

ASRCT—DRI Management Workshop No. 4

Report
on
The Applied Scientific Research Corporation of Thailand —
Denver Research Institute
1978 Institutional Management Workshop

Bangkhen, Bangkok
10—14 July 1978

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Applied Scientific Research Corporation of Thailand
Bangkok
March 1979

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INTRODUCTION

This is a report on the Applied Scientific Research Corporation of Thailand (ASRCT) and the Denver Research Institute (DRI) Institutional Management Workshop held at ASRCT from 10 through 14 July 1978. The workshop was financially supported by the Thai Government and the United States Agency for International Development. The objective of this cooperative undertaking was to increase the effectiveness of ASRCT's management at the institutional level. A second objective, was to 1) relay to the representatives of organizations important to ASRCT the value of an organization, such as ASRCT, to a nation's development, and 2) acquaint these same representatives with the particular problems that a contract R&D organization faces. To accomplish this second goal, the ASRCT invited representatives from the National Research Council, the National Economic and Social Development Board, the Budget Bureau, the Department of Technical and Economic Corporation, the Office of the Prime Minister, the Board of Investment, and the Industrial Finance Corporation of Thailand. A list of participants is included as Attachment I. The format of the workshop was to devote the first half of each day, to formal sessions and the second half of each day, to discussions of particular questions, issues and problems that ASRCT faces. The primary objective was accomplished by covering particular areas and subjects requested by the management staff at ASRCT and by Dr. Ronald Black, who is the Office of International Programs Coordinator, at DRI, responsible for the ASRCT--DRI linkage.

The DRI team consisted of Mr. Gerald Roberts, Associate Director for Financial Affairs of DRI and Mr. Hale Wagner, Assistant Director for Operations of DRI. The conduct of the workshop scheduling, logistics, etc., was accomplished by Mr. Nitasna Pichitakul, Acting Director--ASRCT Project Development Department.

WORKSHOP PROGRAM

The workshop focus to accomplish the two objectives as described above was oriented primarily to institutional management that included information flow, program evaluation staff development and manpower planning, incentives for staff motivation, management of research supporting services leadership skills and group dynamics, policy planning and implementation, and research administration. Note: A Pre-Workshop Coordination Meeting was scheduled to be held at DRI in Denver in late May with the ASRCT Governor and Senior Staff personnel was postponed until October, and therefore, final agenda development was held the afternoon of the first day of the management workshop. The agenda, as requested by the participants and refined in the first session is appended as Attachment II.

A basic technique employed at the workshop was the use of a case study developed by the participants whereby the progress of the case through the proposal and financial management areas provided a hypothetical situation to cover the basic subjects desired. Examples of techniques utilized at DRI were presented to relate to the subject under discussion to generate questions concerning appropriate management techniques to be utilized in the Thailand environment. The afternoon sessions involved detailed discussions of the subjects presented during the morning session. Active participation was encouraged to establish communication between ASRCT senior staff members and the representatives of various government agencies.

Summaries of the major workshops sessions follow,

Workshop Introduction

Presented by Governor Wadanyu Nathalang, ASRCT

This section of the workshop was presented by Governor Wadanyu in the Thai language; therefore, notes will be dependent on ASRCT for interpretation and inclusion as appropriate. After the introduction by Governor Wadanyu, the participants were introduced; brief statements concerning the intended workshop format, goals and desires were made by both Wagner and Roberts.

Group Dynamics

Presented by Hale Wagner, 10 July

The subject of group dynamics that emphasized the accomplishment of individuals working together as being more effective than the sum of individual efforts of persons working separately was presented. This concept also included the emphasis that the product is made more effective and better than the output of even the best member of a group by the strengthening and broadening effect of other group members. The group structure, including various degrees of organization, and the relative degrees of efficiency of differing modes were discussed. Techniques, such as brainstorming to generate and to stimulate new ideas by the interaction of various individual inputs, were also reviewed.

The principal of group dynamics in both the context of meetings as well as in the context of organizational relationships were discussed. It was noted that the principals of good dynamics included a strong sense of belonging, and the attractiveness and relevance of group numbers. Prestige individual influence were discussed as well as other relationships between the group participants. Deviations from group norms and individual member resistance were discussed as was the free flow of direction dictated by an existing and varying situation. Communication necessity

between group members was discussed as was changes in parts of the group. The dynamics and emotion of group action was also related to innovative leadership and the conversion of ideas, however impractical, into reality.

The relative importance of degrees of success of ideas was discussed and emphasis was placed on the fact that a near success is one of the most difficult things to manage in that it is difficult to determine when to abandon the project.

Project Selection Planning and Proposal Development

Presented by Hale Wagner, 10 July

The project flow concept was discussed in order to orient the workshop to institutional management by tracking a particular project and relating that project's management to the institutional communications and information transfer. The project flow included the history of an idea, its pre-proposal, organizational qualifications, development of the idea with a client and the firm submittal of a proposal with internal approvals as well as organizational follow-up. The project establishment within the organization, the contracts review and negotiation, and the firm planning necessary prior to project implementation were also discussed. As a research effort begins, the communications and information flow requirements of status reports and management information systems were reviewed. The often neglected project close-out and potential follow on and/or related activity with these and new plans were also reviewed. Included in this discussion was the subject of the potential markets that are opened by individual research projects and their implications on the organization and the market-place in which the organization operates.

The basic concept of planning was reviewed as a continuous process of making entrepreneurial decisions

systematically and with the best possible knowledge of their futurity, organizing the efforts in a systematic fashion which is needed to carry out decisions against expectations through organized systems feedback. Alternatives to planning were discussed along with various planning techniques and specifications. The concept of organizational long-range planning was introduced by reviewing a typical table of contents of an organization's long-range plan.

The marketing process covered the potential sources of contract activity. The group was pulled in an effort to find a sample project that could be taken through the planning and proposal process, the techniques of establishing a project leader, and the establishment of the project within the communications network of an institution.

Networking (PERT and CPM) as a method of planning was described and a sample project was selected. A network of the elements of the sample was developed to direct the interrelationships of the elements and to develop costing and manpower loading so that a proposal could be developed. This sample was then utilized to follow through the institutional controls, reporting systems and feed-back mechanisms.

The afternoon discussions included the long-range planning process and the iterative procedures necessary to build the goals and objectives as well as the logistics necessary to support them at all organizational levels. The value of institutional periodic reviews, management retreats and other methods of groups dynamics were included in the context of national goals, the resources available, the organizational implications, the management systems and policy determinations.

The schedule content and agenda of the remainder of the workshops were reviewed and a final revision of the agenda was established which is included as Attachment II.

Communication Skills and Information Transfer

Presented by Jerry Roberts, 11 July

The session began with a definition of communications the passing on of ideas, information, orders, or instructions in such a way that the recipient understands exactly what is meant.

Analysts have traced many of the fundamental problems in organizations to inadequate communications. Obtaining a common understanding of all of the policies, plans, objectives, directives, control actions, procedures and related data is an essential tasks of all management.

Unless a manager is able to make his subordinates understand what he wants them to do, he cannot get them to do it. If a manager cannot get subordinates to talk freely to him, he may be kept in ignorance of some good ideas. Communication is a major part of a manager's function.

The barriers to successful communication were discussed and the participants were cautioned to remember the point, "don't assume that the message you sent will be received in the form you sent it."

Techniques for improved communication were discussed. The following tips on how to communicate were furnished and discussed :

- o Think through what you want to accomplish.
- o Determine the way you will communicate.
- o Appeal to the interest of those affected.
- o Give playback on what others communicate to you.
- o Get playback on what you communicate.
- o Keep it simple.

The written organization policies and procedures manual was discussed as an example of one of the most effective methods of organizational information transfers. The advantages and disadvantages of written organization, policies and procedures manual were reviewed and discussed.

The following examples of other major forms of internal and external organizational information transfer were reviewed and discussed:

- o House organs and DRI's Monday Memo.
- o Financial and other management information reports.
- o Standing and Ad Hoc committee minutes.
- o Communications such as capability reports and brochures describing significant areas of organizational expertise.
- o Correspondence.
- o Article on status and overview of the word processing industry.

An article on the word processing industry was utilized in the afternoon to form a debate on the advisability of centralization of this communication tool. Wagner briefed the group on capabilities of the equipment to enhance editing and standardization of the output (reports, proposals, letter, etc.) as well as future potential for electronic storage, transfer, and retrievability of the information. The debate, well presented by both teams was determined a draw by the referee.

Further discussion on this afternoon included policy dissemination and employee orientation. The Thailand National Documentation Center was utilized as a sample to discuss methods of making it an even more useable resource.

Project Evaluation and Follow-up

Presented by Hale Wagner, 12 July

General evaluation planning on projects as well as on major programs were covered. Establishment of measurement devices, alternative methods, control groups, necessity for funding and summary reporting were suggested. Methods to communicate results were reviewed with a goal of initiating feedback loops for follow-up actions. Various mechanisms for getting evaluations with minimum bias were discussed;

general institutional evaluation was covered, and the United States Health Education and Welfare Department's publication was made available as a sample.

PERT/CPM was used as a method to evaluate progress and the milestone displays on PERT and on time/cost charts were suggested as a method to integrate the program controls with the various financial reports.

Project terminations were reviewed and check lists of items to consider in stopping a project were covered. Both client and contractor responsibilities on termination were reviewed with suggestions for including Force Majeure and other potentials in contract documents to avoid misunderstandings. Samples of project evaluation forms from other countries were made available.

Policy Planning and Implementation

Presented by Jerry Roberts, 13 July

The history of policy planning was briefly summarized:

- o In the late 1800's, it was customary in organizations for each person to plan his own work.
- o In the early 1900's, scientific management was developed where "functional foremen," who were specialists in one type of work, occupied on a "planning room" and gave orders directly to workmen on the specialities.
- o About 1920, "Administrative or Management Science" was developed based on the concept that there were principles, or functions, of administration that could be used in all management situations without regard to the type of organization was being managed. These functions of management were defined as:
 1. To plan.
 2. To organize (both people and materials).
 3. To command (tell subordinates what to do).
 4. To coordinate (all activities of the organization).
 5. To control.

This theory of management is the one substantially used today and is still considered as the best approach to managing any organization so that it uses its resources-- money, people and facilities--to the best advantage. Organizational planning is the management method used to ensure that :

- o The work necessary to achieve the goals of the organization is broken down into segments, each of which can be handled by one person.
- o There is no duplication of work.
- o All efforts are utilized toward a common goal.

The aim of the organization is to enable a group of people, nearly all of whom are specializing in one particular task or field, to function as a unit, each doing his part without hampering the efforts of others.

A manager's ability to manage an organization becomes more difficult as the size of the organization increases. When an organization becomes large, increased specialization is necessary because it is no longer possible for one person to comprehend and personally manage every phase of the organization. A manager must then depend on the help and knowledge of others; and, if they do not work well together, his difficulties are enormously increased.

Policy planning is setting the general principles and policies to be followed by managers in performing their jobs so that the objectives of the organizations will be realized.

A plan to control the financial resources of an organization was reviewed as an example of policy planning and implementation. First, the criteria basic to an adequate management system was reviewed; then, the components of a budget plan were discussed :

- o A set of well-defined objectives.
- o Short and long-range plans.
- o Alternative courses of action.
- o Evaluation techniques.

In concluding the presentation, the advantages and disadvantages of a budget plan were reviewed and discussed.

The afternoon discussion session was devoted to policy planning and implementation as applicable to ASRCT.

Research Administration

Presented by Jerry Roberts, 14 July

The session began with a discussion of the criteria basic to an adequate management and control system which were detailed and discussed in the presentation on Thursday, 13 July, as applicable to a research organization. DRI's research administration and control system was described and the DRI information reporting system information/reporting was reviewed in detail. DRI's quarterly review forms and the following special reports were distributed to the workshop participants and were reviewed and discussed in detail.

1. Cost Effectiveness Ratio:
 - a. Institute Summary
 - b. Division Summary
2. Commercial Overhead Flowback Funds
3. Division Labor Analysis
4. Institute Labor Analysis
5. Employee Hours charged to Research Administration (General) Budgets.

The afternoon discussion session mainly focused on application of the criteria basic to an adequate management and control system to ASRCT.

An evaluation of the workshop was made by each participant and included the items listed below:

- o Worthwhile, particularly with the participation of the government agencies.
- o Should be held at an off-site location.

- o Two times per year for like activities would be appropriate.
- o Workshop on marketing is needed.
- o Adaptation of concept to local environment is necessary, applicability of examples used will be remote in some cases.
- o Participants should be more heavily involved.
- o Morning presentations with afternoon case studies and discussion is good method.

Attachment I

LIST OF PARTICIPANTS

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ON

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Attachment II
AGENDA FOR ASRCT-DRI
INSTITUTIONAL MANAGEMENT DEVELOPMENT WORKSHOP

Monday, 10 July 1978

0830-1000	Leadership Skill and Group Dynamics I
1000-1020	Coffeebreak
1020-1200	Leadership Skill and Group Dynamics II
1200-1330	Lunch
1330-1500	Discussion of the Leadership Skill and Group Dynamics
1500-1520	Coffeebreak
1520-1630	Discussion of the Leadership Skill and Group Dynamics

Tuesday, 11 July 1978

0830-0900	Introduction of Participants
0900-1000	Communication Skill and Information Transfer I
1000-1020	Coffeebreak
1020-1200	Communication Skill and Information Transfer II
1200-1330	Lunch
1330-1500	Discussion of the Communication Skill and Information Transfer
1500-1520	Coffeebreak
1520-1630	Discussion of the Communication Skill and Information Transfer

Wednesday, 12 July 1978

0830-1000	Project Evaluation and Follow-up Activities I
1000-1020	Coffeebreak
1020-1200	Project Evaluation and Follow-up Activities II
1200-1330	Lunch

- 1330-1500 Discussion of the Project Evaluation and Follow-up Activities
- 1500-1520 Coffeekbreak
- 1520-1630 Discussion of the Project Evaluation and Follow-up Activities

Thursday, 13 July 1978

- 0830-1000 Policy Planning and Implementation I
- 1000-1020 Coffeekbreak
- 1020-1200 Policy Planning and Implementation II
- 1200-1330 Lunch
- 1330-1500 Discussion of the Policy Planning and Implementation
- 1500-1520 Coffeekbreak
- 1520-1630 Discussion of the Policy Planning and Implementation

Friday, 14 July 1978

- 0830-1000 Research Administration I
- 1000-1020 Coffeekbreak
- 1020-1200 Research Administration II
- 1200-1330 Lunch
- 1330-1500 Discussion of the Research Administration
- 1500-1520 Coffeekbreak
- 1520-1630 Discussion of the Research Administration

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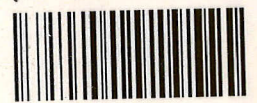
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