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Memoranda for Record Book 71

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GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS
Civil Communications Section

23 January 1950

SUBJECT: Management Indoctrination Course for the Telecommunications Manufacturing Industry

MEMORANDUM FOR: Record

1. This memorandum is written for the purpose of summarizing accomplishments to date regarding Research & Development Divisions management indoctrination course.

2. The first phase of this course was completed on 20 January 1950 upon conclusion of eight weeks of conferences and lectures in Osaka (from 21 November 1949 to 20 January 1950). This series, like the initial one presented in Tokyo (26 September 1949 to 18 November 1949), was attended by a group of top-management persons who represented radio, telephone and wire manufacturing companies.

3. The Tokyo group was made up of officials of 24 companies; two section chiefs of the Ministry of International Trade and Industry; three persons from the Ministry of Telecommunications (including the Electrical Communications Laboratory) and professors from four universities. The Osaka group included representatives of twenty-six manufacturing companies and two universities. In addition to these, members of the Working Committee of the Federation of Japan Electric Communications Industrial Associations attended both the Tokyo and Osaka meetings.

Ministry
of
Telecommunications

4. The Working Committee, made up of eight members of the Federation (five from the Kanto Area and three from the Kansai Area), was formed at the request of CCS to help formulate the plans and procedures that would be followed in the presentation of the indoctrination course. This Committee took upon itself the burden of arranging for meeting places, inviting members of the Federation to attend the indoctrination course, transcribing lesson material, and formulating and implementing plans to carry on and enlarge the scope of the work that was only started by the members of the Research & Development Division.

5. It might be said in passing that success of the initial phase of this course was due in large measure to these eight people of the Committee. They gave untiringly and devotedly of their time and efforts. In many instances their personal work was neglected because of their conviction that this course was essential to the welfare of the communications industry and to the economic rehabilitation of Japan.

6. The primary course itself, as presented by Mr. C. W. Protzman, Mr. Y. Horiuchi, and Mr. H. M. Sarasohn, was comprised of four elements: industrial policies, organization of industrial companies, management controls and operation of the industrial enterprise. The subject material for these elements had been specifically prepared on the basis of information gathered not only from past experiences with the local manufacturing companies, but also, from an intensive industrial survey conducted by Messrs. Sarasohn and Protzman prior to the initiation of the course.

7. That this first phase of the course has succeeded well in its objective, namely, to give top-management personnel an appreciation of modern techniques in industrial management, is borne out by three factors:

a. Obviously sincere gratefulness on the part of the Japanese manufacturers for the efforts of the member of CCS, and enthusiasm for an immediate application of many of the ideas presented during the first course.

b. Favorable reports coming back from some companies whose members attended this first phase and who are already beginning to make practical applications. Indication are that some improvement in company affairs is already being attained.

c. Concrete demonstration on the part of the industry of its intent to perpetuate and extend this initial training effort. In this connection, almost without exception, the members of the fifty companies who participated in this first phase have indicated that each will become the instructor for his own company in a training course similar to the one just completed. The Federation, using as instructors members who have attended the first course, has already made plans to repeat it for the benefit for those companies which were unable to send representatives to the first presentation. The Working Committee, as part of its plans, has organized study groups in Tokyo and also in Osaka for the purpose of discussion and interchange of ideas concerning problems of management. The Tokyo group already has held two meetings, while the Osaka group has held² preliminary meeting and will hold its first discussion session this month.

8. The prospect for the future is indeed encouraging. Several lines of attack are being established on the problem of invigorating the manufacturing industry so that it will be a progressive, stable, and reliable adjunct of the communications systems of Japan. These are:

a. Training within companies of management and supervisory personnel. Also, a practical application of modern management techniques in these companies.

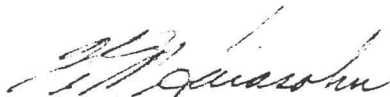
b. The dissemination of modern management concepts throughout

wider areas in the industry. (This indoctrination course has become known of in circles outside of the communications industry and the Federation has been approached by many others who would like to participate in it.)

c. Establishment in the Federation of a group to coordinate the studies of the members in the field of management. Unification of the activities of the members of the industry for their mutual attack on problems will serve to build up a unified spirit in the industry as well as increase the likelihood that problems will be more satisfactorily solved.

9. The second phase of Research & Development Division's indoctrination course will be directed toward the medium level of management. This phase, starting with a specialized course in industrial organization, will begin in Tokyo, 30 January 1950. It will continue through the Spring months with specialized courses in other subjects.

10. The final phase of this indoctrination course, although already started in some degree, will be entered upon fully as more time becomes available with the completion of the second part mentioned above. The emphasis of the Division's effort here will be placed upon observing and guiding the application of modern management methods in the communications industry. The objective of this third phase is to again concentrate on the main purpose of the Research & Development Division's interest in the communications manufacturing industry. It is the Division's intent to guide the management, production, and engineering activities of the industry so that ultimately a reliable and consistent supply of high quality-low cost products, which will meet the needs of the nation's communications systems, will be assured.

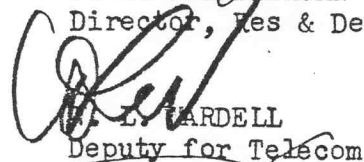


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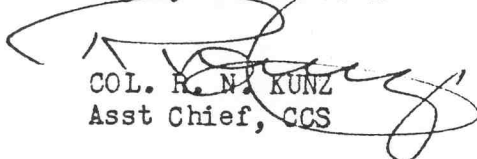
NOTED: _____



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