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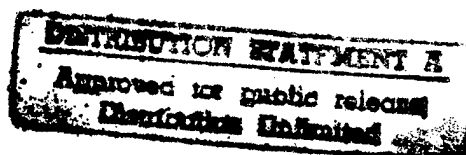
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# ***JPRS Report***

## **East Asia**

***Korea: KULLOJA***  
***No 9, September 1991***

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# East Asia

## Korea: KULLOJA

### No 9, September 1991

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4 February 1992

[This report is a translation of the table of contents and selected articles from the monthly theoretical journal of the Central Committee of the Korean Workers Party, published in Pyongyang. Notations in the table of contents indicate articles previously published or not translated.]

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No 9, Sep 91 pp 3-13

[Kim Il-song talk with responsible functionaries of the Committee for Peaceful Reunification of the Fatherland and with functionaries of North Side's Headquarters of Pan-national Alliance for National Reunification on 1 August 1991; Published in FBIS-EAS-91-150, 5 Aug 91 pp 17-23]

### **Youths, Be Young Vanguards Endlessly Loyal to the Party and Leader**

000000000 Pyongyang KULLOJA in Korean  
No 9, Sep 91 pp 14-28

[Kim Chong-il letter to youths of the nation and functionaries of the League of the Socialist Working Youth of Korea sent on 26 August 1991 on the occasion of the first youth day; published in FBIS-EAS-91-166, 27 Aug 91, pp 19-27]

## **Editorial Bureau**

### **Let Us Enhance the Function and Role of People's Government and Further Strengthen Our Country's Socialist Might**

922D0064A Pyongyang KULLOJA in Korean  
No 9, Sep 91 pp 29-34

[Text] Strengthening in every way the might of socialism is a very important revolutionary task before us today.

Strengthening the might of socialism is an important requirement for rapidly advancing the revolutionary cause of our people and displaying the superiority of our style socialism. It is also aimed at smashing the antirepublic, antisocialist commotion of the imperialists and reactionaries, which is becoming more flagrant by the day, and protecting and defending the socialist cause. Only when the people's government is strengthened and its function and role are continuously enhanced is this sacred work firmly guaranteed.

By continuously strengthening the people's government so as to meet the realistic requirements of revolutionary development and enhancing its function and role, we must smash the antisocialist machinations of the imperialists and reactionaries and achieve the complete victory of socialism and the perpetual prosperity of the fatherland and the nation.

Enhancing the function and role of the people's government is important work aimed at continuously strengthening the consolidation and development of the socialist system and the country's overall might.

The great leader Comrade Kim Il-song taught as follows:

**"...In order to successfully accomplish the revolutionary tasks before us, we must strengthen the governing organs and further enhance their function and role."** (*Works of Kim Il-song*, Vol 27, p 619)

The people's government is the political weapon of socialism- and communism-building.

Politics is a social function which organizes and directs the activities of people in a unified manner so as to meet the common interests of the society. Without politics, the collective life and common activities of people cannot be achieved and society cannot be maintained and developed.

Politics is carried out by a certain type of political organization, and the character and role of the political organization differs in each social system. In a society in which people's social relationships are the same and solidarity and cooperation form the basis of social relationships, political organization serves as a weapon for representing and achieving the common interests of society.

Our people's government is a political organization that represents the interests of the working masses, starting with the working class and the farmers, and the working intelligentsia, and is the weapon for constructing socialism and communism. Only by strengthening the people's government and enhancing its function and role is it possible to smoothly guarantee the independent rights and creative activities of the working masses, to properly provide for them a happy material and cultural life, and to strengthen the politico-economic and cultural might of socialism.

Continuously raising the function and role of people's government serves as a firm guarantee for strengthening socialist might.

It is above all connected with the fact that the people's government is strengthening the main body of the revolution and continuously enhancing its role.

The revolution is a movement of the masses themselves aimed at achieving the sovereignty of the masses. The success or failure of the revolution hinges on how we boost the consciousness of the masses and how we organize them and enhance their creative role.

Strengthening the main body of the revolution and enhancing the role of the main body is one of the basic duties of the people's government. The people's government, through its traditional function as cultural indoctrinator, firmly binds all members of society into a single political force around the party and the leader and firmly prepares them as social entities possessing creative abilities.

The people's government plays a most important role in enhancing the position and role of the masses as the rulers, the remolders of nature and society, and brilliantly carrying out the construction of socialism and communism. Only when the function and role of the people's government are enhanced is it possible to successfully block in time the winds of bourgeois liberalization and to firmly establish a healthy work style and life style throughout the entire society and more firmly

hasten the wholehearted solidarity of our people, who have rallied about the party and the leader.

In addition to achieving the politico-ideological unity of the masses, building a healthy culture is an important revolutionary task that the people's government must accomplish.

Cultural life is one of the basic fields of people's social life, in addition to political life and economic life. Socialism and communism require a high cultural level of the workers, not just a high development level of productivity. By hastening the cultural revolution and socialist cultural construction, the people's government fills the cultural demand of the workers and trains them as socialism-builders possessing a high level of knowledge and creative abilities.

Continuously heightening the function and role of the people's government like this serves as a decisive guarantee in firmly preparing all party members and workers as a political force that has been firmly pulled together about the party and the leader as socialism-builders possessing high creative abilities.

The country's solid economic foundation is an important component of the stability of the socialist system. Building a strong economic foundation is one of the basic requirements for reinforcing socialist might.

Only if the people's government has a strong economic base is it possible to smoothly guarantee the masses an independent, creative life and dynamically advance the construction of socialism and communism.

In order to firmly build up the material and technological base of socialism and communism, we must continuously enhance the function and role of the people's government as economic organizer.

The socialist economy is managed and operated under the unified guidance of the state and it is successfully achieved through the function of the people's government as economic organizer.

The economic organizational function is one of the basic functions of the people's government. Only if the people's government smoothly accomplishes its function as economic organizer is it possible to rationally mobilize and utilize all the human and material resources of the country in a planned manner and to maintain the correct balance among sectors of the people's economy. Only in this way is it possible to normalize production at a high level, and to quickly achieve economic construction ahead of schedule and firmly build the material and technological foundations of socialism. If the people's government cannot perform its function as economic organizer and role properly, then we cannot rationally mobilize and utilize all the material resources and manpower under a unified plan, and we cannot correctly utilize the production potential that has already been provided and dynamically push forward production and construction.

Enhancing the function and role of people's government organs and doing an effective job of economic organization work has very great significance in rationally linking together and effectively using all elements of production, and in finding and aggressively mobilizing vast inner reserves and advancing socialist economic construction extraordinarily rapidly.

In addition, enhancing the function and role of the people's government is a guarantee for strengthening socialist might. This is because it affects the people's government being able to smash in a timely manner the activities of all manner of class enemies and reactionaries who infringe on the gains of the revolution and reliably protects the gains of the revolution.

The cause of socialism- and communism-building develops and triumphs through a sharp struggle against class enemies who oppose socialism. It may be said that the process of socialism- and communism-building is a process of sharply struggling against class enemies and anti-socialist elements.

Only when we continuously enhance the function and role of the people's government as a weapon of class struggle is it possible to smash the activities of hostile elements and class enemies in a timely manner and reliably protect the gains of socialism and vigorously advance the revolution.

The basic method of the people's government activity is a genuine democracy that comprehensively guarantees real freedom and rights in all fields of state and social life to workers and farmers and other groups constituting the broad masses, while exercising dictatorship over the extremely small number of class enemies who infringe on the interests of the people and the gains of socialism.

So long as the class struggle exists, democracy will have a class character and be tied to dictatorship. When the imperialists and reactionaries criticize socialistic democracy on the grounds that socialist society effects a dictatorship over class enemies, they are ultimately saying that we should open the way to the criminal schemes of those who oppose socialism. Under conditions in which the imperialists and their lackeys are venturing to carry out destruction and sabotage against the socialist countries, it is fitting that the class enemies are subjected to restraints. The bourgeois democracy that the imperialists and reactionaries are advertising administers democracy to a small exploiting class, but it is an anti-people "democracy" that is foisted on the working masses. The imperialists and reactionaries, who subject innocent peoples and persons demanding freedom and democracy to political terrorism and trample even the workers' rudimentary democratic freedoms and even their right to live, have no justification for calling themselves the "protectors of human rights." The brutal acts of trampling human rights being perpetrated in South Korea under the instigation of the U.S. imperialists clearly shows how hypocritical and shameless is the word "protector of human rights" that they yell about.

To smash the machinations of the class enemies and the anti-socialist elements and hasten the building of socialism and vigorously advance the socialist cause we must continuously enhance the function and role of the people's government, which is a weapon of class struggle.

The lessons of the communist movement show what a heavy price must be paid when people clamor about the changing times and the so-called "reform" of socialism and weaken the function and role of people's government as a weapon of class struggle. When the government of the working class weakens the functions of the dictatorship of the proletariat, it lets in the wind of bourgeois liberalism and provides a platform for the activities of anti-socialist elements.

All of this proves clearly that heightening the function and role of the people's government is the key to infusing endless vitality and spirit into the socialist cause and strengthening its politico-economic and cultural might.

By unceasingly strengthening the people's government and heightening its function and role to suit the stages of revolutionary development of the past, our party has dynamically promoted revolution and construction and firmly strengthened socialist might into something invincible.

Building on the foundation of precious experience in establishing a people's government garnered during the period of anti-Japanese struggle, the great leader Comrade Kim Il-song set up a people's government in a short period, even in the midst of very trying and complex circumstances after the liberation, and continuously enhanced its function and role in the successive stages of revolutionary development and successfully pushed forward revolution and construction.

The great leader Comrade Kim Il-song carried out the anti-imperialist, antifeudal democratic revolution in the northern part of the Republic and established a system of people's democracy in this land, which had been ruled by only exploitation and poverty. Basing himself on that, he led the people's government along the road of social revolution without a hitch. Thus, in our country, exploitation and oppression of man against man, which had come down through the ages, was eradicated and there was established the most superior socialist system, in which the masses enjoy social and political independence.

The respected and beloved leader wisely led the implementation of the three revolutions—ideological, technological and cultural—aimed at eliminating the vestiges of the outmoded society in all fields of social life so as to suit the new situation, in which the socialist system was established. By imparting the new scientific formula of communism building as "adding the three revolutions" to people's government, the respected and beloved leader opened up the most appropriate path for enabling the cause of socialism and communism to be brilliantly completed and wisely led the entire people to the struggle for its achievement.

The people's government is a political weapon of revolution and construction, and the three revolutions are the basic method of building socialism and communism. Therefore, the real path for successfully building socialism and communism lies in thoroughly carrying out the three revolutions—ideological, technological and social—by continuously strengthening the people's government and making it into a political weapon.

By strengthening the party and making it into a political weapon and wisely leading the people's government so as to vigorously carry out the three revolutions, our party today is vigorously advancing socialism building and highly displaying the superiority and might of our style of socialism.

The great leader Comrade Kim Il-song and the dear leader Comrade Kim Chong-il have elucidated the entire range of principled problems that must be addressed and embodied in the activities of our people's government organs. They have opened widely the path the people's government must take and have been continuously strengthening their function and role.

The respected and beloved leader and the dear comrade leader have explained and wisely provided guidance for the embodiment of all principled problems, including the matter of making government functionaries thoroughly implement the revolutionary mass line, the problem of strengthening the unified guidance of people's government over society and setting up the proper work system, the problem of firmly achieving the unitary guidance of the party and the leader in all fields of people's government organ activity and state construction, and the problem of setting up revolutionary system and order in all fields of social life.

Because the function and role of people's government have been extraordinarily enhanced under the wise leadership of the party and the leader, the work of remolding nature, man, and society is being brilliantly pushed forward at a high level. In our society, the party and the leader and the masses form a perfect whole, and all the people are being prepared firmly as communist revolutionaries possessing creative ability and high ideological consciousness. Also, because even the people's government's economic organizer function has been further enhanced, innovative successes are being created in socialist economic construction without letup. Today, great monumental creations of the Workers Party of Korea [WPK] era are rising in every corner of the whole country and heroic feats that strike people with admiration are continuously being created. This proud reality cannot be imagined apart from the fact that our people's government has been continuously strengthened and its function and role extraordinarily enhanced under the wise guidance of the party and the leader.

Our people have now climbed to a high stage of socialism-building and our revolution has advanced far. However, we can by no means be complacent about the successes we have achieved and must boldly advance

toward even higher heights of socialism-building. We must hasten the complete victory of socialism and achieve as quickly as possible the great cause of fatherland reunification.

We must accomplish this difficult task under very complex circumstances in which the antirepublic, antisocialist machinations of the imperialists and the reactionaries are becoming more vicious.

Now the imperialists are clinging to their so-called "peaceful shift" strategy and viciously scheming to achieve their filthy objective of making the socialist countries collapse from within, setting them upon the capitalist road again and placing them under the imperialists' own sphere of political and economic domination. With the destruction of the balance of power in international relations, the imperialists and the reactionaries have been behaving utterly arrogantly and going ahead on the path of adventurist aggression, threatening the independence of sovereign states and creating difficulties and confusion in the struggle of peoples for independence, sovereignty, and socialism.

The heavy revolutionary duty before us and the serious prevailing situation urgently require more than ever before that we strengthen the people's government, the powerful weapon of revolution and construction, and increase its function and role and steadfastly solidify the socialist cause.

To strengthen the people's government and enhance its function and role and to further strengthen the socialist might we must thoroughly implement the revolutionary principles of self-dependence, self-support, and self-defense in all fields of state activity and strengthen the unified guidance of people's government over society.

Self-dependence, self-support, and self-defense are a firm guarantee for thoroughly embodying chuche thought in all fields of state activity, firmly guaranteeing self-dependence among the people, and strengthening socialist might. Only by thoroughly implementing the revolutionary principles of self-dependence, self-support, and self-defense will it be possible to favorably demonstrate the superiority of our style socialism and brilliantly complete the revolutionary cause of chuche.

With all governing organ functionaries firmly grasping and implementing the principles of self-dependence, self-support, and self-defense, we must reinforce the sovereignty of the nation and the independence of the country and make it hard as rock and achieve eternal abundance and prosperity.

Strengthening unified guidance over society is an important task of the people's government. Only by strengthening the unified guidance of the people's organs over society so as to meet the inevitable requirements of the social development of socialism and communism, in which society is becoming more organized and social life more diverse, is it possible to guarantee the harmonious

development of the entire society and to develop all fields of social life in accordance with the aspirations of the working class.

Firmly adhering to the principles of the revolutionary mass line in governmental activities is a very important issue in enhancing the role and functions of the people's government and hastening the building of socialism.

The mass line is the chuche mass leadership principle, which protects the interests of the masses and solves all problems in revolution and construction by enhancing the role of the masses.

Only by implementing the mass line in all activities can the people's government perfectly guarantee the working masses their position as masters of the state and the society and carry out its role as the accountable organ for building socialism. Only by the people's government's completely protecting the interests of the working masses and going deep among the masses and aggressively organizing and mobilizing the revolutionary ardor and the creative wisdom of the masses for the struggle to carry out the party's lines and policies is it possible to firmly strengthen the political foundation of the people's government and achieve continuous innovations and leaps forward in the struggle to strengthen the might of socialism.

The Chongsan-ri spirit and the Chongsan-ri method, which were created by the great leader, are the most revolutionary and democratic mass guidance and work methods, which correctly combine the leadership of the party and the revolutionary mass line. Functionaries of governing organs should always go among the masses and vigorously carry out political work appropriate to the requirements of the Chongsan-ri spirit and the Chongsan-ri method. They must firmly rally people to the party and the leader and inspire the strength and wisdom of the masses, vigorously implement the party's lines and policies, and strengthen the politico-economic and cultural might of socialism in every way. In addition, with warm love and a spirit of devoted service to the people they should share joys and sorrow with the people and highly display a people-oriented ethos of struggling and sacrificing their all for them.

An important thing in raising the function and role of the people's government and strengthening the might of socialism is for all functionaries of governing organs to firmly arm themselves with the revolutionary thought of the party and the leader and to have a high sense of responsibility and the attitude of a master toward their revolutionary duty.

The great leader Comrade Kim Il-song taught as follows:

**"Functionaries of all levels of governing organs must arm themselves more firmly with our party's unitary ideology and carry out all work in complete conformity with the lines and policies of the party and full support and implement them, no matter what difficult conditions there might be." (Works of Kim Il-song, Vol 27, p 620)**

Being firmly armed with the revolutionary thought of the great leader and its embodiment, the party policy, is a basic condition for pushing forward revolution and construction so as to meet the intent of the party and the leader. And it is a decisive guarantee for further strengthening the people's government in accordance with the demands of revolutionary development.

Only by being thoroughly armed with the ideological will of the party and the leader will it be possible for government organ functionaries to do a good job of people's government work as the party and the leader intend and hope, and to thoroughly establish the unitary ideology system of the party in the activities of people's government organs.

All government functionaries must accept the revolutionary thought of the great leader Kim Il-song and the guidelines of the party as the most just truth, a requirement of life, and highly demonstrate the revolutionary ethos of unconditionally and thoroughly supporting and implementing them.

In addition, government functionaries must always have a lofty sense of responsibility and an attitude befitting the master of the revolution and brilliantly accomplish the revolutionary duties under their charge.

Government organ functionaries must have a spirit of absoluteness and unconditionality toward the party's lines and policies and display an infinite sense of devotion and sacrifice towards thoroughly and fully carrying them out. They must boldly smash through difficulties and roadblocks with the revolutionary spirit of self-reliance and fortitude and vigorously raise the flames of a new revolutionary upsurge in the struggle to strengthen socialist might.

All government functionaries and workers must carry out their mission and assignment as servants of the people by struggling perseveringly, holding high the sublime design and intent of the party, which seeks to bring epochal advances to the material and cultural life of our people.

In particular, our party's leadership serves as a basic key in enhancing the function and role of the people's government and strengthening socialist might.

Our party is the guiding force of the dictatorship of the proletariat, the organizer and inspirer of all victories of the Korean revolution.

We cannot think of the great innovative successes that are being achieved in revolutionary struggle and construction work and the bright future of our people without thinking of our party's leadership. That our people's government created a history of great transformations on the road of pioneering the destiny of the masses and achieved the infinite prosperity and abundance of the fatherland is entirely because it has gone forward following the wise leadership of the party.

When we go forward following the leadership of the party, our people's government is able to further enhance its function and role and vigorously advance socialism building along the one road of victory and glory.

By vigorously advancing with the iron faith and determination that when they fight upholding the leadership of the party and the leader there is no fortress they cannot occupy, all government functionaries must further strengthen our country's socialist might and make its superiority shed its light eternally over all the world.

Our people, advancing toward the completion of the socialist and communist cause holding high the banner of chuche thought, the banner of people's government, under the wise leadership of the great leader Comrade Kim Il-song and the dear leader Kim Chong-il, are assured only victory.

Let all party members and workers vigorously advance for the achievement of the completion of the socialist cause and the achievement of fatherland reunification, rallied firmly, like steel, about the Central Committee headed by the respected and beloved Comrade Kim Il-song.

### **Political and Ideological**

#### **Our Regime Is a Truly Popular Regime Which Faithfully Serves the People**

000000000 Pyongyang KULLOJA in Korean  
No 9, Sep 91, pp 35-39

[Article by Chong Mun-san; not translated]

#### **Wholehearted Unity of the Ranks of Party and Revolution Is a Sign of Loyalty and Filial Duty to the Party and Leader**

000000000 Pyongyang KULLOJA in Korean  
No 9, Sep 91, pp 40-44

[Article by Na Tong-sik; not translated]

### **Revolutionary Tradition and Party Construction**

#### **The Establishment of Mt. Paektu Base and Its Historical Significance**

000000000 Pyongyang KULLOJA in Korean  
No 9, Sep 91, pp 45-50

[Article by Pang Mun-kwon; not translated]

#### **Embodying the Principle of Ideological Concept Is a Principled Demand for Building a Revolutionary Party of the Working Class**

000000000 Pyongyang KULLOJA in Korean  
No 9, Sep 91, pp 51-55

[Article by Yi Hwa-son; not translated]

**Consolidating Party Cells Is the First Step to Consolidate the Entire Party**

000000000 Pyongyang KULLOJA in Korean  
No 9, Sep 91, pp 56-61

[Article by Chong Sung-kap; not translated]

**Economic Construction****Popular Policy of Our Party and the Government of the Republic Is a Sure Guarantee for People's Equal and Affluent Life**

000000000 Pyongyang KULLOJA in Korean  
No 9, Sep 91, pp 62-67

[Article by Hong Song-nam; not translated]

**Rationalization of Enterprise Management and the Scientific Analysis of Management Activities**

922C0064B Pyongyang KULLOJA in Korean  
No 9, Sep 91, pp 68-73

[Article by Chu Yong-sol]

[Text] An important thing in expediting production and construction in all sectors and all units of the national economy and successfully accomplishing this year's economic construction tasks and occupying the high objectives of the Third Seven-Year Plan is to make the management of factories and enterprises more scientific and more rational.

Rationalizing enterprise management is an important guarantee for displaying fully the superiority of the Taean work system so as to meet the inevitable requirements of socialist industrial development in our country, which has entered upon a new, higher stage of development, and rationally managing and operating socialist industrial enterprises.

The great leader Comrade Kim Il-song taught as follows:

**"We must make economic guidance and enterprise management scientific and rational so as to meet the realistic requirements of socialism-building."** (*Selections From the Works of Kim Il-song*, Vol 9, p 485)

To rationalize enterprise management means operating and managing enterprises in accordance with socialist economic laws and scientific and technological principles and making it possible to achieve the maximum economic results with the least expense.

Only by rationalizing enterprise management is it possible to organize the entire range of production and management activities in factories and enterprises in accordance with scientific and technological principles and produce and build more with small amounts of labor and facilities, raw materials, and resources.

Rationalizing enterprise management is always an important requirement in building a socialist economy,

but today, when economic construction is vigorously being pushed to a new, high stage, it emerges as an even more urgent task.

Because our party's economic construction lines and guidelines have been implemented, the scale of the economy has grown incomparably and its technological equipment level has risen even higher, and the economic links among sectors of the people's economy and among enterprises are becoming more interrelated. Under such conditions, only by rationalizing enterprise management is it possible to effectively mobilize and utilize the production potential of the people's economy to the maximum and achieve greater economic results with small expenses.

Various factors operate in rationalizing enterprise management. One important factor is that the functionaries improve enterprise management by doing a good job of management activity analysis.

Management activity analysis means the work of studying enterprise management activities in order to objectively evaluate enterprise management and management activities utilizing numerical data and to find inner reserves and scientifically set up measures to mobilize and utilize them.

Scientifically analyzing management activities has great significance in enabling functionaries to grasp the method of party policy implementation and explaining operational activity status anatomically and finding production inner reserves.

Only by scientifically analyzing management activities is it possible to confirm the results achieved in the struggle to implement the instructions of the great leader and their embodiment, our party's economic policy, and to set up positive measures to fully carry out the party's economic policies. Only by so doing is it possible also to develop the socialist economy at a fast pace by thoroughly seeking out all sorts of inner reserves for increased production and economizing and setting up positive measures for effectively utilizing them to the maximum.

The more we scientifically analyze management activities, the more we can systematically improve the management of an enterprise and further raise the economic management level of functionaries.

The scientific analysis of management activities is one of the important means of rationalizing management.

Above all, this is linked to the fact that scientifically analyzing the status of management activities makes it possible to plan and organize business activities and to properly review its status.

Management activities of socialist enterprises are creative activities in which the working masses, who are the masters of the state and the society, consciously utilize various economic laws operating in socialist society to



achieve their own independent demands and lead economic processes in a goal-oriented way. Therefore, in socialist society, without minutely calculated plans and proper organization guidance work, we cannot scientifically carry out management activities, nor can we organize and mobilize the producer masses in a purposeful way.

Properly analyzing the status of management activities is an urgent problem in effectively planning and organizing management activities to meet the demands of objective reality.

The management activities of independent economic accounting system complexes, which are an organic component of the socialist economic system, are carried out according to the organic plan of the state, and its results are also judged by individual enterprise according to the actual results of the state plan.

If we want to plan management activities so as to successfully accomplish the state plan quotas, we must specifically calculate the various factors and all the realistic conditions that are at play in the process.

In planning management activities, we must calculate manpower, facilities, materials, and funds in detail and figure out the interrelations among all such elements. Only by so doing is it possible to intermesh the status of management activities like the teeth of a gear.

Calculating the realistic conditions absolutely does not mean mechanically following the given conditions. In estimating the realistic conditions, we must on the one hand thoroughly base ourselves on the given conditions while highly displaying the revolutionary spirit of self-reliance and figuring out how to mobilize inner reserves to the maximum. In planning management activities this way, we must explicitly calculate many factors and conditions, and that is achieved through scientific analysis of the targets.

The numerical analysis of enterprise management has an important function not only in planning management activities but also in organization execution. The management activities process of all sectors and all units of the people's economy in the socialist society, in which the economy develops in a planned, balanced manner, is the process of accomplishing the state economic quotas assigned to the relevant sectors and units. Just because the economy is said to develop in a planned way and even if all the elements of production such as manpower, facilities, materials, and funds are always guaranteed without the slightest variation from the plan, and economic efficiency does not vary in the least from the established standards, this does not necessarily mean that the actual indices will be exactly the same as plan goals. In the management process it can happen that human and material factors are not guaranteed in a certain area as anticipated in the plan, and the utilization level of the elements of production may vary somewhat from the established standard. In such a situation, to properly carry out the quotas anticipated in the state

plan, factories and enterprises must organize management activities minutely. If we want to lay the groundwork for this kind of organizational work, we must individually analyze the impact of various factors and conditions impinging on the process of management activities.

Even if we want to correctly sum up the process of management activities in the preceding period, we must analyze their status scientifically. If we want to correctly sum up all aspects of management activities such as production organization and manpower management, facilities management, materials management, and financial management, then we must objectively assess the level attained in relation to the state requirements and effectively utilize analytical data that show in depth the impact exerted on them by various factors. Only by so doing will it be possible to correctly sum up the status of management activities on the basis of specific numerical data.

If we want to plan and organize management activities and correctly carry out summation work and to rationalize enterprise management, we must analyze well the status of management activities.

The fact that scientifically analyzing the status of management activities is an important means of rationalizing enterprise management is related to the fact that it makes it possible to correctly carry out the independent economic accounting system. The independent economic accounting system is a planned and rational management-operational tool of socialist state-managed enterprises. In terms of management, it has relative independence under the state's centralized guidance and carries out management activities while benefiting the state by balancing revenues and expenditures. The independent economic accounting system raises the workers' desire to produce and, by strictly calculating raw materials and goods, funds, and manpower, enables factories and enterprises to utilize them in a planned and rational way, with the result that they overfulfill the state plan and continuously develop production.

If we want to correctly carry out the independent economic accounting system and offset revenues and expenditures and give more profit to the state, then we must establish measures to increase profitability while lowering prime cost in factories and enterprises.

What is important here is to scientifically fix labor and material consumption standards in factories and enterprises and continuously lower them to meet the demands of actual development. Getting rid of poorly made and inferior goods by getting rid of waste and strengthening conservation and by using inexpensive substitute materials and effectively mobilizing and utilizing scrap materials is an urgent requirement. We must save manpower and raise facilities utilization ratios by accurately setting technical and economic indices such as labor norms and facilities-utilization standards and continuously improving them. We must see to it that costs and

benefits in management activities are properly calculated and results accurately evaluated, and that enterprise funds and prize funds are set up and properly used according to the level of profit and plan performance.

If we want to do this, there must be strict accounting and accurate statistics and minute analysis of management activities. Only by so doing is it possible to get a clear understanding of the actual situation of management activities and to illuminate the fundamental reasons for profit or loss under the independent economic accounting system. Even in cases where factories and enterprises have overfulfilled their plans, only by accurately analyzing whether this resulted from investing additional manpower and materials and facilities or from effectively utilizing economic capital is it possible to correctly set up measures for improving management activities.

If we do not correctly analyze and sum up the status of management activities in factories and enterprises, we cannot accurately prove and evaluate the results of management activities of complexes, enterprises, work-sites, and work-teams, and we cannot properly find the strengths and weaknesses that emerge in the management activities of individual units.

Even when production increases, without scientific analysis of management activities it is not only impossible to properly find which of the various elements have an impact on this, but it is also impossible to opportunely set up measures to strengthen their role. Therefore, if we intend to rationalize enterprise management and lay the groundwork for economic organization work by correctly instituting the independent economic accounting system in accordance with the requirements of the Taean Work System, it is important to establish measures to do a good job of analyzing management activities and on the basis of data obtained as a result of analysis, and establish measures for improving management activities.

That scientifically analyzing management activities serves as an important means of rationalizing enterprise management is related to the fact that this makes it possible to correctly find the reserves that can increase the effectiveness of production.

Accurately calculating the economic effectiveness of production is a fundamental requirement for raising production and construction onto a new scientific foundation. It is also an important guarantee for mobilizing and utilizing to the maximum all sorts of reserves and potentials that are latent in the people's economy. Only by vigorously carrying out the struggle to increase the economic effectiveness of production is it possible to rationalize enterprise management and produce more, better, and cheaper products with small amounts of manpower, facilities, and materials.

If we want to find reserves that are capable of boosting the economic effectiveness of production, we must continuously renovate the various economic indices related to the utilization of manpower and materials, machinery

and facilities, and capital. In other words, only by renovating the various economic indices such as labor productivity growth, prime costs of products, utilization of fixed assets, and standards of material consumption per unit of product can we achieve more economic growth with little expenditure.

If we want to renovate various economic indices that characterize the economic effectiveness of production, we must accurately evaluate the standards of economic indices of the pertinent period and establish the correct measures and methods for improving them. Reserves that can raise economic efficiency can be found in greater numbers only when expenditures and effectiveness are compared and estimates and analysis done well and calculations performed accurately. Doing a good job of economic estimates and analysis and calculating correctly is an important method that makes it possible to achieve scientific economic management and find more reserves that can further raise economic efficiency. If we want to figure all elements and conditions of production and correctly calculate prime cost and profitability of commodities, as well as organize and direct production and construction, it is important above all to analyze scientifically the actual state of management activities and derive a certain conclusion from that and improve enterprise management.

The great leader Comrade Kim Il-song early on deeply perceived the significance and importance of correctly analyzing and grasping the actual state of management activities in rationalizing enterprise management. From the first period of building the new society he explained about managing and operating enterprises in a planned manner on a foundation of knowing specific statistical data concerning production and the status of management in state-operated enterprises.

The great leader in particular saw clearly the entire range of principled problems arising in organizing the management activities of factories and enterprises correctly and in rationalizing enterprise management, including problems of making party policy the leading guideline, analyzing and evaluating the status of management activities, and having the broad producer masses participate positively in the work of management activities analysis.

In our country, by dynamically carrying out a struggle to rationalize enterprise management and laying the groundwork for management activities under the wise leadership of the party and the leader, it is possible to hasten socialist economic construction and achieve great successes in improving economic management and operations. Today, when a struggle is being dynamically carried out to achieve chucheization, modernization, and scientification in all fields of socialist economic construction and to occupy the high objectives of the Third Seven-Year Plan, rationalizing enterprise management by improving management activities in factories and enterprises emerges as an even more urgent requirement.

The great leader Comrade Kim Il-song taught as follows:

**"We must aggressively seek out and mobilize inner reserves in all sectors of the people's economy and strengthen the struggle to raise production and economize and produce and build more with existing manpower, facilities, and materials." (Works of Kim Il-song, Vol 33, p 7)**

To expedite production and construction in all sectors and all units of the people's economy and successfully accomplish the Third Seven-Year Plan, we must continue to thoroughly carry out the three revolutions—ideological, technological, and cultural—and in addition, effectively utilize the mighty economic foundation already provided and its production potential and find all sorts of inner reserves and vigorously carry out an economization struggle.

To display to the maximum the production potential already provided, all factories and enterprises must mobilize and utilize their inner reserves, do a good job of political work and work with people, and give priority to the work of displaying the revolutionary zeal and positive creationism of the producer masses while setting up in a timely fashion appropriate measures based on systematic analysis of enterprise management activities and probing inquiries.

Today, all of the people throughout the entire country, supporting the decisions of the 17th plenum of the Sixth Central Committee, are vigorously carrying out a struggle for increased production and economization and are aggressively pushing forward the struggle to effectively utilize to the maximum the production potential of the economic foundation that has already been provided. Under this situation, guidance personnel must do a good job of analyzing management activities and correct in a timely manner the deficiencies appearing in enterprise management and broadly promote and develop successes. Only by so doing is it possible to utilize to the maximum effectiveness the economic foundation already provided and to heighten production greatly in excess of that of today's and to develop the country's overall economy at a fast pace.

Today, when science and technology are continuously developing, managing and operating the economy by rule of thumb without detailed economic calculations and analysis will never aggressively uncover inner reserves. Furthermore, we cannot properly achieve the basic requirements of economic management with respect to obtaining large economic results while using small amounts of capital.

Therefore, to rationalize enterprise management and achieve the maximum economic results with a minimum of expenditures, it is important to give serious concern to analyzing the status of management activities of enterprises.

The successes achieved in many units that supported the line set forth by the party in the past for the chucheization, modernization, and scientification of the people's

economy and that positively carried out the struggle to make enterprise management scientific and rational all show that an urgent requirement is emerging for correctly embodying the socialist economic management theory of chuche, analyzing and summing up in a timely fashion the management activities of enterprises, and setting up improvement measures.

At the Sangwon Cement Complex, which was firmly consolidated as a modern cement production base under the wise leadership of our party, the functionaries are achieving continuous innovations in cement production by regularization, standardization, and scientification of the entire range of enterprise management so as to meet the requirements of the Taean work system. At this enterprise the functionaries, on the basis of scientific statistical data, were able to analyze and sum up the status of management activities at any given moment. As a result of improvement measures that were employed in a timely fashion, the functionaries were able to rationalize all management activities such as plan formulation, facilities management, labor management, financial management, and materials management. Thus, during the last year alone this enterprise overfulfilled its total industrial product by 116.3 percent, cement production by 100.2 percent, state budget payment plan by 114 percent, and produced an additional several hundred thousand tons of cement while conserving 43.36 million kilowatts of electricity, some 4,800 tons of coal, and 8,000-odd tons of gypsum.

Experience shows that when functionaries set up improvement measures in a timely manner while analyzing the status of enterprise management activities on a routine basis, it is possible to further rationalize enterprise management and vigorously expedite production and construction.

An important thing in correctly analyzing the status of management activities and rationalizing enterprise management is to first raise the sense of responsibility and the role of economic guidance functionaries.

Factory and enterprise guidance functionaries are the ones directly in charge who must accept responsibility for and carry out enterprise management. It is the enterprise management functionaries who not only directly organize and direct production at factories and enterprises, but also have the responsibility for examining and summing up their status at any time and discovering strengths and weaknesses there and correcting deficiencies in a timely fashion.

If enterprise management functionaries want to do a good job of analyzing management activities, it is important for them to above all have the proper viewpoint and standpoint concerning this work.

Inasmuch as the work of analyzing management activities is work done for the purpose of establishing and

carrying out measures and methods for thoroughly implementing the teachings of the great leader and its embodiment, the economic policies of our party, economic guidance functionaries must properly turn their attention to this. If they carry out enterprise management in a slipshod manner, without routinely analyzing the status of management activities, they will never rationalize management activities nor be able to successfully make the people's economy scientific. Regarding management activities analysis as secondary and doing a slipshod job of enterprise management is a vestige of outmoded managerial methods, which have nothing at all to do with the scientific management and operation of socialist enterprises.

Therefore, enterprise management functionaries must make analyzing the status of management activities their regular concern and guarantee this work at a high level.

To do that, economic guidance functionaries must, above all, firmly arm themselves with the teachings of the great leader and the guidelines of the party.

The standard for accurately analyzing and assessing the management activities, which are carrying out the party's economic policies and assessing the status of plan accomplishment, is the teachings of the great leader and the guidelines of the party. Functionaries must accurately grasp the party's strategy and guidelines not only to be able to organize analytical work properly and to distinguish between what is right and what is wrong, but also to be able to set up clear-cut methods and measures capable of improving enterprise management.

Functionaries therefore must deeply study—systematically and comprehensively—the teachings the great leader gave to the relevant sectors and enterprises and their embodiment, the lines and policies of the party, and to clearly perceive their essence and method of implementation.

It is important, in addition, to enhance the functionaries' technical-administrative level. If we want to do a good job of management activities analysis we must accurately explain the linkages between various economic phenomena—in particular the interrelations between cause and effect—and correctly apply various analytical and calculation methods and do a good job of correctly analyzing and evaluating the data obtained. This kind of work requires a high level of administrative ability with respect to management activities analysis. If the functionaries' administrative abilities are undeveloped, then they will be unable to correctly analyze the status of accomplishment of the production plan, the status of material supplies and utilization, the prime costs of products, the status of accomplishment of the financial plan, and the enterprise's financial situation. Thus they will be unable to carry out in a timely fashion the work of analysis and summing up, which is carried out on the basis of enterprise, work-site, and work-team and on an annual, quarterly, monthly, weekly, and daily basis.

In particular, if the administrative level of economic guidance functionaries is immature, they will not be able

to properly make use of various data processing and analytical methods such as series analysis and correlations and to do a good job of analyzing the status of enterprise management.

Economic guidance functionaries must therefore enhance their administrative level and ensure that they have various tools for scientifically analyzing the process and results of plan fulfillment.

The next important thing in doing an effective job of management activities analysis and further rationalizing enterprise management is to broadly introduce modern technical means into this work and guarantee that the analysis is scientific, systematic, and specific.

If we are to deeply carry out management activities analysis in a planned manner according to specific objectives and targets, we must perform much calculation work. Therefore, only by broadly introducing modern technical means is it possible to carry out this work in a timely manner and to firmly guarantee the scientific nature of the analysis.

Inasmuch as highly technical means such as electronic computers are powerful economic management tools that have come into being as a result of the development modern science and technology, if we aggressively introduce such technical means into economic management, we can easily do more of the economic computation work before us in management activities analysis and guarantee its accuracy at the highest levels. Therefore, we must widely introduce modern technical tools into management activities and handle various computational work and analysis in management activities analysis in a timely fashion and guarantee its scientific nature at a high level.

An important thing in effectively performing management activities analysis and rationalizing enterprise management is to have the producer masses broadly participate in this work.

Only by having the producer masses—the masters of production and management—extensively take part in management activities analysis is it possible to properly guarantee the accuracy and credibility of the analysis and to accurately evaluate the results of the analysis.

To get the producer masses to positively participate in analytical work, we must teach them the objective and significance of analysis and methods of analysis and have them actively participate in this work with the attitude of a master by giving them specific assignments. We must inform the producers of the data obtained from the analytical work and have them actively participate in prime cost inquiry meetings, financial audit committees, accounting deliberation meetings, and other summing up work.

By deeply understanding the significance and importance that correctly analyzing management activities has in rationalizing enterprise management and by routinely

guaranteeing this work at a high level, economic guidance functionaries will positively contribute to improving economic management.

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[Article by Sin Hung-kyu; not translated]

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[Article by Song Ki-won; not translated]

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