

Are we going to sit back and allow our future and our children's future to be ruined by a few irresponsible elements? No. we are taking firm action to protect Malaysia for posterity.

I can assure you that my government has, and will always take the firmest and strongest action against these enemies of the State, not only to suppress them, but, we hope, to eliminate them completely.

Government is determined to eradicate this cancer, but the greatest weapon of the government in a democracy is a *positive public opinion* which will fully support the side of right so that the liberties of all peace-loving Malaysians are safe-guarded, and that we do not allow everything that we have achieved in the last ten years to be destroyed suddenly by an irresponsible, selfish few.

Therefore, those of you who are graduating today and go out from this College. I hope, will not only be good technically and professionally in your job, but would also behave, act, think and conduct yourselves as good Malaysian citizens, and so contribute to the mainstay of Malaysian stability—a rational and sensible **public opinion**.

GUIDELINES FOR MALAYSIAN INSTITUTE OF MANAGEMENT

The tendency on the part of Government and business organisations to multiply posts and positions—a tendency for quantity mul not quality—was condemned by Tun Razak when he spoke at the Malaysian Institute of Management in Kuala Lumpur on 3rd May, 1967. Below are his interesting comments on an important subject.

I sincerely hope that you do not expect from me a long tessellation on management because it is such a vast subject!

At *one extreme* you have the case of management of the girl in the *bikini bathing costume* on the beach and her backstrap was broken; so all the men rushed up to her and tried to help her to repair her bikini. Hut she replied with confidence and determination. "No. Thank you very much. I can manage myself."

The other extreme, you have the management of government and the management of large industrial organisations.

Management is a vast and varied subject, too detailed for an after-dinner speech because to go back to the bikini, I understand that the ideal of after-dinner speech is *like a lady's dress*.

It should be *long enough* to cover the subject. but at the same time, *short enough* to be stimulating and interesting. But sometimes nowadays, like the mini-skin and the bikini, they only cover the subject in parts.

There is no activity in modern times which does not call for good management; in factories, in firms, in business and in banks. *including* Bank Negara. in hospitals and in homes, although I give you a word of warning on home management.

A home is probably the only place which can suffer from *over-management*. I hope that the female members of your Institute will not acquire an excessive knowledge of management and give their poor husbands hell when they get home and over-manage them!

I was most interested to read the Constitution of your Institute and I must say that the objects that you have set out to achieve are very near to my heart. In fact they are the same objects which I have been trying to apply to the machinery for development, and to the machinery of government as a whole.

In the old days, when life was less complex, management also less complex. As a result, there was a tendency to inherit and apply traditional systems of management instead of applying the very best of modern techniques. As I see it. the main contribution of your Institute to our country is to act as a tremendous stimulus in this search for. and application of. modern methods in all business and government organisations in Malaysia.

Combined with this, you could also help stimulate a continual vigilance and review of organisational methods, to ensure that we build up within our country, organisations based *on the quality* of manpower, rather than *on the quantity* of manpower.

Let me tell you a story I heard the other day when I was involved in Defence talks.

The 25-pounder gun which was invented many, many years ago used to be drawn into battle by a team of horses, but in these modern days of mechanisation, horses are substituted by jeeps.

However, in spite of this change, it was discovered that the *crew* of each gun remained the same in number; one man to pass the shells, one man to open the breech, one man to fire the gun. and one man to direct the fire on a compass-bearing; and yet. on analysis, it was found that there were still two extra men sitting around doing nothing during the time the guns were in action.

Two extra men doing nothing on many thousand guns is many thousands of redundant men. No one could find out what their job really was. Therefore, a systematic analysis was made to find out why these men existed and remained on the pay-roll.

What had happened was. in the old days, when guns were drawn up by horses, these extra men had a specific job of *holding the horses* from running away when the guns blasted off, and yet on the transition to modern methods, no one *had ever thought* of cancelling their posts or giving them new jobs.

The only way that we can ensure efficiency is to continually review our organisational structure so that we do not have a lot of redundant people holding invisible horses!

Another aspect which I would like to touch on is this. To achieve good and efficient management, we have got to depart from the traditional method of automatic promotion on a time basis: we have got to do a hit of blood-letting. bringing some fresh air into our organisations, both government and business. to ensure that the man of best ability and leadership has a chance of coming up to the surface and does not stagnate in a pool of frustration. thus causing an efficiency blockage which. in turn causes an unnecessary brain-drain because his talents and potential are not being used to the full.

Let me give you another example from my experience as Minister of Defence:

I understand that during the last war. most infantry battalions fighting in the jungle had. apart from their Colonels. Majors, Captains and men. had also 41 mules which were used as pack animals, and by the time the war ended some of these mules had keen in and out of the jungle on *several* campaigns; they had probably much more jungle experience and much more *military experience* than the men commanding them, but they *were not* promoted as Colonels. Majors or Captains because, in spite of

their long term service, they had never progressed beyond being a "mule".

I leave it to you to interpret the moral of that story!

The message I am trying to convey to you which is an important aspect of management, is that we have to evolve both in government and in the private sector, new more *realistic scientific* and *sophisticated* methods of *promotional incentives* to harness the maximum of our human resources available, and to ensure that there is no brain-drain or outflow of ability due to frustration caused by applying out of date methods of management.

Today, we are striving to achieve growth in all aspects of our national life. In order to achieve this growth, we need strong and enlightened leadership; we need to stop any brain-drain which may take place; we need to harmonise the various interests—business interests—trade union interests—political interests—and government interests, so that we manage and co-ordinate these interests for the sound growth of our country.

We will only achieve this co-ordination of these interests provided that we place national interests high above the separate interests of the separate organisations which comprise the mosaic of our nation.

Let me explain this.

The English language has seldom been enriched by American words, but I believe, in America they have an expression known as "*passing the buck.*" of which perhaps the equivalent is "to pass the baby."

I understand that Truman when he was President of America had a large sign on his desk in The White House which read: "This is where the *buck* stops!"

This has a double lesson for us; the first one in management, that if every responsible officer at all levels in all organisations shoulders his responsibility and does not "pass the buck." then we will be well on the way to being an efficient and modern nation with up-to-date management.

The second lesson at national level; if *each component part of our national economy*, the private sector, the trade union movement. State governments and the Federal Government maintains a

high national aim and we do not "pass the buck", to each other but get together more often to integrate our aims and aspirations into one determined direction for progress, then we will achieve the national growth which we all so ardently desire.

An institute like yours can make a tremendous contribution to the sound growth of our nation in these modern times. We need more and more managerial skills, more and more understanding between government and the private sector, and we need to breed *a new class of Malaysians with a highly developed sense of leadership, efficiency and managerial sense of responsibility.*

The role that this Malaysian Institute of Management can play in the future of our country, by creating a highly efficient managerial class of Malaysians, is vital and could be one of the greatest deciding factors in our progress.

NO END TO THE RICH PROSPECTS AHEAD BOUNDLESS OPPORTUNITIES AWAIT OUR STUDENTS

Meeting Malaysian students in Australia on 6th April, 1967. Tun Razak told them of the boundless opportunities waiting for them to come and turn them into reality. His final message to them was:

We need you and others like you to make our dream come true."

We are providing education for nearly two million children in Malaysia two million out of a total population of ten million. Not many people realise that one out of every five persons in Malaysia is in school today, and we spend over 350 million dollars or about 20 per cent of the national budget on their education.

We do this because we realise, as Japan did a long time ago, at the greatest natural wealth of any country is its people. A well-educated people, imbued with dedication and a sense of national discipline, can make the poorest country a great nation. Trained and disciplined brain-power is capable of any achievement. That is why I regard this function today as one of my most important in Australia. You represent here a big pool of that kind of brain-power which would be of tremendous value to your country.