IIM-B)    Cont.**

**Consultancy**            Consultancy has been undertaken in organisational development, personnel services, financial management, production management, materials management, marketing management, management services, evaluation studies, including feasibility studies, and health management.

**Research**                The Institute has centres of teaching and research in agriculture, education, energy, planning, population and health, and transport.

**Exchange  
Arrangements**            Interested in co-operating with similar organisations. The Institute already has a faculty exchange programme with some of the universities in the UK.

**IND 16                    INDIAN INSTITUTE OF MANAGEMENT, CALCUTTA (IIM-C)**

Indian Institute of Management, Calcutta  
Joka  
Diamond Harbour Road  
Alipore Post Office  
PO Box 16757  
Calcutta 700 027  
INDIA

Telephone: 77-2329, 77-2429, 77-2529, 77-2079  
Cable: INMANAC CALCUTTA

**Description**            Founded: 1961 by Government of India in collaboration with the Government of West Bengal, the Alfred P. Sloan School of Management of the Massachusetts Institute of Technology, the Ford Foundation, and the Indian business community. Professional staff: director, 54 faculty, librarian, administrative officers. Library: 81,037 volumes and bound periodicals, 5,000 microdocuments including reprints, reports, monographs, microfilms and magnetic tapes. Computers. Accommodation: hostel accommodation normally provided.

**Objectives**             To meet the needs of private and public sectors for managerial manpower through programmes of professional education, to assist in the solution of management problems and to contribute to the development of an indigenous literature on business management through research, consultation and publications.

IND 16

INDIAN INSTITUTE OF MANAGEMENT, CALCUTTA (IIM-C) Cont.

Education and  
Training

## POSTGRADUATE DIPLOMA IN MANAGEMENT, PGDM

A 2-year post graduate programme geared to the needs of industry and government. Year 1: introduction to the principal managerial functions. Year 2: options in selected areas of management. Summer projects between years 1 and 2. Requirement: A Bachelor's degree in any field, professional diploma considered equivalent, plus aptitude tests, common admission test and interview.

## FELLOW PROGRAMME

A 4-year full-time programme of advanced study and research, comparable to a doctoral programme at universities, leading to the award of the title of Fellow of the Indian Institute of Management Calcutta which has been recognised by the Association of Indian Universities as equivalent to a PhD in management. Studies culminate in an original contribution to knowledge in a thesis. Written admission test and interview. Students with MBA may apply for admission to the second year.

## EXECUTIVE DEVELOPMENT PROGRAMMES

A series of 5 to 10-day programmes in major functional areas of management designed to assist industry and government to meet their needs. Emphasis is on the role of management science in improving professional competence in functional fields in the context of the total strategy and operation of the enterprise. Courses are offered to practising managers sponsored by their organisations.

## EXTENSION PROGRAMMES

The Institute offers non-residential extension programmes in the evening for the benefit of practising executives in and around Calcutta. They are more detailed than the executive development programmes and are usually of 6 to 14 weeks duration.

## POST GRADUATE CERTIFICATE IN GENERAL MANAGEMENT

A 2-year non-residential evening programme leading to Certificate in General Management.

Research and  
Consultancy

Members of the Institute's faculty and research staff undertake a number of research and consultancy projects every year, which are aimed at developing new ways of applying techniques of analysis to management problems. In addition, the faculty members undertake a variety of in-company training programmes which are similar to executive development programmes except that they are designed for the client organisation. The Centre for Management and Development Studies for research activities at the Institute was set up to meet the problems of involving management of educational systems, industrial relations, operations management, entrepreneurship studies and regional development.

India

IND 16 INDIAN INSTITUTE OF MANAGEMENT, CALCUTTA (IIM-C) Cont.

Publications Decision, quarterly journal with articles and research papers by the members of the Institute's faculty and research staff other institutions and practising managers from industry.

Working Paper Series, containing contributions from the faculty and research staff based on their research and consultancy findings. IIMC-News, quarterly. Anvil, student periodical.

IND 17 INDIAN INSTITUTE OF MASS COMMUNICATION

Indian Institute of Mass Communication  
D-13, South Extension Part II  
New Delhi 110 049  
INDIA

Telephone: 662131, 662624, 662784, 662980

Cable: MASMEDIA NEW DELHI

Description Founded: 1965. Managed by Governing Council, funded by Government of India through the Ministry of Information and Broadcasting. Professional staff: director, 12 professors, 8 readers, 7 lecturers, 3 technical assistants and about 30 guest lecturers per month. Departments: journalism, visual communication, advertising and public relations, radio and television, communications research and impact evaluation, films & traditional media. External relationships: with media units of the information and broadcasting ministry of government of India (such as the news services division of All India Radio, the directorate of advertising and visual publicity and the Press Information Bureau); public sector public relations departments and advertising agencies; news agencies and newspaper offices. Library: 16,000 volumes on mass communication with background material on social sciences; microfilm/fiche reader. Accommodation: liaison maintained with sister institutions to secure accommodation. A building to accommodate Central Information Service probationers.

Objectives To organise training, research, seminars and symposia in the use and development of mass communications with special reference to the requirements of socio-economic growth in the country and make available training and research facilities in these fields to meet the information and publicity needs of public authorities and private sector industries.

IND 17

## INDIAN INSTITUTE OF MASS COMMUNICATION      Cont.

Education and  
Training

## TRAINING ACTIVITIES

Training at the Institute concerns itself with the problems of persuasive communication through the media of print, radio, film and television and all forms of visual communication. The Institute has widened its concern to include oral communication and traditional entertainment such as song, drama and puppetry. Emphasis is on the individual involvement of each student.

## POSTGRADUATE DIPLOMA IN JOURNALISM FOR DEVELOPING COUNTRIES

A 8-month course starting in September for trainee journalists in a developing economy. The course is designed to give theoretical and practical instruction in journalism and communication techniques in developing countries. Average enrolment: 40, of which 15 are normally from overseas sponsored by various technical assistance and cultural exchange programmes. Eligibility: Bachelor's degree or a degree/diploma in journalism or about 2 years experience in journalism/publicity/public relations. Foreign trainees, if graduates, are eligible for PG diploma, otherwise diploma only.

## POSTGRADUATE DIPLOMA IN ADVERTISING AND PUBLIC RELATIONS

Indian graduates, preferably in economics and commerce, and diploma holders in printing technology are admitted after an aptitude test. Average enrolment: 25.

## NEWS AGENCY JOURNALISM FOR NON-ALIGNED COUNTRIES

This course is restricted to the nominees of non-aligned countries and to 1 year. Average enrolment: 20.

## BROADCAST JOURNALISM

The course is for AIR and Doordarshan (TV) personnel. The Institute provides training in some special areas not covered by staff training schools.

## ORIENTATION COURSES FOR CIS OFFICERS

The Institute undertakes the training of newly appointed officers of the Central Information Service. Emphasis is practical and the duration is 6 to 15 months.

## REFRESHER COURSE IN COMMUNICATION

A 6-week course held 3 times per year for servicing media personnel in union and state governments and in the public and private sectors in India, designed to serve as a refresher course for media personnel in the various mass media. Average enrolment: 20. Not suitable for overseas applicants.

India

IND 17

INDIAN INSTITUTE OF MASS COMMUNICATION      Cont.

SHORT COURSES

The Institute conducts work-oriented short-term courses in news writing for newspapers and radio and in production of low-cost audio-visual material, keeping in view the literary, social and cultural background of the target audience.

Ad-hoc courses are arranged for a minimum of 10 trainees in subjects closely associated with techniques of communication relevant to a developing economy.

REFRESHER AND MISCELLANEOUS COURSES

As and when requested by various sponsoring agencies, the IIMC conducts short term orientation course and workshops for service government personnel on communication for agricultural development, in advertising and public relations, projector operation, magazine and book editing, development communication, rural communication, theatre and sports journalism, languages journalism etc.

Future Plans

The Institute intends to offer additional orientation for news coverage by news agencies at national and international levels and workshops on improving writing and other technical skills (including production) using indigenous and low-cost materials and seminars to discuss communications problems.

Research

Research work is aimed at providing feed-back to the media units for restructuring their strategy and improving for training the changing needs of a developing country.

Consultancy

The Institute offers consultancy services in setting up and re-organisation of information departments and in production of low cost communication material.

Publications

Communicator, quarterly.

Exchange  
Arrangements

The exchange of information of common interest, exchange visits, combined research on professional matters of international concern and development of teaching programmes with similar organisations.

IND 18

## INDIAN INSTITUTE OF PUBLIC ADMINISTRATION (IIPA)

Indian Institute of Public Administration  
 Indraprastha Estate  
 Ring Road  
 New Delhi - 110002  
 INDIA

Telephone: 273961 - 69  
 Cable: ADMNIST NEW DELHI

## Description

Founded: 1954. An autonomous body supported by grant-in-aid from Ministry of Finance, Government of India, its Centre for Urban Studies is supported by Ministry of Works & Housing, Government of India. Professional staff: director, 14 professors/consultants, 14 readers/senior management analysts, 15 lecturers/40 consultants/lecturers/programmer/research officers/research fellow/research associates/research assistants/assistant programmer/research investigator in various ad hoc research projects. Areas of specialisation: Centre for Urban Studies, Centre for Rural Development Administration, behavioural studies and personnel management, criminal justice administration, financial management, management systems, public enterprises, public policy and planning and social welfare administration and social development. External relationships: Government of India, state governments, public sector enterprises, Indian Council of Social Science Research. Courses supported by the Training Division of the Department of Personnel and Administrative Reforms, Government of India and Ministry of Works & Housing, Government of India. Students attend IIPA courses funded by the Colombo Plan and Commonwealth African Assistance Plan. Courses are held in conjunction with the Asian and Pacific Development Centre. IIPA is a recognised centre of the Eastern Regional Organisation for Public Administration. Library: 150,000 volumes, documents and periodicals and above 8,500 in the collection of the Centre for Urban Studies depository collection on economic development in the developing countries placed by the EDI of the IBRD. Accommodation: board and lodging facilities available on campus.

## Objectives

The main objectives of the Society are to promote and provide for the study of public administration and economic and political science with special reference to public administration and the machinery of government. To organise study courses, conferences and lectures and research in public administration and the machinery of government. To publish a journal, research papers and books on public administration.



India

IND 18

**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION (IIPA)  
Cont.**

To establish regional branches in India to promote the objectives of the Society. To co-operate with approved institutions and bodies for the purposes of helping the cause of public administration. To issue appeals and applications for money and funds and to accept gifts, donations and subscriptions in furtherance of the Society's objectives. To offer prizes and grant scholarships and stipends in furtherance of the objectives of the Society.

Education and  
Training

**ADVANCED PROFESSIONAL PROGRAMME IN PUBLIC ADMINISTRATION**

A 38-week post-graduate educational programme sponsored by the Training Division of the Department of Personnel and Administrative Reforms, Government of India, designed for experienced officers of senior deputy level, secretaries, directors and joint secretaries in the Government of India and equivalent level of officers in the states and central services group A, and senior executives of public sector undertakings occupying key managerial positions. A few university teachers with 5 years post-graduate teaching experience may be admitted. The objectives of the programme are to promote a critical understanding of the interaction between public administration and the social, political and economic environment and to evolve a perspective of public administration and their underlying policies and practices. To develop interpersonal skills, and instruct students in modern techniques in decision-making. The major subjects are 1 Foundation: sociology, political science, economics and economic systems, economic development, macro-economics and planning, theories of administrative systems, organisation and behaviour, research methodology and statistical methods. 2 Environment: Indian Government and politics, Indian planning and development and Indian social issues. 3 Policy: introduction to policy sciences and analysis of Indian policies. 4 Administrative management and techniques: financial management in India, personnel management in India, computer and information systems, quantitative methods and project management and implementation seminars (case studies). 5 Village study report: the final part of the programme applies the concepts learned to specific administrative problems and leads to the preparation of a dissertation/project report. Participants who successfully complete the programme are awarded Master's Diploma in Public Administration by the Institute. The successful post-graduate participants will be eligible for the award of MPhil degree by the Punjab University, Chandigarh. The Punjab University has recognised the IIPA as Advanced Centre for doctoral and post-doctoral work and faculty exchange.

IND 18

## INDIAN INSTITUTE OF PUBLIC ADMINISTRATION (IIPA) Cont.

## MANAGEMENT DEVELOPMENT PROGRAMMES

A series of short duration programmes sponsored by the Training Division of the Department of Personnel and Administrative Reforms intended for officers of All India Services with at least 6 years service; group A officers of central/state governments with at least 6 years service in the group and officers of group B (Class-II) gazetted services of the central government and officers of state civil police and technical services with at least 10 years service. In some programmes, officers of middle management level employed by central or state-owned public sector undertakings are also admitted. The accent in each programme is on specific subjects such as financial administration, personnel administration and application of quantitative and other techniques in the problems of administration. Courses are conducted once a year unless otherwise stated.

## MANAGEMENT ORIENTATION PROGRAMMES

Computers in government (2 weeks, twice a year); budgeting and financial control (2 weeks, twice a year); inventory management (1 week); personnel management (2 weeks); vigilance (1 week, twice a year); administrative leadership and behaviour (2 weeks); introduction to operations research (2 weeks); management information systems (2 weeks); management by objectives (1 week).

## SPECIAL PROGRAMMES SPONSORED BY THE TRAINING DIVISION OF THE DEPARTMENT OF PERSONNEL &amp; ADMINISTRATIVE REFORMS

Financial management for officers of integrated finance divisions of the ministries and departments of the Government of India and state governments (2 weeks); management development for empanelled deputy secretaries of the Central Secretariat Service (3 weeks); executive development programme for group A officers of central government (6 weeks); project implementation, monitoring and evaluation in agriculture (3 weeks), project formulation and implementation - power (3 weeks); planning for rural development (2 weeks).

## MANAGEMENT DEVELOPMENT PROGRAMMES-II

A series of non-residential fee-based programmes organised by the Institute for senior and middle level executives in the Union and State Government, public sector undertakings and similar organisations. Programmes include ethics and administration, valuation and assessment of property taxes, finance, economic analysis, management information systems and project management.

India

|                       |                                                                                                                                                                                                                                                                                                       |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| IND 18                | INDIAN INSTITUTE OF PUBLIC ADMINISTRATION (IIPA)      Cont.<br><br>CENTRE FOR URBAN STUDIES<br>The Centre organises a number of short term specialised courses for municipal officers on various subjects.                                                                                            |
| Research              | Research on contemporary problems in public administration and the contact between the citizen and the administration and empirical research into practical problems is conducted. Recent research includes a wide range of social, economic, communications, management and administration projects. |
| Consultancy           | A consultancy wing undertakes specialised investigation and design and reporting assignments over a wide range of subjects related to the Institute's knowledge, using its large resources for local and national research.                                                                           |
| Publications          | <u>Indian Journal of Public Administration</u> , quarterly; <u>IIPA Newsletter</u> , monthly; <u>Documentation in Public Administration</u> , quarterly; <u>Nagarlok</u> , quarterly; proceedings of seminars and conferences.                                                                        |
| Exchange Arrangements | The Institute can exchange course material, undertake training and joint research and exchange staff with other Commonwealth organisations in the field of public administration subject to approval by its governing body.                                                                           |

IND 19

## INDIAN SOCIETY FOR TRAINING &amp; DEVELOPMENT (ISTD)

Indian Society for Training & Development  
 Block No 1  
 Jawaharlal Nehru University Campus  
 PO Box 418  
 New Delhi 110 057  
 INDIA

Telephone: 651421, 652062

Cable: INSOTRAD NEW DELHI

## Description

Founded: 1970 as an independent professional institute established under the Indian Societies Act. Professional staff: executive director, programme manager, office manager, plus part-time participation of 1,100 members (academicians, top executives of public/private sector undertakings and trainers). Departments: programmes, administration, research and development, publications, training aids, finance. External relationships: founder member of the International Federation of Training and Development Organisations, Geneva; and Asian Regional Training and Development Organisation, Manila; close working relationships with Indian government departments such as the Training Division of the Department of Personnel and Administrative Reform (see IND 10), the Planning Commission, the Bureau of Public Enterprises (see IND 7) and the Institute of Applied Manpower Research (see IND 20). Library: in the process of being strengthened. Accommodation: ISTD assists in arranging accommodation in other hostels.

## Objectives

To promote a better and more effective utilisation of human resources through education, training and development in all spheres of government, industry and commerce; to project the importance of training and development as a basic responsibility of management and render assistance to organisations in planning and implementing their programmes for management training and development; to stimulate thought and efforts for the dissemination, exchange and furtherance of information, knowledge, research, techniques, materials, aids, skills and attitudes in the field of training and development; to assist management in maintaining an effective organisation by providing leadership skills and promoting the study and application of professional principles and practices in the field of training and development; to conduct and/or assist in conducting conferences, meetings, lectures, seminars, workshops and arrange other programmes related to the field of training and development; to co-operate and collaborate with allied institutions, bodies and agencies in government and

India

IND 19

INDIAN SOCIETY FOR TRAINING & DEVELOPMENT (ISTD) Cont.

industry which have a common objective of promoting the training and development movement; to establish, organise and/or assist in setting up professional institutions, libraries, laboratories, exhibitions aimed at promoting activities in the area of training and development; to maintain constructive liaison and seek/grant affiliation to any other body related to the field of training and development in India and abroad; to sponsor appropriate research projects and publish necessary literature in the form of books, journals, newsletters, and pamphlets.

Education and  
Training

ISTD is a professional body of highly trained executives in the training and development function.

#### SUPERVISORY EFFECTIVENESS DEVELOPMENT PROGRAMME

A 1-week programme, conducted as required, designed to help technical and commercial supervisors improve their on-the-job effectiveness as leaders of work groups in the factory and office and to make them aware of their leadership and work patterns and to develop areas of improvement. Course based on "learning by doing" and involves behavioural science exercises, games, analysis, and action planning. Supplemented by concept sessions, presentations and group work. The emphasis is on self-directed growth and improvement. Average enrolment: 20, of whom any number could be citizens of other Commonwealth countries.

#### TRAINING OF TRAINERS IN CRAFTSMANSHIP

A 1-week in-company programme conducted as required for craftsmen. The course is designed using the "breakdown of craftsmen" method in the learning process. Average enrolment: 20. Relevant for students who are not citizens.

#### SEMINARS FOR SENIOR EXECUTIVES ON PROJECT PLANNING, IMPLEMENTATION AND MONITORING SYSTEMS

A 10-day seminar conducted twice a year for senior executives in government, public and private sector organisations responsible for different aspects of project and programme planning, implementation, monitoring and control. The seminar discusses the application of modern tools and systems in project planning, implementation and monitoring systems. The application of network techniques (PERT/CPM) is dealt with in depth. The project design also covers financial management, manpower planning, materials management and information and control systems.

IND 19

# INDIAN SOCIETY FOR TRAINING & DEVELOPMENT (ISTD) Cont.

## MULTIPLIER PROGRAMME FOR TRAINERS ON MANPOWER PLANNING

A 1-week programme offered twice a year for senior executives in government, public and private sector organisations who are responsible for different aspects of manpower planning. This is a multiplier programme designed to train trainers. The programme covers manpower planning systems, manpower for projects, organisation design and structure, career planning, appraisal and development, and multiplier effects. Case studies and audio-visual aids are used. Emphasis is laid on group discussions, syndicate role playing and general discussions by the participants.

## PROJECT IMPLEMENTATION MONITORING AND EVALUATION - INDUSTRY

A 3-week course specifically conducted for the Government of India for senior and middle level executives in government of the rank of superintending engineers, executive engineers, and joint/deputy under-secretaries. Objectives: to equip participants with working knowledge and skills in the use and application of management techniques in the implementation, monitoring, and evaluation of industrial projects; to help identify the needs and problems in designing, developing, operating and monitoring information systems. Average enrolment: 25.

## PROJECT FORMATION AND APPRAISAL

A 4-week course conducted 4 times a year specifically for the Government of India for senior and middle level officers of the rank of joint/deputy/under-secretaries; joint directors and deputy directors; and superintending engineers/executive engineers. The course is designed to acquaint participants with the techniques and methodology of project planning, and to impart refined planning skills directed towards development projects, using modern management information techniques. Similar programmes could be undertaken for clients wishing a course tailor-made to meet their specific requirements. Average enrolment: 25.

|             |                                                                                                                                                                            |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Research    | ISTD has initiated research training in rural development.                                                                                                                 |
| Consultancy | ISTD can design individually tailored needs-based in-company training programmes in project planning, implementation and monitoring systems, and the training of trainers. |

India

IND 19                    INDIAN SOCIETY FOR TRAINING & DEVELOPMENT (ISTD)  
Cont.

Publications            Indian Journal for Training and Development, bimonthly. ISTD also publishes books and proceedings of conferences. Recent titles include: A directory of trainers; Whither management development? Proceedings of the fourth international training development conference; and Implementation planning with resource-based networks.

Exchange  
Arrangements            ISTD has specialised in the following training and development areas: project planning, implementation and monitoring systems, and the training of trainers (methodology programme). ISTD is interested in entering into exchange agreements with other Commonwealth countries in development research, development of course material, exchange of staff.

IND 20                    INSTITUTE OF APPLIED MANPOWER RESEARCH

Institute of Applied Manpower Research  
Indraprastha Estate  
Ring Road  
New Delhi 110 002  
INDIA

Telephone: 271991  
Cable: MANPOWER NEW DELHI

Description            Founded: 1962. Managing agency: Planning Commission, Government of India. Professional staff: director, 2 advisers, 21 chiefs and joint chiefs, 18 senior research officers, 15 research officers, 1 editor, 1 documentarian officer. Departments: the Institute is task-based. External relationships: ILO, FAO, UNESCO, Association of Development Research and Training Institutes for Asia and the Pacific (ADIPA), Economic Commission for Africa, central and state governments. Other Indian research organisations, through external affairs to other governments; the Institute sponsors as well as receives researchers. Library: 15,000 books and 250 periodicals. Accommodation: overseas students accommodated at IIPA hostels.

Objectives              To advance knowledge of human resources in India; to provide a broad perspective of requirements of trained manpower for economic development with emphasis on the impact of technological changes on the patterns of employment; to develop improved methods and techniques for dealing with training and development of existing workforces; forecasting demand and supply of manpower and connected matters; to provide manpower research services to government departments, public corporations and

IND 20

## INSTITUTE OF APPLIED MANPOWER RESEARCH Cont.

private establishments; to establish and maintain centres for research into manpower problems; to organise study courses, conferences, lectures and seminars; to publish journals and research papers and books and to establish and maintain libraries; to co-operate or amalgamate with any other association or society whose objects are similar; to co-operate with international agencies engaged in manpower research and arrange for interchange of personnel, material and data.

## Education and Training

## MANPOWER PLANNING AT THE NATIONAL AND STATE LEVELS

An 8 to 10-day course twice a year for officers at senior level working in the central ministries and state governments, who have responsibility for manpower planning. The programme aims to improve the management of human resources, to optimise opportunities for employment and increase productivity. Average enrolment: 30, of which 6 could be sponsored officers from other Commonwealth countries. The Institute takes 8-week training programmes on manpower research for foreign nationals under the Indian Technical Economic Co-operation programme, the Commonwealth Fund for Technical Co-operation and the ILO Scheme.

## MANPOWER PLANNING AND DEVELOPMENT AT THE ENTERPRISE LEVEL

An 8-day course primarily for senior executives in public/private sector organisations involved in corporate planning, particularly manpower planning. The programme uses an integrated approach to manpower planning and development to identify factors that contribute to improving human resources. Average enrolment: 20, of which 6 could be sponsored officers from other Commonwealth countries. The Institute would be prepared to design a course tailored to the needs of other Commonwealth countries if there were sufficient demand.

## AD HOC COURSES

The Institute conducts special programmes to meet the needs of state government or enterprises and to discuss research projects with organisations and government departments. The specialised areas are: manpower planning including estimation of demand and supply, assessment and utilisation; manpower planning at the level of an enterprise, including industrial engineering, scientific and technical undertakings and personnel management functions; strategies for employment generation in various sectors of the economy.



India

IND 20

INSTITUTE OF APPLIED MANPOWER RESEARCH      Cont.

FUTURE PLANS

The Institute intends to introduce training in manpower planning for top executives and commercial and industrial organisations and seminars for specific sectors of industry.

Research

The Institute is engaged in three types of research study: studies relating to manpower that provide the database for planning purposes; in-depth studies of newer problems, development of methodologies, etc; studies of information base, development, renewal, updating and dissemination, etc. In addition the Division of Databank and Manpower Information Systems compiles data relating to the supply and demand of various manpower categories.

The Institute intends to take up work on the following subjects: industry-occupation-education relationships; pilot studies on monitoring of employment effects on selected projects; additional sectoral studies; employment generation in some informal sectors; collaboration with concerned agencies for improving the employment data collection and monitoring systems for organised and unorganised sectors, urban and rural. The Institute has set up a National Manpower Information System to provide full information on the technical manpower in the country. There are also regional centres to supply data.

Consultancy

The Institute carries out consultancy assignments for public/private enterprises and state governments.

Publications

The Institute has published 66 priced publications. Titles include: Manpower in the Power Section - Volume 2: Hydro-Electric Power Stations; Pattern of Expenditure and per Student Cost of Degree and Diploma Courses in Engineering and Technology in India; Fact Book on Manpower: Population and Labour Force; Employment Study of Ceramic Industry - Volume 1 and a number of other industrial studies and reports.

Exchange  
Arrangements

The Institute is interested in joint research, particularly in the developing countries, exchange of information about training programmes and course material, exchange of publications and exchange of staff.

IND 21

## INSTITUTE OF PUBLIC ENTERPRISE (IPE)

Institute of Public Enterprise  
Osmania University Campus  
Hyderabad 500 007  
INDIA

Telephone: 71145

Cable: INSPRISE

## Description

Founded: 1964 as an autonomous body supported by union and state governments. Professional staff: director, 10 faculty, 10 consultants plus 6 part-time/associated professional staff. Departments: training, research, consultancy. External relationships: Department of Personnel and Administrative Reform Government of India (see IND 10); Bureau of Public Enterprise (see IND 7); Asian and Pacific Development Centre (see INT 4); Indian Council for Social Science Research; State of Andhra Pradesh; Osmania University. Library: 5,000 volumes, 100 periodicals, microfilm/microfiche readers and printers. Accommodation for non-nationals: arranged in guest house.

## Objectives

Promoting research in social sciences relevant to public enterprises; organising training programmes, seminars and conferences on matters relevant to public enterprises; taking up consultancy assignments on policies and managerial problems concerning public enterprises and related fields; developing case studies; publishing books, monographs and periodicals on relevant topics and disciplines.

## Education and Training

In addition to a Postgraduate Diploma in Public Enterprise Management, the Institute conducts about a dozen programmes, courses and seminars every year on various aspects of management of public enterprises directed to practicing senior and middle level executives working in public enterprises including departmentally run undertakings like the railways, post, etc.

## POSTGRADUATE DIPLOMA IN PUBLIC ENTERPRISE MANAGEMENT

A part-time postgraduate diploma programme designed for young managers working in public enterprises in and around Hyderabad. Commencing annually in July the programme is conducted in the evening over one academic year and consists of 10 courses, a project report and viva voce. Courses: public enterprise in India, public enterprise abroad, organisational structure, investment projects, financial policies and strategies, manufacturing and marketing policies and strategies, personnel and industrial relations, planning and control systems, public accountability and special studies in public enterprise. Average enrolment: 35. Non-

India

IND 21

INSTITUTE OF PUBLIC ENTERPRISE (IPE) Cont.

nationals able to participate in a part-time programme in Hyderabad are welcome to participate. Requirement: Graduate (II class).

CORPORATE MANAGEMENT

A 4-week course conducted twice yearly in March and September for civil servants who are associated with public enterprise administration. The programmes are sponsored by the Department of Personnel of the Government of India (see IND 10). Average enrolment: 25. They are relevant for participants from outside India and 10-15 such persons could be accommodated annually. Requirements: civil servants belonging to the Indian Administration Services (IAS) with 6 to 8 years experience.

FINANCIAL MANAGEMENT IN PUBLIC ENTERPRISES

A 10-day programme conducted annually in August for senior financial executives in public enterprises and civil servants associated with the financial management of those enterprises. The programme is based on field research and uses a large number of case studies drawn from public enterprises in India and neighbouring countries. Average enrolment: 50, of which 10 to 15 could be from other Commonwealth countries. Requirements: graduates - preferably with a professional qualification in accounting/management; with 5 to 8 years experience in a managerial/administrative capacity.

FINANCIAL CONTROL SYSTEMS IN PUBLIC ENTERPRISES

A 1-week course conducted annually in January which is designed for developing an integrated approach to financial information and management information and control systems. Average enrolment: 30, of whom 10 could be from other Commonwealth countries. Requirement: graduates with 3-5 years experience in finance or management information.

FINANCE FOR NON-FINANCIAL EXECUTIVES

A 1-week course conducted annually in June designed for non-financial executives working in public enterprises (including managers in charge of manufacturing, marketing, R&D, general administration). Average enrolment: 50, of whom 10 to 15 could be from other Commonwealth countries. The programme is also conducted at enterprise level. Requirement: preferably graduates with 5 years experience in a managerial capacity.

Research

Research is focused on the problems of improving economic performance of public enterprises which are occupying the commanding heights of the economy in India. Projects on hand cover policies and strategies concerning the management of state electricity boards and the public distribution of essential commodities.

## IND 21                    INSTITUTE OF PUBLIC ENTERPRISE (IPE)            Cont.

Consultancy            The Institute is specialised in making appraisals of corporate performance and setting up systems for long range planning, performance appraisal, management controls and reporting systems. The Institute also conducts consultancy assignments in demand forecasting, cost reduction, quality improvement, organisation restructuring and similar assignments.

Publications            IPE Journal (quarterly); publications on economic development, book reviews, monographs devoted to a particular aspect of policy strategy or systems relevant to public enterprise management, and lecture notes from quarterly/annually held lectures delivered by eminent educationalists/administrators.

## IND 22                    INSTITUTE OF SECRETARIAT TRAINING AND MANAGEMENT

Institute of Secretariat Training and Management  
West Block No 1  
Ramakrishnapuram  
New Delhi 110 022  
INDIA

Telephone: 604205  
Cable: SECTRaining NEW DELHI

Description            Founded: 1948. Managing agency: Department of Personnel and Administrative Reforms, Ministry of Home Affairs, Government of India (see IND 10). Professional staff: director, additional director, 4 joint directors, 17 deputy directors, 14 assistant directors. Departments: foundation and in-service courses, training of trainers, administrative vigilance, behavioural sciences, management services, performance budgeting, personnel management and records management. External relationships: ministries/departments of the government of India, field offices of the central government, state governments, public sector undertakings, autonomous and local bodies. Library: 48,000 volumes including 4,500 on management/public administration. Accommodation: available for foreign students who could be admitted with the approval of the Training Division of the Department of Personnel and Administrative Reforms.

Objectives            To plan, design, conduct and evaluate courses indicated in the calendar of programmes; to improve the quality of the training by adopting more participative techniques; to obtain feedback on the practical utility of the courses from the participants and their organisations; to increase the awareness of participants of modern

India

IND 22                    INSTITUTE OF SECRETARIAT TRAINING AND MANAGEMENT  
Cont.

management techniques, human relations and administrative ethics; to provide support to state governments in behavioural sciences, O&M, work study, office management & procedures, performance budgeting, training for trainers; to provide training materials and advice in ministries/departments; to produce monographs relevant to the training conducted in the Institute.

Education and        Participants in the Institute's programmes are drawn from  
Training                the central government, state governments, public sector  
                              undertakings and autonomous local bodies.

OVERSEAS ADMINISTRATIVE PROGRAMMES

6 to 8 weeks courses for government officials/senior staff members of the national training institutions concerned with training programmes for administrative and managerial grades, as a part of technical co-operation among developing countries. Titles: Training of trainers in development administration (8 weeks). Development administration - approaches to planning and management (6 weeks).

SELECTED TRAINING PROGRAMMES

A series of 6 half-day to 13-week programmes for designated groups of officers of the government service.

AB-INITIO TRAINING COURSES

The Centre conducts basic training courses for various groups of recruits to the civil service. The courses vary in length from 2 weeks to 7 months and include a general foundation in public administration plus specific training geared to the departments concerned.

IN-SERVICE COURSES

6-week refresher courses are given 5 times a year for section officers of the secretariat, attached and sub-ordinate officers with 5 years service, and 5 times a year for assistants, upper division clerks and personal assistants. The former course includes supervisory training.

PART-TIME COURSES

Courses in English typewriting are conducted 1 hour a day for 40 working days and in English stenography for 2 hours a day for 1 year for serving officers.

TECHNICAL WORKSHOPS

The Institute runs 4 workshop training programmes in areas such as conduct rules, recruitment process, administrative vigilance and pension and other retirement benefits. The programmes vary from 3 half-days to 6 days.

## IND 22                    INSTITUTE OF SECRETARIAT TRAINING AND MANAGEMENT                    Cont.

## SEMINARS

The Institute runs 3 seminars of 2 days each for participants of management development programmes, administrative and basic management services and section officers who have received foundational training.

**Research**                    Research is conducted in order to produce monographs on selected topics of training value; to produce background material for courses conducted by the Institute; to study administrative and management problems in client organisations for specific projects.

**Consultancy**                Consultancy is limited to project work commissioned by client organisations in connection with the practical training of course participants.

**Publications**              The Institute published 10 priced publications and 33 unpriced monographs up to 1984.

## IND 23                    INTERNATIONAL AIRPORTS AUTHORITY OF INDIA TRAINING CENTRE

International Airports Authority of India Training Centre

Department of Personnel

International Airports Authority of India

Yashwant Place

Chankyapuri

New Delhi - 110021

INDIA

Telephone: 674434

Telex: 61471, 61621

**Description**                A training centre at IAAI Headquarters organises executive development programmes. Other staff development programmes are conducted at its 4 international airports; Delhi, Bombay, Calcutta and Madras.

A series of short programmes are run covering:  
 Project planning, implementation, monitoring systems and maintenance management;  
 Advanced programme in airport management;  
 Advanced programme in finance and accounts and workshop of F & A executives;  
 Workshop on finance and accounts;  
 Advanced programme in personnel management and industrial relations and workshop of P&A executives;  
 Workshop on management of personnel and industrial relations;  
 Management of air cargo;  
 Effective office management.

India

IND 24

LAL BAHADUR SHASTRI NATIONAL ACADEMY OF ADMINISTRATION

Lal Bahadur Shastri National Academy of Administration  
Mussoorie  
Dehradun  
Uttar Pradesh 248 179  
INDIA

Telephone: 289  
Cable: ACADEMY MUSSOORIE  
Telex: 0595-243

Description

Founded: 1959. Managing agency: Training Division, Department of Personnel and Administrative Reforms, Government of India (see IND 10). Professional staff: director, joint director, 4 deputy directors (senior), 4 deputy directors, 1 assistant director, 12 professors, 4 readers, 2 assistant professors, 5 research officers, 11 instructors. Departments: public administration, law, economics, political theory and constitutional law, history, languages. External relationships: links with State governments. Library: 15,000 volumes of which 5,000 relate specifically to public administration. Accommodation: a small number of foreign nationals can be accommodated in hostels.

Education and Training

Training activities are mainly directed towards providing foundation courses for fresh entrants to the higher civil service (both technical and non technical); professional courses for officers of the Indian Administrative Service; and in-service programmes with considerable management content for senior civil servants.

FOUNDATION COURSE

A 4-month course which is designed to give probationers a basic understanding of the constitutional, political, economic, legal and social framework within which the higher civil services have to function; to impart basic knowledge on subjects considered relevant to such an understanding; to promote a common outlook and understanding amongst entrants to the various higher civil services in the country; to develop a common purpose of public service; and to help build up appropriate attitudes, values, qualities of leadership and organisational skills. Course content: a study of public administration, law, political theory and constitution of India, planning and economic policy and Indian history and culture; preparation of a term paper by every probationer; participation in a syndicate study; physical training; participation in games and sports; participation in a variety of co-curriculum activities; living in a village to study rural life and administration at the village level; lectures by

IND 24

LAL BAHADUR SHASTRI NATIONAL ACADEMY OF  
ADMINISTRATION Cont.

distinguished persons on Indian philosophy, Gandhian thought, economic planning, public administration, foreign policy, defence, Indian art and culture, sociology, anthropology, science and technology, education, environment and wild life, public and private sector, etc; participation in manual work to cultivate and promote respect and appreciation for such work and a spirit of social service; high altitude trekking to develop a spirit of adventure and to give a first-hand knowledge of the people living in remote Himalayan regions; and achievement of proficiency in Hindi and cultivation of interest in the learning of regional languages. Requirement: selection is on the basis of a recruitment examination conducted by the Union Public Service Commission.

PROFESSIONAL COURSE

Besides foundation training the IAS probationers are provided with professional training at the Academy in a sandwich course which covers all disciplines relating to the role and tasks of those officers in the field as well as in the Secretariat. The training is in 2 parts, with a year's on-the-job training in the States of their allotment, between the 2 parts. Part II is largely practical and problem orientated, and organised around group discussions, practical exercises, role play, and syndicate studies.

MANAGEMENT DEVELOPMENT PROGRAMME

A 5-week course conducted twice a year which is designed to develop a better understanding of the economic, social and political environment in which the administrators operate today; to impart a working knowledge of modern techniques and tools of administration including financial management and the behavioural sciences; to provide for fruitful inter-change of ideas and experience; and to stand back free of job pressures and re-examine one's attitudes, goals and individual capacities. Content: socio-economic environment; behavioural concepts in public administration; financial management; quantitative management techniques. Average enrolment: 24. Requirement: All-India and Central Service Officers with 6 to 10 years service from the States and the various ministries/departments of the Government of India; plus 1 or 2 representatives of public sector.



India

IND 24

LAL BAHADUR SHASTRI NATIONAL ACADEMY OF  
ADMINISTRATION Cont.

ADVANCED MANAGEMENT DEVELOPMENT PROGRAMME

A 3-week full-time residential course designed to increase the functional efficiency of the participants by exposing them to new knowledge and new skills in the fields of programme management, personnel management and financial management germane to their functions as senior executives of government; to enable them to develop requisite conceptual, intellectual, analytical and evaluative skills relevant for policy formulation and its implementation; to provide a forum for the participants where, away from their active duty, they have an opportunity to review their knowledge, skills attitudes, their past achievements and short-comings through reflection and exchange of ideas with other participants and experts. Course content: programme management; personnel management; financial management. Average enrolment: 24. Requirement: officers of the IAS and the other All-Indian and Central Services (class I) of 11 to 16 years seniority.

IN SERVICE/CONFERENCES/AD HOC COURSES

In addition to the above, the Academy conducts courses for officers of the state civil services promoted to the India Administrative Service and organises conferences for chief secretaries/training co-ordinators, and Heads of State training institutions. The Academy specialises in areas of general management and development administration and has a capacity to conduct special programmes in these areas.

- |                       |                                                                                                                                             |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Research              | There is a plan to constitute a research cell for research in the area of public administration.                                            |
| Publications          | The Administrator, quarterly.                                                                                                               |
| Exchange Arrangements | The Academy is interested in co-operating with other Commonwealth institutions in the development of course material and exchange of staff. |

IND 25

## MANAGEMENT DEVELOPMENT INSTITUTE (MDI)

Management Development Institute  
 Gate No. 3, Jeevan Tara Building (1st floor)  
 5 Parliament Street  
 New Delhi 110 001  
 INDIA

Telephone: 322532, 322815  
 Cable: MANDEVIN, NEW DELHI  
 Telex: 31-4519

- Description      Founded: 1973. Managing agency: sponsored by the Industrial Finance Corporation of India; own Board of Governors. Professional staff: 1 executive director, 2 deans, 4 directors, 13 members of faculty, 1 registrar and secretary, 9 research associates, 5 research assistants and guest faculty from government, public and private corporations, and other management training organisations. External relationships: sponsoring and funding agencies for research and training programmes include International Development Research Centre; Association of Development Research and Training Institutes for Asia and the Pacific, Economic Development Institute, World Bank, United Nations Industrial Development Organisation, German Foundation for International Development, Association of Development for Finance Institutions of Asia and Pacific, United Nations Development Programme, International Fund for Agricultural Development. Library: 20,000 volumes, 287 periodicals. Accommodation: campus in Gurgaon with hostel.
- Objectives        To provide training in modern management techniques to entrepreneurs and technologists entering industry and business and executives of enterprises in the private, public, cooperative and joint sectors; to provide training in development banking to the staff of financial institutions at state, national and international levels; to undertake research in the various aspects of industrial and business management, development banking and related subjects.
- Education and Training      The Institute programmes focus on two main areas, the management of industry and of development banks. In designing programmes, the Institute has sought to complement the work of other institutions and organisations.
- Selected Courses      COURSES FOR GENERAL PARTICIPATION  
 3 to 45-day courses are offered. These include marketing and distribution for public sector enterprises; advanced financial management for government officers; senior management programme for public enterprises (6 weeks); new dimensions in accounting; projects preparation,

appraisal and financial analysis of agro-industry in the cooperative sector; manpower planning and control; computers for non-computer managers; participative management; project management in public sector enterprises; computer marketing; effective selling; management of human resources in cooperative banks; marketing of financial services; effective performance appraisal; behavioural skills for trainers; programme on housing management; international finance; computer assisted personnel function; effective hotel sales & marketing; information systems for effective sales & marketing; management in the mining industry; financial planning and control in public sector enterprises; financial management for non-financial executive; marketing of industrial products; management of housing estates; management information systems; financial management in federal marketing cooperatives; management of housing agencies; approaches to cost reduction; Training, Part 1 - training strategies and techniques, Part 2 - management of training centres.

#### ADVANCED COURSE IN DEVELOPMENT BANKING

The role of financial institutions in rural entrepreneurship and development; development economics for development bankers; management of development banks (with focus on MIS); role of computers in development banking; executive role stress & coping mechanisms; national workshop on accounting systems in DFIs; functions and responsibilities of directors (focus on nominee directors); merchant banking - designing of loan syndication links for Indian banks; credit patterns of international financial agencies; improving office productivity in banks and financial institutions.

#### 3-YEAR PART-TIME POSTGRADUATE DIPLOMA IN BUSINESS ADMINISTRATION

For executives with a minimum of 3 years experience at junior/middle management level.

#### IN-COMPANY TRAINING PROGRAMMES

The Institute offers in-company training programmes adapted to specific management requirements.

#### FUTURE PLANS

The Institute is considering offering a full-time postgraduate programme in business administration for executives and also a Fellow programme equivalent to PhD in management.

The Institute conducts research to meet specific problems or to investigate the socio-economic environment for planning development of a unit, a sector or a geographical area.

- IND 25                    MANAGEMENT DEVELOPMENT INSTITUTE (MDI)            Cont.
- Consultancy            The Institute offers consultancy in a wide range of management skills and techniques.
- Publications           Vikas Banking, quarterly; MDI Bulletin, quarterly; DBC Newsletter, quarterly; MANDEV Documentation, fortnightly; sent in exchange for similar publications. A further 25 publications based on training programmes and research studies conducted by the Institute are available (titles on application).
- 
- IND 26                    NAGPUR UNIVERSITY
- Department of Public Administration and Local Self-Government  
Nagpur University  
Campus  
Amravati Road  
Nagpur 440 010  
INDIA
- Telephone: 24323  
Cable: UNIVERSITY NAGPUR
- Description            Founded: 1949. Professional staff: professor, 2 lecturers, 1 reader, 4 part-time staff. External relationships: the authorities of the Nagpur Municipal Corporation, the Zilla Parishad, Nagpur, and the Nagpur Improvement Trust, provide facilities for practical training to the students of the diploma course in local self-government. Internal relationships: since 1964 the Departments of political science, and public administration and local self-government have been merged for day to day administration (separate for academic work). Library: 3,200 books; leading journals are available; microfilm/fiche reader. Accommodation: accommodation for foreign students in the University men's or women's hostels.
- Education and Training            DIPLOMA IN LOCAL SELF-GOVERNMENT  
A 1-year training programme leading to a Diploma in Local Self-Government Administration to prepare the candidates for supervisory and executive posts. Employees of local bodies are admitted as in-service trainees. The course comprises 5 papers, a practical training test and a viva-voce. Papers: urban local government in India with special reference to Maharashtra, Panchayati Raj, comparative local government, local finance and accounts in India with special reference to Vidarbha, management in local government. Average enrolment: 25-30. Languages of instruction: Marathi and English. 5-10

India

IND 26

NAGPUR UNIVERSITY      Cont.

students from other Commonwealth countries welcome. Eligibility: pass in degree examination of Nagpur University or equivalent qualification or HSSC with 5 years service/experience in statutory local body.

MASTER OF ARTS IN PUBLIC ADMINISTRATION, MA

A 2-year postgraduate degree course comprising 4 papers every year. Papers: (1st year) administrative theory; modern public administration; management science; comparative public administration. (2nd year) personnel administration; (2 options for papers 2 and 3) rural government & administration, and urban administration/planning and administration, and rural development administration; development administration or research paper. Average enrolment: 50-60. 10-15 students from other Commonwealth countries welcome. Eligibility: BA (gained not less than 1 academic year previous to application for MA course). If BA is not from faculty of arts or social sciences, applicants must have 45 per cent marks.

MASTER OF PHILOSOPHY IN PUBLIC ADMINISTRATION, MPhil

A 1-year advanced postgraduate course leading to MPhil degree. The course comprises 3 papers and a dissertation. Papers: research methodology, public policy or any two sections from a) teaching and evaluation techniques b) management techniques c) political modernisation and public administration. Average enrolment: 10-15. 5 students from other Commonwealth countries welcome. Eligibility: MA in public administration of any statutory Indian university or equivalent qualification with second division.

DOCTOR OF PHILOSOPHY, PhD

Facilities are available for enrolment of research students to work for the degree of PhD in public administration. Economic and social administration, rural and urban administration, personnel administration and financial administration are the areas in which research work has been supervised in the Department.

Publications

Nagpur University Journal, biannual.

Exchange  
Arrangements

Interested in joint research, exchange of staff (some of the teachers are willing to accept assignments abroad), and exchange of material for research - e.g. government publications and reports.

IND 27

## NATIONAL ACADEMY OF DIRECT TAXES, NAGPUR

National Academy of Direct Taxes

Rajaji Road

Nagpur-440 029

INDIA

Telephone: 32871, 23197, 31631, 31609, 26468, 33719,  
31584, 26498

Cable: AAYAKARSHALA, NAGPUR (INDIA)

## Description

Founded: 1957. Previously known as the IRS (DT) Staff College. Managing agency: Department of Revenue, Ministry of Finance. Attached Units: Direct Taxes Regional Training Institutes at Bangalore, Bombay, Calcutta and Lucknow; Ministerial Staff Training Units at Bombay, Calcutta, Delhi and Madras (all Metropolitan), Agra, Ahmedabad, Bangalore, Bombay, Lucknow, Pune, Patiala, Ranchi, Shillong and Tirucharippalli (all Mofussil). Professional staff: director - 10 deputy directors, 1 assistant commissioner of income tax (training), 22 assistant directors, 12 additional assistant directors, 1 income tax officer and 1 Hindi officer. External relationships: links with Lal Bahadur Shastri National Academy of Administration, Mussoorie; Sardar Vallabhbhai Patel National Police Academy, Hyderabad; Indian Institute of Public Administration, New Delhi; Indian Society for Training and Development, New Delhi. Library: 20,397 volumes including 940 on management and allied topics. Accommodation: hostel for 200 trainees on the campus of the Academy.

## Objectives

To provide induction training to probationary income tax officers (group-A) in the study and administration of direct taxes, examination of accounts in English and other Indian languages, office organisation and management; to provide basic and specialised training at all levels in the income tax department; to teach management as an aid to work for achieving departmental goals; to undertake research relating to administration of direct taxes; to prepare course literature for the use of the trainees; to provide training in modern techniques in the administration of direct taxes to nominees of foreign countries.

## Education and Training

The Academy conducts specialised in-service courses for senior officers of the income tax department and a senior management seminar every year for the commissioners of income tax. The Academy also runs management courses for gazetted officers all over the country sponsored by the Department of Personnel and Administrative Reforms, Ministry of Home Affairs. The Academy is in correspondence with the CATA for conducting a course for tax administrators in developing countries.

India

IND 27

NATIONAL ACADEMY OF DIRECT TAXES, NAGPUR Cont.

The Direct Taxes Regional Training Institutes cater for the training needs of officials from the grade of head clerk to that of assistant commissioner of income tax, working in the income tax department by basic/orientation courses, refresher/updating courses etc, and a management development programme for middle level officers of the department.

The Ministerial Staff Training Units serve the ministerial staff working in the income tax department up to the level of upper division clerk and tax assistant by basic/ orientation courses, refresher/updating courses, etc.

Selected  
Courses

SENIOR MANAGEMENT SEMINAR

An 8-day course for commissioners of income tax in the techniques of management with special reference to management by objectives.

MANAGEMENT DEVELOPMENT PROGRAMME

A 10-day course held at the Regional Training Institute in management.

INVESTIGATION AND PROSECUTION COURSE

An 8-day course designed to identify the practices of tax evasion and methods of detection.

VIGILANCE COURSE

An 8-day course to equip participants to process disciplinary cases and teach the relevant provisions of the Constitution of India, conduct rules, and anti-corruption laws.

COURSE ON FINANCE ACT & DIRECT TAXES

A 5-day course designed to teach basic taxation laws, rules and procedure and to examine the Finance Act of a given year.

MANAGEMENT IN GOVERNMENT

A 12-day course on the theories and practice of management as applicable to public systems and management in government service.

EXECUTIVE DEVELOPMENT PROGRAMME

A 6-week course to enhance an awareness of the socio-economic environment, and to provide a basic understanding of some of the modern techniques of management in the administration of public systems. Other courses are mounted in response to needs in the fields of management, investigation into tax frauds and tax problems.

## IND 27                    NATIONAL ACADEMY OF DIRECT TAXES, NAGPUR                    Cont.

## FUTURE PLANS

To develop the infrastructure for training by completing the second phase of construction of the Academy Campus; to set up an Asia Tax Research Centre; to have more Regional Training Institutes; to have a case study bank for all the courses; to evolve standard course material for all the Academy's courses.

- Research                    It is proposed to undertake research in selected areas of tax laws administration to identify areas of tax evasion.
- Publications                The Academy has produced nearly 490 official publications (not for sale) for use in its training programmes.
- Exchange  
Arrangements                Co-operation is desired in the development of training, case studies, course material and the exchange of officers.

## IND 28                    NATIONAL INSTITUTE FOR TRAINING IN INDUSTRIAL ENGINEERING (NITIE)

National Institute for Training in Industrial Engineering  
Vihar Lake  
Nitie PO  
Bombay 400 082  
INDIA

Telephone: 581518, 583371

Cable: NITIE, Bombay 76

- Description                Founded: 1963. An autonomous institution managed by a Board of Governors but financed entirely by the Indian Ministry of Education, India. Professional staff: director assisted with a faculty strength of professors, assistant professors, programmers and research fellows. Departments: industrial engineering, production management, quantitative methods, computer systems, general management and organisational behaviour. The Institute was established by the Indian Government through the United Nations Development Programme of the International Labour Organisation. The Institute has support from industry for applied research activities. Library: books and journals on productivity, industrial engineering, management and allied topics. Hostel accommodation available to non-nationals.



India

IND 28                    NATIONAL        INSTITUTE        FOR        TRAINING        IN        INDUSTRIAL  
ENGINEERING Cont.

Objectives            To provide advanced education and training in industrial engineering and allied subjects for industry, technical institutions and associations connected with industry. To establish standards for instruction, particularly in respect of syllabuses, equipment, duration of courses and methods of training; to assist industries and carry out research into the use of industrial engineering and to improve productivity; to assist various private and public sector organisations in the use of industrial engineering and allied techniques.

Education and        EXECUTIVE DEVELOPMENT PROGRAMME  
Training              The Institute conducts about 80 programmes every year of between 1 to 2 weeks. These are technically-based executive development programmes to improve the effectiveness of practising managers in industry, government and service organisations. Among them are PERT/CPM, materials management, production management, organisation and techniques of training, purchasing management, production planning and control, systematic production supervision, human relations, quality control, stores and inventory control, management information systems, organisation and methods and financial management. All courses are held 2 to 3 times a year. Average enrolment: 25-30. The Institute would in general welcome participation from other Commonwealth countries in the regular executive development programmes. It is also prepared to develop and organise courses for other countries. Requirements: degree or diploma. 2-3 years experience.

#### POSTGRADUATE PROGRAMME IN INDUSTRIAL ENGINEERING

The Institute conducts a full-time postgraduate diploma designed for the needs of industry specialists in productivity science. There are broadly 3 courses as background courses, core courses and elective courses. The background courses include basic methods, basic mathematical methods, applied statistics, ergonomics, organisational behaviour, business accounting, financial management and economic analysis. Elective subjects include organisational research, production management and data based management. This 18-month programme is recognised as equivalent to a Masters degree in industrial engineering by the Government of India. The minimum requirement for admission is a degree from any equivalent institution and a good score in the graduate aptitude test in engineering, a degree in engineering or technology from an Indian university, or equivalent institution, with a minimum of 60% marks. Preference is given to applicants with relevant work experience.

IND 28                    NATIONAL INSTITUTE FOR TRAINING IN INDUSTRIAL  
ENGINEERING Cont.

AD HOC COURSES

The Institute conducts government programmes for senior officials in project management; project implementation, monitoring and evaluation, project identification, formulation and appraisal. The Institute also conducts programmes to suit the requirements of specific organisations at their request.

FUTURE PLANS

The Institute plans research into energy resources, and specialised courses in energy resources management. It also plans to conduct programmes in various cities in India and abroad. A 2-year postgraduate degree in computer science is planned.

Research                The Institute is engaged in a variety of research projects.

Consultancy            The Institute undertakes consultancy assignments in various areas of productivity science. Consultancy experience is in the following areas: job evaluation and wage incentives; materials handling and plant layout; materials management; production of planning and control system design; production and quality management; management information systems; organisation design; manpower planning. The Institute is willing to accept consultancy assignments abroad.

Publications           Udyog Pragati, quarterly.

Exchange  
Arrangements          Co-operation with other Commonwealth organisations is desired in research, development of course material and exchange of staff.

India

IND 29

**NATIONAL INSTITUTE OF HEALTH AND FAMILY WELFARE**

National Institute of Health and Family Welfare  
New Mehrauli Road  
Munirka  
New Delhi 110067  
INDIA

Telephone: 666562, 663911  
Cable: SWASTH PARIVA

- Description** Founded: 1977. The NIHFW runs health and family welfare programmes and is primarily a training and research institute in planning and management in health and family welfare. The director is assisted by a professor, associate professors, assistant professors, research staff and administrative and clerical personnel with a strength of about 400.
- Objectives** Education and training; research; evaluation; services; consultancy; documentation and clearing house services. The Institute functions with the following departments: communication; community health administration; education and training; management science medical care and hospital administration; population genetics and human development; planning and evaluation; reproductive bio-medicine; social sciences; statistics and demography; documentation centre; administration.
- Education and Training** The Institute runs clinics to provide family welfare services including infertility and genetic counselling. In-patient hospital facilities will also be available in the near future. Documentation services in health and family welfare are being provided for programme development. The Institute provides audio-visual and projection services to other similar institutes as well as teaching and educational aids, manuals etc. Data processing services are available. The Institute provides short-term in-service training courses - about 20 to 25 courses a year in the following fields: health planning; health management - staff college; nursing management; research methodology in social sciences and reproductive biomedicine; materials management; management information systems; educational planning and administration; statistical and demographic methods; hospital and medical care management; communication and extension education; information storage and retrieval; epidemiology for health care planning and delivery. A postgraduate degree course, MD in Community Health Administration, which is affiliated to the University of Delhi, is also conducted. Extramural training courses are organised in states/union territories on request. Sponsored training courses at the request of the Department of Personnel & Administrative Reforms, WHO,

- IND 29                    NATIONAL INSTITUTE OF HEALTH AND FAMILY WELFARE                    Cont.
- UNICEF and others. Seminars and workshops on current problems and issues in health & family welfare administration.
- Research                Research is concentrated on the planning, organisation, operation and evaluation of health and family welfare services, including hospital administration, medical care and epidemiology and nutrition. The Institute also engages in collaborative research with national and international organisations, in which case research is financed by those organisations.
- Publications            Health and Population - Perspective and Issue, quarterly; NIHFW Alumni Newsletter, quarterly. The Institute prints, publishes and distributes technical research reports from time to time.
- IND 30                    NATIONAL INSTITUTE OF RURAL DEVELOPMENT (NIRD)
- National Institute of Rural Development  
Rajendranagar  
Hyderabad 500 030  
INDIA
- Telephone: 48001  
Cable: GRAVIK HYDERABAD
- Description            Founded: 1958, previously National Institute of Community Development. Managing agency: Ministry of Rural Development, Government of India. Professional staff: director general, deputy director general, 18 directors, 22 deputy directors, 26 assistant directors and 26 research associates. Departments: economics, extension and transfer of technology, financial management, human resource development; information; centre for micro planning; centre on Panchayati Raj; psychology; rural industries and employment; sociology; statistics; anthropology; women's studies. Library: 27,000 volumes, 370 periodicals, 2,000 government documents, a collection on rural government in India; microfiche reader, microfilm printer. Accommodation: available for non-nationals.
- Objectives              To undertake and assist in the organisation of training and study courses, conferences, seminars and lectures; to aid, promote and co-ordinate research projects; to analyse and propose solutions for specific problems encountered in the planning and implementation of rural development programmes; to prepare, print and publish papers, periodicals and books; to collaborate with other institutions and associations in India and abroad interested in similar objectives.

India

IND 30                      NATIONAL INSTITUTE OF RURAL DEVELOPMENT (NIRD)                      Cont.

Education and              The training programmes are for people's representatives,  
Training                      senior officials and academicians involved in  
                                    formulating, implementing and analysing rural development  
                                    programmes. Seminars, workshops and conferences are held  
                                    on issues of topical importance.

AD HOC COURSES

The Institute organises ad hoc courses at the request of  
the central or state government departments, or  
autonomous bodies such as commercial banks on aspects of  
rural development.

Research                      The research programmes of the Institute aim at  
                                    identifying the problem areas in rural development and  
                                    evaluating development efforts and to provide guidelines  
                                    to policy-makers and administrators in improving existing  
                                    programmes and formulating new ones. Research work  
                                    covers development administration and management;  
                                    Panchayati Raj; communication; research methodology;  
                                    training; agricultural economics and land reforms;  
                                    regional planning and integrated rural development;  
                                    cultural anthropology and tribal development; health,  
                                    population and family welfare; extension and technology  
                                    transfer.

Consultancy                      The Institute undertakes consultancy assignments for  
                                    central and state governments as well as national and  
                                    international organisations.

Publications                      Journal of Rural Development, bi-monthly.

IND 31

## NATIONAL PRODUCTIVITY COUNCIL (NPC)

National Productivity Council  
 Utpadakta Bhavan  
 5-6 Institutional Area  
 Lodi Road  
 New Delhi - 110003  
 INDIA

Telephone: 611055, 617646, 618807, 618731, 618773,  
 617796

Cable: PRODUCTIVITY NEW DELHI

Telex: 031-5059 NPC IN

## Description

Founded: 1958. NPC is a non-profit making autonomous body and has on its council representatives of government, industry and labour. Professional bodies are also represented. The council's policies and programmes are implemented through regional directorates, regional offices and 18 sub-offices. The NPC has encouraged the establishment of local productivity councils. At present, there are 48 such councils. Professional staff: director general, 2 deputy director generals, 42 chief consultants, 68 senior consultants, 151 consultants. Departments: industrial management, behavioural sciences, industrial engineering, fuel efficiency, plant engineering, financial management, trade unions and worker development, supervisory development, applied research, productivity measurement & monitoring, operational research, electronic data processing, agricultural productivity, marketing, corporate planning, management information systems, public relations, publications, business management, pollution control, production engineering, productivity education, human resources development, library information & documentation services, productivity in small scale and village industries. External relationships: ILO, UNDP, UNIDO, ADB, Asian and international productivity organisations. Intergovernmental arrangements with West Germany, UK, Japan. Organised training programmes in India and abroad in collaboration with agencies in Egypt, Afghanistan, Bangladesh, Thailand, Nepal and Malaysia. Library: 14,000 volumes, 350 journals. Accommodation: available in the vicinity.

## Objectives

To increase operational and managerial efficiency and disseminate productivity information.

## Education and Training

Appreciation courses of short duration to create an awareness of the scope and benefits of productivity techniques among top management and trade union leaders. Application courses of a longer duration in productivity techniques for managers, administrators, engineers, supervisors, workers; courses to train trainers of supervisors and workers; special courses to meet the

India

IND 31                      NATIONAL PRODUCTIVITY COUNCIL (NPC)                      Cont.

specific needs of client organisations. The programmes cover management, personnel, production and related areas, technology-oriented services and post-harvest operations in agriculture.

Selected  
Courses

POSTGRADUATE DIPLOMA IN INDUSTRIAL ENGINEERING

A 2-year full-time postgraduate diploma course to provide engineers with up-to-date knowledge of productivity techniques, systems, industrial engineering and management disciplines. A similar 2-year programme is also conducted in plant engineering.

NATIONAL CERTIFICATE EXAMINATION IN SUPERVISION (NCES)

A scheme conducted by the NPC and the 48 Local Productivity Councils to train supervisors in industrial enterprises in technical know-how and human relations skills for disciplining, motivating and instructing workers. Classes are conducted after working hours and study is through guides and materials prepared by NPC.

AD HOC COURSES

The Council evolves training programmes to meet the specific training needs of an organisation. Subject areas: industrial engineering, fuel efficiency, plant engineering, financial management and behavioural sciences.

Future Plans

Plans for courses in areas such as material conservation, corporate planning, total energy systems, predictive maintenance, energy audit and pollution control.

Research

The Council has undertaken applied research in the measurement of productivity in agriculture and industrial sectors and areas related to the economic, sociological and managerial problems of industry.

Consultancy

The Council runs the Productivity Survey and Implementation Service to assist organisations in improving their operational and managerial efficiency. Work has been undertaken in the following areas: management and supervisory and worker development, organisation analysis and development, finance, marketing, personnel, production and related areas, technology-oriented services, post-harvest operations in agriculture.

Publications

Productivity, quarterly; Energy Management, quarterly; Productivity News, monthly; Utpadakta, monthly Hindi journal; Maintenance, bi-monthly; series of 48 monographs. NPC has undertaken a programme of bringing out some of its publications in Hindi.

## IND 31 NATIONAL PRODUCTIVITY COUNCIL (NPC) Cont.

Exchange Arrangements Co-operation with other Commonwealth organisations is desired in areas of mutual interest such as productivity improvement and operational and managerial efficiency.

## IND 32 OSMANIA UNIVERSITY

Department of Public Administration  
Osmania University  
Hyderabad 500 007  
Andhra Pradesh  
INDIA

Telephone: 70 3394  
Cable: UNIVERSITY HYDERABAD

Description Founded: 1956. The Regional Centre for Training and Research in Municipal Administration is part of the Department. Internal relationships: the Department draws upon the services of members of other departments of the social science faculty and of other faculties for lectures, seminars etc. An inter-disciplinary approach for the study of social sciences inclusive of public administration is being contemplated. External relationships: the Department of Public Administration has been recognised as a training centre by the Government of India and state governments. Grants and research facilities are provided by the Department of Personnel and Administrative Reform, Ministry of Home Affairs, Government of India, State Governments of Andhra Pradesh, Karnataka, Kerala and Tamil Nadu, and the corporations and municipalities of Andhra Pradesh and Tamil Nadu. Library: use of Osmania University library, postgraduate library, and seminar library. Accommodation: available for non-nationals in university hostels and university guest house.

Education and Training In addition to an undergraduate Bachelor of Arts (BA) degree course, the following courses are offered:

## DIPLOMA IN URBAN ADMINISTRATION AND MANAGEMENT

A full-time postgraduate diploma course consisting of 5 papers: public administration in theory and practice; patterns and problems of urban government; urban finance; fundamentals of office management; and one of either personnel management, tax administration, or accounts and audit management in municipal government.



MASTER OF ARTS, MA

A full-time postgraduate degree of 4 terms, each consisting of 4 courses. Term 1: administrative thought; management in public service; theory of local government; and one of either social administration or comparative public administration. Term 2: classics in administration; management techniques; development administration; and one of either police administration, comparative local government or public welfare administration. Term 3: public personnel administration; concepts in financial administration; government business; and one of either urban local government in India, Panchayati Raj, with special reference to Andhra Pradesh and Maharashtra, or central administration in India; management of public enterprises in India and one of either metropolitan administration, agricultural administration in India, or state administration in Andhra Pradesh. In Terms 3 and 4 the course includes 2 practicals: research methods and an organisational study.

MASTER OF PHILOSOPHY, MPhil

A full-time post-master degree consisting of 2 papers: philosophy of public administration and research methodology (compulsory paper) and one of bureaucracy, management or local government.

DOCTOR OF PHILOSOPHY, PhD

A postgraduate research programme. The areas of research are: personnel administration; judicial administration; Panchayati Raj administration; municipal administration; revenue administration; university administration; administration of public sector undertakings; administration of co-operatives; municipal tax administration; water supply management.

SHORT COURSES

Short-term training courses in: personnel management for IAS and IPS and class I officers; municipal tax administration; municipal accounting and audit; water supply management; municipal personnel management; role of political executive; leadership in municipal administration; executive development programme for municipal engineers. The Department is also engaged in a series of training exercises with the following objectives: to provide a meeting place in the field of public administration; to update teaching and training skills; to use research into training.

IND 32

## OSMANIA UNIVERSITY Cont.

## FUTURE PLANS

Plans to organise an All-India workshop on teaching and training in public administration, to identify the place given to public administration in the curricula of teaching in Indian universities and to update academic and professional courses in public administration. To link academics and practitioners of public administration. Invitations to be extended to faculty members from the Department's counterparts in neighbouring Commonwealth countries.

- |                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Research              | Faculty members have been engaged in post-doctoral and institutional research in urban development, rural local government, development administration and administration of higher education, and personnel management.                                                                                                                                                                                                                                                                                                                                                         |
| Consultancy           | The Government of Andhra Pradesh and its municipalities have requested the services of the Centre of the following: reorganisation of the Directorate of Municipal Administration, Government of Andhra Pradesh; restructuring of the staffing patterns of municipalities; administrative model for development orientated civic government (Vijayawada municipality); action orientated research for the city government (Warangal municipality). It is proposed to serve as consultants for training municipal functionaries in developing countries in Asia and the Far East. |
| Publications          | <u>Development Administration; Readings in Urban Government; Proceedings of Seminar on Property Tax Administration.</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Exchange Arrangements | The Department would welcome faculty members from its counterparts in the Commonwealth as visiting professors. It is interested in any opportunity for senior departmental members to learn from the experience of other Commonwealth universities. The services of its senior faculty members are offered for either the establishment of, or help in, teaching and training institutes in developing countries.                                                                                                                                                                |

India

IND 33

PANJAB UNIVERSITY

Department of Public Administration  
Panjab University  
Arts Block No.3, Sector 14  
Chandigarh 160 014  
INDIA

Telephone: 22885

Description

Founded: 1961. Professional staff: 2 professors, 4 readers, 6 lecturers, 3 research scholars, 1 part-time lecturer. Internal relationships: occasionally joint courses are run with other social science departments. External relationships: special training or refresher courses are arranged for officials of the Government of India, Punjab, Haryana and Himachal Pradesh. Library: 650 books, 100 journals; microfilm/microfiche reader and printer. Accommodation: hostel accommodation available for non-nationals.

Education and Training

DIPLOMA IN HOSPITAL ADMINISTRATION

A 1-year diploma course for practising medical doctors, nurses and administrators in institutions relating to health care. Average enrolment: 10. 5 students from other Commonwealth countries welcome. Course requirement: graduate with experience as a doctor, nurse or health administrator.

MASTER OF ARTS IN PUBLIC ADMINISTRATION, MA

A 2-year postgraduate degree in public administration for graduates in social science subjects. 3 specialisations: applied development administration, public sector & co-operative management, and labour welfare administration. Average enrolment: 35. 10 students from other Commonwealth countries welcome. Course requirements: Graduate (BA, BSc, BCom) with 50 per cent marks in the aggregate or with 45 per cent marks in a social science subject.

MASTER OF PHILOSOPHY IN PUBLIC ADMINISTRATION, MPhil

A 1-year postgraduate degree in public administration to prepare lecturers and researchers in public administration. Course includes advanced research methods; public policy formulation & implementation; development planning & administration; management of rural development; management of industrial development; dissertation. Average enrolment: 10. 5 students from other Commonwealth countries welcome. Course requirement: MA in public administration, second class.

IND 33

## PANJAB UNIVERSITY Cont.

## DOCTOR OF PHILOSOPHY, PhD

A 3-year postgraduate degree to prepare lecturers and researchers in public administration. Research topics include labour management relations in the public sector and food policy of the Government of India. Average enrolment: 10. 5 students from other Commonwealth countries welcome. Course requirement: MPhil and MA with high grade.

## AD HOC COURSES

The Department arranges courses at the request of organisations. The courses vary from 3 days to 4 weeks. Courses have been held in development administration, personnel administration, financial administration, modern office management, materials management, records management, police administration and research methodology.

Research  
Consultancy

Research is conducted with the assistance of outside agencies. Members of staff have served as consultants for a number of organisations in the public sector and local government. The Department also collaborates in international surveys.

Exchange  
Arrangements

Interested in joint research, development of course material and exchange of staff.

IND 34

## UNIVERSITY OF POONA

Department of Politics and Public Administration  
University of Poona  
Ganeshkhind  
Pune 411 007  
INDIA

Telephone: 56061-62-63

Description

Department founded: 1957 (previously Department of Politics). Professional staff: 1 professor, 1 lecturer, 1 research assistant, 4 associated college teachers. Internal relationships: working relationships with departments of anthropology and law involving joint courses in tribal development administration, health administration, legal administration, administrative law. External relationships: links with the Maharatta Chamber of Commerce and Industries, Pune, and the Pune and Maharashtra branches of the Indian Institute of Public Administration. Library: 5,000 journals, newspapers, annuals, government reports and official documents. Accommodation: university hostels for non-nationals.

India

IND 34

UNIVERSITY OF POONA

Education and  
Training

POSTGRADUATE DIPLOMA IN PUBLIC ADMINISTRATION

A 1-year postgraduate diploma course which includes a dissertation based on field study. Prospective or present civil servants would receive the necessary background orientation. Course commences July. Average enrolment: 40. 5 students from other Commonwealth countries welcome.

MASTER OF ARTS, MA

A 2-year postgraduate degree in politics with 6 courses available for specialisation in public administration, designed for graduates who desire an academic career or to enter the civil service or professions. Course commences July. Average enrolment: 40. 5 students from other Commonwealth countries welcome.

MPhil

1-year full-time course; 2-year vacation course for college teachers. Course commences July. Enrolment: 10 for regular course and 10 for vacation course.

DOCTOR OF PHILOSOPHY, PhD

A 2-year postgraduate research degree in politics with provision for specialisation in public administration. The course is designed for prospective college or university teachers, researchers and civil servants. 2 students from other Commonwealth countries welcome. Requirement: Master of Arts (political science, public administration, social sciences). Must have an aptitude for research as evidenced in an essay with a bibliography.

AD HOC COURSES

Courses are run in development and administration of local government, urban and rural.

Research

Research projects undertaken by the faculty: community development administration; government and co-operative sugar factories; educational administration in the Zilla Parishads; district planning; employment guarantee scheme; decision-making in municipal committee system; town planning administration; functioning of village Panchayats; relations between bureaucracy and political workers.

Consultancy

Staff members are willing to undertake consultancy abroad.

Publications

A number of reports, surveys and papers relevant to the scope of the Department.

Exchange  
Arrangements

Interested in joint research and exchange of staff.

IND 35

## PUBLIC ENTERPRISES CENTRE FOR CONTINUING EDUCATION

Public Enterprises Centre for Continuing Education  
 Guest House Building  
 C-6/5 Safdarjang Development Area  
 New Delhi 110 016  
 INDIA

Telephone: 653320  
 Cable: PECCE

- Description** Founded: 1977. Managing agency: Ministries of Industry and of Steel and Mines. Professional staff: director and senior fellow, 2 senior fellows, 2 fellows, 5 associate fellows, 5 research/project officer/assistants. Departments: rural projects group; industrial relations and industrial democracy group; project evaluation, information system, marketing group; public policy area. Internal relationships: Bureau of Public Enterprises, Government of India (see IND 7); Department of Personnel and Administrative Reform, Government of India (see IND 10); various central trade union organisations. International relationships: Work Research Institutes, Oslo, Norway; Centre for Continuing Education, Australian National University, Canberra; Harvard Technology Project, Institute for Policy Studies; Wharton School, University of Pennsylvania. Library: 2,000 volumes (in first 3 months), 120 national and international journals; microfilm/microfiche reader. Accommodation: guest rooms and food facilities available.
- Objectives** The Centre has been established as an agency to assist the public enterprises in achieving their multiple objectives and to assist the policy-makers in formulating effective policies for the same. The primary emphasis of the Centre will be on social relevance and service to the public enterprises with a view to integrating work and learning in the work setting.
- Education and Training** The Centre conducts policy-orientated seminars and discussion meetings. These essentially refer to rural development projects, management of public enterprises and the interface between the government and the public enterprises.

## MANAGEMENT PROGRAMMES

2-week management programmes are conducted 6 times a year for managers of public enterprises.

## TRADE UNION LEADERS

2-week programmes are conducted twice a year for trade union leaders to expose them to various inputs related to effective industrial relations management.

India

IND 35

**PUBLIC ENTERPRISES CENTRE FOR CONTINUING EDUCATION  
Cont.**

**FUTURE PLANS**

Developments of material programmes and action plans in launching rural industrial projects in developing countries.

Research

The Centre has launched 12 action research projects (for example, an industrial democracy project in public enterprises); specific study projects (such as employment opportunities and the socialisation process for members of the scheduled castes and scheduled tribes in public enterprises); a project on perspectives on public enterprises in India; and a project on the realities of the agrarian relationship in India.

Consultancy

The Centre has the capability of offering consultancy services to public enterprises in the following managerial specialities: project management, project formulation, management information systems, management of financial resources, industrial relation systems, development of training strategy within organisations etc.

Publications

Human Futures, quarterly.

Exchange  
Arrangements

The Centre is interested in co-operating with other Commonwealth organisations in comparative joint research on such themes as participative management, management style, and the role of the trade unions in developing healthy industrial relations systems. The Centre proposes to develop staff exchange programmes with other organisations primarily concerned with rural development and the management of public enterprises.

IND 36

## SARDARD VALLABHBHAI PATEL NATIONAL POLICE ACADEMY

Sardard Vallabhbhai Patel National Police Academy  
 Hyderabad 500252  
 Andhra Pradesh  
 INDIA

Telephone: 48151

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description            | Founded: 1948. Managing agency: Ministry of Home Affairs, Government of India. Professional staff: director, 3 deputy directors, 11 assistant directors, 3 readers, 5 instructors. Departments: legal studies, police science, social sciences and research, development and information. External relationships: Department of Personnel and Administrative Reforms; Bureau of Police Research and Development; Central Detective Training School; Central Forensic Science Laboratory; universities in India. Library: 30,000 volumes. Accommodation: for national and foreign trainees. |
| Objectives             | To train Indian police officers at all levels and cadet sub-inspectors of the Central Bureau of Investigation. To exchange training expertise with similar institutions.                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Education and Training | Basic course for IPS probationers; basic course for IPS officers with 3 to 5 years service; senior officers course for superintendents; training of trainers course for deputy superintendents from training institutions; training administrators course for superintendents of police or DIsG posted to head various police training institutions; basic course for cadet sub-inspectors of the CBI.                                                                                                                                                                                     |
|                        | <p>FUTURE PLANS</p> <p>A course for state police officers already on the select list for joining the IPS.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Research               | Over 100 research papers by senior course officers have been published by the Academy.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Publications           | <u>National Police Academy Magazine</u> and <u>Transactions</u> , which includes some of the research papers mentioned above.                                                                                                                                                                                                                                                                                                                                                                                                                                                              |



India

IND 37                    SHRI RAM CENTRE FOR INDUSTRIAL RELATIONS & HUMAN  
RESOURCES

5 Sadhu Vaswani Marg  
New Delhi - 110 005  
INDIA

Telephone: 585134  
Cable: SRICIR New Delhi

Description            Founded: 1963, as an independent non-profit making  
society. Professional staff: executive director, 4  
professors/associate professors, 6 research officer/  
associates, 2 librarian/deputy librarians. External  
Relationships: Funded/supported by Shri Ram Memorial  
Foundation, Ford Foundation, Indian Council of Social  
Science Research. Library: 35,000 volumes plus 300  
periodicals. Special services include subject  
bibliographies and quarterly index to periodical articles  
and press clippings.

Objectives            To identify and carry out basic and applied research in  
industrial relations and human labour resources. To  
disseminate research results through training programmes,  
seminars and conferences.

Education and        The Centre conducts over 30 executive development  
Training               programmes for senior, middle-line and supervisory  
personnel in the management of industrial relations and  
human resources. Regular course on dealing with unions;  
new managers; personnel functions for non-personnel  
executives; man-management skills; personnel selection;  
labour laws and industrial relations; managing women  
employees and conflict management. Advanced courses:  
bargaining for productivity; employee participation and  
performance appraisal; management of rural poor; career  
planning and management development. The Centre also  
offers a Diploma in Personnel Management to junior  
personnel. It is a professional programme with focus on  
conceptual knowledge and job-related skills.

AD HOC COURSES

In-company training in industrial relations and human  
resources tailored to the needs and timetable of  
individual organisations for senior and middle level  
managers, supervisors and special groups in industrial  
and commercial organisations and public enterprises.

Research            The Centre conducts research in the areas of industrial  
relations, human resources, personnel management,  
development of rural poor, rural and community  
development. During the last 20 years over 125 research  
projects have been conducted.

IND 37                    SHRI RAM CENTRE FOR INDUSTRIAL RELATIONS & HUMAN  
RESOURCES            Cont.

Consultancy            The Centre provides consultation in training or research  
for influencing change in man-management policies and  
practices or for conflict resolution and wage and salary  
administration.

Publications           Indian Journal of Industrial Relations (IJIR), quarterly,  
reprints available. The Centre has published  
approximately 47 books on industrial relations and human  
labour.

Exchange  
Arrangements           The Centre is willing to co-operate with other  
Commonwealth organisations in joint research, development  
of course material, and exchange of staff.

IND 38                    SMALL INDUSTRY EXTENSION TRAINING INSTITUTE (SIET  
Institute)

Small Industry Extension Training Institute  
Yousufguda  
Hyderabad 500 045  
INDIA

Telephone: 33544-5-6-7, 220316-7-8-9  
Telex: 155-381 SIET IN  
Cable: SIETINSTITUTE HYDERABAD

Description            Founded: 1962. Managing agency: Government of India.  
Departments:           applied behavioural sciences,  
communications, consultancy, documentation, industrial  
development, industrial management. Professional staff:  
principal director, vice-principal director, plus about  
100 faculty members from all departments. External  
relationships: collaboration in research, training and  
consultancy projects with a number of overseas  
institutions: Institute of International Law and  
Economic Development, Washington; International  
Development and Research Centre, Canada; Overseas  
Development Institute, London; Association of Asian  
Development Research and Training Institutes of Asia and  
the Pacific; The Ford Foundation; and the United Nations  
Industrial Development Organisation. Library: 20,000  
books, 5,000 reports and subscriptions to 1,200  
periodicals in fields pertaining to small industry.  
Microfilm reader. Accommodation: for non-nationals,  
shared hostel accommodation available and an  
international hostel.

India

IND 38                    SMALL INDUSTRY EXTENSION TRAINING INSTITUTE (SIET  
Institute)            Cont.

Objectives            To assist in the promotion and modernisation of small  
industries by training, research and consultancy in  
development, management and expansion.

Education and        Residential and non-residential courses are held.  
Training            International courses are wholly residential. Training  
combines classroom sessions with field work and in-plant  
studies. Regular courses are held in rural and district  
industrialisation, feasibility study and project  
appraisal (project identification, formulation and  
appraisal); marketing; entrepreneurial development;  
training methods and skills; small industry financing;  
small industry promotion in developing economies;  
planning and promotion of agro-industries; small industry  
management consultancy; entrepreneurial motivation  
development; information storage and retrieval systems;  
techno-managerial programme for biscuit and bakery  
industry.

Selected            SMALL INDUSTRY PROMOTION IN DEVELOPING ECONOMIES  
Courses            A 12-week international course for executives responsible  
for the promotion of industries in developing countries,  
designed to develop skills, and an understanding of the  
rationale and techniques used in promoting small  
industries in newly industrialised countries.

SMALL INDUSTRY MANAGEMENT CONSULTANCY

A 12-week international course to amplify their knowledge  
and skills in the operation of a management consultancy  
service, with emphasis on small enterprises, by study of  
management and methods and techniques of analysis and  
interpretation, and by providing them with practical  
experience in management consultancy work. Participants  
conduct a 3-week integrated plant study as a consultancy  
assignment which will enable them to apply methods of  
consultancy such as interviewing, recording, data  
analysis and report preparation and presentation. Course  
commences September. Average enrolment: 20.  
Participants should have at least 2 years experience in  
organisations rendering assistance, advice or training  
for small industry. Candidates must be sponsored by  
their organisations.

SMALL INDUSTRY FINANCING

An 8-week international course for bank executives from  
developing countries in financing modern small industry,  
small businesses and self-employed artisans' ventures.  
Average enrolment: 20. Participants should have  
experience in banks, financial institutions or  
development corporations. Candidates must be sponsored  
by their organisations.

IND 38

**SMALL INDUSTRY EXTENSION TRAINING INSTITUTE (SIET Institute) Cont.****INFORMATION STORAGE AND RETRIEVAL SYSTEMS**

An 8-week international course to train participants in the theoretical basis of information organisation, the tools and techniques in information organisation, the organisation of information services and factors in the planning and setting up of documentation and information systems. Participants should have positions in information departments in industrial development organisations, industrial extension agencies and in R & D for industrial institutions.

**TRAINING METHODS AND SKILLS**

A 9-week course designed to benefit trainers in management and development organisations, industrial establishments, consultancy firms and educational institutes. Managers/co-ordinators of training activity in various organisations and persons who are likely to assume the above roles would also benefit from this programme. The course aims at helping the participants to understand the training process, develop skills in the choice and use of training methods and materials, develop competence in planning a curriculum and effectiveness as a trainer. Average enrolment: 20. For trainers or training managers in management, development, industrial and/or educational institutes with at least 2 years experience. Candidates must be sponsored by their organisations.

**PLANNING & PROMOTION OF AGRO-INDUSTRIES**

An 8-week international course with emphasis on the practical approach for promoting agro-industries by tackling field problems, equipping them with skills in preparing plans and feasibility studies/project profiles for prospective industries. Participants will also study agro-industrial units and their problems for 2 weeks in the field. Agro-industrial development - concept, policies and programmes; planning and promotion of agro-industries. Average enrolment: 20. For personnel associated with policy formulation, promotion and development of agro-industries in the traditional cottage sector, and small & medium scale sectors, working in the Ministries of Agriculture, Industry & Rural Development, industrial organisations, development corporations, specialised financial institutions, commercial banks, agricultural universities and research institutions dealing with industrial utilisation of agro-resources.

**AD HOC COURSES**

Programmes are offered on request, and contents are modified to suit the requirements of the sponsors. Subject areas relate to area planning, financing and production management.

India

IND 38                    SMALL INDUSTRY EXTENSION TRAINING INSTITUTE (SIET  
Institute)            Cont.

SENDOC

The Institute has set up the Small Enterprises National Documentation Centre in 1971 with facilities for computerised data processing, abstracting and indexing and dissemination of data. Colour video equipment is available for training purposes in small industry development.

Research                Sponsored research in areas relating to small industry development and promotion. Major research areas include technoeconomic studies, command area development, electrification and industrialisation, entrepreneurship development and motivation, industrial sickness and modernisation, marketing and ancillary development, management consultancy development for small enterprises and marketing assistance to small industries.

Consultancy             Consultancy assignments are undertaken for individual companies, organisations and government. The Institute is willing to accept assignments abroad.

Publications            SEDME, quarterly, SENDOC Bulletin Part-I: Industry and Technology monthly, SENDOC Bulletin Part-II: Economics and Development monthly, SENDOC Bulletin Part-III: Management and Behavioural Sciences monthly, Appropriate Technology Documentation Bulletin bimonthly.

Exchange  
Arrangements            Exchange arrangements for staff and inter-institutional contacts would be welcome in the areas of research, consultancy and training subject to approval by the Government of India.

IND 39                    SOUTH GUJARAT UNIVERSITY

Department of Public Administration  
South Gujarat University  
Surat 395007  
Gujarat  
INDIA

Telephone: 87141-49  
Cable: 'SOGUNI' SURAT

Description             Founded: 1970. Faculty: 1 professor, 2 readers, 4 lecturers. Library: 3,241 volumes, 40 journals. Accommodation: 3 hostels of the University on its 250-acre campus in Surat (10 km from the city centre).

IND 39

SOUTH GUJARAT UNIVERSITY Cont.

Education and  
Training

MASTER OF PUBLIC ADMINISTRATION

A 2-year postgraduate course leading to the degree of Master of Public Administration. The course is for men and women with diverse academic backgrounds and is designed to provide a basic grounding administration and management and the organisation and management of government and para-governmental agencies. Average enrolment: 30, of which 5 could be students of other Commonwealth countries. Requirements: University degree.

DOCTOR OF PHILOSOPHY (PhD) DEGREE BY RESEARCH

The Department offers facilities for the award of the PhD degree of the University by research.

FUTURE PLANS

MPhil degree (by course-work and research work) and in-service courses in urban government, human behaviour in administration, administration of public enterprises etc.

Research

Apart from guiding research leading to a PhD degree, the members of the departmental faculty also conduct sponsored or individually-initiated research projects.

Exchange  
Arrangements

The Department welcomes co-operation with other institutions in the areas of joint research, development of course material and exchange of staff.

India

IND 40

(1) STATE BANK STAFF COLLEGE

|                        |                   |
|------------------------|-------------------|
| 'Highcliff'            | IDPL Complex      |
| 6-3-1188 Begumpet Road | Dundahera         |
| Hyderabad 500 016      | Gurgaon - 122 001 |
| Andhra Pradesh         | (Haryana)         |
| INDIA                  | INDIA             |

|                           |                       |
|---------------------------|-----------------------|
| Telephone: 35852          | Telephone: 3333, 2144 |
| Cable: STAFFCOL HYDERABAD | Cable: STAFFCOL       |
| Telex: 015 492            | Telex: 342 242        |

(2) STATE BANK INSTITUTE OF RURAL DEVELOPMENT

'Highcliff'  
6-3-1188  
Begumpet Road  
Hyderabad 500 016  
Andhra Pradesh  
INDIA

Telephone: 38338  
Cable: RUDVIN

Description

Founded: College at Hyderabad in 1961, College at Gurgaon in 1982 and Institute at Hyderabad in 1981. Managing agency: State Bank of India. Professional staff: principal, vice principal, faculty members and research officers at the Colleges/Institute respectively. External relationships: Food and Agriculture Organisation, National Institute of Bank Management, College of Agricultural Banking, National Institute of Rural Development. Library: 8,000 books and periodicals on subjects of public administration, development economics, agricultural banking, industrial banking, area planning, management development, applied psychology and behavioural sciences. Accommodation: available for non-nationals.

Objectives

To conduct in-company training programmes for the middle level and senior officers of the State Bank Group.

Education and Training

The Colleges at Hyderabad and Gurgaon conduct training programmes for middle and senior level managers of the State Bank Group. The duration of programmes varies normally from 1 to 2 weeks. These comprise: (i) managerial and personal effectiveness programmes: personal development programme; communication lab; interviewing techniques; team building; managerial effectiveness; management of stress; art of listening; role programmes for functionaries; development of change agents; executive development programme; personal growth laboratory. (ii) human resources management programmes:

IND 40

(1) STATE BANK STAFF COLLEGE

(2) STATE BANK INSTITUTE OF RURAL DEVELOPMENT Cont.

personnel management and industrial relations for various levels of officers; disciplinary action in the bank; art of negotiation for senior executives. (iii) credit management programmes for various levels of officers. Working capital management programme: project finance; financing of small scale industries; rehabilitation of sick SSI Units; financing of large SSI advances; financial management programme for consultancy cell officials; credit management programme (SSI) for administrative officers. (iv) marketing for various levels of officers: marketing research techniques; marketing management programme for senior branch managers; investment and tax planning programme. (v) international banking programme on non-resident accounts: international banking programme for officers working in foreign exchange departments; special international banking programme for officers being posted abroad; international banking (credit) programme; export finance programme. (vi) general management development programmes: advanced branch management; regional managers; preparatory management development; probationary officers and trainee officers; inspecting officials and statutory auditors; administrative officers (general) working at controlling offices; resources management. (vii) programmes for trainers: faculty development; behavioural science for trainers; non-behavioural science trainers; personnel management for trainers.

#### PROGRAMMES CONDUCTED BY STATE BANK INSTITUTE OF RURAL DEVELOPMENT

For the Bank's officers involved with rural banking, particularly agricultural banking. These include: advanced branch management for managers; investment credit (project formulation programme); development of non-farm sector in rural centres. A few places in programmes relevant to participants from other countries could be available on request subject to approval from the Bank's central office. Ad hoc courses are also conducted on the basis of the special needs for a particular course or on request from national or international organisations.

Research

The research wings of the Colleges/Institute undertake research mainly in the areas related to training and management development.



India

IND 40 (1) STATE BANK STAFF COLLEGE  
(2) STATE BANK INSTITUTE OF RURAL DEVELOPMENT Cont.

Consultancy Staff from the State Bank are available (subject to the Bank's central office clearance) for consultancy activities in area planning, organisational structure for agricultural development, training of personnel of financial institutions, and the establishment and strengthening of training institutes of financial institutions. Staff of the College have carried out assignments with such organisations as the Kenya Commercial Bank; the Uganda Commercial Bank, Kampala; the Ministry of Economy Organisation for Small Scale Industries and Industrial Estates, Government of Iran; Bank Bhumi Putra, Malaysia.

IND 41 VAIKUNTH MEHTA NATIONAL INSTITUTE OF CO-OPERATIVE MANAGEMENT

Vaikunth Mehta National Institute of Co-operative Management  
University Road  
Pune 411 007  
INDIA

Telephone: 56008, 52541, 59437, 59445 - 49  
Cable: SAHAVIDYA, PUNE, INDIA

Description Founded: 1967. Managing agency: National Council for Co-operative Training of the National Co-operative Union of India, financed by Ministry of Agriculture, Department of Agriculture and Co-operation, Government of India. Professional staff: director, 7 professors, 7 readers, 5 senior lecturers and 6 research officers. Departments: co-operation, law and administration; co-operative management and human resource development; consumers' co-operation and production & materials management; financial management, audit and banking; marketing and agro-industries management; rural development and co-operative extension; economics, planning and research. External relationships: User organisations, co-operative institutions and departments for field training attachments, International Co-operative Alliance, Regional Office and Education Centre for South East Asia, New Delhi, FAO and ILO. Library: 30,000 volumes and 175 journals. Accommodation: hostel.

IND 41                      VAIKUNTH MEHTA NATIONAL INSTITUTE OF CO-OPERATIVE  
MANAGEMENT              Cont.

**Objectives**              Provision of in-service training to the top executives in state and national level co-operative federations, large primary co-operative societies and administrators from co-operative and allied government departments of the central and state governments; orientation in co-operative management to the elected co-operative office bearers; training for trainers in co-operative training institutions and teachers of co-operation in universities and affiliated colleges; conduct of research in economic and sociological, management and administrative aspects of co-operative societies; provision of consultancy services to co-operative institutions and concerned departments of government; publication of books, seminar reports, research reports etc.

**Education and Training**      Training programmes are in 6 categories. Instruction is in English for all programmes.

**Selected Courses**              DIPLOMA IN CO-OPERATIVE BUSINESS MANAGEMENT, DCBM  
A 38-week core-course designed to provide a sound foundation to young executives in co-operative enterprises, in co-operative principles and philosophy, co-operative development in India and abroad and co-operative management and allied subjects. Study visits are arranged to co-operative societies and to private and public sector organisations. Average enrolment: 30 of whom 4-5 could be students from Commonwealth countries and other Afro-Asian countries. Requirement: a university degree, age not exceeding 35 years an executive or senior supervisory position in a co-operative society, public corporation or government department concerned with co-operative development, or principal or lecturer in the co-operative training complex.

**SHORT TERM COURSES**

A number of short term programmes such as financial management, personnel management, materials and production management, marketing management etc., and courses for sectors such as co-operative credit and banking, co-operative marketing, industrial co-operation, consumers' co-operation etc., are organised throughout the year. Many courses are organised on request from co-operative organisations/co-operative departments of state and central governments. A number of conferences, seminars and workshops are also organised for a period of 2-3 days for non-officials, senior government and co-operative executives. The Institute also organises training programmes and seminars/workshops in collaboration with international organisations.

India

IND 41                    VAIKUNTH MEHTA NATIONAL INSTITUTE OF CO-OPERATIVE  
MANAGEMENT            Cont.

FUTURE PLANS

The Institute plans to strengthen the faculty and develop closer collaboration with national and international organisations for training programmes for personnel working in co-operative departments and institutions within the country and in Afro-Asian countries.

Research                Studies are undertaken by individual members of the faculty in their areas of specialisation for use as training material. Research studies are undertaken by the Institute into the working of co-operative institutions at various levels. Research projects are carried out for outside organisations. The Institute is a recognised research centre of the University of Poona and offers fellowships for PhD students in co-operation and allied subjects.

Consultancy            Consultancy for co-operative organisations and government departments is carried out.

Publications           Co-operative Perspective, quarterly. The Institute has published 73 case-studies of co-operative organisations. Books and research studies published by the Institute include Supervision of primary agricultural credit societies; Co-operation: an interdisciplinary approach; Personnel Administration practices in India; Re-organisation of the British consumer movement - a guideline for India. The publication programme of the Institute is co-ordinated with that of the National Council for Co-operative Training and National Co-operative Union of India.

Exchange  
Arrangements           The Institute welcomes exchange opportunities in research, development of training material and exchange of faculty with similar organisations in other countries. Facilities for training of foreign scholars are also provided under various bilateral and institutionally aided programmes.

# Jamaica

## UNIVERSITY OF WEST INDIES (MONA)

Department of Government  
Mona  
Kingston 7  
JAMAICA

Telephone: 92 76661  
Cable: UNIVERSITY KINGSTON JAMAICA

Please see International and Regional Section (INT 20)

### JAM 1

#### ADMINISTRATIVE STAFF COLLEGE

Administrative Staff College  
c/o Ministry of the Public Service  
Citibank Building, 9th Floor  
63-67 Knutsford Boulevard  
Kingston 5  
JAMAICA

Telephone: 92 54955

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description            | Founded: 1977. Managing agency: Ministry of the Public Service. Professional staff: 1 director/principal, 5 senior lecturers including 2 programme co-ordinators, 1 lecturer, plus 25 other part-time professional staff. Departments: general management, project administration, research, and consultancy. External relationships: Project Planning Centre, University of Bradford (see BRI 3) through UK Ministry of Overseas Development; technical assistance through EEC/EDF. Library 1100 (1600 vols) micro-computer/word processor. |
| Objectives             | To strengthen and upgrade administrative skills at critical points in the careers of managers and to stress general managerial capabilities rather than preparation for specific jobs; to assist experienced individuals to make the transition from technical and managerial functions to policy leaderships or top level administration; to stimulate greater awareness and understanding of the changes in conditions - social, political, cultural, economical, technological - in which the business of government operates.            |
| Education and Training | The College provides short full-time courses of 10-12 weeks duration. The courses are not limited to the civil service but are designed for the entire public sector. Both major programmes are relevant for participants from other Commonwealth countries. The College is willing to accommodate 4-5 a year on each course.                                                                                                                                                                                                                |

JAM 1

ADMINISTRATIVE STAFF COLLEGE Cont.

GENERAL MANAGEMENT

A 12-week programme conducted twice a year for upper middle and senior management groups consisting of 4 core courses, 3 or 4 courses chosen from options selected on the basis of groupings of related subjects, and 2 weekend schools. The options and weekend schools run concurrently with the core courses. Core courses: the environmental setting of public policy and programme and management in Jamaica, management theory and practice, policy and decision making and planning for development. Electives: financial management, public relations, public finance, international trade, production planning, economics, project administration, trade unionism and labour management relations, personnel management, statistics and operational research, computer applications in public administration. Variable options for weekend schools: intergovernmental relations; management by objectives (workshop); manpower planning; the responsibility of senior managers for personnel management; tourism; unionisation and collective bargaining; citizen and worker participation; organisation development; written communication; transnational corporations; motivation and supervision; the public enterprise; management in science and technology; human aspects in management; job analysis and performance evaluation; responsibility and ethics in the public service; marketing management. Selection on basis on educational qualifications, work experience, and performance evaluation. Aptitude tests may or may not be applied.

PROJECT MANAGEMENT

A 10-week course offered twice a year for middle/upper level management personnel responsible for planning, co-ordinating and administering development projects and programmes. The course includes all aspects of identifying, financing, implementing and monitoring development projects. Initial emphasis will be placed on industrial, rural development, infra-structural, health education, and social projects. Selection as for General Management Course.

AD HOC COURSES

Seminars directed to middle/upper level management personnel are being conducted on a wide range of topics.

Research and  
Consultancy

Consultancy activities include efficiency studies and audits of central agencies and public enterprises. The programme is concerned with conducting scientific investigations into the causes, nature and scope of administrative problems as well as undertaking consultancy with a view to improving management practices within the public sector. The service is now used throughout the Caribbean area.

**JAM 1 ADMINISTRATIVE STAFF COLLEGE Cont.****MANAGEMENT ANALYSIS TRAINING PROGRAMME**

A 12-week course is offered twice a year for trainee management analysts, and one week introductory courses four times a year for line managers. The courses give basic training in work study, organisation and methods studies, and business analysis. Approximately 1/2 of the 12-week course is devoted to in plant training at selected locations. Requirements: course members should have 3-5 years experience in line management and preferably a qualification in a numerate profession. Bespoke courses can be arranged to match the working environment of individual organisations.

**JAM 2 CIVIL SERVICE TRAINING CENTRE**

Civil Service Training Centre  
 Scotiabank Centre  
 6th Floor  
 Corner Duke and Port Royal Streets  
 Kingston  
 JAMAICA

Telephone:

**Description** Founded: 1971. Managing agency: Ministry of the Public Service. Professional staff: director, 3 principal training officers, 6 senior training officers, 5 training officers. Departments: management and supervision, training; departmental assistance; audio visual; training officers development programme; clerical and office skills programme; new entrants training, and training of ancillary staff. External relationships: the United Nations Development Programme (UNDP) has provided advisers in personnel administration and management and volunteers in visual aids. Close links are maintained with the Jamaica Institute of Management, the Training Branch of the Jamaica Industrial Development Corporation, the Jamaican Institute of Management and Production, and the Human Resources Development Project of the University of the West Indies. Library: 1145 volumes. Accommodation for non-nationals is not available at the Centre but hotel accommodation can be arranged.

**Objectives** To assist in creating an efficient, well-motivated public service capable of implementing and managing government programmes and policies by identifying training needs in ministries and departments; designing and conducting training activities to meet these needs; giving advice and assistance to ministries and departments in planning and conducting their own training programmes.

**JAM 2                      CIVIL SERVICE TRAINING CENTRE      Cont.**

Education and Training      The Centre caters mainly for public servants up to middle management level. Training embraces both classroom and on-the-job experience and includes seminars, workshops, and non-residential courses. Most courses are 2 weeks duration. The training changes according to needs although certain courses are offered on a regular basis.

**TEACHING TECHNIQUES FOR SENIOR MANAGEMENT TRAINERS**

A 10-day course designed for senior officers or specialists throughout the service who serve as session leaders on the courses run centrally by the Manpower Development Division of the Ministry of the Public Service. Average enrolment: 20. 5 years responsible experience in administrative, professional or technical field. Up to 5 participants from other Commonwealth countries accepted.

**AD HOC COURSES**

Ad hoc courses are designed to meet special needs identified by government ministries and departments. The areas in which the Centre specialises include supervision and middle management, clerical training, and training officers' development.

Research      Research and evaluation for the Manpower Development Division, of which this Centre is part, is done by a separate, recently established branch within the Division.

The Centre is engaged in developing indigenous training material, e.g. case studies and slide sequences. There is also a continuous effort to determine the effectiveness of the training given.

Consultancy      Consultancy and other activities are provided mainly to ministries and departments in the public service and increasingly to other organisations within the expanding public sector.

Publications      The Research and Evaluation Branch of the Ministry of the Public Service produces a prospectus of central courses offered each year as well as annual statistical reports on in-service training.

Exchange Arrangements      The Centre is interested in co-operating with other similar institutions in exchange of staff and other opportunities to enable staff to translate training into efficient, productive activity.

JAM 3

## FINANCE AND ACCOUNTS COLLEGE OF TRAINING (FACT)

Finance and Accounts College of Training  
 235A Old Hope Road  
 Kingston 6  
 JAMAICA

Telephone: 92 76361, 92 70519, 92 77785, 92 77017

**Description** Founded: 1975. Managing agency: Ministry of Public Service. Professional staff: principal, 4 heads of department, 10 senior lecturers, 1 administration officer. Departments: accounting studies, supplies, maintenance and transport management, economic and finance studies, special studies. External relationships: technical assistance in relevant training areas from UN, EEC, UK government and CESO. Courses presented in association with the School of Computing Studies and Accountancy, University of East Anglia. Library: 300 volumes; documentation centre established jointly with the Administration Staff College for Public Sector Studies.

**Objectives** To promote the highest standard of professional competence and practice in persons service public sector bodies in public finance and accountancy and allied subjects.

**Education and Training** The programme comprises a number of short full-time courses designed for personnel in the public sector, including statutory bodies and public enterprises. There are no immediate plans to accept non-nationals but consideration will be given if a request is made.

## CERTIFICATE IN GOVERNMENT ACCOUNTING

5 courses: basic accounting I (3 weeks); basic accounting II (3 weeks); government accounting (4 weeks); advanced accounting I (4 weeks); and office management (4 weeks), designed to provide training for accounts personnel. A sequential programme linked with career progression beginning with new entrants to accounts work and progressing to officers engaged in supervising work in an accounts department.

## CERTIFICATE IN INTERNAL AUDITING

## DIPLOMA IN PUBLIC FINANCE MANAGEMENT

15 courses: advanced accounting II (5 weeks); statistics and scientific method (3 weeks); cost accounting (3 weeks); internal control and audit (3 weeks); budget preparation and administration (3 weeks); development economics/public finance (5 weeks); public administration



JAM 3                      FINANCE AND ACCOUNTS COLLEGE OF TRAINING (FACT)    Cont.

(3 weeks); law for public officers (5 weeks); management accounting (3 weeks); project evaluation (3 weeks); management of organisations (4 weeks); management of statutory bodies (4 weeks); auditing and investigations (3 weeks); supply management (3 weeks); data processing and information system (4 weeks). A sequential programme linked with career progression beginning with entrants to the accountant grade and progressing to senior accounting positions.

SPECIAL SEMINARS FOR FINANCE MANAGERS

The College provides special seminars and conferences for senior finance managers as well as regular courses in management techniques.

SUPPLY, SUPERVISORY AND MANAGEMENT, AND MAINTENANCE TRAINING PROGRAMMES

A series of courses for officers and supervisors engaged in supplies and maintenance duties: supplies introductory course (2 days); supplies I course (3 weeks); supplies II course (5 weeks); supplies supervisory training (4 weeks); supplies IV course (4 weeks).

AD HOC COURSES

Special courses are run as public sector agencies demand, or as government policies dictate. Recent examples: technical report writing, trade union delegates accounting appreciation.

|              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Future Plans | The College has been designated as the principal training institution in a major programme to improve financial management in the public service through the medium of structured training, with qualifying standards related to career progression in the financial services. This development will include the introduction of correspondence courses and an extensive publications programme, activities which will enable the College to provide a greater level of assistance to other countries in the region. |
| Research     | Research programme in the areas of government budgeting, supplies management, and government accounting operations.                                                                                                                                                                                                                                                                                                                                                                                                  |
| Consultancy  | The College provides on-the-job advice to government officers in accounting, financial management, supplies management, maintenance and transport management, and related fields.                                                                                                                                                                                                                                                                                                                                    |
| Publications | <u>The Public Sector Financial Manager</u> , a journal published occasionally by the College, free.                                                                                                                                                                                                                                                                                                                                                                                                                  |

## JAM 3 FINANCE AND ACCOUNTS COLLEGE OF TRAINING (FACT) Cont.

Exchange Arrangements The College is interested in co-operating with similar organisations in other Commonwealth countries in the fields of transport management, municipal administration and government accounting. Computer course: joint course with East Anglia University in computing and data processing for public sector financial managers.

## JAM 4 GOVERNMENT SECRETARIAL AND REPORTING COLLEGE

Government Secretarial and Reporting College  
16-18 Hagley Park Plaza  
Kingston 10  
JAMAICA

Telephone: 92 62025, 92 64477

Description Founded: 1973. Managing agency: Manpower Development Division, Ministry of the Public Service. Professional staff: principal training officer, 4 training officers, 1 chief stenotype instructor, 1 stenotype instructor. External relationships: Business Education Advisory Committee, Ministry of Education; College of Arts, Science and Technology. Accommodation for non-nationals: assistance given to obtain accommodation in guest houses.

Objectives To improve the skills, knowledge and attitudes of typing, stenographic and secretarial personnel through instruction, demonstration, practice and planned experience. To develop a corps of officers to serve as court and conference reporters.

Education and Training SECRETARIAL AND TYPING  
A series of full-time courses for secretarial and typing staff: typist (6 weeks, 4 times a year); stenographer (12 weeks, 3 times a year); secretary/stenographer (12 weeks, 3 times a year); senior secretary/stenographer (8 weeks, once a year); secretary/stenographer seminar (2 weeks, once a year); senior secretary/stenographer seminar (2 weeks, once a year). Average enrolment: 20-25. Requirement: GCE 'O' level. An intensive 'O' level English course is offered to secretarial and clerical personnel, (2 evenings a week). Average enrolment: 30.

## REPORTERS

A 15-month course is offered once a year in machine shorthand and related skills required for court and conference reporting. Average enrolment: 25. 2-6 places available for students from other Commonwealth countries. Requirements: GCE 'O' level; typing speed 50 wpm.

# Kenya

## KEN 1 GOVERNMENT TRAINING INSTITUTE

Government Training Institute  
PO Box 78  
Maseno  
KENYA

Telephone: Maseno 11

- Description Founded: 1956. Managing agency: Directorate of Personnel Management, Office of the President, Government of Kenya. Training departments: finance and accounting and executive training. Professional staff: 23.
- Education and Training The Institute offers courses in accounting and finance, personnel administration, office management, social development, supplies management, administrative skills and training of trainers.
- Research Research is performed only as a specific input to training programmes. Preparations are under way to set up a research department.
- Publications Government Training Institute Journal, annual.

## KEN 2 KENYA INSTITUTE OF ADMINISTRATION (KIA)

Kenya Institute of Administration  
PO Lower Kabete  
KENYA

Telephone: Nairobi 582311 - 6  
Cable: KIAD, Kabete

- Description Founded: 1961. Managing agency: Directorate of Personnel Management, Office of the President, Government of Kenya. Training departments: administration and management; regional and urban studies; accountancy and business studies; social development; communication and general studies. Professional staff: principal; 5 heads of departments; 14 principal lecturers; 20 senior lecturers; 41 lecturers; approximately 80 guest and part-time lecturers per year. External relationships: co-operative programmes with CAFRAD, ESAMI, EDI and the East African Export Promotion Training Programme of the International Trade Centre. Library: 30,000 volumes, microfilm reader. Accommodation: all courses residential, using Institute's hostel facilities.
- Objectives Middle- and higher-level training for government servants, and parastatal employees, and, to some extent, for the private sector.

## KEN 2

## KENYA INSTITUTE OF ADMINISTRATION (KIA) Cont.

Education and  
Training

## PROJECT ANALYSIS AND MANAGEMENT

A 10-week course 3 times per year for senior officers in government ministries in the east, central and southern African sub-region, whose job content has elements of project analysis. Average enrolment: 25. Requirement: First degree plus relevant experience.

## SENIOR MANAGEMENT COURSE

A 5-week course 3 times per year for senior officers with considerable experience in the civil service, the armed forces, local authorities, statutory bodies and private organisations. Course objectives: to expose administrators and managers to management theories, skills and techniques and to deepen the participant's effectiveness and potential for development. Average enrolment: 20 of which 6 could be from other Commonwealth countries.

## MANAGEMENT DEVELOPMENT

A 5-week course 3 times per year for middle level officers from the civil service, the armed forces, local authorities, statutory bodies and the private sector. Content similar to that of the senior management course described above. Average enrolment: 20 of which 6 could be from other Commonwealth countries.

## ADVANCED PUBLIC ADMINISTRATION

A 6-month course twice a year for serving administrative officers, primarily district officers and assistant secretaries. Subjects: administrative theory and practice; government financial administration, control and procedure; administrative law; development economics; field research; report writing. Average enrolment: 20. Not relevant for non-nationals.

## PERSONAL SECRETARIES

A 3-week course 3 times per year for personal secretaries to senior officials designed to give secretaries an introduction to management. Average enrolment: 26 of which 6 could be from other Commonwealth countries.

## SHORT COURSES

Courses are mounted in response to requests from clients (normally ministries or departments, plus parastatal and occasionally commercial bodies). Finance and marketing, management of public enterprises and project analysis are emphasised.

Kenya

KEN 2

KENYA INSTITUTE OF ADMINISTRATION (KIA) Cont.

KENYA STAFF COLLEGE

Description: The Kenya Staff College came into existence in April 1984. The Directorate of Personnel Management took over the running of the East African Staff College seminars from 1975 to 1981. The Directorate of Personnel Management ran 6 East African Staff College seminars from 1979 to 1981. When the Kenya Institute of Administration took over the running of the East African Staff College Seminar, the name was changed to the Kenya Staff College Seminar. Advantage is taken of the 81 professional lecturers at the Institute. In addition, specialist lecturers are invited from the University of Nairobi, government ministries, parastatals and the private sector.

Objectives

The Kenya Staff College provides higher management training for the development of senior executives for the public and private sectors of the economy. Its objectives are to develop a comprehensive global view of national goals and policies; to improve analytical and practical capabilities for management of change; to discuss current thinking and practice in executive management; to enhance interpersonal behavioural skills for effective leadership; to exchange ideas and experience by senior executives from the public and private sectors.

Seminar Content: The Kenya Staff College Seminars are scheduled to be held at least once a year. The major areas covered include the following: national goals and policies; public policy making; fiscal policy and financial management; decision-making strategies and techniques; management information systems; management of change; manpower planning and development; project analysis.

Target groups: The civil service deputy secretaries, under secretaries and their scientific/technical equivalents; armed forces: colonels and brigadiers; police and prison services: senior assistant commissioners and deputy commissioners; private sector: senior executives in charge of major functional areas such as marketing, finance, production, personnel, etc; the equivalents of the above from corporations, statutory bodies and similar organisations.

Research

Research is geared to the teaching needs of the Institute and expressed interests elsewhere in the government. Recent examples are a study of the extent of the use of modern decision making tools in the public sector (critical path), and a study of the rate of the absorption of labour in the modern agricultural sector.

**KEN 2                      KENYA INSTITUTE OF ADMINISTRATION (KIA)                      Cont.**

- Consultancy**                      Consultancy at present is limited to the provision of resource personnel to assist other bodies in their training programmes. One or two staff members have experience of assignments abroad.
- Publications**                      Journal of the Kenya Institute of Administration, irregular (approximately 1 issue per year). A number of other publications, including case studies and legal texts, are listed in each issue of the Journal.
- Exchange Arrangements**                      The Institute is interested in staff exchanges with similar institutions in Africa and abroad.

**KEN 3                      KENYA INSTITUTE OF BUSINESS TRAINING**

**Kenya Institute of Business Training**  
**PO Box 42079**  
**Nairobi**  
**KENYA**

**Telephone: 742911**  
**Cable: MANCEN Nairobi**

- Description**                      Founded: 1966. Management and Training Agency in the Ministry of Commerce and Industry. Professional staff: director, deputy director/director of studies, 10 management development officers, 1 audio-visual aids officer, 1 librarian. Departments: marketing and sales management, industrial engineering and production, finance and accounting, personnel management and supervisory training, training methodology, and entrepreneurial management. External relationships: collaboration with education and training institutions and organisations, private sectors, and government ministries. Library: over 4,500 volumes on management and business studies, plus related periodicals and research publications by the Institute.
- Objectives**                      To provide management training for small and medium sized business enterprises in the country. To provide management extension and advisory services to entrepreneurs of small and medium scale businesses in urban and rural areas. To provide research and information services to small and medium commercial and industrial entrepreneurs. To assist small and medium commercial and industrial enterprises in introducing simple business management methods, techniques, systems, and controls. To conduct induction, in-service and

management development courses for the Ministry of Commerce and Industry. To organise and conduct courses, seminars and conferences for middle management personnel, supervisors and business extension staff employed by various Corporations and other small business development agencies. To co-ordinate the activities of other government and private agencies dealing with promotion of small-scale businesses.

Education and Training

Business management training courses of 1 to 4 weeks duration are held at national, provincial and district levels. The majority of these courses is directed towards owners and managers of small and medium scale enterprises. Extension services are also provided. In addition, the Institute provides specialised courses in domestic and export marketing, accounting and book-keeping, production for small businessmen and supervisory training. There are specialised follow-up programmes particularly in accounting, marketing and production techniques. The Institute expands its training programmes in co-operation and co-ordination with District Trade Development Officers in all parts of Kenya. It has also been training the extension service staff who in turn train the local businessmen themselves, and the technical staff of the rural industrial development centres, village polytechnics and others.

Selected Courses

Starting a small business (1 week); how to run a business (1 week); book-keeping, accounting and finance (2 weeks); accounting for small businesses (3 weeks); small industry management (2 weeks); export marketing (1 week); wholesale and distribution (2 weeks); salesmanship (1 week); small business management (2 weeks); marketing and sales management (2 weeks); production management (2 weeks); better supervision (2 weeks); successful management communication (1 week).

Consultancy

The Institute conducts specially designed courses and advises on improved methods and systems in clients' premises.

KEN 4

## KENYA INSTITUTE OF MANAGEMENT (KIM)

Kenya Institute of Management  
 College House  
 Corner Koinange Street and University Way  
 PO Box 43706  
 Nairobi  
 KENYA

Telephone: 26789, 337406, 332507

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description              | <p>A professional association for the advancement of professional management knowledge, techniques and skills. Professional staff: chief executive, training executive, training managers plus the part-time assistance of over 100 qualified lecturers from university, business, government, and other bodies. External relationships: associated with the British Institute of Management, the American Management Association, Nigerian Institute of Management, Foundation for International Training, Canada, and the Industrial Society, London. Informal links maintained with other management institutes throughout the world. 213 local companies are collective members of the Institute and the individual membership is over 2,000. Library: over 600 volumes. Accommodation: hotel facilities available at visitor's expense.</p>                                                                                                               |
| Education and Training   | <p>The Institute conducts diploma and certificate examinations in management twice a year, which are recognised by the Kenyan Ministry of Education. One advanced management programme for top managerial staff is mounted annually in which participants are given an intensive 2-week residential course. In-company training and 1 to 3-day seminars are also organised. Venues are in Nairobi as well as other parts of Kenya.</p> <p>TRAINING PROGRAMMES</p> <p>1 and 2-week courses are conducted by the Institute for members and non-members. Titles have included advanced management programme; executive secretaries; supervisor training course; leadership, motivation and communications; sales management and fundamentals of marketing; finance and accounting for non-financial managers; executive development course; stock control and stores management; production planning and control; effective management; industrial relations.</p> |
| Research and Consultancy | Likely to commence in 1985.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Publications             | <u>Management</u> , journal published monthly, free to members.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |



Kenya

**KEN 4                      KENYA INSTITUTE OF MANAGEMENT (KIM)              Cont.**

Exchange                      The Institute is interested in co-operation with other  
Arrangements                  similar organisations for the development of course  
                                         material incorporating up-to-date techniques applicable  
                                         to management, visiting lecturers and case study material  
                                         applicable to developing countries.

**KEN 5                      KENYA POLYTECHNIC**

Department of Business Studies  
Kenya Polytechnic  
Haile Selassie Avenue  
PO Box 52428  
Nairobi  
KENYA

Telephone: 338231

Description                  Founded: 1961. Managing agency: Ministry of Education.  
Professional staff: principal, 28 professional staff, 14  
secretarial staff, 10 part-time professional staff, 2  
part-time secretarial staff. External relationships:  
close liaison is maintained with the Accountants and  
Secretaries National Examinations Board of Kenya;  
Institute of Bankers in Kenya; Institute of Purchasing  
and Supply (UK); Kenya National Examinations Council;  
Kenya Institute of Management (see KEN 4); Institute of  
Marketing (UK); Institute of Transport (UK). Library:  
use of the main library of the Kenya Polytechnic.  
Accommodation: limited accommodation for students of the  
college in Kenya Polytechnic Hostel.

Objectives                  To provide, in the interests of national development,  
courses of advanced tuition in professional accountancy,  
business administration, management and secretarial  
skills, and to serve the needs of commerce and industry  
in Kenya in those respects.

Education and              SECRETARIAL TRAINING  
Training                      Full-time, 3-6 terms, training for general secretaries,  
personal assistants, medical secretaries, legal  
secretaries.

ACCOUNTANCY  
Evening/day release/full-time, 3-6 terms, accounts clerk  
Stage I and II, professional CPA Parts I and II.

KEN 5

## KENYA POLYTECHNIC Cont.

## BANKING

Day release, 5 terms, students of Banking Stage I and II.

## BUSINESS ADMINISTRATION

4-5 days weekly, 6 terms. Diploma course in business administration and management, day release/evenings, 3-5 terms. Diploma in Management Studies, Institute of Purchasing and Supply Diploma Foundation and Professional Association of Supervisors in Second Certificate in Purchasing and Stores. Institute of Marketing Qualifying Certificate. Courses normally commence in April and January every year. Revision courses covering single subjects or a range of subjects are arranged subject to demand. Liaison with commerce and industry by industrial visits and visiting lecturers.

## FUTURE PLANS

Further development of advanced levels of tuition within the present programme, in particular a Higher Diploma in Business Administration and bilingual secretarial training. Kenya Polytechnic is establishing a Department of Research and Development to cater for the entire Polytechnic.

Exchange  
Arrangements

It is possible that co-operation with other organisations will be considered by the Department when its development has reached a more advanced stage. This has been realised with the establishment of links with UK Polytechnics. Links have been established with Thames, Newcastle and Leeds and with Canadian institutions such as Mohawk and Dawson.

KEN 6

## UNIVERSITY OF NAIROBI

University of Nairobi  
Department of Government  
PO Box 30197  
Nairobi  
KENYA

Telephone: 334244  
Cable: VARSITY Nairobi

## Description

Staff: professor, associate professor, 5 senior lecturers, 8 lecturers, 1 part-time lecturer and 1 tutorial fellow.

## Objectives

The Department of Government aims at making understandable the role of politics and administration through relationships between individuals, groups, organisations, institutions and nations and to search for

Kenya

KEN 6

UNIVERSITY OF NAIROBI Cont.

patterns in these relationships. Courses are developed on the major sub-disciplines of political economy, political theory, comparative politics, political sociology and public policy and public administration.

Education and  
Training

The Department offers courses towards a BA degree in government as a single subject (3.1.1 degree pattern) and in combination with other subjects (3.2.1 and 3.2.2 patterns). During the second and third year courses 3.1.1 and 3.2.1 students must select from at least 4 sub-fields of the discipline and 3.2.2 students must take courses in at least 3 sub-fields. Most courses are optional, but some are compulsory. The compulsory courses are first year: basic concepts in government and politics in Africa; second year: all 3.1.1 students must study theory and methods and political inquiry; third year students have the option of taking the following courses (3.1.1 and 3.2.1 students, maximum 2 options; 3.2.2 students 1 option. In all cases the approval of the Department is required before the options are exercised): government accounting, administrative law, public finance, international law, international economics, French and economic development. In addition, with the Department's approval, third year students may write a dissertation in lieu of a course in any of the sub-fields offered in the Department. The contact hours per course are a 2 hour lecture and 1 hour tutorial a week.

# Lesotho

INSTITUTE OF DEVELOPMENT MANAGEMENT - BOTSWANA LESOTHO  
SWAZILAND (IDM)

IDM  
PO Box 1318  
Maseru  
LESOTHO

Please see International and Regional Section (INT 7).

## LES 1 LESOTHO INSTITUTE OF PUBLIC ADMINISTRATION (LIPA)

Lesotho Institute of Public Administration  
PO Box 1507  
Maseru 100  
LESOTHO

Telephone: 322801  
Cable: LIPA MASERU

Description Founded: 1976 in present form; previously the Civil Service Training Centre. Managing agency: Prime Minister's Office. External relationships: the Institute works in close co-operation with the Economic Commission for Africa (UNECA), the European Economic Commission (EEC), and the National University of Lesotho.

Education and Training MANAGEMENT TRAINING  
The Institute conducts a number of short in-service training courses for managers in the civil, public and private sectors. Such courses cover the preparation, appraisal, implementation and evaluation of projects; management by objectives; planning, programming and budgeting systems; motivation and discipline. There is a course for the training of trainers, accountancy and personnel management training programmes with modules repeated to give several attendance opportunities every year. Practical courses for middle managers cover problem solving, report writing and communication skills. A 1-year post-secondary and professional Diploma in Public Administration and Management was launched in 1982. The programme is affiliated to the National University of Lesotho and annually offered to middle-range administrators and managers in the civil, public and private sectors.

Consultancy The Institute offers consultancy services on management, finance and personnel to the public and private sectors of the economy as well as to parastatal bodies through its Marketing, Research and Consultancy Division.

Lesotho

LES 2

NATIONAL UNIVERSITY OF LESOTHO

Department of Political and Administrative Studies  
National University of Lesotho  
PO Roma  
Maseru  
LESOTHO

Telephone: Roma 201  
Cable: UNITER ROMA LESOTHO  
Telex: 303BB

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description            | Professional staff: 2 senior lecturers, 4 lecturers, 2 research fellows, 2 teaching assistants. External relationships: links with government, parastatal and private organisations for placement of students for the study project described below. Library: 110,000 volumes in University library of which 10,000 to 15,000 are in government/administration; microfilm/microfiche readers and microfiche printer available. Accommodation: foreign students, who comprise 20-25 per cent of the student body, normally reside in student hostels.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Education and Training | <p>BACHELOR OF ARTS, BA</p> <p>A 4-year undergraduate degree programme permitting students to take public science administration with another major (economics, statistics, political science or accounting for example). Courses in public administration: introduction to public administration, development administration, organisation theory, local government, administration of rural development, comparative public administration, financial administration, public enterprises, plus a study/work/research project which is arranged in the long vacation between the third and fourth years and designed to give the student first hand experience of the complexities and challenge of a useful and difficult job and to study and write a report (8,000 - 12,000 words) on an aspect of the work situation meriting analysis. First or second class pass in the Cambridge Overseas School Certificate ('O' level) with credit in English language, or equivalent. Applicants with 'A' levels normally exempted from the first year of the degree programme.</p> |
| Research               | Members of the Department are involved in individual research. In addition, the Department has a major 3 year project in collaboration with the Free University of Amsterdam on administration for development in Lesotho. The project is financed by the Government of the Netherlands.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

LES 2                      NATIONAL UNIVERSITY OF LESOTHO      Cont.

Exchange                      The Department is interested in co-operating with other  
Arrangements                Commonwealth organisations in the development of course  
                                         materials and staff exchanges.

It has a formal link with the University of Manchester  
Department of Administrative Studies, and an exchange of  
staff is envisaged.

# Malawi

MLW 1

## MALAWI POLYTECHNIC

University of Malawi - The Polytechnic  
Private Bag 303  
Chichiri  
Blantyre 3  
MALAWI

Telephone: Blantyre 632144

- Description      Founded: 1963. Professional staff 140 in 9 departments: business studies, mathematics and science, language and communication, civil and mechanical. External relationships: Huddersfield Polytechnic in UK and Mohawk College in Canada. Library: 45,000 volumes of which 20,000 are pertinent to study of public administration, microfilm reader and printer. Computers: micro-computer facilities available for teaching and record-keeping purposes. Accommodation: available for foreign students for whom some limited vacancies are available annually.
- Objectives        To teach and train young men and women to take up positions in public and private sectors particularly in the fields of engineering, commerce and industry, and also in management and engineering.
- Education and Training      The Department of Business Studies offers a 3-year Diploma in Business Studies with a further 2 years to complete a 5 year BCom (Accountancy) degree. Basic qualification: Malawi Certificate of Education (MCE), Cambridge Certificate, GCE 'O' level or its equivalent. Applicants with a minimum of 3 'A' levels join the Diploma programme in the second year. Average enrolment: 60 for classes commencing annually in September. Up to 10 students a year from other Commonwealth countries may be accommodated with the approval of the government. Regular courses: accountancy, economics, English, business administration, public administration, law (commercial) and human behaviour.
- In addition to a 2-year Diploma in Management Studies, the Department of Management organises, on demand, a variety of short courses to cater for middle and top management staff.
- Future Plans      The institution plans to expand its programmes especially in the areas of business, accountancy, management and engineering and to extend its links with other institutions in the UK and USA.
- Research          The Department's research programmes are related to the needs of commerce and industry and overall government requirements.

**MLW 1 MALAWI POLYTECHNIC Cont.**

**Consultancy** This is provided to government departments and private organisations by the Department of Business Studies, Accountancy, Management and other departments.

**Exchange Arrangements** The College is actively investigating possibilities for staff and student exchanges especially with institutions with which it already has relationships.

**MLW 2 UNIVERSITY OF MALAWI**

Department of Public Administration  
Chancellor College  
University of Malawi  
PO Box 280  
Zomba  
MALAWI

Telephone: 522 222  
Cable: CHANCOLL ZOMBA

**Description** Department founded: 1965. Professional staff: head, 5 senior/lecturers, plus part-time lecturers from the Government of Malawi and other departments of the University. Internal relationships: joint courses with departments of English, economics, history, law and sociology. External relationships: practical attachments arranged with government departments, offices of District Commissioners and statutory bodies; co-operative teaching with Staff Training College (see MLW 3). Good library facilities available. Accommodation: arranged for foreign students whose participation in college courses has been approved by the Government of Malawi.

**Education and Training** The Department conducts a 3-year diploma course in public administration and a 4-year course in public administration. In addition public administration is offered as a subject for general degree course. Regular courses are conducted for general degree courses. Regular courses are conducted in organisation theories, management, public enterprise, local administration, development administration and comparative administration. Ad hoc courses are conducted in development administration as required.

**Research** Collection of relevant teaching material in Malawi with association of students on attachment or handling study projects.



Malawi

MLW 2                      UNIVERSITY OF MALAWI              Cont.

Publications              Journal of Social Science, annual.

Exchange                      The Department is interested in exchange arrangements  
Arrangements                  with other Commonwealth countries in the field of  
development administration.

MLW 3                      STAFF TRAINING COLLEGE

Staff Training College  
PO Box 600  
Blantyre  
MALAWI

Description                  Founded: 1962. Managing agency: Office of the President  
and Cabinet. Professional staff: principal, deputy  
principal, and 15 training officers. Departments:  
English, secretarial, management, finance and accounts.  
External relationships: all government departments and  
statutory bodies. Library: over 500 volumes in public  
administration, management, finance and accounts.  
Accommodation: arrangements could be made to accommodate  
non-nationals within the College should the need arise.

Objectives                      To train public service personnel in the clerical,  
secretarial, executive, technical, professional and  
administrative grades in financial, personnel, judicial,  
secretarial services and management.

Education and                  The training activities include government procedure and  
Training                          regulations, management, economics of developing nations,  
government and commercial accounting, English, principles  
of law, shorthand, typewriting, etc. Regular courses are  
conducted for advanced courts chairmen, traditional  
courts chairmen (proficiency courses), executive officers  
(personnel officers, accounts), stenographers, assistant  
labour officers, local government officers, clerical  
officers (general duties, accounts, audit and courts  
clerks), traditional courts officers, assistant staff  
surveyors, assistant lands officers, personnel officers  
and senior public sector administrators.

ORIENTATION COURSES

Induction courses for technical officers (diplomates),  
professional and administrative officers (graduates), and  
all other diplomates and graduates who join the civil  
service straight from the University of Malawi, or  
foreign universities. These specialise in personnel and  
financial management.

MLW 3

STAFF TRAINING COLLEGE      Cont.

SEMINARS AND WORKSHOPS

Seminars and workshops for public servants at the lower, middle and upper levels of the civil service.

AD HOC COURSES

Courses are organised as required in personnel and financial management.

# Malaysia

## ASIAN AND PACIFIC DEVELOPMENT CENTRE (APDC)

Asian and Pacific Development Centre  
PO Box 12224  
Pesiaran Duta  
Kuala Lumpur  
MALAYSIA

Telephone: 03 - 948088  
Cable: APDECEN Kuala Lumpur  
Telex: MA 30676

Please see International and Regional Section (INT 4)

MAY 1

## UNIVERSITY OF MALAYA

Division of Public Administration  
Faculty of Economics and Administration  
University of Malaya  
Kuala Lumpur 22-11  
MALAYSIA

### Description

Division founded: 1966. Professional staff: 1 professor, 6 associate professors, 8 lecturers. Internal relationships: courses are open to candidates from all other divisions in the Faculty of Economics and Administration; some courses are also open to candidates from the Faculty of Arts and Social Science and from the Faculty of Law. Library: 18,000 volumes; microfilm/microfiche reader. Accommodation: available for non-nationals.

### Education and Training

BACHELOR OF ECONOMICS (Public Administration), BEc (Public Administration)  
A 3-year full-time undergraduate interdisciplinary degree programme with courses in public administration, political science, economics and quantitative techniques. Average enrolment: 50. Course commences: July. Language of instruction: Bahasa Malaysia. Requirement: Higher School Certificate of Education.

### DIPLOMA OF PUBLIC ADMINISTRATION, Dip. Public Administration

An academic year's full-time postgraduate interdisciplinary diploma course open primarily to public service employees. Core courses include: personnel management and development, public law, development planning and implementation, administrative and financial management and politics of social and economic development. Average enrolment: 30. Course commences: July. Language of instruction: English. Some students from other

**MAY 1                      UNIVERSITY OF MALAYA      Cont.**

Commonwealth countries welcome subject to government approval. Requirement: Bachelor's degree with administrative experience.

MASTER OF ECONOMICS (Public Administration), MEc (Public Administration)

A 2-year full-time postgraduate interdisciplinary programme open to graduates from all disciplines. Core courses include seminar on development administration, policy formulation and programme administration, local government and urban management, project analysis and evaluation, research methodology and issues in Southeast Asian politics. Average enrolment: 10. Course commences: July. Language of instruction: English. Some students from other Commonwealth countries welcome. Requirement: Honours degree with at least a second class lower.

Research                      The Division undertakes research related to Malaysian politics and public administration.

Consultancy                      Consultancy work is undertaken mainly on an individual basis by staff members of the Division.

Publications                      Pentadbiran Awam (Public Administration), student journal.

**MAY 2                      UNIVERSITI SAINS MALAYSIA**

School of Comparative Social Sciences  
Universiti Sains Malaysia  
Minden  
Penang  
W. MALAYSIA

Telephone: 04 883822

Cable: UNISAINS

Description                      Founded: 1970. Departments: political science, management. Professional staff: dean, 3 members of staff in public administration. External relationships: links with APDAC and INTAN (see MAY 3). Library: 5,000 volumes; microfilm/microfiche reader and printer. Accommodation: available for non-nationals on request through the Student Affairs Section of the University.

Education and Training                      BACHELOR OF SOCIAL SCIENCE, BSocSc  
A 4-year full-time undergraduate degree programme in which students may select courses in public administration offered in the political science and related courses in management.

## Malaysia

### MAY 2                      UNIVERSITI SAINS MALAYSIA                      Cont.

Selected Courses                      Introduction to public administration, local government and administration, development administration, politics and public policy and public enterprise management. There is a programme for placement of students for training in various public organisations, but it is now under review. All courses are 18 weeks in length and start in June or December. Languages of instruction: Bahasa Malaysia and English. 1 or 2 students from other Commonwealth countries welcome depending on circumstances.

#### AD HOC COURSES

Ad hoc courses are conducted on public administration in Malaysia.

#### FUTURE PLANS

Public administration is to be offered as a Minor within the School of Comparative Social Sciences. 5 courses in public administration contribute to a Minor. A new School of Management will offer public management as a Major.

Research                      The emphasis of the research work conducted by the School is in local government and administration, public corporations, rural organisation and rural development.

Publications                      Staff members write for professional journals in Asia, Europe and the United States of America.

Exchange Arrangements                      Co-operation with other Commonwealth countries is desired for joint research and exchange of staff.

MAY 3

NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION (INTAN)

Bukit Kiara, Jalan Damansara  
PO Box 1154, Pantai Baru  
Kuala Lumpur 22-1  
MALAYSIA

Telephone: 952400  
Cable: INTAN BUKIT KIARA  
Telex: INTAN MA 31851

Description

Founded: 1974. The Institute is the main government training body in Malaysia, and includes in its objectives the development of a more progressive civil service, an increase in the competence and productivity of civil service officers and the provision of equal and fair training opportunities for all civil servants. The Institute has a council to advise on the development of management programmes, obtain and give technical advice from external sources and review and assist in training and development administration. Direction: director, 2 deputy directors, deputy directors academic and management. There are 6 training centres and 2 units, each with its own head. There is also a board of management comprising the 2 deputy directors, all the heads of Centres, Bureau and Units with the registrar as secretary. Staff: deputy registrar, assistant registrar, public relations officer, executive officer, domestic manager, documentation officer, graphics officer, welfare and sports officer. The centre and units comprise the Centre for Management Development; Centre for Strategic Studies Development; Centre for Local Government, Urban and Regional Administration; Centre for International Relations and Diplomacy; Centre for Computer Training; Centre for Employee Development; State Training Co-ordination Unit; Training Development Unit; Research and Planning; Planning Implementation Unit. There is a library and an administrative division.

Education and  
Training

There are basically 4 types of courses available: (a) courses aimed at resolving general management problems for officers at various levels in the public sector; (b) courses and seminars to study the planning and implementation of public policy; (c) courses which, as well as increasing knowledge, skill and efficiency, examine the suitability of officers for promotion; (d) courses in which specific management problems in a public agency or area of administration are studied, and participants given an insight into the concepts, systems, procedures and techniques appropriate to management in these areas. The Institute offers some 90 types of course in public administration, management science, systems analysis, computer project planning and management and public enterprises, as well as over 250 courses or seminars a year which may last from 3 days to 1 year.

Malaysia

MAY 3 NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION Cont.

The Malaysian Technical Assistance Programme offers fellowships to participants to undertake fields of study at the Institute, which include full board and lodging and reasonable expenses for the duration of the course. The courses offered under this programme include financial planning and management, project planning and management, regional planning and development, personnel management, training methodology, industrial development, planning and management of housing and supplies purchasing and contract management. All courses are conducted in English, and are made up of between 30 and 35 students from Malaysia and other countries.

Consultancy The Bureau of Research and Planning has undertaken general and management consultancy and research in such areas as organisation, operations systems and procedures and public policy studies.

MAY 4 NATIONAL PRODUCTIVITY CENTRE

PO Box 64  
Petaling Jaya  
Selangor  
MALAYSIA

Telephone: 563688, 563731, 555011  
Cable: DAYAPENG  
Telex: MA 36312 PDPN

Description Founded: 1962. Managing Agency: Ministry of Trade and Industry. Professional staff: director, 3 deputy directors, 7 assistant directors, 98 training and investigating officers, public relations officer, secretary. Departments: training, management consultancy, management research and information service, QCC Secretariat. Training department sections: industrial engineering, low cost automation, management accounting, sales and marketing, management development, industrial relations, tourist industry and Bumiputra services (responsible for development of managerial expertise/entrepreneurial ability among indigenous people). External Relationships: The Centre is managed by a council which includes representatives of government, management, labour, employers, commerce, manufacturing industries, financing and higher Institutions. Assistance received from the Federal Republic of Germany, Austria, Japan, The United Nations Development Programme, ILO, ITC, The Asian Productivity

MAY 2

## NATIONAL PRODUCTIVITY CENTRE Cont.

Organisation and the Colombo Plan. Library: 14,874 books and 688 journals on various aspects of management and productivity, 60 sheet maps, 300 film titles, publications, guide to the NPC Library, subject bibliographies.

**Objectives** To create local experts in the field of productivity and management and act as a centre for human resources development and management training.

**Education and Training** The Centre conducts courses in industrial engineering, low cost automation, management accounting, sales and marketing, tourist industry, personnel management and an entrepreneurial development programme. Courses of 1 to 5 days are conducted weekly. 5 special programmes to develop entrepreneurial ability in line with the country's economic policy are also held. 1-2 years hotel apprentice courses 3 months supervisory and management training programme, hotel restaurant supervisory certificate course and a productivity improvement programme are usually held twice a year. The courses are open to all organisations, public and private. Every course has an average participation of 15-20. The only entry requirement is working experience and the suitability of any particular programme to the applicant's job. Languages: with the exception of the Bumiputra services section, which conducts courses in Bahasa Malaysia, all sections conduct courses in English and Bahasa Malaysia.

## QCC SECRETARIAT

The QCC Secretariat of NPC programme is directed towards the development of the QCC (quality circles) movement in Malaysian industries.

**Research** A 5-year national productivity campaign was launched in 1983.

**Publications** The annual publications of the Centre are: Annual Training Programme, Annual Report, The Reporter (quarterly journal), Consultancy Brochure, Daya Pengeluaran (quarterly magazine), film catalogue, marketing checklist (3 parts) and Development of Bumiputras' Entrepreneurs.

**Exchange Arrangement** The Centre would like to co-operate with other Commonwealth organisations in joint research, development of course material and scholarships for training programmes abroad.



# Malta

MLT 1

UNIVERSITY OF MALTA

Department of Management Studies  
University of Malta  
The University  
Tal-Qroqq  
Msida  
MALTA

Telephone: 514342  
Cable: University - Malta

## Description

The Department was recently constituted within the Faculty of Management Studies (founded 1978); the objectives are to meet the needs of Maltese industry, commerce and government for qualified managerial personnel. Professional staff: professor, associate professor, other staff are shared with the department of accountancy in the same faculty. External relationships: arrangements with United States Information Service for provision of a Fulbright Scholar, and research links with Institute of Social Studies, The Hague and International Centre for Public Enterprises, Yugoslavia. Library: university library. Accommodation: enquiries may be addressed to the student affairs officer at the registrar's office.

## Education and Training

BACHELOR OF ARTS (HONS) IN PUBLIC ADMINISTRATION, BA (HONS) (PUBLIC ADMINISTRATION)

A 5-year, full-time undergraduate degree programme designed mainly for future managers and administrators in the civil service and in public enterprises. Students are exposed to the social, economic and political processes, giving them an insight into the interrelationship of these processes, with a view to problem-solving and policy formulation. There is also instruction in quantitative disciplines. The course is development-orientated. The academic year is divided into 2 phases: academic, and a training attachment to a government department or public enterprise. Language of instruction: English.

### AD HOC COURSES

The Department is actively involved in the retraining of people in both public and private enterprise, and conducts various courses and seminars for staff at senior and middle-management levels. It contributes the services of lecturers to the in-service courses run by government departments.

## Research

Research in industrial relations; income distribution; the exchange rate; planning in public enterprises; social policy. Members of staff also serve on the National

MLT 1 UNIVERSITY OF MALTA Cont.

Research Committee, the Austrian-Maltese Research Committee and the Workers Participation Development Centre Committee.

Consultancy Various consultancy assignments are undertaken in conjunction with the Malta Development Corporation.

Publications Staff contribute regularly to local and foreign scholarly journals, and have also read papers at a number of international conferences.

MLT 2 OFFICE OF THE PRIME MINISTER

Organisation and Training Branch  
Establishments Division  
Office of the Prime Minister  
Castille, Valletta  
MALTA

Telephone: 25231

Description Founded: 1957. A branch of the civil service personnel office with responsibility for general guidance and control in the field of training. The branch provides in-service training for general service staff and co-ordinates the training programmes of individual ministries. It liaises closely with the Faculty of Management Studies at the University of Malta and is represented on the Board of the Faculty.

Education The unit conducts short courses at senior and middle-management level covering a range of subjects which have recently included the Maltese legal system, personnel management, financial management and registry services. Induction training is provided for newly-recruited clerical employees. As the unit's full-time staff is small, the services of lecturers from the University of Malta and from other sectors are also utilised.

Future Plans It is intended to draw up a long-term plan for the expansion of the present in-service training programme. Steps are also being taken to monitor more closely the on-the-job training given to undergraduates attached to government departments.

Consultancy The Branch advises other ministries on the design of their training programmes and provides resources such as training material and lecturers.

Malta

MLT 2

OFFICE OF THE PRIME MINISTER      Cont.

Exchange  
Arrangements

The Branch would welcome an exchange of information concerning in-service training. It would consider more active co-operation with similar Commonwealth organisations when its development has reached a more advanced stage.

# Mauritius

## MRT 1 MAURITIUS INSTITUTE OF MANAGEMENT

Mauritius Institute of Management  
Cerne House  
Port Louis  
MAURITIUS

Telephone: 2-1599  
Cable: EMPLOYERS MAURITIUS

|                        |                                                                                                                                                                                                                                                                                    |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description            | Founded: 1974. A professional association whose objective is the promotion and advancement of managers. External relationships: member of the British Institute of Management and closely associated with the Mauritius Employers' Federation. Accommodation: available in hotels. |
| Education and Training | The Institute concentrates its activities on the holding of residential and non-residential seminars for managers with the assistance of professors of the University of Mauritius (see MRT 2) and other qualified lecturers.                                                      |
| Research               | The Institute has tried to grant research awards with little success.                                                                                                                                                                                                              |
| Exchange Arrangements  | The Institute would welcome exchange of information and publications with other similar Commonwealth organisations.                                                                                                                                                                |

## MRT 2 UNIVERSITY OF MAURITIUS

School of Administration  
University of Mauritius  
Reduit  
MAURITIUS

Telephone: 54-1041  
Cable: UNIVERSITY MAURITIUS

|             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description | Founded: 1968. Professional staff: 1 professor, 1 associate professor, 6 senior lecturers, 15 lecturers plus 21 part-time lecturers. Internal relationships: the School services courses run by the other schools of the University. External relationships: links with the Universities of Manchester and Birmingham, UK; close relationships with the Mauritius Employers' Federation, the Government of Mauritius and the Mauritius Institute of Management. Library: 45,000 volumes. Accommodation: arrangements for non-nationals to be accommodated in private hostels are usually made by the University. |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

MRT 2                      UNIVERSITY OF MAURITIUS                      Cont.

Education and Training      The programmes of the School are designed to provide a university education responsive to the social and administrative needs of Mauritius. The School conducts a BA (Hons) (Administration), Diploma in Public Administration and Management, personnel management, management studies, accountancy, co-operative studies, social work, occupational health and safety and certificates in business studies and library studies and short non-award courses for government officials, banks, unions and women's organisations.

Selected Courses              BACHELOR OF ARTS (HONOURS) IN ADMINISTRATION, BA(HONS)  
A 3-year full-time interdisciplinary degree embracing social science and administration subjects and permitting the study of social, public and business administration. Requirements: GCE 'O' level in English plus passes in 4 other subjects of which 2 are at 'A' levels, or 3 'A' levels, or the equivalent.

DIPLOMA IN PUBLIC ADMINISTRATION AND MANAGEMENT  
A 1-year full-time programme of study which includes 8 courses - Mauritian Government and Administration, theories of administration, politics of development, social psychology or sociology, economics, public finance, management techniques and statistics plus a dissertation. Requirements: written, and possibly oral, examination. GCE 'O' levels in English plus 4 other subjects, or the equivalent.

DIPLOMA IN MANAGEMENT STUDIES  
A 2-year part-time course run on a modular basis comprising 5 parts with parts A and B taken in the first year. Lectures are given in French or English. Programme of study includes economics, mathematics, statistics, accounting, human resources, marketing, business law, production/operation management, data processing. Requirements: GCE passes in 5 subjects including mathematics and English, 2 of which must be at 'A' levels.

DIPLOMA IN PERSONNEL MANAGEMENT  
A 2-year part-time course providing a theoretical and practical approach to the principles, techniques and concepts of personnel management. The course is run on a modular basis of 5 parts. Programme of study includes the following subjects: personnel management, organisation and management, mathematics, statistics, economics, industrial relations, industrial psychology, industrial sociology, production/operations management, industrial law, data processing, business policy/strategy, and government and industry. Requirements as for Diploma in Management Studies.

MRT 2

## UNIVERSITY OF MAURITIUS Cont.

## DIPLOMA IN SOCIAL WORK

A 2-year part-time course, including a period of supervised attachment with a social work agency, comprising principles and practice of social work, sociology, human growth and development, statistics, social administration, social and economic history of Mauritius, economic development and administrative theory and practice. Requirements: as for Diploma in Public Administration and Management.

## DIPLOMA IN ACCOUNTANCY

A 2-year part-time course comprising accounting, economics, numerical analysis and data processing, law organisation, management and Mauritian institutions, costing, regulatory framework of accounting, auditing, quantitative analysis, Mauritian company law and taxation. Requirements: 5 GCE passes including mathematics and English; 2 of which must be at 'A' level.

## DIPLOMA IN OCCUPATIONAL HEALTH AND SAFETY

A 2-year part-time course to provide knowledge and skills necessary for understanding and appreciating occupational dangers and their prevention; to investigate and analyse occupational dangers and implement and develop effective means for their prevention; to understand and apply occupational health safety technology and legislation. Requirements: as for Diploma in Public Administration and Management.

## DIPLOMA IN ACCOUNTANCY

A 2-year part-time course comprising accounting, economics, numerical analysis and data processing, law organisation, management and Mauritian institutions, costing, regulatory framework of accounting, auditing, quantitative analysis, Mauritian company law and taxation. Requirements: 5 GCE passes including mathematics and English; 2 of which must be at 'A' level.

## DIPLOMA IN OCCUPATIONAL HEALTH AND SAFETY

A 2-year part-time course to provide knowledge and skills necessary for understanding and appreciating occupational dangers and their prevention; to investigate and analyse occupational dangers and implement and develop effective means for their prevention; to understand and apply occupational health safety technology and legislation. Requirements: as for Diploma in Public Administration and Management.

## CERTIFICATE IN LIBRARY STUDIES

A 1-year part-time course providing training in routine library techniques and methods. Requirements: Cambridge School Certificate with credit in English and another language.

MRT 2

UNIVERSITY OF MAURITIUS Cont.

CERTIFICATE IN BUSINESS STUDIES

A 1-year part-time course introducing the main management concepts and functions to create an awareness of the work environment in young persons intending to pursue a career in this field. Requirements: GCE passes in 5 subjects including English and mathematics.

Research

The School has undertaken research in the following fields: entrepreneurship and the development process; population, development and the economy; environmental constraints and development; food habits; aspirations of school leavers; social and psychological effects of unemployment in youth; history of co-operative movement in Mauritius. In addition, an attempt has been made to bridge the gap between data processing, quantitative techniques and real life problems in management education. A survey has been conducted to determine the extent of the trained manpower. Topical bibliographies have been prepared in political and administrative science research intended to provide quick reference guides to researchers.

Consultancy

Staff are interested in short assignments abroad in public administration, preferably during the period July to September.

Publications

Report on factors relating to use of contraceptives in Mauritius; Family Planning in Mauritius, a National Survey; Report of a series of seminars on community development; Report on Seminar on Characteristics of Island Economics.

# New Zealand

NEZ 1

## MASSEY UNIVERSITY

Faculty of Business Studies  
Massey University,  
Palmerston North,  
NEW ZEALAND

Telephone: 69-099

### Description

The Faculty of Business Studies includes the departments of accounting and finance, management and administration, and marketing. The Faculty provides a wide range of undergraduate, diploma, postgraduate, and continuing education programmes. The philosophy of the Faculty is multidisciplinary, applied, and international in orientation. As an example of the multidisciplinary nature, departments of agriculture, economics, psychology, computer science, and production technology co-operate in teaching the Bachelor of Business Studies (BBS) degree.

The Faculty has an academic staff of 80, plus 15 non-academic staff, and more than 3,000 student enrolments. Most staff in the Faculty are engaged in consultancy and research. A number of research and development activities funded by outside bodies are a special feature of the Faculty's work. These activities range from organisational development programmes in the public sector to a consultancy service to small firms. The Faculty is continuously developing its range of teaching methods and their selective application according to particular subjects, courses and student needs.

To support the Business Studies programme, groups have been established to serve special education and research needs in management. They are the Business Computer Systems Research Centre, the Management Education and Development Centre, the Market Research Centre, and the Legal Studies Group. All three centres are self-supporting and offer short specialist courses and provide programmes of an advisory and consultancy nature.

### Education and Training

There are a number of possible course structures developed by the Faculty that provide training in the public sector. The BBS degree, for example, provides a general understanding of the management process against a background of basic disciplines such as economics, law, statistics, marketing, computing, accounting and finance.

These form a solid base for such areas of specialisation as accounting and finance, data processing, industrial relations, and public administration.



For practising managers who have at least 3 years work experience in a post of professional or administrative responsibility, the Faculty offers post-experience Diplomas, for example, in Public Administration, Local Government, and Health Administration. Also, there is a range of post-graduate courses, including Master and Doctorate degree programmes.

**Interchanges** A scheme operates for the exchange of staff between the Faculty and the State Services Commission. The scheme has three major objectives: first, to assist the personal development of staff concerned; second, to provide an opportunity for gaining an understanding of how the other sector identifies issues, considers options and resolves problems and third, to improve the level of understanding and communication between the organisations. The scheme has enabled programmes to be developed to meet the needs of the public sector, encouraged research and established closer working relations with the State Services Commission.

**Research** The research programme is a mixture of locally supported research on topics of personal interest to permanent staff members and sponsored research. The latter tends to focus on topics of applied administration which is primarily practical with a theoretical foundation. Research tends to be conducted by multidisciplinary teams. Special areas of interest include health administration, tourism administration, public and quasi-public business organisations, developing countries, rural administration, and agricultural administration.

**Consultancy** Consultancy work is generally sponsored by central government departments, local authorities, international organisations, the New Zealand External Aid programme and large companies. Policy is to encourage consultancy, especially international consultancy. Ad Hoc courses are offered on the basis of identified training needs, usually in conjunction with public or private organisations on a national or international basis.

NEZ 2                      NEW ZEALAND ADMINISTRATIVE STAFF COLLEGE

New Zealand Administrative Staff College  
PO Box 12-059  
Wellington North  
NEW ZEALAND

Description              Founded: 1952 under the sponsorship of the New Zealand Institute of Management and the New Zealand Institute of Public Administration (see NEZ 3). The College conducts courses in management, mainly for experienced managers, and aims to provide intensive study of the principles and techniques of organisation and administration, to give time to think how these can be used to increase the near efficiency of organisations, and to promote better understanding among those with administrative responsibilities in business, government, local bodies and trade unions. Emphasis is on New Zealand.

Course                    The executive management course offered by the College covers organisation, planning and control, economics, managing information systems, human relations, finance, marketing and related management subjects. The course is open to men and women nominated by their employers and who are able to contribute materially from their own background experience and education to a balanced and integrated programme. Scholarships are available, details of which may be obtained from the College Registrar.

NEZ 3                      NEW ZEALAND INSTITUTE OF PUBLIC ADMINISTRATION

New Zealand Institute of Public Administration  
PO Box 5032  
Lambton Quay  
Wellington  
NEW ZEALAND

Description              The Institute is a voluntary society. External relationships: the Institute corresponds with the Royal Australian Institute of Public Administration on matters of mutual interest. It also liaises and co-operates with other kindred associations in New Zealand and overseas in the interests of public administration, including the New Zealand Institute of Management, the New Zealand Institute of Local Authority Management, the School of Political Science and Public Administration (Victoria University), the International Institute of Administrative Sciences, and the Royal Institute of Public Administration, Britain.

New Zealand

NEZ 3 NEW ZEALAND INSTITUTE OF PUBLIC ADMINISTRATION Cont.

Objectives To promote improvement in public administration at all levels in central and local government services; to increase public understanding of the work of administrators in central and local government services. Public administration is taken to embrace both public policy formation and public management and operations.

Education and Training The Institute of Public Administration and the Institute of Management jointly sponsor the New Zealand Administrative Staff College which provides executive management training for people from the public and private sectors (see NEZ 2).

The Institute also supports the provision of the Master of Public Policy course by the Victoria University of Wellington (see NEZ 4).

SHORT COURSES

The Institute runs 2-day courses for central and local government officials. The courses consider topical issues and require pre-course reading.

The Institute also sponsors addresses and discussions on administrative subjects in the public sector either through regular meetings in the public sector or through special addresses. It sponsors conventions and seminars on public administration subjects in the public service.

Research The Institute fosters and, with other institutions, provides facilities for research into subjects relevant to public administration. It develops improved techniques of administration and brings such improvements to the notice of the appropriate authorities. It also ensures that all relevant opinions are expressed, and all aspects presented, to enquiries into the administration of the public services.

Publications The Public Sector is issued quarterly supplemented by Public Sector Research Papers, issued, on average, four times a year. Recent books: Energy and the Environment; Foreign Investment Policy in New Zealand; Land Use Policies; Violence - the Community and the Administrator; The New Zealand Policeman; The Reform of Parliament; New Zealand's Balance of Payments; The Information Act - A Beginning; Public and Private Enterprise in New Zealand; The Path to Reform.

Exchange Arrangements The Institute is keen to promote training activities in co-operation with other organisations but does not have the resources to sponsor trainees itself.

Secretarial The Institute shares the secretarial resources of the New Zealand Institute of Local Authority Management.

NEZ 4

VICTORIA UNIVERSITY OF WELLINGTON

School of Political Science and Public Administration  
Victoria University of Wellington  
Private Bag  
Wellington 1  
NEW ZEALAND

Telephone: 721000

Description Founded: 1947. Professional staff: chairman of department, 2 professors, 1 associate professor, 1 reader, 10 senior lecturers, 2 lecturers, 2 junior lecturers, 1 research fellow. Internal relationships: participation with other departments in Faculty of Commerce and Administration to administer and teach Master of Public Policy degree. External relationships: close links with New Zealand Institute of Public Administration, (see NEZ 3). Library: research library of work produced by graduate students, and use of main university library; microfilm/microfiche reader.

Education and Training BACHELOR OF ARTS, BA  
BACHELOR OF COMMERCE AND ADMINISTRATION, BCA  
A 3-year full-time, or equivalent part-time, undergraduate programme. Students may specialise in political science or international politics for both degrees, and in public administration for the BCA only, although public administration courses may be taken as part of the political science requirements for the BA. Pass in University Entrance examination.

BACHELOR OF ARTS (HONOURS), BA (HONS)  
BACHELOR OF COMMERCE AND ADMINISTRATION (HONOURS), BCA (HONS)  
A 1-year full-time postgraduate course of study at an advanced level in one discipline. Two subjects of specialisation, political science and public administration, are available for the BA (Hons) and BCA (Hons), while international politics is available only for the BA (Hons). Candidates will be expected to have undertaken substantial course-work in their chosen subject, and must take 4 courses including at least 2 from their particular subject. The School attaches much importance to the gaining of research experience during the Honours programme, and where a total programme does not contain a substantial research component students will be invited to undertake a separate research paper. BA or BCA.

MASTER'S DEGREES

The BA (Hons) or BCA (Hons) may be followed by research work for the degrees of Master of Arts and Master of Commerce and Administration or, in certain cases, for the degree of PhD. The degrees of MA or MCA are awarded on presentation of a satisfactory thesis with the option in the case of the MA of presenting a small thesis and taking up to two additional Honours courses.

MASTER OF PUBLIC POLICY, MPP

A full-time or part-time postgraduate degree course taking a maximum of 3 years to complete and designed to provide a multidisciplinary and interdisciplinary preparation of graduates for positions involving the analysis and handling of public policy problems. Six courses must be taken. Compulsory courses: a research paper in public policy, economic and quantitative analysis for public policy, a selected topic in policy analysis. Optional courses: advanced management information systems, public sector accounting, local and regional government finance and budgeting, business policy, organisational behaviour and management, personnel management and organisational development, buyer behaviour and communication, international business, economic planning, money and finance, labour economics, public economics, transport economics, economic development, operations research techniques, simulation, administrative law, banking and exchange control regulations, criminology, international law, law reform, taxation, the law of torts, special topic - law and society policy, mass communications and public policy, a selected topic in public administration - organisation and its environment, some aspects of policy-making, public bureaucracy, administration and development, a selected aspect of the administration of the social services, comparative study of foreign policy, international policies in Asia, a selected topic in international politics plus 3 special topics.

Bachelor's degree or equivalent qualification. Proof of capacity to produce academic results of middle B or higher standard is desired.

AD HOC COURSES

Seminars are conducted on a regular basis involving senior administrators, academics and politicians involved in major policy structures in the New Zealand government.

Research

Research is carried out by individual staff members. These have included public enterprise, freedom of communication, local government, political responsibility, public policy.

NEZ 4                      VICTORIA UNIVERSITY OF WELLINGTON                      Cont.

|                          |                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Consultancy              | A senior member of staff has been appointed to a Commission of Enquiry and is a member of the Human Rights Commission. Members of staff are frequently employed on specific consulting/committee work. They have some experience of development administration consultancy and staff members are willing to entertain proposals for assignments abroad. |
| Publications             | <u>Political Science</u> , twice yearly.                                                                                                                                                                                                                                                                                                                |
| Exchange<br>Arrangements | The School is willing to exchange papers on public policy. It would also appreciate the opportunity to establish and participate in joint Commonwealth projects on comparative public policy studies and local government reform.                                                                                                                       |
| Note                     | An Institute of Policy Studies has been established to encourage seminar and research activity on a regular basis, to provide a specialised research library and to promote arrangements for access to official records.                                                                                                                                |

# Nigeria

NIG 1

THE ADMINISTRATIVE STAFF COLLEGE OF NIGERIA (ASCON)

The Administrative Staff College of Nigeria  
P M Bag 1004  
Badagry  
Lagos  
NIGERIA

Telephone: 31296, 33531  
Cable: ASCON BADAGRY

Description      Founded: 1972 as the "Apex" management development institution in Nigeria. Professional staff: director-general plus approximately 20 full-time teaching staff. The Staff College is housed in purpose-built facilities in Badagry.

Objectives        To provide higher management training for the development of senior executives for the public and private sectors of the economy; to provide and arrange for a comparative study and investigation of the principles and techniques of management and administration, and exchange of ideas and experiences and promotion of better understanding between persons connected with management and administration in various spheres of national life; to establish and maintain a library; to undertake, organise and facilitate study courses, conferences, lectures, seminars; to promote these and to undertake and provide for the publication of journals and of research papers and books.

Education and Training      Courses are run by the following Departments: General Management, Functional Management, Financial Management, Public Administration. Courses last from 6 to 8 weeks. A typical example is:

## SENIOR MANAGEMENT COURSE

A 6-week course consisting of two 3-week segments separated by a 4-week recess, conducted 3 times per year for senior managers, officials or officers, or specialists at the senior level, serving in any of the public services including the armed forces and the Nigerian police. To focus the attention of participants on contemporary issues in public policy; direct participants' attention to policy options; suggest analytical techniques in the formulation of public policy; identify techniques for the effective and efficient execution of public policy. Average enrolment: 35. Requirement: possession of a university degree or equivalent professional qualification preferred; normally aged 35-50.

Source            An ASCON brochure.

NIG 2

AHMADU BELLO UNIVERSITY

Department of Public Administration  
Institute of Administration  
Ahmadu Bello University  
PMB 1013  
Zaria, Kaduna State  
NIGERIA

Telephone: 32091-5

Description Established: 1947 as a clerical training institution. The Institute became part of Ahmadu Bello University in 1962. It was at this time that degree programmes in law, public and business administration and accounting were introduced. A conference centre was added in 1965.

Objectives To provide professional training in administration, finance and law, and to aid in the modernisation of management in both public and private sectors.

Education and Training DEPARTMENT OF PUBLIC ADMINISTRATION  
Programmes range from short building courses to the granting of PhD. The BA degree in Public Administration has been reinstated. A new Institute ADPA programme is being started. The programme will cater for those students not otherwise qualified for the postgraduate ADPA which admits degree holders only.

DEPARTMENT OF PUBLIC ADMINISTRATION  
The contents and qualifications for the following postgraduate and Diploma/Certificate programmes are as follows: Postgraduate Diploma in Public Administration; Master of Public Administration; Master of Science in Public Administration; Doctor of Philosophy; administrative management training course; short in-service training courses.

New Courses Bachelor of Arts in Public Administration, BA; Advanced Diploma in Public Administration, ADPA.

DEPARTMENT OF LOCAL GOVERNMENT STUDIES  
Staff: 1 professor, 1 chief administrative consultant, 3 principal administrative consultants, 8 senior administrative consultants/senior lecturers/research fellows, 4 lecturers, 2 administrative consultants, 4 assistant lecturers/research fellows.

All courses in public administration are being conducted by the Department of Local Government Studies.

New courses include Master in Public Administration, MPA (Local Government). This course is designed to provide



an advanced professional degree in local government management and community development for local government officials, who normally must have served for not less than 2 years in a managerial position in local government. Candidates in other areas may be considered but a career in local government is emphasised. Requirements: candidates must meet the higher studies (postgraduate) admission requirement of Ahmadu Bello University. Preference will be given to candidates with substantial local government experience and who also hold a first degree.

#### ADVANCED DIPLOMA IN LOCAL GOVERNMENT STUDIES

1 year. Subjects will be taught at advanced and professional levels in accordance with the National Programme on Local Government Training. The course is not a postgraduate programme. Requirements: first degree holders with appropriate post-qualification experience. Graduates in AMTC, Higher Diploma in Local Government, Diploma in Local Government Studies with appropriate post-qualification experience.

#### DIPLOMA IN LOCAL GOVERNMENT STUDIES

This programme is 2 academic years in duration and is based on the recommendations of the Committee on Local Government. The main objectives are to provide professional higher local government training for middle level administrative staff in local government, to equip students with management skills and to examine the organisational and operational problems of government. Requirements: OND holders; officers on GL 0607 with relevant experience. Others may be admitted after a test or interview as prescribed by the professional and academic Board.

#### Consultancy Services

A study on functional relationship between state and local governments in area of funding or primary education for the Executive Office of the President has been made. Work on updating the appraisal of local government performance 1976-1982 continues. There is continued participation in the Committee of Experts on various issues affecting local government in Nigeria.

#### Publications

Nigerian Journal of Public Affairs - quarterly.

#### Exchange Arrangements

The Institute is interested in staff exchanges with other Commonwealth organisations.

NIG 3

## UNIVERSITY OF LAGOS

Faculty of Business Administration  
 University of Lagos  
 Akoka, Yaba,  
 Lagos  
 NIGERIA

Telephone: 820311, 821111, 822401

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description            | Academic staff: 5 professors, 2 associate professors, 13 senior lecturers, 18 doctorate holders. Total academic staff 67. Departments: accounting, actuarial science and insurance, business administration, estate management, finance, industrial relations and personnel management and Research and Advisory Services Unit.                                                                                                                                                                                                                                                                                 |
| Education and Training | BSc (Hons), 3 years full-time, in all departments except Research and Advisory Services Unit (RASU). MSc programmes offered by Departments of accounting, finance and industrial relations and personnel management. MSc MPhil/PhD in management and marketing by department of business administration. A full-time, 15-month (five terms) MBA programme. A part-time, 24-month, MBA programme for executives with 5 years of post- graduation experience and who are already employed. Several departments and RASU offer short duration executive development programmes and in-company training programmes. |
| Research               | Sponsored research from industry and government through the Research and Advisory Services Unit, which co-ordinates all interdisciplinary projects. Faculty research is supported by grants from the University's Central Research Grants at the individual level.                                                                                                                                                                                                                                                                                                                                              |
| Consultancy            | All departments and RASU are actively encouraged to seek consultancy projects which operate under a central Unilag Consult organisation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Publications           | The Faculty publishes twice a year the <u>Nigerian Journal of Management Studies</u> available on subscription or exchange. Faculty prospectus available.                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Exchange Arrangements  | The Faculty is interested in joint research development of course material and exchange of staff with similar organisations in other Commonwealth countries.                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

Nigeria

NIG 4

NIGERIAN INSTITUTE OF MANAGEMENT (NIM)

Nigerian Institute of Management  
No 22 Alhaji Murtala Animashaun Close  
PO Box 2557  
Lagos  
NIGERIA

Telephone: 832939, 830565  
Cable: NIMROD LAGOS

Description      Founded: 1961 as a professional association of individual and corporate members managed by the Council of the Nigerian Institute of Management. Professional staff: 20 including director-general. Departments: administration, institute services, executive selection services, consultancy and training. External relationships: links with British Institute of Management, Industrial Society, American Management Association, CIOS, Irish Management Institute. Accommodation: hotels available.

Objectives        To encourage and develop the art and science of good management; to provide facilities to meet and discuss managerial practice and problems with a view to improving standards of managerial performance in Nigeria; to collect and disseminate information of such facilities and give assistance to those studying for professional examinations in management subjects.

Education and Training      NIM provides short-term programmes for managers in both the public and private sectors. Arrangements are under way to design courses to meet the needs for management training in the various states of the federation. Programmes have a practical orientation geared to preparing managers to find solutions to their day-to-day managerial problems.

PRODUCTION MANAGEMENT

The Institute organises courses for production executives according to a career plan. In general, the progression is from more basic courses: supervisory management (private and control); production planning and control; project planning and control; inventory management; quality control; operations management; work study; management of construction projects; management for production executives; maintenance management. Specially designed courses can also be arranged.

PERSONNEL MANAGEMENT

Regular courses: leadership and motivation; personnel administration; job evaluation and salary administration; industrial relations; systematic selection; developing managers; personnel management.

NIG 4

## NIGERIAN INSTITUTE OF MANAGEMENT (NIM) Cont.

## FINANCIAL MANAGEMENT

After a basic course (finance for non-financial executives) participants may take any or all of the 4 specialised financial management courses (management accounting appreciation, budgeting and budgetary control, organisation and methods and working capital management) before proceeding to other courses in greater depth.

## MARKETING MANAGEMENT AND INSURANCE MANAGEMENT

A similar programme in which managers progress from basic to more comprehensive courses organised for marketing managers and insurance executives. Regular courses: marketing and sales management; field sales management; effective selling skills; advertising, sales promotion and merchandising; statistics and sales forecasting; marketing research (life insurance and insurance agency management); operations, sales and management of insurance; retail business management.

## GENERAL MANAGEMENT

General management courses are organised with relevance to a management career: management appreciation course, supervisory management, middle management, advanced management and top management courses.

|              |                                                                                                                                                                                                                                                                                                                                            |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Research     | The research programme was launched in late 1977. Research topics include: a survey of staff and job grading practices; leadership styles of Nigerian managers; credit control and debt collection; a survey of fringe benefits in Nigerian companies.                                                                                     |
| Consultancy  | NIMCOM SERVICES have carried out assignments in both the public and private sectors nationally and internationally.                                                                                                                                                                                                                        |
| Publications | <u>Management in Nigeria, monthly; Indigenisation and economic development; Business taxes in Nigeria; Indigenisation and management development in Nigeria; Nigerian expatriate management relations; Job Evaluation and Practice in some Nigerian Organisations; Credit and Debt Collection Practice in some Nigerian Organisations.</u> |

Nigeria

**NIG 5                      NIGERIAN INSTITUTE OF SUPERVISORY MANAGEMENT/MANAGEMENT DEVELOPMENT GROUP**

Nigerian Institute of Supervisory Management/Management Development Group  
Farakan House  
1B Market Street  
Ebute - Metta  
PO Box 7670  
Lagos  
NIGERIA

Telephone: 001 - 863895

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description            | Founded: 1966. Managing agency: Centre for Management Development. Departments: training, general consultancy. Professional staff: 4 full-time staff, 15 part-time staff. External relationships: member of Nigerian Employers Consultative Association; advisory services obtained from the Centre for Management Development. Library: small reference library on management and related subjects.                                                                                                                                                  |
| Objectives             | To raise the standards of middle management manpower in industry, trade and commerce.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Education and Training | The Institute specialises in the training of supervisors and junior personnel. Regular courses: effective storekeeping for store officers; national workshop for supervisors; improvement course for shipping personnel; special course for clerical officers; management course for accounts supervisors; management orientation course for technical supervisors. Ad hoc courses are conducted in response to the specific needs of industry. The plans of the Institute are to intensify efforts in manpower development at the supervisory level. |
| Research               | Research work has been done on the causes of high labour turn-over at the supervisory level in the public sector.                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Consultancy            | Training consultancy has been undertaken, eg stock verification at Hassan Transport, a South-eastern state-owned corporation.                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Exchange Arrangements  | The Institute is interested in co-operation with other Commonwealth organisations in the development of course material. The Institute is involved with various education programmes organised in conjunction with polytechnics in Nigeria.                                                                                                                                                                                                                                                                                                           |

# Papua New Guinea

PNG 1

## ADMINISTRATIVE COLLEGE OF PAPUA NEW GUINEA

Administrative College of Papua New Guinea  
PO Box 1216  
Boroko  
PAPUA NEW GUINEA

Telephone: 256133  
Cable: ADCOL

### Description

Founded: 1963. Managing agency: Public Service Commission. Professional staff: director, deputy director, 3 principal lecturers, 19 senior lecturers, 36 lecturers, 7 assistant lecturers. Departments: development studies, management studies, professional studies. Objectives: to cater for the training needs of middle and senior level public servants. External relationships: links with the University of Papua New Guinea (see PNG 2); the International Training Institute, Sydney (see AUS 3); the Institute of Social Studies, The Hague; College of Advanced Education, Canberra (see AUS 2); the Department of Administrative Studies, University of Manchester, UK (see BRI 18); the University of Malaysia, Kuala Lumpur, Malaysia; the National Institute for Public Administration, Malaysia (see MAY 3); the School of Government, University of Philippines. Library: 80,000 volumes; collection of material on public and development administration; the facilities are available to all public servants in Papua New Guinea. Accommodation: available for non-nationals.

### Education and Training

The College offers courses at both sub-tertiary and tertiary levels. Of the sub-tertiary courses the Public Service Higher Certificate is the oldest and provides training to matriculation level and is the basic education requirement for entry to the tertiary level courses at the College. At tertiary level the College offers a number of Certificate and Diploma courses of up to 2 years full-time study. Regular courses are conducted in the following areas: extension training and community development, development and land administration, provincial and local government, financial management, personnel management, general management, legal studies, library studies, public finance and accountancy, foreign relations studies, communication skills.

### Selected Courses

#### PUBLIC SERVICE HIGHER CERTIFICATE

A 3-term full-time course designed to provide a basic general educational qualification necessary for progression to higher levels of the Public Service. It covers general education subjects and some Introductory Government and Administration. Requirements: public servants or employees of statutory bodies who have Grade 10 plus at least two years work experience in the public sector. In some cases these requirements may be relaxed.

PNG 1

ADMINISTRATIVE COLLEGE OF PAPUA NEW GUINEA Cont.

DIPLOMA IN PUBLIC ADMINISTRATION

A 6-term full-time diploma course intended to provide comprehensive training for persons now filling or with prospects of filling senior general administrative positions in the Papua New Guinea Public Service. The course emphasises the examination of public policy and governmental operations with particular reference to the economic basis of development, practical procedures for analysis of social and economic problems, the processes of social and economic change and the art of government and administration. Research project required. Requirements: public servants or employees of statutory bodies with at least 2 years work experience, and Administrative College Public Service Higher Certificate or its equivalent.

DIPLOMA IN SOCIAL DEVELOPMENT

A 6-term full-time course to train persons who may fill positions in the field of social development. The course aims to equip these officers with the knowledge and skills necessary to plan and implement social development projects and programmes. Requirements: Administrative College Public Service Higher Certificate or its equivalent, and at least 2 years work experience in relevant areas.

SHORT COURSES

The College has a short course programme geared to Public Servants who are unable to afford time away from their duties to undertake the College's longer formal training courses, but who wish to pursue courses that fill specific gaps in their education. The short course programme thus provides specialised training relating to their immediate job needs or which assists in their personal development as effective public servants. Courses vary in duration from 1 to 15 weeks. Some examples: Introductory, middle, and advanced management; Personnel management and industrial relations; Problem solving in extension work; Pacific Regional Workshop on Public Service Ethics and Management Accountability (1985).

Research

Research work at the College includes: the co-ordination of research by College staff, for example, advice on appropriate types, conduct, design funding and implementation of research projects; the collection of materials of interest to the College and establishment of source contacts; research work undertaken to ensure that the College stays abreast of trends in the public service and that it can cater adequately for changing training needs.

**PNG 1 ADMINISTRATIVE COLLEGE OF PAPUA NEW GUINEA Cont.**

**Consultancy** Advice is given to government departments and statutory authorities on specific issues as requested.

**Publications** Administration for Development; Quarterly Training Newsletter (an account of training courses throughout the public service in each quarter); College Handbook, Student Handbook, Staff Handbook, annual; Adcol Weekly News.

**PNG 2 UNIVERSITY OF PAPUA NEW GUINEA**

Department of Political and Administrative Studies  
University of Papua New Guinea  
PO Box 4820  
University  
PAPUA NEW GUINEA

Telephone: 253900  
Cable: UNIVERSITY PORT MORESBY

**Description** Professional staff: chairman, professor, associate professor, 3 senior lecturers, 2 lecturers, senior tutor, 2 part-time teaching fellows. Internal relationships: courses in rural development, community development and the political economy of Papua New Guinea are run in collaboration with the departments of politics, economics, and history. External relationships: publishing and teaching assistance from the Institute for Applied Social and Economic Research (Port Moresby). Library: 150,000 volumes; New Guinea research collection. Accommodation: all students live in campus dormitories or hostels.

**Education and Training** BACHELOR OF ARTS, BA  
A 4-year full-time or equivalent part-time undergraduate degree achieved by accumulating passes in credit courses, all of 14 weeks duration, and commencing in either February or July. 90 credit points required (4 points awarded for Part I courses, 6 points for Part II courses. Students are required to obtain passes in 7 Part II courses). Students can specialise in administration, comparative politics or foreign policy. Selected courses: public administration; development administration; rural development; development and underdevelopment; political economy of Papua New Guinea. 5 students welcome from other Commonwealth countries for either course. Requirements: matriculation. Some courses require experience in the public service or community development work.



PNG 2 UNIVERSITY OF PAPUA NEW GUINEA Cont.

POSTGRADUATE DEGREES

The Master of Arts (MA) degree is a 1-year full-time or 2-year part-time research programme examined by thesis after research in an approved topic. The Doctor of Philosophy (PhD) degree is a 3-year full-time or longer part-time programme examined by thesis after research in an approved topic. Requirements: for MA, Honours degree (additional year for candidates with pass degree). For PhD, Master's degree or Bachelor's degree with additional minimum training period.

AD HOC COURSES

The Department sometimes participates in courses with other departments. Reading courses are held for special student interests.

Research The national elections in Papua New Guinea.

Consultancy Work has been undertaken for the Public Services Commission on provincial administration.

Exchange Arrangements The Department is interested in co-operation with other Commonwealth organisations in the exchange of staff and joint research.

PNG 3 THE PAPUA NEW GUINEA UNIVERSITY OF TECHNOLOGY

Department of Accountancy, Businesss Studies and Commercial Computing

The Papua New Guinea University of Technology

Private Mail Bag

Lae, Morobe Province

PAPUA NEW GUINEA

Telephone: 42 4999

Telex: 42428

Description The Department has 3 major sections: accounting, business studies and commercial computing. Staff: professor and head of department, 8 senior lecturers, 12 lecturers, 1 senior technical instructor. Staff members come from Australia, UK, US, Philippines, Canada, Sri Lanka, Papua New Guinea etc. Students: projected 1985-1989 - 300. Students are sponsored by private companies and governments. Overseas students are welcome. Library: 70,000 volumes, 5,000 of which are business books and periodicals. Accommodation: foreign students as well as national students are all housed on campus.

**PNG 3 THE PAPUA NEW GUINEA UNIVERSITY OF TECHNOLOGY Cont.**

**Education and Training** The current programme is divided into 2 parts. First 2 years: Diploma in Commerce, Diploma in Commercial Computing. Second 2 years: graduates of the Diploma course apply for Bachelor of Commerce (Accounting), Bachelor of Commerce (Management), Bachelor of Commerce (Commercial Computing). The entry requirements for the Dip Com are: grade 12 high school certificate or equivalent. A minimum average of C in mathematics and English.

**Objectives** The Department believes that the most effective way it can prepare graduates is to equip them with the capacity to think for themselves and the confidence to implement the decisions arrived at in the real world. The curriculum is adapted to students' needs.

**Education and Training** All students use well equipped laboratories for mathematics, accountancy, statistics, economics and data processing where a full range of systems is available.

**Selected Courses** DIPLOMA IN COMMERCE, DipComm  
A 2-year programme. Basic accounting; company accounting; financial accounting; cost accounting; data processing; business law; micro- and macro-economics; general management; personnel management; small business management; mathematics; English.

DIPLOMA IN COMMERCIAL COMPUTING  
Computer processing, PASCAL, BASIC, COBOL, system software.

BACHELOR OF COMMERCE, BComm  
Advanced company accounting; advanced financial accounting; managerial accounting; government accounting; taxation; business law; financial management; auditing; marketing management; human behaviour in organisations; public administration; business research; public finance; management training and development; production management; sales management; business policy; investment management; systems analysis and design; databases; management information systems; DP management; computer architecture.

AD HOC COURSES  
Short courses are held in all disciplines in response to demand.

FUTURE PLANS  
To continue the current programme of short courses in accounting and business management; to respond to demands for all other forms of management development services;

PNG 3                      THE PAPUA NEW GUINEA UNIVERSITY OF TECHNOLOGY                      Cont.

to establish a consultancy service, primarily to assist its own graduates in work situations; to undertake research into developmental needs.

Research                      Students are required to undertake a research project for final assessment in their 3rd, 4th and 5th years; staff are encouraged to do research into relevant areas of management and to pursue higher degrees.

Consultancy                      Consultancy is undertaken on an individual basis. It is planned to co-ordinate this activity. The Department would welcome opportunities to assist outside bodies to undertake feasibility studies, research, etc pertaining to Papua New Guinea.

Exchange  
Arrangements                      The Department would be interested in co-operating with other Commonwealth organisations in staff/student exchange, joint research into development problems and training needs and course and curriculum development and exchange of information and literature on management and related subjects (including films, case material and video tape).

# Seychelles

SEY 1

PRESIDENT'S OFFICE

President's Office  
PO Box 56  
National House  
REPUBLIC OF SEYCHELLES

Telephone: 22041  
Cable: SEYGOV SEYCHELLES  
Telex: 2333 ADMIN SZ

Description

The Directorate of Manpower Development has overall responsibility for training at the national level. Administrative training is co-ordinated through the Personnel and Management Division of the President's Office.

# Sierra Leone

SIE 1 INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT

University of Sierra Leone  
Institute of Public Administration and Management  
Private Mail Bag 570  
Freetown  
REPUBLIC OF SIERRA LEONE

Telephone: 24476/77

- Description Founded: 1980, to replace the Civil Service Training College. Managing Agency: University of Sierra Leone. Professional Staff: director, 7 lecturers, 1 chief technician; part-time lecturers from Fourah Bay College, the civil service and private sector organisations. External relationships: links with the Institute of Public Administration, Dublin, Ireland; Stirling University, Scotland; and the Department of Administrative Studies, Manchester University. Library: 1,292 volumes, 265 periodicals. Accommodation: non-residential.
- Objectives To provide education and training for middle and senior level managers in the public, parastatal and private sector organisations and to undertake research and consultancy in the field of public administration and management.
- Education and Training The Institute provide performance-improvement courses and workshops of short duration in public administration and general management, human resources development, financial management and accounting. In addition, professional courses in accounting and banking are offered on part-time day and evening release basis.
- Selected Courses ADMINISTRATIVE OFFICERS COURSE  
This 24-week course is designed to prepare administrative officers with a minimum of one year's service for positions of senior responsibility within the Civil Service. The course is drawn up in 5 modules as follows: Module 1. (9 weeks): public administration in Sierra Leone, management and administrative theory, elements of law for administrative officers and public accounts and finance. Module 2. (4 weeks): the Sierra Leone civil service, management tools and techniques. Module 3. (4 weeks): field visit and individual/group project assignment. Module 4. (3 weeks): public personnel administration, public budgeting and financial management, issues in Sierra Leone, public administration. Module 5. (2 weeks): recapitulation and project report writing.

SIE 1

## INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT Cont.

## EDUCATIONAL ADMINISTRATION (WORKSHOP)

A 4-week workshop for principals, vice-principals, bursars and other staff with full-time or part-time administrative responsibilities in secondary, primary, vocational and teacher-training institutions aimed at developing the administrative capabilities of educational administrators.

## HEALTH SERVICES ADMINISTRATION

A 6-week workshop aimed at increasing the administrative ability of professional and non-professional medical personnel in managing the nation's health services.

## PROFESSIONAL QUALIFICATION COURSES

## Association of Accounting Technicians (AAT)

This Association was created to provide qualification for staff employed in the financial field. It was established under the auspices of four UK professional accounting bodies and provides an appropriate qualification for all finance and accounting staff undertaking financial and accounting duties in industry, commerce or the public service. The examinations have 3 levels and an average student should take 3 years to obtain the final qualification. It is at present run on part-time day and evening release basis.

## Association of Certified Accountants (ACCA)

A part-time course conducted on a day-release and evening class basis to prepare students for the levels 1 and 2 examinations of the UK ACCA examinations.

## Institute of Bankers Examination

The Institute prepares students on a part-time evening basis for examinations of the UK Institute of Bankers, in Stages 1 and 2. The AIB is the basic qualification for the majority of career bankers and its holder is eligible for the Associate Membership of the Institute of Bankers, UK. Computer science studies started in the 1984/85 academic year.

Exchange  
Arrangements

The Institute would be interested in co-operating with other Commonwealth organisations in the development of course material and staff exchanges. Links have already been established with the Institute of Public Administration, Dublin, Ireland, Stirling University, Scotland, and the Department of Administrative Studies, University of Manchester, UK (see BRI 18).

# Singapore

SNG 1

## CIVIL SERVICE INSTITUTE

Civil Service Institute  
Heng Mui Keng Terrace  
Singapore 0511  
SINGAPORE

Telephone: 7758111

- Description      Founded: March 1971. Managing agency: Ministry of Finance (Public Services Division). Professional staff: 14 management training posts, 6 English language education posts. Library: 10,000 volumes, 150 periodicals, small collection of audio and video tapes. Accommodation for non-nationals: none.
- Objectives        To help Singapore civil servants to be more responsive to national goals and needs and to implement programmes to meet them. To improve the quality of civil servants by training and developing them locally, providing training and development consultancy services to departments, providing communications with central authority, providing training and work improvement through WITs (Work Improvement Teams) and testing and evaluating gains in skill and knowledge.
- Education and Training      There are 6 training programmes.
- ENGLISH COMMUNICATION  
                     Courses to improve the proficiency in English of civil servants.
- ENGLISH FOR SPECIAL PURPOSES  
                     Courses in specific English language skills for particular departments or services.
- INDUCTION AND EXAMINATIONS  
                     This conducts, reviews and develops induction programmes for all civil servants, and courses leading to civil service examinations.
- PERSONNEL ADMINISTRATION AND TRAINING CONSULTANCY  
                     Training and consultancy in performance appraisal, the new personnel management system and the training of trainers.
- SUPERVISORY MANAGEMENT AND ORGANISATION DEVELOPMENT  
                     Courses in management and supervisory development, technical skills and specialised subjects.
- WORK IMPROVEMENT TEAMS (WITs) DEVELOPMENT  
                     The course provides training in WITs (small group activities based on the "quality circle" concept), holds WITs conventions and conferences and provides the support system for WITs.

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SNG 1                  | CIVIL SERVICE INSTITUTE      Cont.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                        | <p>AD HOC COURSES</p> <p>CSI designs and holds management, English, and other courses when requested to do so by government departments.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Publications           | <p><u>Management Development</u>, free, quarterly; <u>English for Clerical Staff</u>; <u>Handbook on Written Communication</u>; <u>Write It Right</u>; <u>Questions and Answers on WITs</u>, free; <u>WITs Round</u>, free, quarterly; <u>The Browser</u>, free, quarterly.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Exchange Arrangements  | <p>CSI is interested in co-operating with other Commonwealth organisations in the development of course material and the exchange of staff.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| SNG 2                  | NATIONAL UNIVERSITY OF SINGAPORE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                        | <p>Department of Political Science<br/>Faculty of Arts and Social Science<br/>National University of Singapore<br/>Kent Ridge<br/>SINGAPORE 0511</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                        | <p>Telephone: 7756666 ext 396<br/>Cable: UNIVSPORE</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Description            | <p>Department founded: 1961. Professional staff: 3 associate professors, 10 senior lecturers, 7 lecturers and 4 senior tutors. Library: University library and the Institute of Southeast Asian Studies Library; microfilm/microfiche reader and printer. Accommodation: available for non-nationals subject to approval by master/principal of hall of residence.</p>                                                                                                                                                                                                                                                                                                                                                                               |
| Education and Training | <p>UNDERGRADUATE PROGRAMMES</p> <p>Students taking public administration courses offered by the Department would normally be studying political science and/or economics as part of a general arts or social science programme leading to the degrees of BA, BSocSci (Hon), MSocSci and PhD. Undergraduate courses which form part of the BA or BSoc Sci (Hon) programmes are offered in public administration, comparative public administration, countries' selected problems in public administration, and public policy. Courses combine theoretical material with practical examples from selected Asian courses. Bachelor's degree candidates must normally have 3 Singapore/Cambridge GCE 'A' levels or equivalent (normally at grade C).</p> |



Singapore

SNG 2                    NATIONAL UNIVERSITY OF SINGAPORE                    Cont.

POSTGRADUATE PROGRAMMES

Public administration can be offered for the MSocSci or PhD degrees which are research degrees awarded on the basis of independent but supervised research and submission of thesis.

Research                The Department conducts research in public administration with specific reference to South/East Asia.

Consultancy            Undertaken for non-university organisations.

Publications           42 occasional papers have been published between 1973 and 1984. List of titles on application.

# Solomon Islands

SOL 1

## ADMINISTRATIVE TRAINING CENTRE

Administrative Training Centre  
Ministry of Education Training & Cultural Affairs  
Honiara  
SOLOMON ISLANDS

Telephone: Honiara 22958

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description            | Organisation: a part of the Solomon Islands Government. Professional staff: 1 head of centre, 4 management trainers, 4 accounts trainers, plus part-time staff as required from ministries, the University of the South Pacific (see INT 14), etc. External relationships: links with the University of the South Pacific, the Administrative College, Papua New Guinea (see PNG 1), and the University of Manchester (see BRI 18). Library: 100 volumes. Accommodation: the Centre is non-residential; there is limited accommodation in hostels and hotels, but no assistance is given.            |
| Objectives             | To provide in-service training covering all aspects of administrative and accounting work for public servants in central and local government and public corporations.                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Education and Training | The Centre conducts approximately 50 courses covering a range of clerical, accounting, administrative and management procedures and techniques. Where appropriate courses are provided through progressive levels. Course duration: 1 to 4 weeks with at-the-desk follow-up. There are no regular courses for staff above middle management level. The Centre's policy is to maintain a flexible approach and to respond to training needs as identified by Centre staff and line management within the resources available. The aim for the future is for a general expansion of relevant training. |
| Exchange Arrangements  | The Centre is interested in co-operating with other Commonwealth organisations in the development of course material and ad hoc advice and participation of specialist staff in middle and senior training including local government.                                                                                                                                                                                                                                                                                                                                                               |

# Sri Lanka

SRL 1

## MANAGEMENT SERVICES DIVISION (MSD)

Management Services Division  
Ministry of Public Administration and Home Affairs  
17 Longden Place  
Colombo 7  
SRI LANKA

Telephone: 85103

### Description

Founded: 1951. Managing agency: Ministry of Public Administration and Home Affairs. Departments: research, policy, informational and functional services; project management, personnel and management development services; financial development and technology services. Professional staff: director, 2 deputy directors, 23 management services officers. External relationships: MSD works in close collaboration with the Ministry of Plan Implementation; the Ministry of Finance and Planning; the Sri Lankan Institute of Development Administration (see SRL 5); the Agrarian Research and Training Institute, Sri Lanka; the Co-operatives Management Services Centre, Sri Lanka; the National Institute of Business Management, Sri Lanka (see SRL 3); and the Productivity Association of Sri Lanka. MSD is recognised as one of the institutes for providing practical training to affiliated students of the Institute of Chartered Accountants, Sri Lanka. Library: 1,600 volumes (approximately) on management and organisation, public administration, economics, statistics, etc. Accommodation: not available.

### Objectives

To ensure the gearing and designing of administrative structures and management processes to achieve the policy and programme objectives of government; to function as a catalyst and change agent as well as a facilitator and counsellor for developing performance capability and innovativeness in public sector management and organisation; to develop and facilitate improvements in resource use, productivity and efficiency of management and organisation in the planning, implementation, control and evaluation of the work programmes and projects of public sector organisations; and identify and diagnose problems and weaknesses in administrative systems and management processes and to implement management development, organisational renewal and administrative reform programmes for effecting necessary improvements.

### Education and Training

In-service training workshops for management services officers of the MSD are conducted during 2 days of each month. These cover the following subject fields of management and organisation development in a process of individual and group learning: goal systems, technology

SRL 1

**MANAGEMENT SERVICES DIVISION (MSD) Cont.**

(office, field, marketing, production, supplies, personnel and financial management), formal structural systems, psycho-social structures, management (planning, organising, controlling, staffing, staff development, directing, co-ordination and communication), and environmental systems. In addition, leading figures in the field of public administration are invited to these workshops to conduct lectures/discussions based on their operational experience in the relevant fields. Training activities are also undertaken in the course of implementation of management consultancy recommendations and, in certain instances, management development and training programmes are undertaken at the request of client institutions.

**FUTURE PLANS**

MSD plans to introduce individual and group counselling for managers in improving the performance of their organisations.

**Research**

The problems and processes of management and organisation in client institutions observed during management consultancy studies form the basis for conducting MSD's programme of research consultancy. The members of the staff are, therefore, encouraged to undertake research consultancy work simultaneously with discharging their other normal consultancy functions in client organisations. Another form of research work being planned is to link together the findings of several consultancy assignments in the form of a more general diagnosis of the problem, a general hypothesis, or in making valid generalisations in the field of management and organisation practices. There are also special research projects designed to test out the relevance and applicability of different theories and techniques of management and organisation to local work situations.

**Consultancy**

The MSD provides consultancy services to government ministries, departments and corporations in the following fields of management improvement: policy analysis, pre-project services, project management services, resource-use optimisation services, personnel development services, financial development services, technological services, managerial development services, research consultancy services, functional services, and information services. The MSD has considerable experience in providing a wide range of consultancy and advisory services in the field of management and organisation improvement, and it is willing to assist other Commonwealth countries in planning, organising and conducting consultancy projects in the above-mentioned fields.

Sri Lanka

**SRL 1                      MANAGEMENT SERVICES DIVISION (MSD)                      Cont.**

**Publications**                      Management Consultancy Services Report, annual. A monograph series in research consultancy.

**Exchange Arrangements**                      The Institute desires to participate in joint research in the area of the methodologies adopted in management and organisation development and the applicability and viability of consultancy approaches and techniques to third world situations. It considers that an exchange of consultancy, training and research staff within Commonwealth organisations would contribute towards a broadening and enriching of the experiences and result in the evolution of more authentic and innovative approaches to problems of public administration in the "third world" countries.

**SRL 2                      MARGA INSTITUTE**

Marga Institute  
Sri Lanka Centre for Development Studies  
61 Isipathana Mawatha  
Colombo 5  
SRI LANKA

PO Box 601  
Telephone: 85186 & 81415  
Cable: MARGA, Colombo  
Telex: 21642 Marga CE

**Description**                      Founded: 1972. The Marga Institute is a private, multi-disciplinary research organisation operating as an autonomous, non-profit-making organisation. Its main activity is the study of development issues in Sri Lanka and the Asian region, and the publication of its research. The Institute is not a training institution at the present time. A training and communication studies division has been set up initially for training members of the staff. The Institute has a core staff which it expands on an assignment basis, depending on the projects that are undertaken: 7 associate directors, 2 executive working directors, 6 assistant directors, 2 senior research officers, 19 research officers and 5 research assistants and support staff. Permanent staff work is supplemented where necessary by a panel of specialist consultants.

**SRL 2                      MARGA INSTITUTE              Cont.**

The expertise of the research staff of Marga can be divided into 5 broad categories: personnel with an academic background and with experience of university scholarship; personnel with academic qualifications and experience in senior administrative positions in the public service; personnel with academic qualifications and professional/administrative experience in the private sector; personnel with a background of academic studies at foreign universities; personnel who have graduated recently from a local university. The day-to-day management of the Institute is the collective responsibility of the Board of Management, which consists of the 2 executive working directors and the associate directors, each of whom is the head of a functional division. The structure and organisation of the Institute into its current 9 divisions was determined by the nature of the work undertaken and the multi-disciplinary character of the research that is carried out. The Institute's current 9 divisions are: micro-level socio-economic studies; social development and human resources studies; international studies; law and development studies; macro-economic studies; implementation projects and studies; publications; science and technology; finance and administration.

**SRL 3                      NATIONAL INSTITUTE OF BUSINESS MANAGEMENT**

National Institute of Business Management  
120/5 Wijerama Mawatha  
Colombo 7  
SRI LANKA

Telephone: 93403, 93404, 92272

- |             |                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description | Founded: 1968, known earlier as the National Institute of Management. External relationships: the Institute's board of governors includes representatives of the government ministries concerned with industry, planning, finance, labour, foreign and internal trade, trade unions and the National Employers' Federation.                                                                                                               |
| Objectives  | To train managerial and supervisory staff in the public and private sectors in modern management and productivity, and to award certificates and diplomas; to make available to the government and the country the services of specialists in management for advice, consultancy and special assignments; to assist government and private organisations; to co-operate with other organisations, and individuals in management training, |

**SRL 3                      NATIONAL INSTITUTE OF BUSINESS MANAGEMENT                      Cont.**

research and related activities in Sri Lanka and abroad; to disseminate information; to undertake research on aspects of management and socio-economic phenomena; to provide a forum for the critical appraisal of management and organisation theories in Sri Lanka; to arrange conferences and seminars and publish material on management and productivity; to co-ordinate and liaise with approved management and productivity bodies in Sri Lanka and other countries.

**SRL 4                      PUBLIC ENTERPRISES DIVISION, GENERAL TREASURY**

Public Enterprises Division, General Treasury  
Secretariat  
Colombo 1  
SRI LANKA

Telephone: 21251

Description                      Founded: 1968. Managing agency: Ministry of Finance/General Treasury. Professional staff: director, 16 professional staff mostly with postgraduate degrees, qualifying in management, economics, accountancy, statistics and agriculture. External relationships: links exist with universities and other management-oriented bodies for mounting a research programme on public enterprises. The Division will also collaborate with international institutions such as UN bodies, the Commonwealth Secretariat, the International Centre for Public Enterprises (ICPE), Yugoslavia, on research factors in this area.

Objectives                      The primary objective is to acculturate Sri Lanka public enterprises to modern management. The Division will assist public enterprises to work out other objectives in management terms, establish salary patterns and productivity bonuses, build up management strengths, establish performance indicators, develop accounting formulae and social accounting systems and set up corporate planning capability. The relationship of this Division to public enterprises is of a consultative nature, although the Division also has certain allocative responsibilities.

Education and Training                      A training programme has been set up which will cover public enterprise staff up to the highest levels. General management as well as functional areas and specialised management techniques will be handled.

## SRL 4 PUBLIC ENTERPRISES DIVISION, GENERAL TREASURY Cont.

- Research The Public Enterprise Division is responsible for the Sri Lankan area of the research project on the public sector organisation by the International Centre for Public Enterprises, Yugoslavia (see INT 8).
- Consultancy The Division will provide public enterprises with assistance in working out their objectives and management systems and in establishing salary patterns, productivity bonuses, developing accounting systems etc.
- Exchange Arrangements The Division is anxious to co-operate with other organisations in the exchange of experience, documentation, information on research results etc.

## SRL 5 SRI LANKA INSTITUTE OF DEVELOPMENT ADMINISTRATION

Sri Lanka Institute of Development Administration  
28/10 Longden Place  
Colombo 7  
SRI LANKA

Telephone: 582183-5, 584406

- Description Founded: 1979. Managing agency: Ministry of Public Administration via a Governing Council. A state corporation under the Sri Lanka Institute of Development Administration. Professional staff: director, 3 additional directors, 20 consultants plus 40 visiting lecturers, registrar, assisted by 4 programme officers, 5 programme assistants. Departments: management and organisation; financial management; projects & operational management; policy analysis; purchasing & materials management; induction training. External relationships: closely associated with the UN system, particularly the public administration and financial division, ESCAP, and its regional institutes such as the Asian and Pacific Development Administration Centre in Kuala Lumpur, the Asian Development Institute in Bangkok and the Institute for Regional Development in Nagoya. Also on governing body of ADIPA & EROPA, assisted by Konrad Adenauer Foundation. Library: 20,000 volumes. Access to computer facilities. Accommodation for non-nationals. The Institute does not possess its own hostel accommodation, but is able to make arrangements for accommodation elsewhere.
- Objectives To assist in the systematic development of managerial capability in the state sector through training, consultancy and research.



**SRL 5                      SRI LANKA INSTITUTE OF DEVELOPMENT ADMINISTRATION      Cont.**

Education and      The Institute conducts training programmes for executive,  
Training              supervisory and field level officials of the public  
                            sector of Sri Lanka.

**DIPLOMA IN PUBLIC MANAGEMENT - DPM**

A 1-year full-time post-graduate course for the managerial grades of the state service and the public corporations sector. Part I is a taught course covering 6 programmes: introduction to management & organisation; economic & social development; economic & financial analysis for public decision-making; public administration & policy; rural & regional development and personnel management. Part II involves work leading to a dissertation of at least 10,000 words. Assessment by examination and the project dissertation. Preference given to candidates who hold a degree from a recognised university, have a good command of written and spoken English and employed in a development orientated field with 5 years experience in management functions. The Institute is willing to reserve a few places for suitably qualified overseas candidates who apply before 1st March.

**DIPLOMA IN PUBLIC FINANCIAL MANAGEMENT, DPFM**

A 1-year full-time post-graduate course in public financial management to improve the management skills of officers in the accountants' service and allied grades in the state services and public corporations sector.

**DIPLOMA IN PURCHASING & MATERIALS MANAGEMENT**

A 6-month full-time post-graduate course in purchasing & materials management for training executives in the government, corporations & private sectors. The course consists of 2 parts. Part I covers purchasing principles and techniques, stores management, inventory management, shipping clearance and delivery of imports, management, organisation and finance. Examinations in each subject. Part II consists of a dissertation on a subject related to purchasing supply or stores. Language of instruction: English.

**PROGRAMMES DESIGNED FOR SPECIFIC CLIENT GROUPS**

The Institute designs and conducts courses to meet the specific requirements of client groups having common interests. Regular courses: induction training for probationers in the Sri Lanka administrative service, (probationers from open competitive stream 1-year full time; probationers from limited competitive stream 6-months full-time; probationers from merit stream, 3-months full-time); induction training for new recruits to the Sri Lanka accountants' service (3 months); induction training for new recruits to the Sri Lanka

**SRL 5                      SRI LANKA INSTITUTE OF DEVELOPMENT ADMINISTRATION      Cont.**

engineering service (6 weeks); training programme for assistant government agents (2 weeks); government accounting for accounts clerks (5 days); clerical service supra class promotees (5 days); training of trainers for clerical officers (5 days); personal assistants (3 days); English language training programme for accountants (1-year). Ad hoc courses are also designed for specific client groups in the areas of community development, planning, implementation and evaluation of projects.

**FUTURE PLANS**

The Institute intends to expand its training programmes for regional staff especially in rural development, multi-level planning, and agriculture and industry.

|                       |                                                                                                                                                                                                                                                                 |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Research              | The Institute conducts research into economic growth and development in the rural sector. Research studies are also being undertaken on basic services of government to the urban and rural poor, structures of government and the future needs of development. |
| Consultancy           | The Institute accepts consultancy assignments in order to design management training programmes which relate to the management needs of professional groups for which specific courses do not already exist.                                                    |
| Publications          | A wide range of publications and journals is published by the Institute. Titles on request.                                                                                                                                                                     |
| Exchange Arrangements | The Institute is interested in joint research in the field of development. It would also like to co-operate with other institutions in the development of training methodology and in national and regional training programmes.                                |

# Swaziland

INSTITUTE OF DEVELOPMENT MANAGEMENT - BOTSWANA LESOTHO  
SWAZILAND

IDM  
PO Box 1534  
Mbabane  
KINGDOM OF SWAZILAND

Please see International and Regional Section (INT 7)

SWA 1 SWAZILAND INSTITUTE OF MANAGEMENT AND PUBLIC  
ADMINISTRATION

Swaziland Institute of Management and Public  
Administration  
PO Box 495  
Mbabane  
KINGDOM OF SWAZILAND

Telephone: 42981/2  
Cable: STAFFTRAIN

Description Founded: 1965. Managing agency: Department of  
Establishments and Training. Departments: clerical  
training, junior, middle and senior management training,  
secretarial training, personnel management training.  
Professional staff: principal, 9 staff training  
officers. External relationships: links with government  
departments through the Department of Establishments and  
Training and with parastatal and private sectors.  
Library: 36,000 volumes. Accommodation: available at  
present for internal programmes; could accommodate  
Lesotho and Botswana participants if the need arose.

Objectives To develop supervisory and management training for the  
public service; to identify training needs at all levels  
within the public service; to design and execute training  
programmes; to make available the human resources of the  
Institute for research and as an advisory service to  
government.

Education and Training Courses are conducted for personnel, accountancy,  
clerical, administrative, executive and secretarial  
cadres of the civil service and parastatal bodies. Ad  
hoc courses are held on the following: training of  
trainers, customs and excise, public health and community  
development. The future plans of the Institute are to  
give more training to parastatal bodies and in the  
private sector in order to complete localisation.

**SWA 1                    SWAZILAND        INSTITUTE        OF        MANAGEMENT        AND        PUBLIC  
ADMINISTRATION        Cont.**

- Research**                    Research has been done on the identification of training needs in the private and public sectors, and on the study of various training activities in order to assess their standard of efficiency and to determine areas where duplication of effort occurs.
- Consultancy**                This area is being contemplated for the purpose of assisting the establishment of staff development within the various government and private sector organisations. Much assistance regarding practical application in this area is still required.
- Publications**                Swaziland        Institute        of        Management        and        Public  
Administration Report, annual.
- Exchange  
Arrangements**                The Institute would be interested in joint research, especially with developing countries, and development of course material. It is still building up its training staff and cannot at present offer any for exchange but would appreciate assistance in the form of a secondment or sabbatical.

**SWA 2                    UNIVERSITY OF SWAZILAND**

**Department of Political and Administrative Studies  
University of Swaziland  
Kwaluseni Campus  
Private Bag Kwaluseni  
SWAZILAND**

**Telephone: Kwaluseni 84011  
Cable: UNIVERSITY KWALUSENI  
Telex: 2087 WD**

- Description**                    The University of Swaziland was established in 1982 and is a direct successor of the University of Botswana and Swaziland which, from 1976 to 1982, had constituent university colleges in both countries. A department in the Faculty of Social Science. Professional staff: head, 5 professional staff of which 3 are specialists in public administration. External relationships: the departments of accounting and commerce, economics, law, sociology and statistics provide ancillary courses in public administration. In addition, the Department maintains close links with other departments in Botswana and Lesotho.

## Swaziland

### SWA 2 UNIVERSITY OF SWAZILAND Cont.

**Education and Training** The development offers a variety of courses such as introduction to public administration; organisation theory and behaviour; public administration in Africa; comparative public administration; personnel administration; rural development administration; administration of public enterprises; development administration; local government administration; financial administration. In addition, the Department runs an internship programme whereby third year majors in public administration are attached to government ministries, departments and industry to gain practical experience in their areas of specialisation. The internship is an integral part of the Department's degree programme.

#### FUTURE PLANS

To establish 2 separate departments of public administration and political science with a view to strengthening degree programmes in each.

**Research** The Department conducts research in the following areas: management training, localisation and administrative reform in the civil service in developing countries; administrative problems of rural development; the management and control of public enterprises in developing countries.

**Consultancy** The Department is officially a consultancy agency to the Swaziland government in public administration and works closely with other organisations and institutions involved in public administration and management. These include the Swaziland Institute of Management and Public Administration, the Institute of Development Management, Swaziland Institute of Training and Personnel Management.

**Exchange Arrangements** The Department co-operates, and is interested in co-operating, with other Commonwealth organisations and institutions in the development of course material and teaching in public administration and the exchange of teaching research staff.

**Note** The University of Swaziland (UNISWA), founded in 1982, was formerly part of the University of Botswana and Swaziland (UBS) which consisted of a university college in each of the countries, Botswana and Swaziland, from 1976 to 1982. UBS was formerly part of the University of Botswana, Lesotho and Swaziland (UBLS) 1966-1975.

# Tanzania

## EASTERN AND SOUTHERN AFRICAN MANAGEMENT INSTITUTES (ESAMI)

PO Box 3030  
Arusha  
TANZANIA

or

PO Box 56628  
Nairobi  
KENYA

Telephone: 2881/2/3/4  
Cable: PERFORMANCE  
Telex: 42076 EACOMI

Please see International and Regional Section (INT 5).

TAN 1

### UNIVERSITY OF DAR ES SALAAM

Department of Political Science & Public Administration  
University of Dar es Salaam  
PO Box 35402  
Dar es Salaam  
TANZANIA

Telephone: 48252  
Cable: University of Dar es Salaam

#### Description

The Department is based on the Faculty of Arts and Social Science of the University. It runs undergraduate and graduate level programmes in politics, international relations and public administration.

#### Education and Training

At undergraduate level are the following courses: PS 200, PUBLIC ADMINISTRATION which aims at an understanding of the relationships between politics and administration for students intending to work in ministries and other public organisations. PS 300, THEORIES OF ORGANISATION/ PARTIES AND BUREAUCRACIES expands on course PS 200. PS 303, RURAL DEVELOPMENT STRATEGIES surveys the theories, problems and experiences of rural development to help rural programmes managers to understand and solve such problems. PS 304, THEORIES AND PRACTICE OF DECISION MAKING is an introductory course intended to widen the theories and practices of public administration in the context of public policy.

#### GRADUATE PROGRAMME IN PUBLIC ADMINISTRATION

This programme can be taken as one area of specialisation other than international politics and comparative politics. Students choose a combination of subjects which satisfies their needs and the demands of their sponsors and/or prospective employers. PS 620, PUBLIC POLICY ANALYSIS is a course which reviews the concepts, theories and practices of public policy as they relate to planning, budgeting, general programme administration and other functions within the context of public policy. PS

Tanzania

TAN 1 UNIVERSITY OF DAR ES SALAAM Cont.

621, PUBLIC ADMINISTRATION deals with the theory, institutions and processes of the subject, and extends the contents of courses PS 200 and PS 300. PS 622, MANAGEMENT OF RURAL DEVELOPMENT analyses management theories and practices in the context of rural development programmes and peasant societies. PS 623, MANPOWER ADMINISTRATION AND MANAGEMENT examines the theory and principles of public administration and manpower management as they relate to the public sector, the civil service, labour relations, workers' participation, etc.

Note All courses are supplemented by "methodology" courses and other departments' courses in the public administration area.

TAN 2 INSTITUTE OF DEVELOPMENT MANAGEMENT (IDM)

Institute of Development Management  
PO Box 1  
Mzumbe  
TANZANIA

Telephone: Morogoro 2401  
Cable: TRAINING MZUMBE

Description Founded: 1972. Managing agency: Ministry of Manpower Development. Professional staff: principal, 140 full-time teaching staff. Departments: management and administration, accountancy, business studies, rural development, law.

Education and Training DIPLOMA IN PUBLIC ADMINISTRATION  
A 3-year diploma course to prepare candidates to fill administrative posts in the civil service, either at the headquarters of ministries or departments or in the Regional/District Directorate of Development. The course is focussed on actual job requirements and includes a great deal of practical work, including substantial periods of supervised field attachments on a "sandwich" basis. The course provides for final year subject options in public/development administration, personnel management in the public service, and hospital administration. Requirements: recommendation by Party branches; competitive entrance examination; and either at least 1 principal level and 2 subsidiary level passes in national form 6 examination plus 1 year's compulsory National Service and a minimum of 2 years satisfactory relevant work experience, or at least 5 credit passes in national form 4 examination plus completion of a minimum of 4 years satisfactory relevant work experience.

TAN 2

## INSTITUTE OF DEVELOPMENT MANAGEMENT (IDM) Cont.

## DIPLOMA IN ACCOUNTANCY

A 3-year diploma course leading to the Institute's Diploma in Accountancy and to the National Accountancy Diploma (NAD) of the National Board of Accountants and Auditors (NBAA). The course includes substantial periods of practical work attachments. Requirements: as for Diploma in Public Administration.

## DIPLOMA IN BUSINESS STUDIES

A 3-year diploma course including substantial periods of supervised, practical work attachments and providing for a number of alternative subject specialisation options in the final year, including general management, purchasing and supply and materials management, management of small scale industries, marketing and sales management, and transportation management. Requirements: as for Diploma in Public Administration.

## DIPLOMA IN COMMUNITY DEVELOPMENT

A 3-year diploma course including substantial periods of practical attachments in the field on a "sandwich" basis. Requirements: as for Diploma in Public Administration.

## DIPLOMA IN ECONOMIC PLANNING

A 3-year diploma course including substantial periods of practical work attachments. Requirements: as for Diploma in Public Administration.

## GENERAL MANAGEMENT COURSE

A 1-year full-time in-service course at postgraduate level for candidates, sponsored by employers who have a minimum of 2 years experience in government, commerce or industry and have demonstrated their potential to rise to senior management positions. Syllabus: management environment, business economics, business policy, legal aspects of management, organisational behaviour, general management functions, quantitative techniques, financial management, personnel management, production management, marketing management, data management and systems analysis, research, consultancy and report writing. Requirements: recommendation by Party branches; 2 years' experience in commerce, industry or government service and, either a first degree from a recognised university (or equivalent institution), or an equivalent professional qualification, or degree/diploma in technology; in exceptional cases exemptions are made to undergraduate degree requirements when candidate has significant industrial or governmental experience.



**TAN 2                      INSTITUTE OF DEVELOPMENT MANAGEMENT (IDM)                      Cont.**

**SHORT BASIC MANAGEMENT COURSE**

A 2-month in-service course designed to provide basic management training to participants of 2 main types: members of public management cadres who have not previously had adequate management training; and professional and technical officers who have been educated in their own professional discipline but not in management ideas, concepts and techniques.

**SHORT COURSES**

The IDM conducts, on its own initiative or at the request of employers, shorter specialist, in-service courses, seminars, symposia, and workshops in a variety of management and administrative subjects, which vary in length from a few days to several weeks, and are designed for administrators and managers from middle levels up to principal secretary/general manager level. Some course titles: The management of human resources, personnel management, attitude training, sensitivity training, training for training officers; production management; financial management; sales and marketing management, export promotion; materials management, purchasing and supply; transportation management; the management and development of small scale industries; project planning and management; data processing and systems; quantitative methods of management; management by objectives; accounting for managers; planning; central and regional administration; management services and O & M.

**TAN 3                      INSTITUTE OF FINANCE MANAGEMENT**

**Institute of Finance Management  
PO Box 3918  
Dar es Salaam  
TANZANIA**

**Telephone: 27171  
Cable: INSFINANCE**

**Description**                      **Founded: 1972. Managing agency: Ministry of Finance. Professional staff: director, 3 associate professors, 7 senior lecturers, 16 lecturers, 11 assistant lecturers and 2 tutorial assistants. Departments: accountancy, banking, insurance, social security administration, tax management and financial management. External relationships: with UNDP, CIDA, Rockefeller Foundation, Edna McConnel Foundation, CFTC, public corporations within the country, government of Tanzania and financial institutions. Library: 12,000 volumes plus periodicals. Accommodation: available for non-nationals.**

**TAN 3                      INSTITUTE OF FINANCE MANAGEMENT                      Cont.**

**Objectives**                      The study of the principles, procedures and techniques of banking, insurance, finance management and related subjects; to sponsor, arrange conferences and seminars on these subjects; the publication of materials produced in connection with the work and activities of the Institute.

**Education and Training**                      **ADMISSION REQUIREMENTS FOR ADVANCED DIPLOMA COURSES**  
 Minimum requirements for advanced courses: Form VI, 'A' level or its equivalent with credit passes in English and mathematics. Form IV, 'O' level plus at least 2 years of relevant working experience or Form IV, 'O' level or its equivalent with 5 credit passes including English and mathematics, plus at least 4 years of relevant working experience. Satisfactory score in the IFM aptitude test. Guarantee of sponsorship.

**ADVANCED DIPLOMA IN BANKING**

A 3-year course in banking and finance in developing countries. The content includes business communication; political economy; political education; general principles of law; financial accounting; principles of economics; quantitative methods; law relating to banking; public finance; practice of banking; accountancy for bankers; principles of management; management information systems and project appraisal; management of banking operations and the finance of international transactions; development banking and industrialisation; rural development. Average enrolment: 70.

**ADVANCED DIPLOMA IN INSURANCE**

A 3-year course to train employees in insurance departments of government, parastatals and the National Insurance Corporation of Tanzania. The curriculum includes general principles of Tanzanian law; business communications; quantitative methods; general principles of insurance; various categories of insurance and pensions schemes. Average enrolment: 40.

**ADVANCED DIPLOMA IN SOCIAL SECURITY ADMINISTRATION**

A 3-year course in analysis and administration for social security executives. The curriculum includes courses in quantitative methods; general principles of insurance; general principles of Tanzanian law (Law I); political education/development studies; business communications; social security systems; social security legislation (Law II); principles of economics; financial accounting; sociology; social security administration; financial management. Average enrolment: 30.

ADVANCED DIPLOMA IN ACCOUNTANCY

A 3-year course for accountants at middle and senior levels in government industry and commerce. Successful completion of the course entitles the student, after 1 year's practical experience, to be recognised by the National Board of Accountants and Auditors as an approved accountant, and also gives full exemption for the Boards's NAD I and II examinations. The syllabus follows closely that of the NBAA up to and including CPA I. The curriculum includes courses in accountancy; political economy; mercantile and company law; business mathematics and statistics; political education/development studies; auditing; taxation; business administration; systems analysis and data processing and costing; management accountancy. Average enrolment: 120.

ADVANCED DIPLOMA IN TAX MANAGEMENT

A 3-year course in the theoretical and practical areas of revenue administration and collection and investigation. The aim is to produce competent income-tax assessors as well as other revenue officials. The core courses include a thorough training in income tax laws; indirect tax laws; public finance; taxation theory; tax administration. Average enrolment: 40.

POSTGRADUATE DIPLOMA IN TAX MANAGEMENT

A 9-month advanced course in 2 semesters of about 4 1/2 months each in taxation and related fields. Average enrolment: 30. Requirements: degree or diploma from or equivalent preferably in accountancy, economics, law or business administration and commerce. Executives should have demonstrated aptitude to follow the programme successfully. This category may be subject to an aptitude test.

POSTGRADUATE DIPLOMA IN ACCOUNTANCY

A 1-year course to train and prepare for service at the highest levels of accountancy. The content is that of the CPA (T) II of the National Board of Accountants and Auditors in Tanzania. Average enrolment: 50. Requirements: candidates with IFM, or equivalent advanced diploma in accountancy or those who have passed the NBAA's CPA (T) I or equivalent examinations.

POSTGRADUATE DIPLOMA IN FINANCIAL MANAGEMENT

A 9-month full-time postgraduate course for upper middle management executives, banking executives, chief executives, officers of government enterprises and university/IFM graduates interested in a career in the financial management area. Core courses: money and banking; corporate finance; management accounting.

TAN 3

## INSTITUTE OF FINANCE MANAGEMENT      Cont.

Advanced courses: capital management; project appraisal; business taxation; quantitative aspects of finance; prices; international finance; business policy. Average enrolment: 35. Requirements: University degree, CPA holder or equivalent; IFM or equivalent advanced diploma holder.

## EXECUTIVE DEVELOPMENT DEPARTMENT

The Institute also conducts short-term courses of between 1 and 4 weeks in consultation with organisations sponsoring students. These courses follow up the progress of students on the job for evaluating the contents and teaching methods for the constant improvement of standards. The courses are conducted by the Executive Development Department. Recent topics: Project preparation; appraisal and implementation; finance of foreign trade and exchange; financial management and control; insurance; industrial planning; agricultural planning; refresher courses in taxation and business policy. The Executive Development Department has its own prospectus.

# Tonga

TON 1

OFFICE OF THE PRIME MINISTER

Principal Training Officer  
Establishments Office  
Office of the Prime Minister  
Nuku'alofa  
TONGA

In-service training for the public service of Tonga is co-ordinated by the Establishments Division in the Office of the Prime Minister.

# Trinidad & Tobago

## UNIVERSITY OF THE WEST INDIES (ST AUGUSTINE)

Department of Government  
St Augustine Campus  
University of the West Indies  
St Augustine  
TRINIDAD

Telephone: PBX 66-32007  
Cable: STOMATA PORT OF SPAIN TRINIDAD

Please see International and Regional Section (INT 21)

### TRI 1

#### CENTRAL TRAINING UNIT

Central Training Unit  
Personnel Department  
46 Frederick Street  
Port-of-Spain  
TRINIDAD

Telephone: 623 2114, 623 7189, 623 1243

#### Description

Founded: 1966. Managing agency: Training Division, Personnel Department. Sections: Central Course Administration; Consultancy and Departmental Training; Special Projects; Research, Development and Information; Central Secretariat. Professional staff: director of training; 36 training officers. External relationships; the Unit services the training needs of most of the agencies which comprise the public service. Library: 6,000 volumes, 110 of which are specifically related to public administration.

#### Objectives

To identify the training needs of the public services of Trinidad and Tobago; to assist ministries' departments and statutory bodies in meeting those needs; to conduct the training either centrally or departmentally, where appropriate; to maintain a training centre to be used for the conduct of its own courses, seminars and workshops and, where necessary, for use by departmental training units; to provide a consultancy service to ministries' departments and statutory bodies; to develop a research capability to ensure the continuous relevance of its training activities; to collate and disseminate information on training and related matters throughout the public service.

TRI 1                      CENTRAL TRAINING UNIT      Cont.

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Functions              | Central Course Administration Section: responsible for the identification of training needs in the public service and the planning, implementation and evaluation of appropriate training activities. Participants selected to attend courses, seminars and workshops are drawn from agencies throughout the public service. Consultancy and Departmental Training Section: responsible for analysing the organisational problems of public service agencies, suggesting solutions and, where such solutions involve training, assisting in its planning, implementation and evaluation. Special Projects Section: responsible for administering special programmes organised by the Central Training Unit and those sponsored by national, regional and international agencies. Research, Development and Information: responsible for developing and implementing research projects aimed principally at identifying training needs, improving training programmes and determining the effectiveness of training conducted. This Section is also responsible for developing the Unit's library and audio-visual capabilities and editing its publications. Central Secretariat: responsible for providing all support services required for the other sections of the Central Training Unit to function efficiently. |
| Education and Training | Courses, seminars and workshops are conducted for public officers in management and supervision functional, secretarial, clerical and manipulative. The Unit provides a variety of training on programmes organised and conducted by ministries, departments and statutory bodies. Ad hoc courses are developed to meet special needs and requests emanating from public service agencies. Most of these courses tend to concentrate on aspects of human relations and organisational behaviour.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Publications           | <u>Annual Calendar and Training Review</u> , occasional monographs on specific job functions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Future Plans           | The Central Training Unit intends to provide reception training for new entrants at all levels of the public service and will continue to seek to improve the quality of the services which it offers to the public service.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Exchange Arrangements  | The Central Training Unit is interested in co-operating with other Commonwealth organisations in the exchange of staff and training programme brochures and teaching material.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

# Uganda

UGA 1

## INSTITUTE OF PUBLIC ADMINISTRATION

Institute of Public Administration  
PO Box 20131  
Kampala  
UGANDA

Telephone: 59581-3, 56176  
Cable: INPAD KAMPALA

- Description      Founded: 1964. Managing agency: Ministry of Public Service and Cabinet Affairs. Professional staff: director, deputy director, 6 heads of schools, 49 principal lecturers, senior lecturers, lecturers, assistant lecturers and visiting lecturers. Departments: administrative school, business school, executive school, local authorities school, learning resources development school and journalism. External relationships: joint postgraduate diplomas with Makerere University (see below); CAFRAD (see INT 2); IULA, AAPAM (see INT 1); IIAS (see INT 9); practical attachments with government departments and parastatal bodies. Library: 15,000 volumes, 145 journals; national document centre with reports from government ministries, departments, parastatal bodies and private organisations.
- Objectives      The main objective is administrative/management training and research in the public services.
- Education and Training      POSTGRADUATE DIPLOMA IN PUBLIC ADMINISTRATION, DPA  
A 12-month full-time postgraduate diploma programme commencing annually in October, organised jointly with Makerere University and designed to increase the professional competence of young and middle range administrators. Average enrolment: 20. Requirements: degree from recognised university, plus 2 years experience in administration/management. Provision for admission of persons with exceptional experience or performance.
- POSTGRADUATE DIPLOMA IN BUSINESS MANAGEMENT, DBM  
A 12-month full-time postgraduate diploma commencing annually in July, designed to provide advanced knowledge and skills in the application of modern management techniques to production and commercial and financial problems for middle and top managers with special reference to middle managers of parastatal bodies. Average enrolment: 20. Requirement: degree from recognised university, or serving managers of parastatal bodies who satisfy the selection board.



Uganda

UGA 1                      INSTITUTE OF PUBLIC ADMINISTRATION                      Cont.

NON-GRADUATE DIPLOMAS

The Institute provides courses for the Diploma in Nursing Administration, the Diploma in Local Authorities Administration, the Uganda Finance Officers Diploma and the Diploma in Office Management.

CERTIFICATE COURSES

Programmes for project planning, management, French, secretarial management, accountancy and income tax assessors course, all at certificate level.

AD HOC COURSES

Ad hoc courses are organised and conducted in collaboration and consultation with government ministries, departments, parastatal bodies or private companies.

FUTURE PLANS

The Institute plans to hold a postgraduate course in human resources management and development, a Swahili certificate course and to develop a National Documentation Centre.

|                       |                                                                                                                                                           |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Research              | Recent research topics; management of rural projects and enterprises; the effective executive in Uganda.                                                  |
| Consultancy           | The Institute has done consultancy work for the Ministry of Commerce and Industry, the Foods and Beverages Corporation and co-operatives development.     |
| Publications          | <u>Journal of Public Administration and Management</u> , annually.                                                                                        |
| Exchange Arrangements | The Institute is interested in co-operating with other Commonwealth institutions in joint research, development of course material and exchange of staff. |

## UGA 2 MANAGEMENT TRAINING AND ADVISORY CENTRE (MTAC)

Management Training and Advisory Centre  
 Jinja Road  
 Nakawa  
 PO Box 4655  
 Kampala  
 UGANDA

Telephone: 61011-4  
 Cable: MATAPILO

- Description** Founded: 1965.  
 Managing agency: Ministry of Industry. Professional staff: director, 9 trainers, 8 consultants and 3 researchers. Divisions: training, consultancy, research and documentation and small enterprise administration. External relationships: Ministries of Industry, Education and Labour; Makerere University; Institute of Public Administration (see UGA 1), Employers' Federation, and the National Organisation of Trade Unions. Library: 400 volumes.
- Objectives** To provide training, advisory, consultancy and research services to government departments, industry and other economic sectors including public service utilities.
- Training and Education** AD HOC COURSES  
 The Centre conducts 2-4 week courses in consultation with industries and other enterprises in general functional management areas, general management, production management, marketing management, accounting etc. Participants are given certificates of attendance.
- Consultancy** The Centre undertakes consultancy assignments in areas such as corporate planning, organisation structure, capacity utilisation, production planning and control, project planning, etc.
- ENTREPRENEURIAL DEVELOPMENT  
 The Centre undertakes special training and advisory programmes for the development of small-scale entrepreneurs.
- Research** The Centre carries out research projects on key management issues affecting the economic activities of the country.

# Western Samoa

WES 1

## PUBLIC SERVICE COMMISSION

Staff Training Branch  
Public Service Commission  
PO Box 73  
Apia  
WESTERN SAMOA

**Description**      Founded: 1951. Staff Training Branch reorganised 1977 and, although small, is responsible for in-service training of public servants. External relationships: University of the South Pacific (see INT 14); New Zealand bilateral aid; Australian bilateral aid. Library: small; mainly references and reports plus small number of materials relevant for training.

**Education and Training**      Training programmes are geared towards middle management level. Participants have had secondary education and follow programmes designed to prepare them for further development. Courses conducted: induction courses to familiarise new recruits with the public service and its functions; supervisory level courses; senior management courses. Ad hoc courses are conducted as the need arises as or when aids and experienced conductors are available.

### FUTURE PLANS

It is intended to build a fully equipped training centre with professional staff.

**Exchange Arrangements**      The Commission is interested in co-operating with other Commonwealth institutions for joint research, exchange of staff and the development of course materials. The institution is young and is particularly interested in receiving outside help in the provision of training instructors and material.

# Zambia

ZAM 1

## THE MANAGEMENT SERVICES BOARD

The Management Services Board  
PO Box 50995  
Lusaka  
ZAMBIA

Cable: INTERLAB LUSAKA

- Description      Founded: 1974 as a joint project of the government, the UNDP and the ILO; (formerly the Management Development Training and Advisory Centre attached to the Department of Technical Educational and Vocational Training). In 1981 an Act of Parliament was passed establishing the Management Services Board.
- Objectives        To help develop effective zambian managers and organisations with the main emphasis upon the parastatal sector of the economy; to serve as a high level zambian management consultancy and training unit, with special responsibilities for advice and assistance to government on national management development policies, plans and co-ordination; to help parastatal organisations develop and train their own managers and supervisors; to help strengthen and expand the management training in zambia's educational and training institutions; to help develop the management abilities and skills of small scale entrepreneurs and businessmen; to assist government in the formulation of a national policy on small business development.
- Education and Training      The Board's activities include surveys, policy advice, institutional co-ordination, high priority training (management and training of trainers), selected consultancies and organisational development work. A management information and advisory service, including training materials and aids, is provided.

Zambia

**ZAM 2                    NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION (NIPA)**

National Institute of Public Administration  
PO Box 31990  
Lusaka  
ZAMBIA

Telephone: 216124  
Cable: NIPA, LUSAKA

**Description**            Founded: 1964. Managing agency: Personnel Division, Office of the Prime Minister. Professional staff: principal, deputy principal, plus 79 full-time lecturers. Departments: administrative training; health services training; accountancy training; legal training; Burma Road Campus housing the executive; secretarial and technical training sections and unit respectively; Chalimbana Campus, housing the basic accountancy programmes. External relationships: President's Citizenship College, University of Zambia; United National Institute for Namibia; Zambia Institute of Personnel Managers; Institute of Local Government Administrators of Zambia; Department of Technical Education and Vocational Training; parastatal bodies, government ministries and departments. Overseas: Netherlands Ministry of Foreign Affairs; the British Overseas Development Administration; University of Aston, Birmingham (see BRI 1); Irish Institute of Public Administration; African Training and Research Centre in Administration and Development (see INT 2); African Association for Public Administration and Management (see INT 1); Eastern and Southern African Management Institute (see INT 5); Pan-African Institute for Development; International Institute of Administrative Sciences (see INT 9); Organisation for Social Science Research in Eastern Africa. Attachments with local authorities, parastatal bodies and government ministries. Library: 20,000 volumes.

**Objectives**            The in-service training of civil servants, staff of local government authorities, to some extent parastatal employees and members of the public service in general, and research and consultancy.

**Education and Training**    ADMINISTRATIVE/MANAGEMENT COURSES  
Incorporated Society of Valuers and Auctioneers (3 years), Diploma in Public Administration (2 years), Diploma in Personnel Management (3 years), Diploma in Personnel Management (2 years), Institute of Local Government Administration of Zambia (3 years), plus various short courses for local government administrators and induction courses for graduates and expatriate entrants to the civil service.

ZAM 2

**NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION (NIPA)  
Cont.**

**HEALTH SERVICES TRAINING**

Hospital Administration (6 months), plus various short courses for hospital receptionists, senior nursing staff, ward sisters, district medical officers, clinical instructors and others.

**LEGAL TRAINING**

Magistrates (1 year); police prosecutors (1 year), plus shorter courses for CID officers, armed forces personnel and officers handling prosecutions in various ministries.

**ACCOUNTANCY TRAINING**

Association of Accounting Technicians (3 years) being replaced by a Zambian diploma course for Accountancy (3 years); technician state auditors (2 years) intermediate and final levels.

**EXECUTIVE TRAINING**

Certificate in Public Administration (1 year); elementary course in management and administration, plus shorter courses for officers in specialised fields such as immigration and forestry.

**SECRETARIAL TRAINING**

Verbatim court reports (1 year) plus shorter courses for secretaries and stenographers at advanced and intermediate levels.

**TECHNICAL TRAINING**

Short courses for clerks of works and architectural draughtsmen. At Chalimbana Campus: Certificate in Accounts and Business Studies (2 years); elementary course in accounts (6 months) plus short courses for graded operators. Other courses may be run to meet specific needs.

Research and  
Publications

From time to time reports and other publications are produced on local and central government administration and other developmental topics. Contact the Institute and state interests. In some cases, exchange arrangements may be possible.

Exchange of  
Staff

The Institute is interested in co-operating with similar institutions for the purpose of provision of staff.

Zambia

ZAM 3

UNIVERSITY OF ZAMBIA

Department of Political and Administrative Studies  
University of Zambia  
PO Box 2379  
Lusaka  
ZAMBIA

Telephone: 54755  
Cable: UNZA LUSAKA

Description

Professional staff: head, 13 full-time and 1 part-time lecturing staff. Sub-departments: political science, public administration. External relationships: Inter-University Council (particularly regarding staffing and staff recruitment); staff and student exchanges with University of Dar-es-Salaam (see TAN 1). Library: 250 volumes on public administration plus special collection of government documents in the UNZA library. Accommodation: available for non-nationals.

Education and Training

BACHELOR OF ARTS, BA

A 4-year full-time undergraduate degree course commencing annually in October permitting students to major in either political science or public administration. Courses offered by the department: national government and administration; comparative politics; organisation theory; development administration; public policy analysis; international politics; political economy of Zambia; politics of Southern Africa; political economy of underdevelopment; politics of industrialised societies; comparative public administration; public financial administration; personnel administration; local government administration; public enterprise management; administrator in society; political theory; the political economy in Africa.

MASTER OF ARTS, MA AND MASTER OF PUBLIC ADMINISTRATION, MPA

15-month full-time or 30-month part-time postgraduate degrees in political science and public administration. All degree programmes require a successful completion of coursework and a scholarly thesis. The MA programme permits students to specialise in one of 3 fields: political philosophy, comparative politics and international relations. The MPA programme is a professional degree in public administration, and students usually take a general curriculum in the field rather than focus on any particular area. MPA courses include research methods; development administration; proseminar in public administration; public budgeting; public personnel system; administrative responsibility; issues in local government administration; public

ZAM 3

UNIVERSITY OF ZAMBIA Cont.

enterprise; selected topics in public management. Students are also encouraged to enrol for relevant courses in other departments.

FUTURE PLANS

It is planned to provide facilities for a PhD in political science and a Doctorate PA in public administration. The Department also plans to launch a postgraduate diploma in international affairs with the School of Law.

Exchange  
Arrangements

The Department is interested in co-operating with other Commonwealth universities in the exchange of staff, recruitment of experienced and senior staff, and joint research.



# Zimbabwe

ZIM 1 THE ZIMBABWE INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT (ZIPAM)

Zimbabwe Institute of Public Administration and Management

PO Box AY 170

Amby

Harare

ZIMBABWE

Telephone: Harare - 4660 or 47454

Description Founded: 1983. Management agency: The Public Service Commission. Professional staff: director, 4 heads of divisions, 8 lecturers. Training divisions: development administration and management; development planning and management; local government studies; financial administration. Library.

Objectives The primary objective is to develop management in the public service, parastatal organisations and local authorities.

Education and Training ZIPAM's training programme is at present confined to short courses for middle and senior level administrators and managers in the public sector.

Research Research focuses on the effective performance of the public service, particularly that of an organisational, procedural, operational or sociological nature. Issues relating to development management and allied areas are also examined. Teaching materials are developed for the training programme of the Institute, and the training needs of the public service are under continuous review.

Consultancy Consultancy is closely related to research and is offered to public service and other organisations with which the Institute has a formal relationship.

# International & Regional

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| INT 1                  | <p>AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT (AAPAM)</p> <p>African Association for Public Administration and Management<br/>PO Box 60087<br/>Addis Ababa<br/>ETHIOPIA</p> <p>Telephone: 15 03 89<br/>Cable: AAPAM ADDIS ABABA<br/>Telex: 21029</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Description            | <p>Founded: 1971. AAPAM is an international professional association of African administrators and managers, and such corporate members as University Schools of Administration, institutes of administration and management in Africa and parastatals. Countries served: Botswana, Cameroon, Egypt, Ethiopia, The Gambia, Ghana, Kenya, Lesotho, Liberia, Libya, Malawi, Mauritius, Nigeria, Senegal, Seychelles, Sierra Leone, Somalia, Sudan, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe. Finance; members' subscriptions, government grants, CFTC grants, Ford Foundation grants, CIDA grants, IDRC grants, and Friedrich-Ebert-Stiftung (FES) grants. Professional staff: secretary-general, programme officer and personal secretary.</p>                                                                  |
| Objectives             | <p>To provide a forum for exchanging ideas and experience between public administrators, managers, scholars and teachers of public administration and management in Africa; to foster affiliation and maintain liaison with other international bodies and organisations interested in public administration and management.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Education and Training | <p>AAPAM organises the annual Inter-African Public Administration and Management Seminar and publishes and distributes to its members an edited seminar report. AAPAM has established National Chapters in member countries. The chapters conduct workshops, short seminars, talks and discussions for their members. AAPAM co-operates with UNECA (see INT 17), CAFRAD (see INT 2), ESAMI and similar bodies in joint seminars. AAPAM is not a formal teaching institution but has been successful in bring together top African administrators and managers to discuss topical managerial problems with a view to sharing experiences and trying to find answers to African development problems. Since 1978 AAPAM has organised annual conferences on a variety of management and public administration themes.</p> |

## International

### INT 1                    AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT (AAPAM)        Cont.

- Research                AAPAM has sponsored research which resulted in the following publications: Indigenisation of African Economies; African Public Services: Challenges and A Profile for the Future. Other research projects are currently in progress.
- Consultancy            AAPAM has undertaken consultancy assignments on training needs identification and design of staff development programmes, financial management in electricity corporations and other subjects, at the request of African countries.
- Publications           Quarterly Newsletter (free); Annual Roundtable Reports (free to members only); A Decade of Public Administration in Africa; Indigenisation of African Economies; Public Policy-Making in Africa; African Public Services; The Changing Ecology of Public Administration and Management in Africa.
- Exchange  
Arrangements          AAPAM is interested in co-operating with other Commonwealth organisations through the exchange of information and participation in programmes in public administration and management.

INT 2                    AFRICAN TRAINING AND RESEARCH CENTRE IN ADMINISTRATION  
FOR DEVELOPMENT (CAFRAD)

African Training and Research Centre in Administration  
for Development

PO Box 310

Tangier

MOROCCO

Telephone: 364 30, 366 01

Cable: CAFRAD TANGIER MOROCCO

Telex: 336-64M

Description            Founded: 1964 as an African regional institution open to membership of all African states. Managing agency: a governing board composed of all member states which meets annually to approve the Centre's programme of activities. Countries served: all African states which are members of the Organisation of African Unity. External relationships: CAFRAD maintains strong working relationships with UNECA (see INT 17), IDEP, UN Division of Public Administration and Finance (see INT 16), PAID (see INT 13), and other organisations that are concerned with development administration in Africa. Finance: subvention from the Moroccan Government; contributions from other member states; bilateral aid in the form of experts and short-term consultants; financial grants from Commonwealth Secretariat and IDRC (Canada). Professional staff: director-general, director of general administration, 3 documentalists, plus experts in programmes (training and research) and short-term consultants as required. Accommodation: seminar participants accommodated in hotels.

Objectives            To undertake, promote and co-ordinate comparative studies and research on administrative problems in Africa; to organise scientific meetings, seminars and in-service training courses for high-ranking officials from the public and private sectors in African countries; to compile, analyse and disseminate documentation on the structure, organisation and administrative methods of African countries, to publish appropriate material and to act as host and as a scientific liaison body to institutions and schools of administration, universities and any other agencies whose activities come within the scope of the Centre.

Education and Training            CAFRAD organises training activities in the following areas: urban and rural development, management of human resources, training of trainers programmes, training in project management, top management and management of public enterprises, administrative reform and reform in personnel management, training of librarians/

## International

### INT 2                    AFRICAN TRAINING AND RESEARCH CENTRE IN ADMINISTRATION FOR DEVELOPMENT (CAFRAD)      Cont.

documentalists, consultancy workshops. CAFRAD trains top-level African administrators in the public and private sectors. Each training seminar lasts for 2 to 3 weeks, except in project management training in which courses lasting up to 3 months are offered. Each course is attended by about 30 participants. Courses are usually held at the national, regional and sub-regional levels. CAFRAD offers ad hoc courses at the request of African governments. These courses are usually national trainers' seminars in development administration.

Research                CAFRAD's research programme is practical and action-oriented. Its strategy is based on work through study groups constituted by CAFRAD's experts and research collaborators from various bodies and institutions and from ENAs and IPAs in various countries, each group being entrusted with one of the following topics: integrated urban-rural development; training of trainers and developing the capacity of training institutions to adapt to the exigencies of evolving systems; Africanisation of techniques of management and analysis of development projects; administrative reform and the development of human resources; storage and treatment of administrative information in Africa.

Consultancy            At the request of African member states, CAFRAD provides expert advisory services to help solve problems of development administration. CAFRAD is working on a project to establish an integrated network of African consultants.

Publications           African Administrative Studies (English and French), half-yearly review. CAFRAD News (English, French and Arabic), quarterly, distributed free of charge. Occasional bibliographies (free); occasional papers (free).

INT 3

**ARAB ORGANISATION OF ADMINISTRATIVE SCIENCES (AOAS)**

Arab Organisation of Administrative Sciences  
Dahiat el-Hussein  
PO Box 17159  
Amman  
JORDON

Telephone: 811394 - 811395 and 814118 - 814119

**Description**

Founded: 1969, as a specialist agency of the Arab League. Managing agency: General Assembly consisting of one representative of each member state plus non voting representatives of affiliated professional institutions; Executive Council consisting of 1 representative from each member state. Organisation: directorate general is the professional and administrative organ of the AOAS, and consists of the following specialised units: Arab Institute of Administrative Sciences (training); the Administrative Research Centre; the Administrative Consultancy Centre; the Documentation Centre; the Finance and Administrative Department; and the Public Relations Section. Library: 15,000 volumes (including 9,000 Arabic, 6,000 English and French) plus 230 Arabic and 190 English periodicals. Languages of instruction: English and Arabic.

**Objectives**

The overall objective of the AOAS is to foster administrative and management development in the Arab world. In particular it endeavours to: improve administrative methods and practices in governmental, public and private establishments; standardise administrative systems, methods and procedures throughout the Arab countries; develop standard Arab administrative terminology; encourage co-operation among Arab institutions concerned with administration and management; promote research in administration and management in the Arab world; establish and maintain strong relationships with other regional and international bodies concerned with administrative sciences.

**Education and Training**

The training programmes of the AOAS are specially designed to meet the needs of senior administrators and managers in the Arab world. The programmes are mostly offered in the form of seminars, workshops, discussion groups, etc. In addition to the open courses which are attended by participants from all member states, special programmes are organised on request. Programmes vary in duration from 1 to 4 weeks and in attendance from 20 to 30 participants. They cover a multiplicity of interests and specialisations such as: personnel, finance, local administration, management of public enterprises, rural development, hospital administration, management of co-operatives, project management etc.

## International

### INT 3                    ARAB ORGANISATION OF ADMINISTRATIVE SCIENCES (AOAS) Cont.

- Research                The research programmes of the AOAS include both desk and field research, with due emphasis on the latter. All research activities are particularly geared to the administrative development needs of the Arab countries. Special features of the research programmes are the Contemporary Thought Series and Actual Cases Bank published by the Research Centre.
- Consultancy            Advisory and consultation services are rendered to government agencies, parastatals and private organisations in the Arab countries on request. The AOAS enlists the co-operation of Arab and expatriate experts to supplement the efforts of its own specialists in undertaking a wide range of consultancy assignments.
- Publications           The documentation activities of the AOAS include the collection and classification of the various administrative laws and regulations promulgated in the Arab countries, descriptions of the organisation, functions and operation of the administration in every Arab country; and the publication of comprehensive bibliographies in the areas of administration and management. The Centre is also responsible for managing the library and publishing the AOAS's quarterly journal, Arab Journal of Administration.

INT 4

ASIAN AND PACIFIC DEVELOPMENT CENTRE (APDC)

Asian and Pacific Development Centre  
PO Box 12224  
Pesiaran Duta  
Kuala Lumpur  
MALAYSIA

Telephone: 03 - 948088  
Cable: APDECEN Kuala Lumpur  
Telex: MA 30676

Description

The Asian and Pacific Development Centre (APDC) was established on 1st July 1980 by integrating four existing regional institutions - the Asian and Pacific Development Institute (APDI), the Asian and Pacific Development Administration Centre (APDAC), the Social Welfare and Development Centre for Asia and the Pacific (SWDCAP), and the Asian and Pacific Centre for Women and Development (APCWD). The APDC is an autonomous, regional institution designed to provide a practical response to the developmental problems faced by countries of the region and to assist them, through the study and analysis of development options, in formulating appropriate development strategies, policies and programmes. During the first 3 years of its existence the APDC was established as a United Nations institution under the aegis of the Economic and Social Commission for Asia and the Pacific (ESCAP). From 1st July 1983, responsibility for the management of APDC was transferred from ESCAP to the governments which had subscribed to the Charter of the APDC. All countries that are members or associate members of ESCAP are eligible for membership. The membership includes: Australia, Bangladesh, Brunei, People's Republic of China, Cook Islands, Hong Kong, India, Indonesia, Japan, Republic of Korea, Lao People's Democratic Republic, Malaysia, Maldives, Nepal, New Zealand, Pakistan, Philippines, Sri Lanka, Thailand and Vietnam.

Objectives

Strengthening national research and training institutions; promoting research and training activities on a collaborative basis through a network of individuals and institutions; strengthening links with a regional network to promote economic cooperation among countries of the region; research studies at a regional level into the development problems of national governments; identifying existing and emerging needs and problems to increased awareness of governments of the effects of economy and social institutions; assistance in developing human resources to meet the changing needs of the region; to serve as a clearing house for information on development and to offer consultancy services in cooperation with national institutions to countries in the region.



## International

### INT 4 ASIAN AND PACIFIC DEVELOPMENT CENTRE (APDC) Cont.

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education and Training | Regional training of trainers in energy planning and management; media workshop on agricultural change, rural women and organisation; SIAP/APDC training course in energy statistics; management development workshops; seminar on organisation management for heads of training organisations; regional seminar on trade promotion; training of trainers in agricultural projects management; training course in integrated energy planning; senior energy planners training course; South Asian conference on administrative reforms.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Research               | Research projects in the Centre's current work programme: the problems of the most disadvantaged groups in agriculture and government programmes designed to improve them; experiments in agricultural development; socio-economic impact of new fishing technologies in fishing communities; study on food-energy interrelationships; agricultural change, rural women and organisations; evaluation of the impact of diversification of rural economies; social impact of new technology on the rural community in Asia; role of rural industries for national development in the Asian region; role of appropriate technology in the development of rural industries; participation of women in rural industrialisation; integrating industrialisation and urbanisation in a rural setting; interventions and innovations for reforms in the civil service; regional integration and economic co-operation; Asian-South Pacific co-operation; study of mechanisms for expansion of regional trade and economic co-operation in South Asia; decentralisation for development; new technology in decision-making processes in government systems. |
| Consultancy            | Consultancy or advisory services are rendered to member governments upon request.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Publication            | <u>APDC Newsletter</u> , (3 issues per year). A list of books and research papers published since 1980 is available upon request.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Exchange Arrangements  | The Centre is interested in co-operating with Commonwealth institutions in joint research and the development of course material.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Note                   | The Centre is the secretariat for the Association of Development Research and Training Institutes for Asia and Pacific (ADIPA) which has a membership of 140 national institutions. It also is the current secretariat for ICCDA (Inter-regional Coordinating Committee of Development Associations).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

INT 5

**EASTERN AND SOUTHERN AFRICAN MANAGEMENT INSTITUTE  
(ESAMI)**

PO Box 3030  
Arusha  
TANZANIA

or

PO Box 56628  
Nairobi  
KENYA

Telephone: 2881/2/3/4

Cable: PERFORMANCE

Telex: 42076 EACOMI

## Description

Founded: 1974, as a regional institution serving the East African community. Countries served: Tanzania, Kenya, Uganda plus 15 other countries in eastern, central and southern Africa. Became ESAMI 28 February, 1980. Finance: mainly self-financing but gets grants from the governments of Uganda, Tanzania, Zambia, and Kenya and from international organisations such as CFTC, EDI (see INT 6) and the UK Overseas Development Administration. Professional staff: director, plus 30 consultants and United Nations World Bank advisors. Library: 6,000 volumes and 120 periodical subscriptions specialising in management and closely related fields and over 5,000 reports. Accommodation: hostel for 120 persons.

## Education and Training

The Institute's education and training activities are geared towards the improvement of performance of senior managers or those preparing for senior managerial positions. Areas of concern: general management, transport and communications management, financial management, personnel management, materials and supplies management, management services and marketing management.

## TRAINING OF MANAGEMENT TRAINERS

An 8-week course, offered twice yearly commencing in May and October and designed for senior and middle level managers with duties including manpower planning, staff development, and administration of training. The course aims at developing a cadre of officers equipped with modern approaches and skills for training and manpower development preparing them as change agents, enhancing the growth of each participant and providing a forum for exchange of ideas on training methodologies, etc. Average enrolment: 20-25. Requirement: a university degree with at least 2 years experience in the field.

## TRAINING COURSE ON MANAGEMENT OF HEALTH SERVICES

A 6-week course commencing annually in September which has been specially designed for senior medical and health personnel in order to improve the participants' knowledge and skills in modern management concepts, techniques and methods. Course content: the social political-economic environment of health care delivery; health services and

INT 5                    EASTERN AND SOUTHERN AFRICAN MANAGEMENT INSTITUTE  
(ESAMI)                Cont.

management; general principles of organisation and management; critical management skills; management of human resources and human relations; financial management; materials and physical resources management; simulation on how to cope with health management problems. Average enrolment: 25-30.

PUBLIC FINANCE AND TAXATION

A 6-week course commencing annually in October designed for high level managers and administrators in public enterprises and government departments who are responsible for influencing or taking public expenditure decisions, senior officials of the treasury, central and commercial banks and trainers in public finance and taxation. Course content: accounting, public finance and taxation, financial management, tax policy, general management and public administration. Average enrolment: 30.

EXPORT PROMOTION AND INTERNATIONAL MARKETING WORKSHOP

A 6-week course commencing annually in July for high level managers in the public and private sectors who are responsible for influencing or taking export promotion decisions, senior officials of an export promotion organisation, trainers in export promotion, commercial attaches and trade representatives. Course content: international/inter-African trade; export promotion; export marketing; market selection; marketing research/channels/communications; selling and distribution; export procedures; payment systems; trade policy; financial incentives; publicity/exhibition/trade missions; organisation for export promotion; tools of the commercial attache; training; priorities; action plan.

TRANSPORT PROJECT PLANNING, EVALUATION AND MANAGEMENT COURSE

A 6-week course conducted annually in the second half of the year designed for senior administrators and planning engineers involved in decision making on transport planning, programme and project preparation, analysis and management. The course is intended to assist governments in ensuring economic resources allocated to the transport sector effectively contribute towards achievement of national and social development objectives. Course content: participants will be shown and asked to apply various analytical techniques in relation to the preparation, appraisal, execution, operation and evaluation of transport projects. Particular emphasis will be placed on the acquisition and practical

application of skills in cost-benefit analysis, financial analysis and project management. The course is conducted in co-operation with the Economic Development Institute (EDI) of the World Bank (see INT 8) and the United Kingdom Overseas Development Ministry. Requirement: university education or equivalent.

A 7-week course commencing annually in August for project officers in parastatal and government organisations who are directly engaged in development projects implementation, project managers responsible for continuous project identification, formulation, evaluation, and management and potential project managers. Course content: finance, economics and capital investment projects; marketing and marketing concepts; human organisation; project implementation and management; and project related issues. Requirement: university graduates with a bias in economic and accounting/finance with a minimum of 2 years experience.

The Institute provides tailor-made courses in response to a specific need. Such courses are conducted either in Arusha or on the organisation's premises, and by Institute staff and/or staff of the client organisation.

The Institute conducts over 50 courses which are open to anybody interested and meeting requirements within the region, and provides accommodation and, where required, some personnel resources for fourth stream activities. It also organises a senior executive seminar (November) and an annual working conference (September) for the representatives of the organisation it serves. International conferences held every other year.

The Institute intends to organise seminars in fiscal policies and tax administration, and industrial management.

|             |                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Consultancy | The Institute has consultancy capacity in general management; financial management and accounting; design, installation and maintenance of integrated management information systems; transportation systems design and management; performance improvement. It has carried out projects for the Board of Internal Trade (Tanzania), and the Family Planning Association of Kenya. |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

International

INT 5                    EASTERN AND SOUTHERN AFRICAN MANAGEMENT INSTITUTE  
                          (ESAMI)            Cont.

Publications            African Management Review; Prospectus, annual; Management  
                          education for Africa; Improving performance in public  
                          enterprise; The community we want; ESAMI Management  
                          Review.

Exchange                The Institute is interested in joint research in  
Arrangements            training of management trainers, project planning,  
                          transport management, health services and delivery  
                          management. ESAMI is involved in joint research with the  
                          Indian Institute of Management, Ahmedabad (see IND 14)  
                          investigating strategies and programmes for the  
                          development of an integrated management and  
                          administration for the delivery of health services in  
                          East, Central and Southern Africa.

INT 6                    ECONOMIC DEVELOPMENT INSTITUTE

World Bank  
1818 H Street, NW  
Washington DC 20433  
UNITED STATES OF AMERICA

Telephone: 202 477-1234  
Cable: EDI/INTBAFRAD  
Telex: ITT 440098, WUI 64145

Description             Founded: 1955, to train senior officials of the  
                          developing member countries of the World Bank in  
                          identifying the problems of economic development and in  
                          the identification, preparation, management and  
                          evaluation of investment projects.

Education and            POLICY SEMINARS (normally 1 week)  
Training                 Focussing on major issues of development policy for the  
                          most experienced and senior officials.

COURSES AND SEMINARS

For senior and middle-level public officials in economic  
policy, sectoral planning, project analysis, and project  
management. Courses are generally between 5 and 8 weeks  
in duration; seminars are from 1 to 4 weeks.

TRAINING OF TRAINERS

(a) courses and seminars where the majority of  
participants are trainers and the activity is part of an  
institution-building programme and (b) seminars and  
workshops on training methodology.

**INT 6 ECONOMIC DEVELOPMENT INSTITUTE Cont.**

Activities in Washington are limited primarily to policy seminars for high-level officials and other seminars concerned with new areas of programme development. Courses and seminars are held overseas on a regional or national basis with partner training institutions. Arrangements and selection of participants are made in consultation with individual partner institutions.

**INT 7 INSTITUTE OF DEVELOPMENT MANAGEMENT - BOTSWANA LESOTHO SWAZILAND (IDM)**

|                    |                    |                             |
|--------------------|--------------------|-----------------------------|
| <b>IDM</b>         | <b>IDM</b>         | <b>IDM</b>                  |
| <b>PO Box 1357</b> | <b>PO Box 1318</b> | <b>PO Box 1534</b>          |
| <b>Gaborone</b>    | <b>Maseru</b>      | <b>Mbabane</b>              |
| <b>BOTSWANA</b>    | <b>LESOTHO</b>     | <b>KINGDOM OF SWAZILAND</b> |

**Telephone: 52371      Telephone: 22868**  
**Cable: IDM Gaborone**  
**Telex: 2429 BD**

**Description**      Founded: 1974, as an independent, non-profit regional institution under the Companies Act of each participating country. Countries served: Botswana, Lesotho, Swaziland. Managing agency: the IDM Board is composed of senior representatives of the public, parastatal and private sectors and of the universities in each of the 3 countries. Finance: the Institute is financed primarily by programme and course fees and is also supported by an annual grant from each participating country. Location: the regional head office, course and seminar rooms and residences are located in Gaborone. There are also facilities in Lesotho and Swaziland. Professional staff: director/regional, 7 lecturers/consultants, 3 country representatives, consultants. Library: 6,500 volumes; videotape/film library. Accommodation: residential accommodation available in Gaborone and Mbabane.

**Objectives**      To improve senior managerial knowledge and skills in all sectors of participating countries; to improve organisational structures, administrative and management procedures and development policies related to the social and economic needs of participating countries; to improve the database available for decision with respect to development in participating countries; to extend public awareness and encourage public involvement in all aspects of development.

## International

### INT 7                    INSTITUTE OF DEVELOPMENT MANAGEMENT - BOTSWANA LESOTHO SWAZILAND (IDM)        Cont.

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education and Training | Courses and seminars are planned to meet the needs of persons already in, or recognised as having potential for, senior positions in public, parastatal and private establishments in the 3 countries. Programmes include a series of regular courses plus short courses developed to meet a specific need. Courses are held at three locations, Maseru, Gaborone and Swaziland. At Maseru the courses include: the principles of education administration; Certificate in Health Administration; accounting; local administration. At Gaborone: accounting; Certificate in Management; communication for managers; training of trainers; basic communication and mathematics; retail management; organisational behaviour, timetabling; Certificate in Finance Management; management information systems; records management; nursing unit management; introduction to management; English. At Swaziland: accounting; preparing job descriptions; fundamentals of accounting; fundamentals of statistics; computer appreciation for non-users; project identification and appraisal; communication for managers; basics of management. |
| Research               | The Institute conducts research studies related to critical areas of development, e.g. health policies and programmes, rural development, local administration, wages and employment and individual development management studies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Consultancy            | The Institute is involved in the analysis of public administration to identify problem areas and propose practical solutions. It has undertaken the review of minimum wage legislation in Botswana, has studied parastatal operations in Lesotho, provided consultancy services to private companies in staff relations in Swaziland, conducted a study for the Ministry of Agriculture in Botswana and provided consultancy services to Lesotho and Swaziland on staff appraisal and public service systems respectively.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Publications           | <u>Annual report; Prospectus, annual. Studies in development management.</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Exchange Arrangements  | The Institute would be pleased to explore possibilities for co-operation with other Commonwealth organisations in all aspects of their programme.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

INT 8

INTERNATIONAL CENTRE FOR PUBLIC ENTERPRISES IN  
DEVELOPING COUNTRIES (ICPE)

Titova 104  
61109 Ljubljana  
YUGOSLAVIA

Telephone: 061 346 361  
Cable: INTERCENT LJUBLJANA  
Telex: 31400 YU ICPE

## Description

Founded: 1974 as an international co-operative institution of developing countries; 34 developing countries are full members and many others are expected to join. The Statute of the Centre, adopted in 1976, provides for an Assembly of all member countries and a Council based on regional representation. A 12 member Council was elected by the Assembly in July 1978 when the Centre was transformed into an intergovernmental institution of developing countries. Countries serviced: developing countries, especially member countries of the ICPE. Finance: membership contributions of member countries; financial support from UNDP, UNIDO, and other UN specialised agencies; financial support on a bilateral basis from specific developed countries; donations - land and premises provided at a nominal cost by the Yugoslav Government. Professional staff: executive director, 2 assistant executive directors, professional staff, advisers including experts from developing countries on long or short term basis plus the part-time services of professors, academics and management experts from developing countries. Accommodation: available at the Headquarters of the ICPE (approximately 40 rooms/apartments).

The primary objective of ICPE is to contribute towards an understanding of the role of public enterprises and of the public sector in developing countries; its major goal is to increase their effectiveness and their capability of discharging their business and socio-economic responsibilities. ICPE has a multi-dimensional, multi-functional, action-oriented approach. Project and programme areas cover research, training, consultancy, documentation and publications. The key principles are an interdisciplinary, problem-preventing and problem-solving approach in all activities, decentralisation of work and emphasis on activities organised at the regional and national levels. There is an active and continuous collaboration with national, regional and international institutions. There are four working languages: Arabic, English, French and Spanish.



INT 8                    INTERNATIONAL      CENTRE      FOR      PUBLIC      ENTERPRISES      IN  
DEVELOPING COUNTRIES (ICPE)      Cont.

Education and  
Training

ICPE works on the basis of a 4-year programme adopted by its Assembly organised through joint and specific project activities in the following areas: the role of the public sector in developing countries; human resource development; planning in public enterprises; financing of public enterprises; systems of information, performance evaluation and control; joint ventures of public enterprises in developing countries; management of transfer and development of technology and of innovation processes; workers' self management and participation in decision making; women as a factor of development; marketing problems of public enterprises; development of methodologies for disaggregation of technology packages in the energy area; public enterprises as instruments of agricultural and rural development.

HUMAN RESOURCES DEVELOPMENT - EDUCATION AND TRAINING

The aim is to contribute to the improvement of public enterprise performance in developing countries through human resources development on the basis of research results arrived at in the ICPE. The ICPE educational activities are being conducted in co-operation with UNIDO and in co-operation with research, training and development institutions in developing and in developed countries and include seminars and courses held either at the ICPE or in individual developing countries at inter-regional, regional and local level. The main training activities are designed for training managers, trainers involved in planning and implementing programmes for human resource development and for public enterprise managerial personnel.

The Centre runs a number of workshops, expert group meetings and seminars throughout the year on subjects relevant to the management of public enterprises. The Centre is finalising a postgraduate course in public enterprise management.

ICPE CONSULTANCY SERVICES

The basic approach in this programme area is to promote and develop pragmatic instruments and methodologies for improving problem-solving skills and decision-making capabilities within public enterprises and assisting them to promote their own self-reliance. The results have led to the development of a methodology entitled OPTIMA - Optimal Performance Through Internal Management Action. A series of OPTIMA workshops is being held in a number of developing countries, mainly in least developed countries, with special attention to the various forms of participatory management, planning and decision making.

INT 8                    INTERNATIONAL CENTRE FOR PUBLIC ENTERPRISES IN  
DEVELOPING COUNTRIES (ICPE)      Cont.

Training in the use of the ICPE public enterprise diagnostic procedure and performance improvement approach which are currently being developed is offered to consultants from large public enterprises and national management institutions in developing countries.

Publications      ICPE is publishing the results of research and material generated by the other activities of the Centre in book form. Selected monographs commissioned by ICPE are also appearing in the ICPE Monograph Series. Public Enterprise, the quarterly journal of ICPE, has been appearing regularly since 1980. It is designed to meet the needs of managers of public enterprises and of policy makers in the State administration. All ICPE publications can be ordered directly from the Centre. The ICPE book list is available from the Centre upon request.

INT 9                    INTERNATIONAL INSTITUTE OF ADMINISTRATIVE SCIENCES  
(IIAS)

International Institute of Administrative Sciences  
25 rue de la Charite  
B 1040 - Brussels  
BELGIUM

Telephone: 02/218 42 45  
Cable: INTERADMIN BRUSSELS  
Telex: 65933 IIAS B

Description      Founded: 1930, incorporated as an international association with a scientific purpose in accordance with Belgian law, IIAS has consultative status with UNESCO and the Economic and Social Council of the United Nations. Member states (49): Austria, Bahrain, Belgium, Benin, Bolivia, Brazil, Cameroon, Canada, Chile, Colombia, Cyprus, Denmark, Ecuador, Egypt, Ethiopia, France, Germany (FR), Greece, Iran, Iraq, Ireland, Israel, Italy, Ivory Coast, Japan, Lebanon, Liberia, Libya, Luxembourg, Madagascar, Malta, Mauritania, Mexico, Morocco, Netherlands, Norway, Pakistan, Panama, Portugal, Qatar, San Marino, Saudi Arabia, Senegal, Spain, Sudan, Sweden, Switzerland, Taiwan, Thailand, Tunisia, Uruguay, Vatican, Venezuela, Yugoslavia, Zaire. National sections (12): Argentina, Burundi, Finland, Ghana, Hungary, United Kingdom, United States of America plus individual members in these and other nations. Finance: contributions of member states; subscriptions of national sections; subscriptions of individual members and corporate

## International

### INT 9 INTERNATIONAL INSTITUTE OF ADMINISTRATIVE SCIENCES (IIAS) Cont.

members; payments for activities and services rendered; proceeds from sales of publications; gifts, legacies or endowments; subsidies from states and private organisations or persons. Staff: director-general plus 15 full-time professional staff. Library: 8,000 volumes, 250 periodicals, in international research and documentation centre.

**Objectives** To promote the development of the administrative sciences, the better operation of public administrative agencies, the improvement of administrative methods and techniques and the progress of international administration.

**Research** Research is one of the general purposes of IIAS and is carried out by (i) international study groups attached to the Law and Science of Public Administration Committee, the Administrative Structures and Management Committee, the Personnel Administration Committee, and the Planning and Forecasting Committee; (ii) international working groups: Schools and Institute of Administration, (see note below) informatics and administration, integrated budgeting systems, and public works planning and management; and (iii) the IIAS Research and Information Service which conducts comparative surveys on the regional level and the preparation of readers.

**Publications** Quarterlies: International review of administrative sciences; Revue internationale des sciences administratives; Revista internacional de ciencias administrativas; Newsletter: Interadmin (3/year). Working documents and proceedings of the Institute's congresses and round tables. Comparative reports, eg Studies in Administrative Procedures.

**Note** The International Association of Schools and Institutes of Administration (IASIA) is an organ of IIAS through which heads of schools, institutes, public/civil service agencies and other personnel, education, and research institutions collaborate. IASIA issues circulars to participating institutions who also receive the International Review of Administrative Sciences as a benefit of membership. Participating institutions are encouraged to send information of potential interest to similar institutions in other countries whose names are published in a regularly revised list. Working groups: curriculum development, public sector manpower and education planning; ethics in the public service. IASIA round tables held annually discuss topics of general interest and provide an opportunity for a general exchange of information. The IIAS offices in Brussels provide the secretariat for IASIA, from whom further information can be obtained.

INT 10                   LATIN AMERICAN CENTRE FOR DEVELOPMENT ADMINISTRATION  
(CLAD)

Latin American Centre for Development Administration  
Apartado Postal 4181  
Caracas 1010-A  
VENEZUELA

Telephone: 912393/912394/923297

Cable: CLEADCAR

Telex: 29706 CLAD VC

- Description           Founded: 1972, the Centro Latinoamericano de Administracion para el Desarrollo (Latin American Centre for Development Administration) is an international governmental institution set up by the Latin American and Caribbean Governments. At present, nineteen governments are members of CLAD: Argentina, Barbados, Bolivia, Colombia, Costa Rica, Chile, Dominican Republic, Ecuador, Mexico, Nicaragua, Panama, Peru and Venezuela. The Government of Spain joined the Centre in 1982 as an observer member. Central programmes are financed by member countries and contributions from international or other bodies. Country programmes are carried out in member countries and financed by contributions from governments and institutions. CLAD also participates in the financing of national programmes.
- Objectives           To implement international co-operation programmes on subjects related to the development and reform of public administration. To provide a forum for the exchange of knowledge and experience on the processes of reform and improvement of public administration in Latin America and Caribbean countries. To undertake and promote research at regional, subregional and national levels on administrative problems of priority interest for member countries leading to the development of scientific and technical knowledge within the Latin American and Caribbean context. To provide advice and training through technical assistance, consultancy and the organisation of lectures, congresses, seminars and courses. To assist the transfer of experience in administrative technology among member countries. To exchange information systematically and to publish and disseminate scientific and technical information in the field of public administration.
- Programmes           CLAD is involved in 5 programme areas: horizontal technical co-operation, administrative research and training of administrative researchers at postgraduate level, documentation and information and international meetings for exchange of national experiences.

International

INT 11                    MANAGEMENT DEVELOPMENT PROGRAMME (MDP)

Management Development Programme  
Commonwealth Secretariat  
Marlborough House  
Pall Mall  
London SW1Y 5HX  
ENGLAND

Telephone: (01) 839 3411  
Cable: COMSEGGEN  
Telex: 27678

- Description            Founded: 1975, later became a Programme of the newly formed Human Resource Development Group of the Commonwealth Secretariat. Professional staff: director assistant director, chief project officer. Countries served: all countries of the Commonwealth. Finance: mainly from Commonwealth Fund for Technical Co-operation (CFTC), but some project funds obtained from other external donors.
- Objectives             To provide opportunities for analysis and exchange of experience among senior administrators on critical issues for public administration arising from the social, economic and political environment in which they work, the practical application of new methods and techniques of management, and new ways of analysing and developing public policy; to exchange information and experiences in specific areas of public management such as the management of human resources, the management of innovation and change, management and evaluation of the planning process and financial management and control.
- Education and Training        The Programme arranges seminars/workshops/training programmes to provide opportunities for senior civil servants to examine issues of concern and to exchange experience. Recent project themes have included management of the planning process, policies and machineries for human resource management, management of public enterprises, the role of government auditors, training of diplomats, the training of trainers for development administration, the administrative needs and problems of small states and training for decentralised administration.
- Consultancy            The Programme provides advisory services on request to the Commonwealth Fund for Technical Co-operation (CFTC), through the CFTC to governments, and directly to governments.

INT 11

## MANAGEMENT DEVELOPMENT PROGRAMME (MDP) Cont.

## Publications

Directories: Training in public administration, a new edition of the directory of Commonwealth resources (1985); Training for public enterprise management (1981). (see also Appendix 2). Bibliographies: Public enterprise management (1979); Workers' participation in management (1980); Industrial relations (1980); Parliaments, governments and public enterprises (1980); Case study as a training method (1981); Training of trainers (1982); Evaluation of training; Decentralisation for development (1984). Seminar reports: issues in public enterprise development (1978); performance evaluation in public enterprises (1978); training systems and curriculum development for public enterprise management (1979); effective use of training methodologies (1979); national policies and programmes for public enterprise (1980); decision-making in the public service for choice of technology (1981); relationships between parliament and public enterprises - Sri Lanka; government executive and supervisory control over public enterprises - New Delhi (joint report 1983).

## Note

In addition to the links with governmental and other national institutions of member countries of the Commonwealth, the MDP has links with international, regional, and other national institutions engaged in similar activities. For further information on the Commonwealth Secretariat, the Commonwealth Fund for Technical Co-operation (CFTC), and selected publications of the Commonwealth Secretariat, please see appendix 1.

International

INT 12

MIDDLE EAST CENTRE

Middle East Centre  
PO Box 2098  
Nicosia  
CYPRUS

Telex: 2488  
Telephone: 99391

Description

Founded 1985. Organisation: an independent non-profit making foundation with a resident administrative staff and a part-time research and teaching faculty in certain subjects also practising as consultants in the founder company, the Middle East Marketing Research Bureau (MEMRB) research and consultancy group. The Centre has 2 components, the Centres for management and computing studies. External relationships: the Middle East Centre works in association with leading management training institutes in the following areas: Cranfield School of Management, UK; IMI, Geneva; Arthur D Little Management Education Institute, USA; City University Business School, UK; Queen Mary College, University of London, UK; National Westminster Bank, UK; Manchester Business School, UK; National Computing Centre, UK. Seminars are held in co-operation with: The Burke Institute, USA; Coras Trachtala/Irish Export Board, Eire. Tutors from all these institutions and many other countries in the Middle East region conduct programmes.

Objectives

To develop managerial skills and expertise in the region. The Centre will create its own faculty of tutors from the various countries of the region. To provide public and private sector organisations and companies in the Middle East with international management training adapted, and held in, the regions. To develop entrepreneurship and train managers and owners of small and medium-scale enterprises. To provide an opportunity for managers of international companies working in, or associated with, the Middle East to attend management courses designed to meet the demands of the business environment of the region.

The Middle East Centre for Computing Studies was established to provide training in all aspects of computer use and appreciation available in the region. The Centre was founded by the MEMRB Research and Consultancy Group and the United Kingdom National Computing Centre (NCC).

INT 12 MIDDLE EAST CENTRE Cont.

Education and Training GENERAL AND SPECIALIST MANAGEMENT STUDIES

a. Programmes in association with Cranfield School of Management:

Marketing Management: introduction to marketing; industrial marketing management; marketing of financial services; effective distribution management; marketing strategy workshop; how to prepare marketing plans (for middle managers); how to prepare marketing plans (for chief executives) (2 days). These courses are from a few days to 1 week long.

General Management: modern management techniques; managing change successfully; project management; young managers programme; finance and accounting for managers; managing people effectively; organisation and methods; network analysis and critical path planning. These courses vary in length from 1 to 3.5 weeks.

b. Programmes in association with the International Management Institute (IMI) Geneva:

General Management: International seminar for senior executives (available in Cyprus only); marketing management; finance for the general manager; financial control seminar; technology management seminar; human resources management; management development seminar. Courses are for 1 or 2 weeks.

c. Programmes in association with the Arthur D Little Management Education Institute, Inc., Cambridge, Massachusetts:

General Management: project analysis; project management; manpower planning; quantitative methods; personal management skills; identifying training needs; evaluating employee performance; analysing jobs and preparing job descriptions; budgeting for managers. Courses are from 1 to 3 weeks.

Programmes in banking and financial studies: marketing for bank managers; staff leadership for bank managers; staff leadership for appointed officers; treasury management in international banking; a practical course in international banking; syndicated loans and project finance; finance of international trade; secured finance and credit assessment. All 1-week courses.



Programmes in computing studies in association with the National Computing Centre, Manchester: systems analysis and design; database design and implementation; local area networks; data transmission appreciation. Courses are from 3 days to 3 weeks.

FUTURE PLANS

The Middle East Centre is planning to introduce 1-year MBA programmes conducted by one or more of the associated management institutes once the present schedule of short courses has become well-established. In the longer term it is the intention to create a Cypriot, Arab and Arab-speaking faculty within the Centre to complement the visiting tutors from the associated institutes.

INT 13

## PAN AFRICAN INSTITUTE FOR DEVELOPMENT (PAID)

Secretary General's Office  
PO Box 4056  
Douala  
CAMEROON

Geneva Office  
3 rue de Varembe  
CP 38, 1211 Geneva 20  
SWITZERLAND

Telephone: 42 10 61, 42 43 35  
Cable: PANINSTIT DOUALA

Telephone: 33 60 16  
Telex: 27102  
Cable: GENEVA

## REGIONAL INSTITUTES

PAID West Africa  
PO Box 133  
Buea  
CAMEROON

IPD Afrique Centrale  
BP 4078  
Douala  
CAMEROON

Telephone: 32 87 22, 32 21 86  
Telex: 5735  
Cable: PAID BUEA

Telephone: 42 37 70  
42 30 68  
Cable: PANINSTIT DOUALA

PAID Eastern & Southern Africa  
PO Box 80448  
Kabwe  
ZAMBIA

IPD Afrique de l'Ouest-Sahel  
BP 1756  
Ouagadougou  
BURKINA FASO

Telephone: 3451, 3651  
Telex: 81290  
Cable: PAID KABWE

Telephone: 368-73  
Telex: 5423  
Cable: PANINSTIT OUAGA

## Description

Founded: 1964, an international non-governmental organisation incorporated under Swiss law, in consultative status with UN, FAO, and having official co-operative agreements with OAU, ECA, and several African governments. All activities are within and for Africa. Finance: most governments in western and northern Europe and North America (US and Canada); Ford, Rockefeller and K Adenauer Foundations, the Commonwealth Secretariat (CFTC); several African governments, etc. Countries served: all countries in Africa and some south of the Sahara (except Republic of South Africa). Professional staff: approximately 60 including 5 directors, sociologists, economists, agronomists, geographers, management experts, psycho-sociologists, accountants, lecturers, research and administrative staff. A panel of about 80 part-time staff. Accommodation: long term students are accommodated in PAID hostels; for short term courses or seminars, accommodation depends on local facilities in the country concerned.

INT 13                      PAN AFRICAN INSTITUTE FOR DEVELOPMENT (PAID)                      Cont.

Objectives                      To promote integrated and participative rural development in Africa through a combination of long and short term training of African middle and senior-level officials, research (applied and operational), and project support.

Education and Training                      PAID Central Africa at Douala (IPD/AC) conducts long term training courses leading to a diploma divided into training units all of 4 to 6 months duration and organised on a contractual basis on a government's request (intake about 65 a year). In addition, it conducts training units in the following: management of projects, undertakings and co-operative evaluation, regional planning and development, training of trainers, environmental studies, etc. Working language: French.

PAID West Africa (PAID/WA) conducts a 9-month course in integrated rural development commencing annually in mid-October. It is designed for middle level development agents from 17 English-speaking African countries. Average enrolment 60. Diploma in integrated rural development. Minimum qualification: 0 level plus a diploma in the relevant field (agriculture, community development, planning, co-operatives, etc.), and 2 to 3 years working experience. Degree holders are accepted with 1-year field experience. PAID/WA also organises short courses in the West African countries in management of rural development projects; training of trainers; the concept and strategy of integrated rural development; management of income-generating activities for non-governmental organisations; women in development. Working language: English.

PAID Eastern and Southern Africa (PAID/ESA) offers a 1 academic year training programme in the planning, management and evaluation of rural development projects for students from English-speaking African countries. Average enrolment 30. The course commences in January and ends December every year. In addition PAID-ESA conducts short courses in planning, management and evaluation of rural development projects, and holds courses for female extension officers for non-governmental organisations in community level development and short courses geared to small and medium scale entrepreneurs.

IPD-AOS has run a 3-year course in regional planning and development for the staff of governments of Upper Volta, Niger and Togo for 34 participants. It has also acquired experience in organising short courses study environment; management of human resources; management of agro-foodstuffs; financial and accounts management; quantitative methods and management systems, as well as on methodology of applied research in development.

**INT 13                      PAN AFRICAN INSTITUTE FOR DEVELOPMENT (PAID)                      Cont.**

**Seminars**                      PAID conducts seminars on both general and specialised subjects. In the past 10 years, 45 such seminars have been conducted for the training of about 1,200 French-speaking and 600 English-speaking officials from 30 countries in Africa. Refresher seminars are included in the above.

**Research**                      PAID research programme is a part of field training and support activities conducted in 'zones of guided development'. Evaluation of training activities and of former students is also an important research project.

**Consultancy**                      PAID consultancy services are mainly related to the formulation of training policies and new orientations. Other consultancy services are given at the instance of international organisations eg EEC, UNESCO, FAO, etc.

**Publications**                      PAID has published a fairly large number of reports and studies. Most are available on application to the director of the institute concerned or to the editor based in the Secretariat General at Douala.

**Exchange Arrangements**                      Networks of organisations concerned with rural development, training and research are being organised through workshops, meetings of directors, etc, in the 4 regions (2 of which are of special interest to Commonwealth countries).

**FUTURE PLANS PAID**  
is considering extending its services to the Lusophone countries of Angola and Mozambique.

**INT 14                      THE UNIVERSITY OF THE SOUTH PACIFIC (1)**

**Administrative Studies Discipline**  
**University of the South Pacific**  
**PO Box 1168**  
**Laucala Bay**  
**Suva**  
**FIJI**

**Telephone: 313-900**  
**Cables: UNIVERSITY SUVA**  
**Telex: 2276**

**Description**                      Professional staff: professor, senior lecturer, 3 lecturers, 2 associate lecturers. Library: small collection; microfilm reader available. Accommodation: hostel accommodation for enrolled students normally available.

INT 14 THE UNIVERSITY OF THE SOUTH PACIFIC (1) Cont.

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education and Training | The Discipline runs administration courses at degree level within a dual major degree structure. Students take 3 subjects in year 1 and keep 2 of the subjects going in years 2 and 3. Administration is 1 of 6 social science subjects within the Social Science degree. The undergraduate courses for campus students for this degree are as follows: Year 1: administration - an introduction; introduction to constitutional systems; Year 2: behavioural science; business administration; public administration; Year 3: organisational behaviour; policy analysis; administrative law; administration in development; government and business in the South Pacific. The Discipline teaches a course in basic principles of administration for the foundation programme of the University, which is taught in the year before entry into degree. The Discipline also teaches 3 courses for vocational certificate and diplomas in administrative studies. At present these courses are basic administrative techniques, advanced administrative techniques and personnel management. |
| Research               | Research work is undertaken by staff in their own specialist areas. Some examples are administration in small states; the effect of the working environment on work performance among different groups in Fiji; implementation of development projects.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Consultancy            | Consultancy has been undertaken on the following: advice on the preparation of independence constitutions in two British colonies in the South Pacific; various assignments relating to the application of job evaluation; structure and function of National Training Council; Prices and Income Board.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Publications           | Extension course teaching material is available in printed form for the first year and second year degree subjects, and the foundation course.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Note                   | The University of the South Pacific was established in 1968 as a regional institution to serve the governments of the Cook Islands, Fiji, Kiribati, Nauru, Niue, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu and Western Samoa. The University has a campus at Laucala in Fiji and another in Alafua in Western Samoa, and operates extension centres in the Cook Islands, Fiji, Kiribati, Niue, Solomon Islands, Tonga, Tuvalu, Vanuatu and Western Samoa. Link arrangements exist with the educational authorities in Nauru and Tokelau.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

INT 15

THE UNIVERSITY OF THE SOUTH PACIFIC

Institute of Social and Administrative Studies  
The University of the South Pacific  
PO Box 1168  
Suva  
FIJI

Telephone: 313900  
Cables: UNIVERSITY SUVA  
Telex: 2276 USP FJ

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description            | Professional staff: director, 4 full-time fellows, 2 CFTC-funded fellows. Internal relationships: the Institute is linked to the School of Social and Economic Development of the University and draws upon its staff for contributions to courses mounted by the Institute. External relationships: funding for the Institute programme comes almost totally from aid sources including CFTC, UNDP, CIDA, ADAB. Collaboration on certain specialised courses is maintained with the Commonwealth Secretariat, APDC, EDI, UNCRD, WHO and other UN agencies. Library: the Institute has access to all the facilities in the University library including books and academic journals; microfilm/microfiche reader and printer available. Accommodation: facilities exist on campus for course participants. |
| Education and Training | The Institute's main function is to service the demand for in-service training and associated needs of the USP-region in the broad area of social and economic development administration and planning. The courses, which are non-credit and designed for middle to senior/top level managers in the public and private sectors, range from 1 to 4 weeks. They fall into the sub-categories of management administration and organisation, development planning and implementation, public enterprise management and training of trainers.                                                                                                                                                                                                                                                                |
| Note                   | The University of the South Pacific is a regional institution supported by and serving 11 countries of the South Pacific region: Cook Islands, Fiji, Kiribati, Nauru, Niue, Solomon Islands, Tokelau Islands, Tonga, Tuvalu, Vanuatu and Western Samoa. The University has a campus at Laucala in Fiji and Alafua in Western Samoa and operates extension centres in all the member countries except Nauru and Tokelau Islands, where link arrangements are maintained through their educational authorities.                                                                                                                                                                                                                                                                                              |

International

INT 16

UNITED NATIONS DEVELOPMENT ADMINISTRATION DIVISION

United Nations Division of Public Administration and Finance

United Nations Secretariat

New York NY 10017

UNITED STATES OF AMERICA

Telephone: (212) 754 1234

Cable: UNATIONS

Telex: 232422 (UNH UR)

Description

Founded: 1950 to serve all developing countries of the world. Organisation: the Division is part of the United Nations Secretariat, which is governed by the Charter of the organisation. Finance: the sources of funds for the programme's activities include the United Nations regular budget and the United Nations Development Programme budget. Professional staff: 32 full-time professional staff in the Division, with expertise in various elements of public administration and finance; over 150 experts assigned to technical assistance projects in the field. Library: the Division has access to the Dag Hammarskjold Library which holds publications on public administration and all related disciplines; microfilm/microfiche reader and printer.

Objectives

The overall objective of the United Nations programme is to assist the developing countries in improving their public administration and finance capabilities for development. This includes technical assistance to developing countries, the preparation of studies and guidelines and dissemination of information.

Education and Training

The Division does not run education and training programmes at headquarters. Instead, it helps the developing countries to build training institutions and to run courses in all aspects of public administration and management development.

Research

The research activities of the programme consist mainly of 2 types: monitoring of changes and trends in public administration and finance for development with a view to identifying emerging problems and policy proposals for consideration by the national authorities and by United Nations legislative bodies; preparation of technical guidelines and handbooks for use by developing countries.

Consultancy

In addition to the technical co-operation projects, which in most cases are substantial in substantive coverage and normally take many years to implement, the Division provides short term consultancy service ranging from 2 to 8 weeks to requesting countries on specific issues of public administration and finance.

INT 16 UNITED NATIONS DEVELOPMENT ADMINISTRATION DIVISION  
Cont.

Publications The Division has published a large number of reports, usually available in English, French, Spanish, and sometimes in Russian which are available from the Sales Section, United Nations, New York, NY 10017, USA.

Exchange Arrangements The Division would welcome joint research, co-operation in development of course materials and exchange of information with Commonwealth organisations.

INT 17 UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA (UNECA)

United Nations Economic Commission for Africa  
PO Box 3001  
Africa Hall  
Addis Ababa  
ETHIOPIA

Telephone: 447200  
Cable: UNECA  
Telex: 21029

Description Founded: 1958 as one of the Regional Commissions of the United Nations. It is part of the Secretariat of the United Nations and executes the resolutions of the General Assembly, Security Council, ECOSOC, and the resolution of the Commission. Activities in the field of public administration, public finance management and human resource development are organised by the Public Administration, Management and Manpower Division. Finance: principally from the UN budget. Additional resources from bilateral and multilateral sources as well as contributions from member states. Countries served: all countries and territories in Africa including adjacent islands but excluding the Republic of South Africa. Professional staff: 120 plus 23 regional advisers and consultants and a number of short-term outside consultants. Library: 500 volumes and periodicals in public administration in the industrialised and developing countries; all UN publications. Accommodation: hotel accommodation available for participants attending meetings and courses.

Objectives To undertake research and studies on all aspects of African economic and social development and so provide guidelines, data and information bases to assist African states in their development effort; to implement the resolutions of the Commission and other specific mandates of the ECA.



## International

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| INT 17                 | UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA (UNECA)<br>Cont.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Education and Training | <p>UNECA organises studies and advisory missions in human resources planning, development and, in particular, manpower and employment planning, education, training development and employment. Seminars, conferences and meetings for government officials are held to cover new developments in their fields of specialisation. Study tours in and outside Africa and specific training courses and workshops for personnel development in public and private sectors are arranged. No regular courses are conducted. Ad hoc courses may be organised at the request of member states as justified by manpower needs.</p> <p>FUTURE PLANS</p> <p>It is planned to organise seminars and meetings on the financial, human resource and organisational and managerial problems of public enterprise; local government and its role in development; structures and operations of central ministries with a view to improving their performance; national and subregional workshops in purchasing and supplies management.</p> |
| Research               | Research studies are undertaken in various aspects of human resources development and utilisation, local government, central government and public enterprise.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Consultancy            | Consultancy is provided at the request of member states by the regional advisor in development administration and consultants engaged from outside on selected priority aspects of the Division's programme.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Publications           | <u>Directory of African Management Education and Training Institutions and of Management Association</u> , second edition.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

INT 18 UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH  
(UNITAR)

United Nations Institute for Training and Research  
801 United Nations Plaza  
New York NY 10017  
UNITED STATES OF AMERICA

Telephone: 754 8621  
Cable: UNINSTAR

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description            | Founded: 1965, as an autonomous institution within the framework of the United Nations for the purpose of enhancing the effectiveness of the United Nations in achieving its major objectives, particularly the maintenance of peace and security and the promotion of economic and social development. Countries served: all member and observer countries of the United Nations and all developing countries. UNITAR derives its financial resources from voluntary contributions made by governments, intergovernmental organisations and from foundations and other non-governmental sources.                                                                                                                                                                                                  |
| Education and Training | Training activities include training for international co-operation and multilateral diplomacy for members of permanent missions to the United Nations in New York and Geneva; training for other government officials involved in international co-operation, particularly in international law, multilateral diplomacy and international training institutions in developing countries; training for officials and experts of the United Nations system, also training for economic and social development, particularly the training of trainers. These concentrate on training for development managers; training in the modernisation of public administration, particularly in least developed countries; training in the management of public enterprises; training for finance management. |
| Research               | Research activities include research on the United Nations and on issues of concern to it, particularly on peace and security, economic and social development and institutional matters. Research is also conducted on the future of the main developing regions of the world.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Publications           | UNITAR has published more than 130 books on a wide variety of subjects related to its specialisations. UNITAR research publications are distributed through the regular UN sales service and commercial publishers.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Exchange Arrangements  | UNITAR co-operates closely with non-governmental organisations and also plays an active role in the promotion of technical co-operation among developing countries in the fields of training and research.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

UNIVERSITY OF THE WEST INDIES      Cont.

The University of the West Indies is an independent university and is international in that it is supported by and serves 14 territories in the West Indies, most of which are independent nations. The territories which support the university are: Antigua and Barbuda, Bahamas, Barbados, Belize, British Virgin Islands, Cayman Islands, Dominica, Grenada, Jamaica, Montserrat, St Kitts-Nevis, St Lucia, St Vincent and the Grenadines, Trinidad and Tobago. In addition Guyana is a full participant in the faculty of law, and by agreement, has a limited number of students in the professional faculties. The university has campuses at Mona in Jamaica (see INT 20), at St Augustine in Trinidad (see INT 21) and Cave Hill in Barbados (see below).

INT 19

UNIVERSITY OF THE WEST INDIES (CAVE HILL)

Department of Management Studies  
Cave Hill Campus  
University of the West Indies  
PO Box 64  
Bridgetown  
BARBADOS

Telephone: PBX 425-1310

Description

Part of the Department of Management Studies in the Faculty of Social Sciences. Professional staff: 7 lecturers including 2 lecturers in public administration.

Education and  
Training

BACHELOR OF SCIENCE IN PUBLIC ADMINISTRATION, BSc  
A 3-year full-time or equivalent part-time, undergraduate degree. The first year is introductory and includes courses in economics, politics, sociology, mathematics, statistics and accounting and history of the Caribbean. In the second and third years, students study organisational theory and behaviour, personnel management and industrial relations, administrative techniques and procedures, government and politics in the West Indies and economic theory. 4 Options: public budgeting and financial administration, development administration, project management, public finance, operations research, financial accounting, cost and management accounting, Caribbean social structure and an approved option. Requirements: normal university entry requirements for degrees at the University of the West Indies ('A' & 'O' levels).

INT 19 UNIVERSITY OF THE WEST INDIES (CAVE HILL) Cont.

DIPLOMA IN PUBLIC ADMINISTRATION

A 1-year full-time or 2-year part-time postgraduate programme in public administration to upgrade the skills of officials from the contributing territories.

BACHELOR OF SCIENCE IN PUBLIC ADMINISTRATION & LAW

A 3-year full-time programme in conjunction with the Faculty of Law to bridge the gap between the public administration and the legal profession. Limited entry.

INT 20 UNIVERSITY OF THE WEST INDIES (MONA)

Department of Government  
University of the West Indies  
Mona  
Kingston 7  
JAMAICA

Telephone: 92 76661  
Cable: UNIVERSITY KINGSTON JAMAICA

Description A Department in the faculty of social sciences. Founded: 1960. Professional staff: 2 professors in public administration, 9 senior/assistant lecturers of whom 4 are in public administration, 5 part-time lecturers in public administration and related fields. Sub-departments: political science; international relations; public administration. Internal relationships: all courses multidisciplinary. Public administration students take courses conducted by other departments in economics, sociology, accounting and management studies and in the faculty of arts and general studies and the Department conducts courses for the Department of Management Studies and Faculty of Medicine. External relationships: government of Jamaica, other West Indian governments, CFTC, Ford Foundation, University of Guyana (GUY 2); other non-governmental foundations in US, UK, Canada, Administrative Staff College (ASC), Caribbean Community (CARICOM), Organisation of Eastern Caribbean States (OECS), Caribbean Centre for Development Administration (CARICAD); and Pan American Health Organisation. Library: access to main University library and specialist social science library. Small departmental collection; recently created Institute of Social and Economic Research's Documentation Centre; microfilm/microfiche reader. Accommodation: generally available in halls of residence. University lodgings officer assists with locating suitable outside accommodation where required.

INT 20 UNIVERSITY OF THE WEST INDIES (MONA) Cont.

Education and Training The Department provides education and training programmes in political science, international relations, and public administration at undergraduate degree, diploma, certificate, Master's and PhD level. These are partly for specialists in these fields and partly for other students wishing to take optional courses in the Department. Regular departmental programmes include BSc (Government), BSc (International Relations), BSc (Public Administration), Diploma in Public Administration, Diploma in Health Management (jointly with Department of Medicine), Certificate in Public Administration, MSc (Government), PhD (Government). Courses within undergraduates' programmes are also taken by non-government specialists, especially for the BA degree. Academic year commences: October.

Selected Courses BACHELOR OF SCIENCE IN GOVERNMENT, BSc  
A 3-year undergraduate degree programme which requires students to choose one of 3 areas of specialisation, namely, comparative politics, political theory or public administration. Students selecting the public administration option study courses in public administration, government and politics in the West Indies, organisational theory and behaviour, Caribbean economic problems, modern political thought plus 4 optional courses. Normal University entry requirements for degree at the University of the West Indies ('O' and 'A' levels).

BACHELOR OF SCIENCE IN PUBLIC ADMINISTRATION, BSc  
A 3-year undergraduate programme for young undergraduates interested in a public service career, but also relevant to those already in the service. The programme is in 2 parts. Part I provides introductory courses in politics, sociology, economics, mathematics or statistics and scientific method, accounting or history or constitutional/administrative law. Part II includes 6 compulsory courses: public administration, government and politics in the West Indies, organisational theory and behaviour, decision theory and issues of public policy, Caribbean economic problems, personnel management and industrial relations plus 3 additional courses from among 17 specialised options. Requirements: as for Bachelor of Science in Government.

BACHELOR OF SCIENCE IN INTERNATIONAL RELATIONS, BSc  
A 3-year undergraduate degree which includes courses in international politics, international law and institutions, international economic relations, government and politics in the West Indies, a political science course plus 4 optional courses. Requirements: as for Bachelor of Science in Government, plus a working knowledge of an approved modern foreign language.

INT 20

## UNIVERSITY OF THE WEST INDIES (MONA) Cont.

## DIPLOMA IN PUBLIC ADMINISTRATION

A 1-year full-time, or 2-year part-time, postgraduate programme designed to provide education in public administration and to up-grade skills of officials in administrative positions or technical personnel in central government, local government and statutory bodies, with a view to improving their capacity for advancement to more senior management positions in the public service. Students study public administration, public sector economics, administrative theory and techniques, plus 2 optional courses from a wide range of politics, sociology, economics, law, accounting, statistics, data processing, systems analysis and operations research courses. In addition, they undertake an individual or sub-group administrative research project. Average enrolment: 25-30. Primarily from the Commonwealth Caribbean. Requirements: a degree or professional/technical qualifications (e.g. accounting, engineering, law) plus some relevant administrative experience, or 5 years relevant administrative experience.

## CERTIFICATE IN PUBLIC ADMINISTRATION

A 1-year full-time or 2-year part-time programme designed to broaden the education and upgrade the skills of clerical and executive personnel serving in central government ministries and departments, local government and statutory bodies. Courses: introduction to policies, elements of economics, or introduction to sociology or Caribbean history, administrative principles and practices, introduction to public administration, plus 1 optional course from elements of accounting, constitutional and administrative law, statistics, social policy and half courses in introduction to public finance Administration and Introduction to Project Management. Average enrolment: 30-35. Not relevant for students outside the Commonwealth Caribbean. Preference is given to candidates having matriculation requirements (GCE) or other equivalent qualifications. Experience is necessary and candidates without matriculation may be accepted depending on overall background.

## MASTER OF SCIENCE IN GOVERNMENT, MSc GOVERNMENT

A 2-year (approximately) postgraduate degree programme relevant for candidates interested in public service or academic careers. The programme involves 1 year of course work followed by research and the writing of a thesis which may be in any of a number of fields including public administration. In the public administration course option emphasis is on modernisation and development administration. An option is also

INT 20 UNIVERSITY OF THE WEST INDIES (MONA) Cont.

available in public enterprise. Average enrolment: 10-12 of whom 2-3 could be students from outside the Commonwealth Caribbean. Requirement: a good honours degree.

DOCTOR OF PHILOSOPHY IN GOVERNMENT

A postgraduate degree involving research and the writing of a thesis which may be in any of a number of fields including public administration. Candidates are required to participate actively in postgraduate seminars in their area of specialisation. Requirement: a Master's degree.

AD HOC COURSES

The Department has conducted short courses throughout the Eastern Caribbean, and in the Bahamas and Belize, in general administration, financial management, organisation and methods, etc. Other courses have been held in Jamaica in collaboration with the government. The Department has been actively involved in training seminars for management personnel in association with ministries of health, the Pan American Health Organization (PAHO), CARICAD, CARICOM and the OECS.

Research There is no formally structured research programme. Staff members follow their own interests although with some concern for the needs of the region. Joint complementary research is being conducted by all full-time public administration staff in one or two areas, e.g. public enterprise. Other research areas include administrative innovation and reform, local government and case studies in public policy decision making.

Consultancy Individual members are involved in consulting work for governments of the region.

Publications Public administration material appears in the quarterly social science journal, Social and Economic Studies and other international academic journals. Apart from individual articles special issues have been devoted to public administration. In addition, the St. Augustine campus has published Issues and Problems in Caribbean Public Administration. The Institute of Social and Economic Research has published a special issue on Public Sector Issues in the Commonwealth Caribbean, (Vol. 1, March 1981) - to which members of the Department made contributions.

Exchange Arrangements The Department would welcome co-operation with other Commonwealth institutions in joint research, development of course material and exchange of staff. In particular

INT 20

## UNIVERSITY OF THE WEST INDIES (MONA) Cont.

it would be interested in co-operation in the development of case studies and short joint seminars on appropriate subjects.

Note

The University of the West Indies is an independent university and is international in that it is supported by and serves 14 different territories in the West Indies, all but 2 of which are independent nations. The territories which support the university are: Antigua, Bahamas, Barbados, Belize, British Virgin Islands, Cayman Islands, Dominica, Grenada, Jamaica, Montserrat, St. Kitts-Nevis-Anguilla, St. Lucia, St. Vincent, Trinidad & Tobago. In addition Guyana is a full participant in the Faculty of Law, and by agreement, has a limited number of students in the professional faculties. The University has campuses at Cave Hill in Barbados (see INT 19), St. Augustine in Trinidad (see INT 21) and Mona in Jamaica (see above).

The Department of Management Studies also in the faculty of social sciences offers a BSc in management studies with either an industrial management option, or a hotel management concentration (Bahamas). It also conducts a 1-year full-time, or equivalent part-time, postgraduate diploma in management studies in a 1-year full-time, or equivalent part-time, Certificate in Management Studies. A full or part-time Diploma in Health Management jointly administered by the faculties of social sciences and medicine is also offered. The University of the West Indies has started a 'restructuring' regime that accords greater autonomy to the 3 campuses and which rationalises the UWI's administrative arrangements.



INT 21 UNIVERSITY OF THE WEST INDIES (ST. AUGUSTINE)

Department of Government  
St Augustine Campus  
University of the West Indies  
St Augustine  
TRINIDAD

Telephone: PBX 66-32007  
Cable: STOMATA PORT OF SPAIN TRINIDAD

Description The Department of Government was founded in 1974 as a subsection of the Department of Politics and Sociology. Professional staff: reader/head, 4 senior/lecturer.

Education and Training In addition to providing courses in public administration as optional courses for the BA degree, the Department provides a BSc (Government) and an MSc (Government) both permitting the student to specialise in public administration. Diploma and Certificate courses in public administration are also offered.

BACHELOR OF SCIENCE IN GOVERNMENT, BSc

A 3-year undergraduate degree which permits students to specialise in comparative politics, political theory, or public administration. Students taking the public administration option take courses in public administration, government and politics in the West Indies, organisational theory and behaviour, Caribbean economic problems, modern political thought, plus 4 additional courses offered by Department of Government, Faculty of Social Sciences, Faculty of Arts and General Studies, and the Faculty of Law.

MASTER OF SCIENCE IN GOVERNMENT, MSc

A 2-year (approximately) postgraduate degree programme relevant for candidates interested in public service or academic work followed by research and the writing of a thesis which may be in any of a number of fields including public administration. In the public administration course option emphasis is on modernisation and development administration. An option is also available in public enterprise. Average enrolment: 10-12 of whom 2-3 could be students from outside the Commonwealth Caribbean. Requirements: a good honours degree.

The Department of Management Studies, also in the Faculty of Social Sciences, offers a BSc in Management Studies with either an Industrial Management option, or an Agricultural Management option, or a Hotel Management Concentration (Bahamas) option. It also conducts a 1-year full-time, or equivalent part-time, postgraduate Diploma in Management Studies and a 1-year full-time, or equivalent part-time, Certificate in Management Studies. The MSc degree can also be taken with a concentration in Management Studies.

# Subject Index

## Subject Index

Because public administration is a subject in most of the institutions it does not appear in the index, as part of the activities of most institutions.

The terminology employed by institutions to describe their training, research and consultancy activities has been used for the index, without attempting to ascertain whether descriptions are in fact employed in the same way by all institutions.

### Accounting (including government/ public accounting)

AUS 2, 6, 9, 15, 18, 20  
BRI 1, 6, 13, 16, 21  
CAN 4, 9, 13, 17, 19  
GAM 1  
GHA 3  
GUY 2,3  
IND 3, 4, 5, 13, 14, 23, 25  
JAM 3  
KEN 1, 3, 5, 6  
LES 1  
MLW 1, 3  
MRT 2  
NEZ 1, 4  
NIG 3, 4  
PNG 1, 3  
SIE 1  
SOL 1  
SRL 5  
SWA 1  
TAN 2  
UGA 1  
ZAM 2  
INT 7, 19, 20

### Accounting Management (including budgeting and control)

AUS 3  
BRI 2, 7, 9, 18  
CAN 3, 17  
IND 6, 10, 18  
LES 1  
NEZ 4  
NIG 4  
SIE 1  
TAN 3  
UGA 2

### Accounting Management (cont).

ZAM 3  
INT 9, 12, 19

### Advertising

IND 16  
NIG 4

### African Studies

BRI 15  
CAN 5  
INT 1, 2, 5, 13, 17

### Agricultural Services/Management

#### - see also Rural Development

BAN 3, 9  
BRI 6, 12, 18, 23  
GAM 1  
GHA 1, 2  
IND 3, 10, 14, 30, 32  
NEZ 1  
INT 4

### Agro-industries

BRI 22  
IND 38  
INT 13

### Air Cargo Management

IND 23

### Airport Management

IND 23

### Alcohol/Drug Addiction

CAN 11

### Anthropology and Colonial

#### Administration

BRI 15

### Applied Development Communication

AUS 3

### Applied Economics

AUS 2

## Subject Index

### Arab Administration

INT 3

### Auditing - see also Accounting

BRI 6

CAN 11, 16

GHA 3

IND 13, 32

JAM 3

PNG 3

TAN 2, 3

INT 11

### Automation

MAY 4

### Banking and Finance

AUS 2, 9

IND 25, 40, 41

NEZ 4

SIE 1

TAN 3

INT 12

### Behavioural Sciences

- see Human Behaviour

### Budgeting

- see Accounting Management

### Business Administration/ Management/Policy

AUS 4, 5, 6, 7, 9, 11, 12,  
14, 15, 17, 18, 20

BRI 1, 2, 7, 8, 12, 13, 21

CAN 8, 22

GHA 3

MLW 1

MRT 2

NEZ 1, 4

NIG 3

PNG 3

TAN 2

UGA 1

INT 14

### Buyer Behaviour

NEZ 4

### Career Planning/Guidance

BRI 13, 21

CAN 1

IND 37

### Caribbean Studies

BRI 15

INT 19, 20

### Clerical Training/Development

CAN 1, 2

JAM 1

SOL 1

SWA 1

TRI 1

### Coastal Resources

CAN 19

### Commercial Studies

AUS 15

### Commonwealth Studies

BRI 15

### Communications (including report writing) - see also Media

AUS 4

BAR 1

CAN 1, 10, 11, 12, 15, 19

IND 2, 16

JAM 1, 3

KEN 4

LES 1

NEZ 4

PNG 1

SNG 1

TAN 2

ZAM 2

INT 7

### Community Development

AUS 3

BRI 23

PNG 1

SWA 1

TAN 2

### Comparative Administrative Systems

BRI 16

IND 26

### Comparative Federalism

AUS 10

### Comparative Local Government

BRI 16

### Comparative Public Administration

AUS 16

CAN 6, 7, 17

IND 32

LES 2

MLW 2

SWA 2

### Comparative Public Enterprise

BRI 16

**Computer Systems**

BAR 1  
CAN 16  
IND 10, 18

**Computers in Management Strategy**

AUS 1

**Computing/Computer Management**

AUS 4  
BRI 5, 6, 18  
CAN 9, 19  
IND 1, 14, 18, 25  
MAY 3  
NEZ 1  
PNG 3  
INT 7

**Conflict, Management of**

CAN 1

**Consultancy Training**

BRI 18

**Contract Management**

MAY 3

**Cooperative Education**

CAN 19

**Co-operatives**

BAN 1, 9  
CAN 13  
IND 25, 32, 41  
MRT 2  
INT 3, 13

**Corporate Culture**

CAN 6

**Corporate Management/Planning/  
Policy**

AUS 12  
BRI 9  
IND 8, 21, 31  
UGA 2

**Correspondence Courses**

CAN 2

**Counselling/Employment**

**Counselling**

CAN 9  
IND 8

**Custom Designed Programmes**

AUS 1

**Customs Administration**

IND 9  
SWA 1

**Data Management/Processing**

(cont.)

BAN 2, ,3  
CAN 1  
GHA 3  
IND 14  
JAM 3  
MRT 2  
NEZ 1  
TAN 2  
INT 20

**Decentralisation and Development**

BRI 2, 18, 23  
INT 11

**Decision Making**

CAN 3, 4, 6, 8, 12, 22  
KEN 2  
TAN 1  
INT 20

**Demography/Population Programmes**

- see also Family Planning

BAN 2  
BRI 6, 16, 17  
IND 30  
MRT 2

**Development Planning/Policy**

BRI 21, 23  
MAY 1  
INT 15, 17

**Development, Political Economy of**

BRI 4

**Development Programme for  
Managers**

AUS 12

**Development Statistics**

- see Statistics

**Development, Theories of**

BRI 4

**Diplomatic Training**

BRI 19  
INT 11, 18

**Distance Education**

AUS 3  
BRI 9

**Drug Addiction - see Alcohol**

**Economic Development/Planning**

BRI 6  
IND 18  
MAY 1  
NEZ 4  
SRL 5  
TAN 2

**Data Management/Processing**

- see also Computer Management

AUS 9,

## Subject Index

### Economics/Economic Policies

AUS 2, 16  
BRI 4, 5, 6, 7, 9, 13, 14, 17  
CAN 3, 4, 5, 13, 19  
IND 1, 18  
MLW 1  
MAY 1  
MRT 1  
NEZ 1, 2  
INT 6, 19, 20

### Education and Training

BRI 13  
IND 14, 15  
INT 17

### Educational Administration/ Planning

AUS 3, 20  
BRI 11, 18  
CAN 6  
IND 1, 34  
SIE 1  
INT 7

### Educational Leave

CAN 18

### Educational Publications

AUS 3

### Efficiency Evaluation

CAN 8

### Electronic Media

CAN 1

### Employment (including self-employment)

BRI 11  
IND 8, 20  
INT 7, 17

### Energy Studies

CAN 3  
IND 1, 10  
INT 4

### Engineering Management

BRI 9, 21  
CAN 13

### Entrepreneurial Skills - see also Small Business Management

BRI 21  
IND 38  
MAY 4  
MRT 2  
UGA 2

### Environmental Studies

BRI 23  
IND 10, 13

### Ergonomics

IND 28

### Estate Management

NIG 3

### Export Promotion

IND 1  
TAN 2  
INT 5

### Extension Training

IND 38  
KEN 3  
PNG 1  
INT 13

### Family Planning

BAN 1

### Financial Administration/ Management - see also

#### Accounting

AUS 3, 4, 20  
BAN 5, 6  
BAR 1  
BRI 2, 9, 20  
CAN 2, 3, 4, 13, 16, 19, 22  
GHA 1  
GUY 1  
IND 1, 5, 11, 18, 19, 21, 23,  
25, 28, 31, 33, 38, 40, 41  
JAM 1, 3  
KEN 2  
MAY 1, 3  
MLT 2  
MLW 3  
MRT 2  
NEZ 2, 4  
NIG 3, 4  
PNG 1, 3  
SRL 1, 2, 5  
SWA 2  
TAN 2, 3  
UGA 1  
ZAM 3  
INT 3, 5, 7, 12, 13, 16, 18, 20

### Fire Fighting

IND 5

### First Aid Training

CAN 11

### Foreign Relations Studies

PNG 1

### Foundation Courses - see Orientation/Induction

### Fuel Efficiency

IND 31

**Game Theory**

CAN 13

**Government Business/  
Administration**

AUS 6, 7

BRI 5, 8, 9, 20

CAN 6, 8, 13, 22

IND 32, 39

MLW 3

INT 17, 20

**Health and Nutrition**

BAN 1

IND 29

**Health Services Administration,  
Planning, Policy, Projects**

AUS 9, 15, 18

BRI 1, 11, 17, 23

CAN 2, 13, 17, 22

GAM 1

GHA 2, 3

IND 1, 5, 10, 11, 29

NEZ 1

SIE 1

SWA 1

INT 5, 7, 20

**Health and Safety**

CAN 1, 3, 9

MRT 2

**Health and Welfare - see Health  
Administration**

**Hospital/Medical Care Management  
- see also Health Services**

IND 29, 33

ZAM 2

INT 3

**Hotel Administration**

BRI 21

MAY 4

**Housing**

BRI 17

IND 25

MAY 3

**Human Behaviour**

AUS 12

BRI 8

CAN 5, 13

IND 3, 10, 14, 16, 25, 28,  
31, 39

MLW 1

PNG 3

**Human Behaviour (cont.)**

TRI 1

INT 14

**Human Resource Management/  
Development**

AUS 9

BRI 2, 11

CAN 1, 10, 12, 13

IND 30, 37

MRT 2

SRL 2

TAN 2

INT 2, 8, 11, 12, 13, 17

**Import Management**

SRL 5

**Induction - see Orientation**

**Industrial Democracy**

BRI 9

**Industrial Engineering**

AUS 18

BAN 3

IND 28, 31

MAY 4

**Industrial Management**

BAN 3

**Industrial Projects/Development**

BRI 3, 11

IND 33

MAY 3

**Industrial Relations**

AUS 2, 3, 7, 9, 12, 18, 20

BAN 3

BRI 7, 10, 16, 17, 21

CAN 10, 11, 13, 17, 19

GUY 2

IND 1, 6, 21, 23, 33, 37, 40

KEN 4

MLT 1

MRT 2

NEZ 1

NIG 3, 4

INT 19, 20

**Industrial Relations, Trade**

**Unions in**

AUS 1

BRI 10

IND 35, 37

**Information Management/Services**

BRI 1, 16, 20

CAN 6, 16, 20

## Subject Index

- Information Management/Services**  
(cont.)  
IND 25, 38  
NEZ 2, 4  
INT 9, 10
- Insurance Management**  
NIG 4  
TAN 3
- International Business/Trade**  
BRI 7, 9, 11, 19  
NEZ 4
- International Development**  
CAN 14
- International Management**  
AUS 1  
CAN 13
- International Relations**  
BRI 5, 19  
MAY 3  
ZAM 3  
INT 18, 20
- Interviewing - see also**  
**Personnel Management**  
BRI 5  
CAN 1, 9, 15, 17  
IND 40
- Inventory Management**  
CAN 9  
IND 18  
NIG 4  
SRL 5
- Investment Planning/Management**  
BRI 3  
IND 21  
PNG 3  
INT 6
- Irrigation Planning**  
BRI 6
- Job Evaluation**  
NIG 4  
INT 12, 14
- Journalism**  
AUS 16  
IND 17
- Justice Administration**  
AUS 9  
IND 32
- Labour Relations**  
- see Industrial Relations
- Land Administration**  
PNG 1
- Land Board Administration**  
BOT 1
- Land and Water Resource**  
Development - see also Resource  
Assessment  
BRI 6
- Language Training**  
English  
BAH 1  
BRI 18  
MLW 3  
SNG 1  
INT 7  
French  
UGA 1  
Swahili  
UGA 1
- Language with Management Degrees**  
BRI 12
- Law/Legal Studies/Commercial Law**  
AUS 2  
BRI 5  
CAN 3, 17, 19  
IND 3, 24  
MLW 1, 3  
MAY 1  
MLT 2  
MRT 2  
NEZ 1, 4  
PNG 1  
SRL 2  
ZAM 2  
INT 10, 14, 19, 20
- Leadership**  
BRI 10  
CAN 1, 10, 12, 17  
IND 18, 32  
KEN 4  
NIG 4  
INT 12
- Legislative Drafting**  
BRI 20
- Library Studies**  
MRT 2  
PNG 1  
INT 2
- Local Government Administration**  
AUS 2, 3, 4, 6, 9, 15, 18

**Local Government Administration  
(cont.)**

BAN 5, 7  
CAN 19  
IND 5, 26, 32, 34  
MLW 2  
MAY 1, 2, 3  
NEZ 1, 3  
NIG 2  
PNG 1  
SWA 2  
UGA 1  
ZAM 2, 3  
INT 17

**Local Government, Elected  
Representatives - see also  
Local Government,  
Administration**  
BAN 7

**Magazine and Book Editing**  
IND 17

**Maintenance Management**  
NIG 4

**Management Development/Training  
- Senior/Advanced**  
AUS 3, 7  
BAN 6  
BAR 1  
BRI 1, 5, 9, 10  
CAN 13, 16, 18  
GAM 1  
GHA 1  
GUY 1  
IND 20, 24, 27, 40  
JAM 1  
KEN 2, 4  
MRT 1  
NIG 1, 4  
SRL 3  
TAN 2  
WES 1  
ZIM 1  
INT 8, 12

**Management Development/Training  
- Supervisory**  
BAH 1  
CAN 1, 10, 11, 12, 16, 18  
GHA 1  
GUY 1, 3

**Management Development/Training  
(cont.)**

IND 3, 5, 19, 22, 31  
JAM 1, 3  
KEN 3, 4  
MAY 4  
NIG 4, 5  
SNG 1  
SRL 3, 5  
TRI 1  
WES 1  
ZAM 1

**Management Sciences**

AUS 2  
CAN 13, 20

**Management Services - see also  
Organisation and Methods**  
BRI 20

**Manpower Planning/Studies**  
BRI 5, 13, 18, 20  
IND 8, 19, 20, 25, 37  
JAM 1  
KEN 2  
TAN 1  
INT 5, 12, 17

**Manufacturing Management - see  
Production Management**

**Marine Research**  
CAN 5

**Marketing Management/Training**  
AUS 7, 9, 12, 18  
BAN 3, 6  
BRI 7, 13, 21, 23  
CAN 4, 6, 13, 22  
GHA 1  
GUY 2  
IND 1, 6, 14, 21, 25, 38, 40,  
41  
JAM 1  
KEN 3, 4, 5  
MRT 2  
NEZ 1, 2  
NIG 4  
PNG 3  
TAN 2  
UGA 2  
INT 4, 5, 12

**Mathematical Economics**  
CAN 5

**Mathematics**  
CAN 19  
MRT 2  
INT 7, 19, 20



## Subject Index

### Media - see also Communications

CAN 9  
IND 16

### Meetings, Conducting of

CAN 5

### Methodology - see Research

#### Methodology

### Microcomputing - see Computing

### Micrographics - see also

#### Computing

CAN 9

### Minerals Industry, Management

AUS 5

### Motivation

KEN 4

### Municipal Management - see also

#### Urban Management

CAN 4

### Negotiating

BRI 10  
CAN 9, 16

### Network Planning

CAN 16

### Non-profit Organisations

CAN 22

### Nuclear Policy and Administration

CAN 3

### Nursing Administration - see

#### also Health Services

UGA 1

### Nutrition - see also Health and

#### Nutrition

BAN 1

### Occupational Psychology

BRI 14

### Office Automation - see also

#### Secretarial Studies

BRI 21

CAN 1

### Office Management

CAN 16  
IND 23, 27, 33  
KEN 1  
UGA 1

### Operational Research

BRI 5, 21  
CAN 4, 20  
NEZ 4

### Organisation and Methods

#### - see also Management Services

BAN 5  
BRI 20  
MRT 2  
NEZ 2  
ZIM 1  
INT 12, 20

### Organisational Behaviour

AUS 6  
BRI 7  
CAN 3, 4, 19, 20  
IND 1, 12, 18, 28  
NEZ 4  
SWA 2  
TAN 2  
TRI 1  
INT 7, 14, 19, 20

### Organisational Change/Development

BRI 5, 9  
CAN 8, 9, 18  
IND 14, 21  
NEZ 4

### Organisational Theory

CAN 4  
MLW 2  
SWA 2  
ZAM 3  
INT 19, 20

### Orientation/Induction

BAR 1  
CAN 1, 11, 16  
GUY 3  
IND 2, 3, 4, 8, 9, 10, 11,  
12, 22, 24  
MLW 3  
MLT 2  
NIG 5  
SNG 1  
SRL 5  
WES 1  
ZAM 2

### Performance Appraisal

CAN 15  
JAM 1

**Personnel Management**

- see also Industrial Relations

AUS 3, 9, 20  
 BAH 1  
 BAN 3, 5, 7  
 BAR 1  
 BRI 5, 7, 10, 13, 16, 20, 21  
 CAN 4, 6, 8, 9, 10, 16, 17  
 GAM 1  
 GHA 1, 3  
 GUY 2  
 IND 1, 6, 14, 18, 21, 23, 26, 32, 37, 40, 41  
 JAM 1  
 KEN 1  
 LES 1  
 MLW 3  
 MAY 1, 3, 4  
 MLT 2,  
 MRT 2  
 NEZ 2, 4  
 NIG 3, 4  
 PNG 1, 3  
 SRL 1, 5  
 SWA 1, 2  
 TAN 2  
 ZAM 2, 3  
 INT 2, 3, 14, 19, 20

**Physically Handicapped,  
Rehabilitation of**

IND 8

**Planning - see also Project  
Management**

BAN 2  
 BRI 12, 18  
 CAN 9, 12  
 INT 9, 11

**Police Studies**

IND 33, 36

**Policy Studies**

AUS 2  
 BRI 8  
 BRI 20  
 CAN 19  
 MAY 1  
 MLT 1  
 NEZ 4  
 INT 14

**Political Science**

BAN 4  
 BOT 1  
 NEZ 4  
 SNG 2  
 INT 20

**Pollution Control**

IND 31

**Problem Solving**

CAN 1, 2, 10, 12, 16  
 LES 1  
 MAY 3  
 MLT 1

**Production Management**

BAN 3  
 BRI 9  
 CAN 19, 20, 22  
 GUY 2  
 IND 6, 14, 19, 28, 33, 38, 41  
 KEN 3, 4  
 MRT 2  
 NIG 4  
 PNG 3  
 TAN 2  
 UGA 2

**Productivity**

IND 31  
 MAY 4

**Programme Evaluation**

CAN 11, 17

**Project Management/Analysis**

BAN 2  
 BAR 1  
 BRI 1, 3, 20  
 CAN 16  
 GHA 2  
 IND 3, 10, 18, 19, 23, 28, 38  
 JAM 1, 3  
 KEN 2  
 MAY 1, 3  
 NIG 4  
 SRL 1  
 UGA 1  
 INT 2, 3, 6, 7, 12, 13, 19

**Projector Operating**

IND 17

**Provincial Government**

PNG 1

**Public Enterprise Studies/  
Management**

GHA 3  
 GUY 2  
 IND 21, 35  
 MAY 2  
 MLW 2  
 SRL 4  
 SWA 2  
 ZAM 3  
 INT 2, 3, 8, 11, 15, 18, 20

## Subject Index

### Public Finance - see also Financial Administration

BRI 9  
KEN 6  
MRT 2

### Public Policy

AUS 8, 10, 12  
BAR 1  
BRI 16, 21  
CAN 3, 6, 7, 13, 22  
IND 33  
KEN 2  
NEZ 4  
NIG 1  
SNG 2  
TAN 1  
ZAM 3

### Public Relations

GUY 3  
IND 11, 16  
JAM 1

### Public Speaking

CAN 1  
IND 13

### Public Utilities, Management of

IND 10

### Purchasing and Materials Management

SRL 5  
TAN 2  
INT 17

### Quantitative Methods/Analysis

AUS 12  
BAN 6  
CAN 3, 4, 13, 19  
GUY 2  
IND 14, 18, 24  
MAY 1  
MLT 1  
TAN 2  
INT 12, 13

### Records Management/Registry

#### Procedures

BAR 1  
CAN 1  
GUY 3  
IND 33  
MLT 2

### Recreation Management

BRI 13

### Recruitment and Selection

CAN 9  
IND 22

### Regional Development/Planning

BRI 1, 6, 16, 21, 23  
MAY 3  
SRL 5  
INT 13

### Report Writing

- see Communications

### Research Methodology

BAN 2, 4  
GHA 1  
IND 18, 20, 26, 30, 32, 33  
MAY 1  
ZAM 3  
INT 13

### Resource Allocation

CAN 8, 17

### Resource Assessment and Evaluation

BRI 6

### Retail Management

BRI 21  
NIG 4  
INT 7

### Retirement Planning

CAN 10  
IND 22

### Rural Development Planning/ Administration

AUS 3  
BAN 1, 5, 9  
BOT 1  
BRI 2, 3, 4, 6, 11, 17, 18, 23  
IND 3, 11, 12, 18, 26, 30, 33  
37, 38  
LES 2  
MAY 2  
NEZ 1  
PNG 2  
SRL 5  
SWA 2  
TAN 1  
UGA 1  
INT 2, 3, 7, 13

### Safety

CAN 2

### Salary Administration

NIG 4

**Salesmanship/Sales Management**

- see also Marketing

IND 1  
KEN 3  
NIG 4  
PNG 3  
TAN 2

**Schools and Teachers - see  
Educational Administration**

**Secretarial Administration**

AUS 20  
GHA 3  
UGA 1

**Secretarial Studies**

BRI 21  
IND 3, 22  
JAM 4  
KEN 2, 4, 5  
MLW 3  
SWA 1  
ZAM 2

**Small Business Management - see  
also Business Administration  
and Entrepreneurial Skills**

AUS 14  
BRI 13  
CAN 22  
IND 14, 15, 38  
KEN 3  
PNG 3  
TAN 2  
UGA 2  
ZAM 1  
INT 12

**Small States, Administrative**

**Heads of**

INT 11, 14

**Social Administration/Planning/**

**Policy Services**

AUS 2  
BRI 5, 17, 18, 23  
KEN 1  
MLT 1  
NEZ 4

**Social Psychology**

BAN 1  
MRT 2

**Social Science**

AUS 2  
BRI 2  
CAN 21  
IND 21  
MAY 2  
MRT 2

**Social Security Administration**

TAN 3

**Social Work**

BRI 23  
MRT 2

**Sociology/Social Anthropology**

BRI 6  
IND 16, 30  
MRT 2  
INT 19, 20

**Staff Inspection/Evaluation**

BRI 20  
INT 12

**Statistics**

AUS 12  
BRI 5, 6, 7, 11, 18  
CAN 4, 16, 19  
GHA 3  
IND 6, 16, 28  
MRT 2  
NEZ 1  
NIG 4  
PNG 3  
INT 19, 20

**Storekeeping**

NIG 5  
SRL 5

**Strategic Planning**

CAN 6

**Sugar Industry**

BRI 22  
IND 34

**Systems Analysis/Training/  
Planning**

BAN 5  
BRI 5  
CAN 5, 16, 22  
PNG 3  
TAN 2

**Tax Administration**

IND 27, 32  
TAN 3  
UGA 1  
INT 5

**Team Building**

CAN 10

**Technology and Development**

BRI 22  
INT 10, 12

**Time, Management of**

CAN 6, 12

## Subject Index

### Tourism

BRI 21  
JAM 1  
MAY 4  
NEZ 1

### Trade Unions - see Industrial Relations

### Training Programmes, Design and Development of

AUS 3  
CAN 2  
IND 8  
INT 5, 13

### Training Techniques

BRI 20  
IND 28  
JAM 2

### Training of Trainers - see also Education and Training

BRI 5, 18  
CAN 6, 9  
IND 2, 11, 19, 22, 31  
KEN 1  
LES 1  
SWA 1  
TAN 2  
ZAM 1  
INT 2, 4, 5, 6, 7, 11, 13, 15, 16, 18

### Transactional Analysis and Management

CAN 6

### Transportation

AUS 2  
BAN 3  
BRI 1  
CAN 22  
TAN 2  
INT 5

### Tribal Development

#### Administration

IND 3, 30

### Valuers and Auctioneers, Incorporated Society of

ZAM 2

### Village Leaders, Training of

BAN 9

### Vocational Guidance

IND 8

### Water Management

IND 10, 32

### Welfare Administration

AUS 4  
BRI 17

### Women Employees

IND 37

### Women Managers

BRI 5  
CAN 1

### Women in Development

INT 13

### Work Improvement

SNG 1

### Urban Planning/Management

#### - see also Municipal Management

BRI 1, 2, 4, 16, 21, 23  
CAN 3  
GHA 3  
IND 18, 26, 32, 34  
MAY 1, 3  
INT 2

# Institution Index

## Institution Index

The code for each entry indicates the country in which each institution is situated (see Key page xi). The number indicates where the institution appears in the sequence for each country. Where the reference is to a former title or to information contained in a final note an asterisk \* has been placed after the item.

### Administrative Staff Colleges:

|                                                                                           |     |   |
|-------------------------------------------------------------------------------------------|-----|---|
| Australian                                                                                | AUS | 1 |
| Bangladesh                                                                                | BAN | 8 |
| Jamaica                                                                                   | JAM | 1 |
| India (ASCI)                                                                              | IND | 1 |
| Nigeria, (ASCON)                                                                          | NIG | 1 |
| Papua New Guinea                                                                          | PNG | 1 |
| Administrative Training Centre, Solomon Islands                                           | SOL | 1 |
| Administrative Training Institute, Mysore                                                 | IND | 2 |
| Administrative Training Institute, Nagaland                                               | IND | 3 |
| Administrative Training Institute, Uttar Pradesh                                          | IND | 4 |
| African Association for Public Administration & Management                                | INT | 1 |
| African Training and Research Centre in Administration for Development                    | INT | 2 |
| Ahmadu Bello University                                                                   | NIG | 2 |
| Alberta, Personnel Administration Office                                                  | CAN | 1 |
| All India Institute of Local Self-Government                                              | IND | 5 |
| All India Management Association (AIMA)                                                   | IND | 6 |
| Arab Organisation of Administrative Sciences (AOAS)                                       | INT | 3 |
| Asian and Pacific Development Centre (APDC)                                               | INT | 4 |
| Association of Development Research and Training Institute for Asia and Pacific (ADIPA) * | INT | 4 |
| Aston in Birmingham, University of                                                        | BRI | 1 |

|                                             |     |    |
|---------------------------------------------|-----|----|
| Bangladesh Academy for Rural Development    | BAN | 1  |
| Bangladesh Institute of Development Studies | BAN | 2  |
| Bangladesh Management Development Centre    | BAN | 3  |
| Birkbeck College, University of London      | BRI | 14 |
| Birmingham, University of                   | BRI | 2  |
| Botswana, University of                     | BOT | 1  |
| Botswana and Swaziland, University of *     | SWA | 2  |
| Bradford, University of                     | BRI | 3  |
| British Columbia Public Service Commission  | CAN | 2  |
| Bureau of Public Enterprises (BPE)          | IND | 7  |

## Institution Index

|                                                                      |     |    |
|----------------------------------------------------------------------|-----|----|
| Cambridge, University of                                             | BRI | 4  |
| Canadian Centre for Marine Transportation *                          | CAN | 5  |
| Canberra College of Advanced Education                               | AUS | 2  |
| Cape Coast, University of                                            | GHA | 1  |
| Carleton University                                                  | CAN | 3  |
| Central Institute for Research and Training in<br>Employment Service | IND | 8  |
| Central London, Polytechnic of (PCL)                                 | BRI | 13 |
| Central Training Unit, Trinidad                                      | TRI | 1  |
| Centre for African Studies, Dalhousie University *                   | CAN | 5  |
| Centre for Foreign Policy Studies *                                  | CAN | 5  |
| Centre for International Business Studies *                          | CAN | 5  |
| Centre for Management Studies *                                      | IND | 12 |
| Centre for Regional and International Development Projects *         | CAN | 5  |
| Chittagong, University of                                            | BAN | 4  |
| Civil Officers Training Academy *                                    | BAN | 8  |
| Civil Service College                                                | BRI | 5  |
| Civil Service Institute                                              | SNG | 1  |
| Civil Service Training Centre                                        | JAM | 2  |
| Civil Service Training College *                                     | SIE | 1  |
| Customs and Central Excise Directorate of Training                   | IND | 9  |
| Cyprus, Ministry of Finance                                          | CYP | 1  |
|                                                                      |     |    |
| Dalhousie University (1) Faculty of Administrative Studies           | CAN | 4  |
| (2) Department of Economics                                          | CAN | 5  |
| Dar es Salaam, University of                                         | TAN | 1  |
| Dhaka, University of, (1) Department of Public Administration        | BAN | 5  |
| (2) Institute of Business Administration                             | BAN | 6  |
|                                                                      |     |    |
| East Anglia, University of                                           | BRI | 6  |
| Eastern and Southern African Management Institute (ESAMI)            | INT | 5  |
| Ecole Nationale d'Administration Publique du Quebec (ENAP)           | CAN | 6  |
| Economic Development Institute                                       | INT | 6  |
| Edinburgh, University of                                             | BRI | 7  |
|                                                                      |     |    |
| Finance and Accounts College of Training (FACT)                      | JAM | 3  |
|                                                                      |     |    |
| Ghana Institute of Management and Public Administration (GIMPA)      | GHA | 2  |
| Ghana, University of                                                 | GHA | 3  |
| Glasgow College of Technology                                        | BRI | 8  |

# Institution Index

|                                                   |     |    |
|---------------------------------------------------|-----|----|
| Gopabandhu Academy of Administration              | IND | 11 |
| Government Secretarial and Reporting College      | JAM | 4  |
| Government Training Institute                     | KEN | 1  |
| Guelph, University of                             | CAN | 7  |
| Guyana Management Development and Training Centre | GUY | 1  |
| Guyana, University of                             | GUY | 2  |

|                                                                             |     |    |
|-----------------------------------------------------------------------------|-----|----|
| Harish Chandra Mathur Rajasthan State Institute of Public<br>Administration | IND | 12 |
| Henley, The Management College                                              | BRI | 9  |

|                                                                                    |     |    |
|------------------------------------------------------------------------------------|-----|----|
| Indian Audit and Accounts Service Staff College                                    | IND | 13 |
| Indian Institute of Management, Ahmedabad (IIM-A)                                  | IND | 14 |
| Indian Institute of Management, Bangalore (IIM-B)                                  | IND | 15 |
| Indian Institute of Management, Calcutta (IIM-C)                                   | IND | 16 |
| Indian Institute of Mass Communication                                             | IND | 17 |
| Indian Institute of Public Administration (IIPA)                                   | IND | 18 |
| Indian Revenue Service (Direct Taxes) Staff College *                              | IND | 27 |
| Indian Society for Training and Development (ISTD)                                 | IND | 19 |
| Industrial Society, The                                                            | BRI | 10 |
| Institute of Applied Manpower Research                                             | IND | 20 |
| Institute of Commonwealth Studies                                                  | BRI | 15 |
| Institute of Development Management, Tanzania                                      | TAN | 2  |
| Institute of Development Management - Botswana, Lesotho,<br>Swaziland (IDM)        | INT | 7  |
| Institute of Development Studies, Sussex (IDS)                                     | BRI | 11 |
| Institute of Environmental Studies *                                               | CAN | 5  |
| Institute of Finance Management                                                    | TAN | 3  |
| Institute of Oceanography *                                                        | CAN | 5  |
| Institute of Public Administration                                                 | UGA | 1  |
| Institute of Public Administration and Management                                  | SIE | 1  |
| Institute of Public Enterprise (IPE)                                               | IND | 21 |
| Institute of Secretariat Training and Management                                   | IND | 22 |
| International Airports Authority of India Training Centre                          | IND | 23 |
| International Association of Schools and Institutes of<br>Administration (IASIA) * | INT | 9  |
| International Centre for Public Enterprises in Developing<br>Countries (ICPE)      | INT | 8  |
| International Institute of Administrative Sciences (IIAS)                          | INT | 9  |
| International Training Institute                                                   | AUS | 3  |

|                                          |     |   |
|------------------------------------------|-----|---|
| Kenya Institute of Administration (KIA)  | KEN | 2 |
| Kenya Institute of Business Training     | KEN | 3 |
| Kenya Institute of Management (KIM)      | KEN | 4 |
| Kenya Polytechnic                        | KEN | 5 |
| Kenya Staff College                      | KEN | 2 |
| Kuring-Gai College of Advanced Education | AUS | 4 |



## Institution Index

|                                                                      |     |    |
|----------------------------------------------------------------------|-----|----|
| Lagos, University of                                                 | NIG | 3  |
| Latin American Centre for Development Administration (CLAD)          | INT | 10 |
| Leeds, University of                                                 | BRI | 12 |
| Lesotho Institute of Public Administration (LIPA)                    | LES | 1  |
| Lesotho, National University of                                      | LES | 2  |
| Local Government Institute *                                         | BAN | 7  |
| London School of Economics (1) Department of Government              | BRI | 16 |
| (2) Social Planning in Developing Countries Programme                | BRI | 17 |
| London, University of, (1) Birkbeck College                          | BRI | 14 |
| (2) Institute of Commonwealth Studies                                | BRI | 15 |
| (3) L.S.E. Department of Government                                  | BRI | 16 |
| (4) L.S.E. Social Planning in Developing Countries Programme         | BRI | 17 |
| Macquarie University                                                 | AUS | 5  |
| McGill University                                                    | CAN | 8  |
| Malawi Polytechnic                                                   | MLW | 1  |
| Malawi, University of                                                | MLW | 2  |
| Malaya, University of                                                | MAY | 1  |
| Malaysia, Universiti Sains                                           | MAY | 2  |
| Malta, Office of the Prime Minister                                  | MLT | 2  |
| Malta, University of                                                 | MLT | 1  |
| Management Development Institute (MDI)                               | GAM | 1  |
| Management Development Institute (MDI)                               | IND | 25 |
| Management Development Programme (MDP)                               | INT | 11 |
| Management Services Board                                            | ZAM | 1  |
| Management Services Division (MSD)                                   | SRL | 1  |
| Management Training and Advisory Centre (MTAC)                       | UGA | 2  |
| Manchester, University of                                            | BRI | 18 |
| Manitoba Civil Service Commission                                    | CAN | 9  |
| Marga Institute                                                      | SRL | 2  |
| Massey University                                                    | NEZ | 1  |
| Mauritius Institute of Management                                    | MRT | 1  |
| Mauritius, University of                                             | MRT | 2  |
| Melbourne, University of (1) Grad. School of Business Administration | AUS | 7  |
| (2) Department of Political Science                                  | AUS | 8  |
| Middle East Centre, Cyprus                                           | INT | 12 |
| Mitchell College of Advanced Education                               | AUS | 9  |
| Nagpur, University of                                                | IND | 26 |
| Nairobi, University of                                               | KEN | 6  |
| National Academy of Direct Taxes, Nagpur                             | IND | 27 |
| National Institute of Business Management                            | SRL | 3  |
| National Institute of Health and Family Welfare                      | IND | 29 |
| National Institute of Local Government                               | BAN | 7  |
| National Institute of Public Administration*                         | BAN | 8  |

## Institution Index

|                                                                             |     |    |
|-----------------------------------------------------------------------------|-----|----|
| National Institute of Public Administration (INTAN)                         | MAY | 3  |
| National Institute of Public Administration (NIPA)                          | ZAM | 2  |
| National Institute of Rural Development (NIRD)                              | IND | 30 |
| National Institute for Training in Industrial Engineering (NITIE)           | IND | 28 |
| National Productivity Centre (NPC)                                          | MAY | 4  |
| National Productivity Council (NPC)                                         | IND | 31 |
| New Brunswick Board of Management                                           | CAN | 10 |
| New England, University of                                                  | AUS | 10 |
| New South Wales Institute of Technology                                     | AUS | 11 |
| New South Wales, University of (1) Australian Graduate School of Management | AUS | 12 |
| New South Wales, University of (2) Institute of Administration              | AUS | 13 |
| New Zealand Administrative Staff College                                    | NEZ | 2  |
| New Zealand Institute of Public Administration                              | NEZ | 3  |
| Newfoundland Public Service Commission                                      | CAN | 11 |
| Nigerian Institute of Management (NIM)                                      | NIG | 4  |
| Nigerian Institute of Supervisory Management/Management Development Group   | NIG | 5  |
| Northern Rivers College of Advanced Education                               | AUS | 14 |
| Nova Scotia Civil Service Commission                                        | CAN | 12 |
| Osmania University                                                          | IND | 32 |
| Ottawa, University of (1) Faculty of Administration                         | CAN | 13 |
| (2) Institute for International Development and Cooperation                 | CAN | 14 |
| Oxford, University of                                                       | BRI | 19 |
| Pan African Institute for Development (PAID)                                | INT | 13 |
| Panjab University                                                           | IND | 33 |
| Papua New Guinea, Administrative College of                                 | PNG | 1  |
| Papua New Guinea, University of                                             | PNG | 2  |
| Papua New Guinea University of Technology                                   | PNG | 3  |
| Pearson Institute for International Development *                           | CAN | 5  |
| Personnel and Administrative Reforms, Department of                         | IND | 10 |
| Poona, University of                                                        | IND | 34 |
| Prince Edward Island Civil Service Commission                               | CAN | 15 |
| Public Administration Training Centre (PATC)                                | BAN | 8  |
| Public Enterprises Centre for Continuing Education                          | IND | 35 |
| Public Enterprises Division, General Treasury                               | SRL | 4  |
| Public Service Commission of Canada                                         | CAN | 16 |
| Public Service Ministry                                                     | GUY | 3  |
| Public Service Training Centre                                              | BAH | 1  |
| Queensland Institute of Technology                                          | AUS | 15 |
| Queensland, University of (1) Department of Government                      | AUS | 16 |
| (2) Department of Management                                                | AUS | 17 |

## Institution Index

|                                                                           |     |    |
|---------------------------------------------------------------------------|-----|----|
| Regina, University of                                                     | CAN | 17 |
| Royal Institute of Public Administration                                  | BRI | 20 |
| Royal Institute of Technology                                             | AUS | 6  |
| Rural Development Academy                                                 | BAN | 9  |
| Sardard Vallabhbhai Patel National Police Academy                         | IND | 36 |
| Saskatchewan Public Service Commission                                    | CAN | 18 |
| Scottish Business School                                                  | BRI | 21 |
| Seychelles, President's Office                                            | SEY | 1  |
| Shri Ram Centre for Industrial Relations and Human Resources              | IND | 37 |
| Singapore, National University of                                         | SNG | 2  |
| Small Industry Extension Training Institute                               | IND | 38 |
| South Australian Institute of Technology                                  | AUS | 18 |
| South Gujarat University                                                  | IND | 39 |
| South Pacific, University of the (1) Administrative Studies<br>Discipline | INT | 14 |
| (2) Institute of Social and<br>Administrative Studies                     | INT | 15 |
| Sri Lanka Institute of Development Administration                         | SRL | 5  |
| Staff Training College                                                    | MLW | 3  |
| Staff Training Institute*                                                 | BAN | 8  |
| State Bank Staff College, Institute of Rural Development                  | IND | 40 |
| Strathclyde, University of                                                | BRI | 22 |
| Sussex, University of *                                                   | BRI | 11 |
| Swansea, University College of                                            | BRI | 23 |
| Swaziland Institute of Management and Public Administration               | SWA | 1  |
| Swaziland, University of                                                  | SWA | 2  |
| Tasmania, University of                                                   | AUS | 19 |
| Tonga, Office of the Prime Minister                                       | TON | 1  |
| Training Administration and Public Service Staff<br>Training Centre       | BAR | 1  |
| United Nations Development Administration Division (UNDAD)                | INT | 16 |
| United Nations Economic Commission for Africa (UNECA)                     | INT | 17 |
| United Nations Institute for Training and Research (UNITAR)               | INT | 18 |
| Vaikunth Mehta National Institute of Co-operative Management              | IND | 41 |
| Victoria, University of                                                   | CAN | 19 |
| Victoria University of Wellington                                         | NEZ | 4  |

## Institution Index

|                                              |     |    |
|----------------------------------------------|-----|----|
| Waterloo, University of                      | CAN | 20 |
| West Indies, University of the, (Cave Hill), | INT | 19 |
| (Mona)                                       | INT | 20 |
| (St Augustine)                               | INT | 21 |
| Western Australian Institute of Technology   | AUS | 20 |
| Western Samoa Public Service Commission      | WES | 1  |
| Windsor, University of                       | CAN | 21 |

|                     |     |    |
|---------------------|-----|----|
| York, University of | CAN | 22 |
|---------------------|-----|----|

|                                                            |     |   |
|------------------------------------------------------------|-----|---|
| Zambia, University of                                      | ZAM | 3 |
| Zimbabwe Institute of Public Administration and Management | ZIM | 1 |

# Longer Courses Index

## LONGER COURSES (ONE ACADEMIC YEAR OR LONGER)

\* Courses in public/development administration having general administration/management programmes which provide an opportunity to specialise in public development/administration

### Longer Courses

| COUNTRY                  | Undergraduate diploma/certificate | Undergraduate degree                      | Postgraduate diploma/certificate                    | Master's degree (course work)                 | Postgraduate research degree |
|--------------------------|-----------------------------------|-------------------------------------------|-----------------------------------------------------|-----------------------------------------------|------------------------------|
| AUSTRALIA                | 12 14 15* 18 20                   | 2* 4* 6* 9 11* 12* 14* 15* 16* 18* 19 20* | 2 4* 5 6* 8* 9 11* 15 18* 20*                       | 2* 4* 5* 7 11* 12* 15* 16* 17* 18* 19 20*     | 7 12 17                      |
| BANGLADESH               | 3                                 | 4* 5*                                     |                                                     | 4 5* 6                                        |                              |
| BRITAIN                  | 8* 9 13*                          | 1* 6 7 8* 12                              | 6 7 8* 13 18* 21                                    | 1* 2* 3* 4* 6 7 9 13 14* 15 16* 17* 21* 22 23 | 7 9 21 22                    |
| CANADA                   | 4* 9* 13 19* 21*                  | 5 7* 8 13 17* 21                          | 3* 4* 7 13                                          | 3* 4* 5 6* 7* 8 13 17* 19* 20 22*             | 5 20                         |
| GHANA                    | 3*                                | 3*                                        | 2*                                                  | 3*                                            |                              |
| GUYANA                   | 2* 3*                             | 2                                         |                                                     |                                               |                              |
| INDIA                    | 31                                | 32*                                       | 6 10* 14 15 16 17 18* 21* 25 26 28 31 32* 33 34* 41 | 26* 29 32* 33* 34* 39*                        | 26* 32* 33* 34* 39           |
| KENYA                    | 5                                 | 6                                         |                                                     |                                               |                              |
| LESOTHO                  | 1*                                | 2*                                        |                                                     |                                               |                              |
| MALAWI                   | 1 2*                              | 1 2*                                      |                                                     |                                               |                              |
| MALAYSIA                 |                                   | 1*                                        | 1*                                                  | 1*                                            |                              |
| MALTA                    |                                   | 1*                                        |                                                     |                                               |                              |
| MAURITIUS                | 2*                                | 2*                                        |                                                     |                                               |                              |
| NEW ZEALAND              |                                   | 1 4*                                      | 1                                                   | 1 4*                                          | 4*                           |
| NIGERIA                  | 2*                                | 2* 5                                      |                                                     | 2* 5                                          |                              |
| PAPUA NEW GUINEA         | 1* 3                              | 1* 3                                      |                                                     |                                               | 2                            |
| SINGAPORE                |                                   | 2*                                        |                                                     |                                               | 2*                           |
| SRI LANKA                |                                   |                                           | 5*                                                  |                                               |                              |
| TANZANIA                 | 2* 3                              | 1*                                        | 1* 2 3                                              |                                               |                              |
| UGANDA                   | 1                                 |                                           | 1*                                                  |                                               |                              |
| ZAMBIA                   | 2*                                | 3*                                        |                                                     | 3*                                            |                              |
| INTERNATIONAL & REGIONAL | 13 14 20*                         | 14* 19* 20* 21*                           | 13 19* 20*                                          | 20* 21*                                       | 20*                          |

# Periodicals Index

## Periodicals

The following index contains the titles of publications, other than newsletters, which are published regularly by the institutions described in the Directory under the numbers indicated. Titles of a large number of books, reports, studies, occasional papers, working papers, case studies, newsheets, etc. are listed in the publications section of individual entries.

|                                                           |     |    |
|-----------------------------------------------------------|-----|----|
| Administration for Development, biannual                  | PNG | 1  |
| Administrative Sciences Review, quarterly                 | BAN | 8  |
| Administrator, The, quarterly                             | IND | 24 |
| African Administrative Studies, biannual                  | INT | 2  |
| African Management Review                                 | INT | 5  |
| Appropriate Technology Documentation Bulletin, bi-monthly | IND | 38 |
| Arab Journal of Administration, quarterly                 | INT | 3  |
| ASCI Journal of Management, annual                        | IND | 1  |
| Australian Journal of Management, biannual                | AUS | 12 |

|                                           |     |   |
|-------------------------------------------|-----|---|
| Bangladesh Development Studies, quarterly | BAN | 2 |
| Browsee, The, quarterly                   | SNG | 1 |

|                                                       |     |    |
|-------------------------------------------------------|-----|----|
| Canadian Journal of Development Studies, biannual     | CAN | 14 |
| Canberra Series in Administrative Studies, occasional | AUS | 2  |
| Commonwealth Papers, occasional                       | BRI | 14 |
| Co-operative Perspective, quarterly                   | IND | 41 |
| Corporate Planning, thrice annually                   | BRI | 2  |
| Current Management Literature, monthly                | IND | 1  |

|                                                   |     |    |
|---------------------------------------------------|-----|----|
| Decision, quarterly                               | IND | 16 |
| Documentation in Public Administration, quarterly | IND | 18 |

|                              |     |    |
|------------------------------|-----|----|
| Energy Management, quarterly | IND | 31 |
|------------------------------|-----|----|

|                                                |     |   |
|------------------------------------------------|-----|---|
| Government Training Institute Journal, annual  | KEN | 1 |
| Greenhill Journal of Administration, quarterly | GHA | 1 |

## Periodicals

|                                                                        |        |
|------------------------------------------------------------------------|--------|
| Health and Population - Perspective and Issue, quarterly               | IND 29 |
| Human Futures, quarterly                                               | IND 35 |
| IDS Bulletin, quarterly                                                | BRI 10 |
| Indian Journal of Industrial Relations, quarterly                      | IND 37 |
| Indian Journal of Public Administration, quarterly                     | IND 18 |
| Indian Journal for Training and Development, bi-monthly                | IND 19 |
| Indian Management, monthly                                             | IND 6  |
| Industrial Society, bi-monthly                                         | BRI 9  |
| International Perspectives, occasional                                 | AUS 3  |
| International Review of Administrative Sciences, quarterly             | INT 9  |
| IPE Journal, quarterly                                                 | IND 21 |
| Journal of the All India Institute of Local Self-Government, quarterly | IND 5  |
| Journal of the Kenya Institute of Administration, annual               | KEN 2  |
| Journal of Local Government, biannual                                  | BAN 7  |
| Journal of Management Business and Economics, quarterly                | BAN 6  |
| Journal of Management Studies, biannual                                | GHA 3  |
| Journal of Public Administration and Management, annual                | UGA 1  |
| Journal of Rural Development, bi-monthly                               | IND 30 |
| Journal of Social Science, annual                                      | MLW 2  |
| Local Government Studies, quarterly                                    | BRI 2  |
| Lok Proshashon, quarterly                                              | BAN 8  |
| Maintenance, bi-monthly                                                | IND 31 |
| Management, monthly                                                    | KEN 4  |
| Management Abstracts, quarterly                                        | IND 6  |
| Management Development, quarterly                                      | SNG 1  |
| Management News, monthly                                               | IND 6  |
| Management in Nigeria, monthly                                         | NIG 4  |
| Manchester Training Handbooks, occasional                              | BRI 17 |
| MDI Bulletin, quarterly                                                | IND 25 |

## INDEX OF PERIODICALS cont.

|                                                                        |        |
|------------------------------------------------------------------------|--------|
| Nagarlok, quarterly                                                    | IND 18 |
| Nagpur University Journal, biannual                                    | IND 26 |
| National Police Academy Magazine                                       | IND 36 |
| Nigerian Journal of Management Studies, biannual                       | NIG 3  |
| Nigerian Journal of Public Affairs, quarterly                          | NIG 2  |
| <br>                                                                   |        |
| Pentadbiran Awam                                                       | MAY 1  |
| Political Science, biannual                                            | NEZ 4  |
| Political Science in Bangladesh, annual                                | BAN 4  |
| Practising Manager, The,                                               | AUS 1  |
| Productivity, quarterly                                                | IND 31 |
| Productivity News, monthly                                             | IND 31 |
| Prospect, quarterly                                                    | BAH 1  |
| Public Administration, quarterly                                       | BRI 19 |
| Public Administration and Development, quarterly                       | BRI 19 |
| Public Enterprise, quarterly                                           | INT 8  |
| Public Policy Seminar Papers, occasional                               | AUS 19 |
| Public Sector, The, quarterly                                          | NEZ 3  |
| Public Sector Financial Manager, The, occasional                       | JAM 3  |
| <br>                                                                   |        |
| Reporter, The, quarterly                                               | MAY 4  |
| Revista Internacional de Ciencias Administrativas, quarterly           | INT 9  |
| Revue Internationale des Sciences Administratives, quarterly           | INT 9  |
| RMIT Local Government Papers, biannual                                 | AUS 6  |
| <br>                                                                   |        |
| SEDME, quarterly                                                       | IND 38 |
| SENDOC Bulletin Part-I: Industry and Technology, monthly               | IND 38 |
| SENDOC Bulletin Part-II Economics and Development, monthly             | IND 38 |
| SENDOC Bulletin Part-III: Management and Behavioural Sciences, monthly | IND 38 |
| Social and Economic Studies, quarterly                                 | INT 20 |
| <br>                                                                   |        |
| Teaching Public Administration, biannual                               | BRI 17 |
| Training for Development                                               | AUS 3  |
| Transactions                                                           | IND 36 |



## Periodicals

|                                                          |        |
|----------------------------------------------------------|--------|
| Udyog Pragati, quarterly                                 | IND 28 |
| University of Melbourne Research Report, annual          | AUS 8  |
| Utpadakta, monthly                                       | IND 31 |
|                                                          |        |
| Vikalpa, quarterly                                       | IND 14 |
| Vikas Banking, quarterly                                 | IND 25 |
|                                                          |        |
| Working Paper Series (University of Aston in Birmingham) | BRI 1  |
| Working Paper Series (Ottawa University)                 | CAN 13 |

# Appendix 1

## Appendix 1

### Commonwealth Secretariat

The Commonwealth Secretariat is at the service of all member countries of the Commonwealth. It is the main agency for consultation and the exchange of information among them and is responsible for several programmes of co-operation.

Mr Shridath Ramphal, former Minister of Foreign Affairs and of Justice of Guyana, heads the Secretariat as Commonwealth Secretary-General. He was selected by Heads of Government in 1975 to succeed Mr Arnold Smith of Canada who became the first Secretary-General in 1965. Mr Ramphal is assisted by two Deputy and two Assistant Secretaries-General.

One Deputy has responsibilities covering international affairs, legal co-operation, information and some administration and conference services. The other oversees divisions concerned with economic affairs, export market development and food production and rural development. One Assistant Secretary-General supervises the Human Resource Development Group which covers Secretariat programmes concerned with Education, Fellowships and Training, Health, Management Development, Women, and Youth as well as the Science Division; the other, as Managing Director of the Commonwealth Fund for Technical Co-operation (CFTC), is in charge of technical assistance.

Independent member governments meet the costs of the Secretariat through agreed contributions, related to population and national income. Its budget for 1985/86 is £5,638,000. The Secretariat administers the CFTC and the Commonwealth Youth Programme (CYP) and works closely with the Commonwealth Science Council (CSC). These are funded separately by governments on a voluntary basis. The CFTC has a plan of expenditure for 1985/86 of £27 million. The CYP and CSC have budgets of £1,383,000 and £384,850 respectively.

The Secretariat has some 400 staff from 30 countries. Its work reflects the major interests of member nations. It services the Commonwealth in its collective efforts to advance international consensus on global issues, provides information to assist governments in formulating policy, and helps co-operation between countries.

The International Affairs Division assists consultation between member governments on political issues. In association with host governments, it organises the meetings of Heads of Government, regional Heads of Government (of the Asia-Pacific countries) and Senior Officials. It services committees and special groups set up by Heads of Government dealing with political matters, such as the Commonwealth Committee on Southern Africa through which governments have worked to help Zimbabwe to independence and continue to do so for Namibia; the Commonwealth Action Group on Cyprus; and the Consultative Group on the Special Needs of Small States set up by Heads of Government at New Delhi in 1983. The Division serviced the Commonwealth observer groups at the pre-independence elections in Zimbabwe and the 1980 elections in Uganda, and has an important co-ordinating role in support of the work of the Group of Eminent Persons which Heads of Government in Nassau decided to establish to assist the process of political dialogue in South Africa. The Division includes a Human Rights Unit set up in 1985. The Secretariat has observer status at the UN; the Division monitors international progress on such matters as the Law of the Sea, and reports back to governments.

The Economic Affairs Division is the focal point for Secretariat activities in the economic sphere. It organises and services the regular meetings of Commonwealth Finance and Employment and Labour Ministers; prepares papers for consideration by Heads of Government; undertakes studies on economic issues of interest to member governments; and publishes regular bulletins on commodities, international development policies, capital markets, regional cooperation and on basic statistics of small states. The Division has serviced in recent years a number of expert groups commissioned by Heads of Government or Ministers to make proposals towards the resolution of global economic problems. Such groups have reported on protectionism, obstacles to North-South negotiating process, reform of the international financial and trading system, the debt crisis, the management of technological change, and the special needs of small states. The Division also serviced an intergovernmental consultative group established by Commonwealth Heads of Government at their New Delhi meeting to promote consensus on a wide range of international issues. The Group submitted its final report in 1985. The Division has programmes to assist developing member countries on their access to international capital markets, economic adjustment and on policy development relating to foreign investment.

The Legal Division services the meetings of Law Ministers and Attorneys-General. It runs a Commonwealth

fraud liaison service in the fight against commercial crime, operates training programmes for legislative draftsmen and facilitates co-operation and exchanges of information on law reform, taxation policy, extradition, the reciprocal enforcement of judgements and other legal matters. Its quarterly Commonwealth Law Bulletin reports on legal developments throughout the Commonwealth as well as international law. It also publishes other studies on subjects of topical interest and concern in Commonwealth jurisdictions.

The **Information Division** provides information on the work of the Commonwealth. It supplies news, feature articles, radio tapes and films. Its publications include "Commonwealth Currents", a bi-monthly magazine. The Division assists with media training.

The **Science Division**, working under the guidance of the Commonwealth Science Council of 33 governments, operates regional co-operative programmes to extend the application of science for technology for development in such areas as energy, water and mineral resources, biological resources, agriculture, environmental planning, industrial support, and science management and organisation.

The **Human Resource Development Group (HRDG)** set up in 1983, brings together the following six programmes whose primary purpose is the development of human resources in Commonwealth countries. As well as projects in its six areas, the Group organises multi-disciplinary activities, with an emphasis on operational projects in the field. The group aims to provide short-term consultancy services in areas of human resource planning and development and the upgrading of professional skills. Funding for each of the programmes (except the Commonwealth Youth Programme) is provided by CFTC.

The **Education Programme** operates a range of training workshops and co-operative projects in areas identified by Education Ministers, whose three-yearly meetings it also services. Its present areas of emphasis include higher education and student mobility, resources for education and their cost-effective use, education and youth employment, distance education, and new technologies in education, non-formal education, science education, education in small island states and teaching about the Commonwealth.

The **Fellowships and Training Programme** helps governments meet some of their manpower development needs by responding to requests from governments for the training of their nationals through courses, attachments and study visits in other Commonwealth developing countries.

Approximately 1,800 students were supported in 1984/85. Study in developed member countries is supported only where suitable training facilities are not available in developing countries or under bilateral programmes. Training programmes are sometimes arranged to complement the work of experts provided under the CFTC.

The Management Development Programme of HRDG assists governments in the development of human resources, particularly at senior government level and in public sector organisations. Management programme for a wide range of specialist areas are arranged. The development of training resources, including the training of trainers is a major concern. MDP also acts as a "clearing - house" for information related to public administration issues.

The Medical Programme, guided by the 3-yearly meetings of Commonwealth Health Ministers, assists governments to strengthen their health services. It supports the work of regional health organisations, undertakes studies and provides advisory services to governments.

The Women and Development Programme, supports and assists Commonwealth Governments to enhance the role of women as agents and beneficiaries of development, at local, national, regional and international levels. The activities have focused on improving employment opportunities, training and education, policy analysis, health and legal concerns and collecting and updating of statistical data on women.

The Commonwealth Youth Programme, funded through separate contributions from Governments, seeks to promote the involvement of young people in the development of their countries. It operates training programmes from CYP centres in Africa, Asia, the Caribbean and Pacific, offers project grants and study fellowships, conducts research and disseminates information.

#### Commonwealth Fund for Technical Co-operation

The Commonwealth Fund for Technical Co-operation is a multilateral agency set up in 1971 within the Commonwealth Secretariat to provide technical assistance - advice, experts and training - to Commonwealth developing countries.

Unlike traditional aid agencies operated by the wealthier nations, the CFTC is a co-operative endeavour of all its

members. Its resources are contributed by both developed and developing member countries, with the latter playing a dual role as donors and recipients.

Started on a modest basis with first-year resources of £400,000, the CFTC has grown rapidly to reach £22.7 million in 1984/85 with a plan of expenditure of £27 million for 1985/86. A steady increase in subscriptions from governments, which are made voluntarily, reflects wide acknowledgement of its usefulness to developing countries in their development efforts.

As well as the CFTC - funded programmes just described, CFTC assistance is also provided under programmes covering:

- the supply of long and short term experts and advisers to governments;
- an in-house consultancy providing a speedy, confidential service to governments in economic, financial and legal matters; and
- an Industrial Development Unit assisting in the creation, resuscitation or upgrading of industries.

Experts are provided under a General Technical Assistance Programme which also covers the use of consultancy firms to provide advice or prepare feasibility studies for governments. Almost 225 long term experts (serving for six months or more) were on CFTC assignments in mid-1985. The main sections covered are: agriculture, education, industry, finance, administration and planning.

Experts currently in the field in both advisory and operational positions include accountants, actuaries, agriculturists, architects, auditors, bankers, broadcasters, economists, educators, engineers, foresters, hydrologists, legal draftsmen, planners, foresters, public administrators, quantity surveyors, statisticians, tax assessors, university professors, lecturers and administrators, veterinarians and a Chief Justice. Among the fields in which other advisers are providing assistance are audio-visual aids, broadcasting, education, electronic data processing, environment, handicrafts, industrial development, insurance, irrigation, port administration, railways, ship-building, telecommunications, and tourism.

It is CFTC policy to make the widest use of experts from developing member countries and their proportion within the total has risen to around 65 per cent. Experts have been drawn from 18 Commonwealth developing countries.

A roster is maintained of experts who wish to be considered for assignments and, where necessary, advertisements calling for applications are placed in publications circulating within the Commonwealth. In keeping with Commonwealth concerns, small island states now account for some 64 per cent of all long-term field experts. Experts are recruited only to meet specific requests from governments, and only nationals of Commonwealth countries are employed.

Short term advisory assignments in certain key fields are undertaken by the CFTC's **Technical Assistance Group**, which provides advice to governments in selected areas of high priority which include petroleum and other natural resources development, maritime boundary delimitation and fisheries access agreements, statistics and macroeconomic policy and financial management. The Group provides advisory services on external debt management, and the package includes its own computer software called the Commonwealth Secretariat Debt Recording and Management System (CS-DRMS).

The CFTC's **Industrial Development Unit** assists governments in the development and implementation of industrial projects. In the last two years over 200 projects were assisted in all the developing countries in the Commonwealth, particularly the smaller and poorer countries. Over two-thirds of the projects are in the small-scale and agro-industrial sectors. An emerging and important aspect of IDU's work is in the reactivation and rehabilitation of industries. Technical assistance is provided for gap-filling and complementary inputs in all states of project development, including: the identification of industrial opportunities, the preparation and appraisal of projects, the choice of technology and utilisation of capital funding and joint venture offers, the construction and commissioning of plant, and technical and managerial training, and advice to rehabilitate, upgrade, diversify and increase productivity of existing industries.

A further major technical programme financed by the CFTC focuses on **Export Market Development**, and supports the promotion and marketing of primary, processed and manufactured products. It has particularly benefited countries with an established industrial sector and those in the early stages of industrialisation. An important aim underlying all projects is the imparting of technical expertise to local personnel in the Commonwealth developing countries.

It commissions surveys, assists in training exporting staff and setting up national systems to facilitate trade,

and conducts a range of export marketing programmes. These include buyer-seller meets, contact promotion programmes, integrated marketing programmes for single product and the more wide-ranging export business intensification programmes.

The CFTC also finances the work of other divisions within the Commonwealth Secretariat. The **Food Production and Rural Development Division** set up in 1975, responds to needs expressed at the Meetings of Commonwealth Agriculture Ministers which it services, and focuses attention on food production in developing countries with special concern for the small farmer and the rural poor. The Division's work in recent years largely involved upgrading of skills of officials through training and exchange of experience. Its recent activities related, inter alia, to agricultural and irrigation management, planning and implementation of development projects, land use planning, dryland farming, rural credit and small farmer organisations for rural areas, small holder livestock and fisheries development and management of Exclusive Economic Zones (EEZ). In the light of the current economic and food crisis in Africa, the Division has reorganised its work to help member countries in meeting their specific needs, particularly in the field of agricultural management and development.

The CFTC has responsibility within the Secretariat for co-ordinating a Commonwealth programme of educational support for Namibian refugees, and provides scholarships for them to study in developing Commonwealth countries. It has also helped to provide distance education programmes for Namibian refugees in Zambia and Angola and for South Africa refugees in Tanzania.

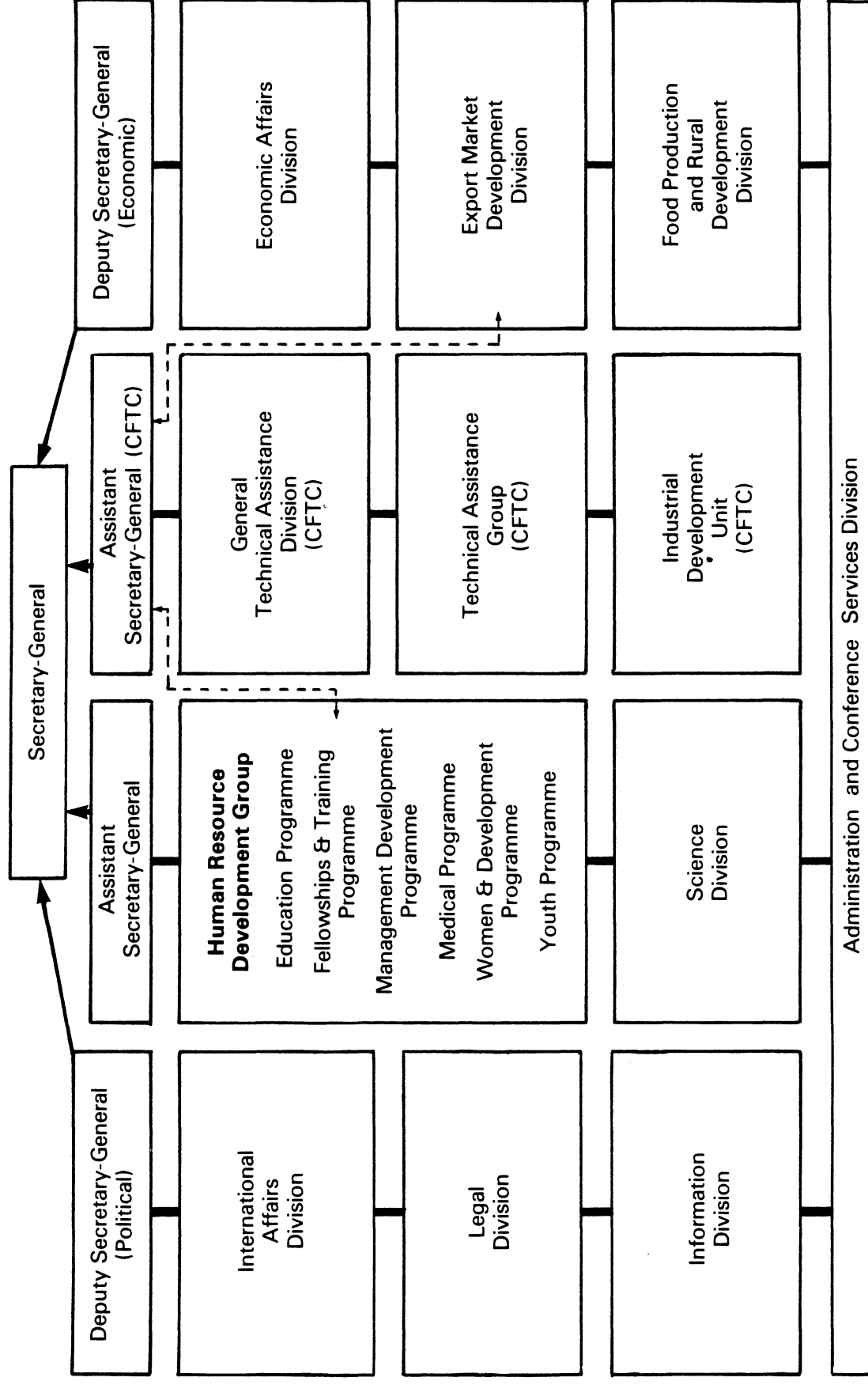
Regional co-operation is supported through such organisations as the Caribbean Community, the South Pacific Bureau for Economic Co-operation, and two regional health Secretariats in Africa, operating from Nigeria and Tanzania. The CFTC also collaborates with other international organisations like the International Trade Centre in Geneva, the Economic and Commission for Africa, and the Agence de Co-operation Culturelle et Technique in projects benefitting Commonwealth countries

Support is also given to training activities of benefit to member countries undertaken by other Commonwealth bodies, including non-governmental organisations, like the Commonwealth Broadcasting Association, the Commonwealth Magistrates Association, the Commonwealth Nurses Federation and the Commonwealth Association of Surveying and Land Economy.



## Appendix 1

A Board of Representatives, with one member from each participating country and an elected chairman, meets twice a year to set CFTC policy. A smaller Committee of Management, with the Commonwealth Secretary-General as chairman, meets more frequently to provide detailed guidance.



# Appendix 2

## Appendix 2

### COMMONWEALTH SECRETARIAT DIRECTORIES\*

|                                     |                                                                                                                                                                                                            |        |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| CFTC                                | Guide to Education and Training Resources in the Developing Countries of the Commonwealth, 260pp Third edition 1983                                                                                        | £7.50  |
| Education                           | Commonwealth Directory of Qualifications and Courses in Educational Administration, 77pp 1980                                                                                                              | 2.00   |
|                                     | Commonwealth Retrospective National Bibliographies - An annotated directory 1981, 128pp                                                                                                                    | £7.50  |
|                                     | Directory of Development Studies - Courses in the Commonwealth, 230pp 1982                                                                                                                                 | £5.00  |
|                                     | Directory of Technical Teacher Training Facilities in Commonwealth Countries, 64pp 1981                                                                                                                    | £2.00  |
|                                     | Guide to Education and Training Resources in the Developing Countries of the Commonwealth (2nd edition, (1983)                                                                                             | £7.50  |
|                                     | Improving University Teaching - A survey of programmes in Commonwealth countries (1978)                                                                                                                    | £2.00  |
|                                     | Research Opportunities in Commonwealth Developing Countries - Published in collaboration with the Association of Commonwealth Universities and obtainable from ACU, 36 Gordon Square, London WC1H 0PF 1984 |        |
|                                     | Research Strengths of Universities in the Developing Countries of the Commonwealth (2nd edition, 1978) Published in collaboration with the Association of Commonwealth Universities                        | £3.50  |
| Food Production & Rural Development | Training for Agricultural Development - A Directory of Commonwealth Resources 1985                                                                                                                         | £12.50 |
| Information                         | Commonwealth Media Training: A Directory of Courses (1983)                                                                                                                                                 |        |
|                                     | Commonwealth Organisations - A handbook of over 250 official and unofficial organisations active in the Commonwealth 1985                                                                                  | £4.00  |
| Legal                               | Commonwealth Directory of Post-Graduate Legal Programmes 1983-84                                                                                                                                           | £5.00  |
|                                     | Directory of Schools of Law in the Commonwealth Published and distributed by Commonwealth Legal Education Association, 60pp 1984                                                                           | £2.00  |

\* Prices quoted current 1986

|                                 |                                                                                                                                                                                                       |       |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| <b>Management Development</b>   | Training in Public Administration - A directory of training resources, related research and consultancy activities available in and to Commonwealth countries, 500pp 1985                             | £8.50 |
|                                 | Training in Public Enterprise Management - A directory of training resources, related research and consultancy activities for training the higher management of public sector enterprises, 472pp 1981 | £5.00 |
| <b>Medical</b>                  | Health Training - A Directory of Commonwealth Resources (updated version proposed in 1986/87), 298pp 1979                                                                                             | £5.00 |
|                                 | Inventory of Drug Manufacturers and Drug Packaging Plants by Dr J Banerjee and Dr R Khan                                                                                                              |       |
| <b>Science &amp; Technology</b> | International Activities in Science and Technology - A register of organisations of interest to Commonwealth countries                                                                                |       |

© Copyright 1985

Printed and published by  
The Commonwealth Secretariat

May be purchased from  
Commonwealth Secretariat Publications  
Marlborough House  
London SW1Y 5HX

ISBN 0 85092 276 3

ISBN 978-1-84859-394-7

