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**ECONOMICS EDUCATION AND MANAGEMENT TRAINING IN
EASTERN AND CENTRAL EUROPE**

QUARTERLY PROGRESS REPORT

April 1 - June 31, 1992

AID Cooperative Agreement No.: Grant EUR-0029-G00-1055-00

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INTRODUCTION

This is the quarterly report of the activities of the Midwest University Consortium for International Activities, Inc. (MUCIA) under the Management Training and Economics Education in Central and Eastern Europe (MTC) project for the period April - June 1992. The report summarizes the achievements for the period and cites some of the most important "lessons learned" so far during the first year of implementation of MTC.

This report is divided into five parts. The first part summarizes the project, both for the reader unfamiliar with the goals and objectives of MTC and for those interested in an overview of the accomplishments for this quarter. Part Two provides detail on project outcomes and accomplishments and Part Three summarizes project findings. Part Four addresses future plans and Part Five serves as a conclusion.

I. PROJECT SUMMARY

The goal of the project proposed by MUCIA was to assist Czechoslovakia, Hungary, and Poland to successfully make a rapid economic transformation into democratic nations by building strong economic and management capabilities in existing institutions of higher education. MUCIA's program addresses the root of the problem faced by Czechoslovakia, Hungary, and Poland: the transition to a market economy. It does this by offering **short term impact with long term significance**-- training trainers who can develop an internal national capability to forge the skills necessary in a market economy. The MUCIA strategy is **sustainable**-- it builds on existing linkages, focuses on training trainers, emphasizes practical applications, develops institutions and capabilities, and fosters national and international networking. The program is **cost effective**-- it adapts successful activities to the local context, emphasizes in-country activities, strengthens existing institutions, and builds on existing business education activities.

MUCIA's approach was to provide executive education programs for Central European faculty in the US and to a larger number of faculty and managers in Czechoslovakia, Hungary, and Poland. Key elements of MUCIA's approach were to "train the trainers", develop essential learning materials, and introduce new learning methodologies. In each country MUCIA worked closely with business faculty from a prestigious university to foster program sustainability. The following were components of the MUCIA program:

- ◆ European faculty participated in executive education programs at selected MUCIA universities,
- ◆ faculty developed case studies at workshops in the US, Czechoslovakia, and Poland for use in teaching programs,
- ◆ eight modules were developed and offered in each of the three countries. The modules addressed the following topics: market economics, management accounting, marketing production, manufacturing/operations

management, logistics/distribution, human resources management, financial analysis/management information, and entrepreneurship/strategy in the face of change,

- ◆ support in the form of materials, videotapes, books, and computer equipment were provided,
- ◆ internal evaluation activities were designed and conducted, and
- ◆ three issues of a project newsletter were produced and distributed.

Table 1.1 provides a cumulative summary of activities under the project in chronological order. **MUCIA is pleased to have been able to complete all agreed-upon deliverables in the specified time frame even though only 80 per cent of funds in the approved budget were released in time for program completion. MUCIA was also constrained by late release of the first tranche of funds which made project start-up difficult.**

II. OUTCOMES

After almost a year of operation, MUCIA is in a position to provide some reflective feedback on its activities under MTC. For this reason, this part of the Quarterly Report focuses on outcomes rather than providing a standard chronological summary of activities. This part of the report, combined with Part Three, is offered as an initial synthesis of the outcomes, strengths, and difficulties of MTC.

Outcome 1: Production and delivery of an integrated modular, and "portable Professional Managers Program

Six modules were offered in Hungary, Poland, and Czechoslovakia during this period: Production and Logistics; Accounting and Finance; and, Strategy/Entrepreneurship and Human Resource Management. The completion of the Professional Managers Program was marked by a graduation ceremony in each country. (The first two modules were offered last quarter.)

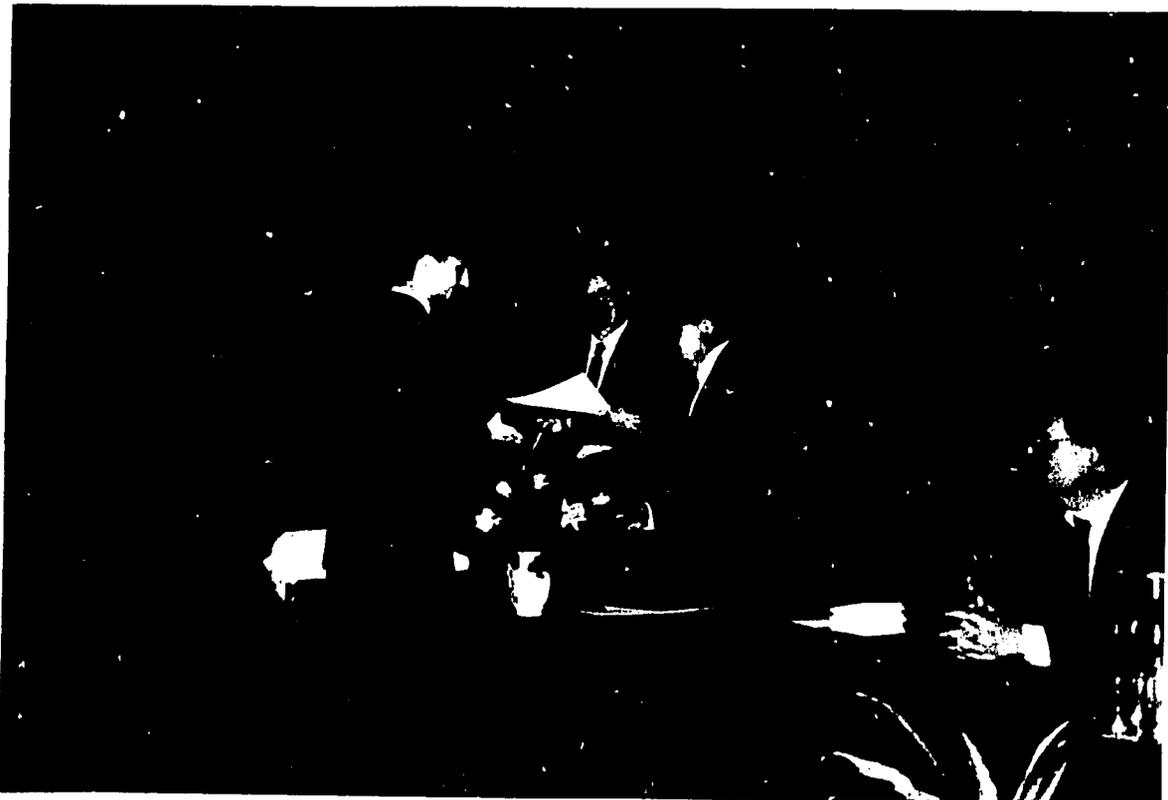
The Professional Managers Program, based on the design of US executive-MBA programs, was judged a success by the program participants in all three countries. Upon completion, all participants voiced satisfaction with the entire program and requested further training. Each module was offered as specified in the grant proposal, and although emergencies arose (one Hungarian faculty member left the University without notification; one Czech faculty member was too ill to take part in the Strategy module; some US faculty members were held up in a weather delay) the schedule was maintained.

**TABLE 1.1: ACHIEVEMENTS AND TARGETS
FISCAL YEAR 1991-92 -- ACTIVITIES**

DATE	ACHIEVEMENTS
July-August, 1991	15 Central Europeans attend Executive Education Programs in three MUCIA institutions, Indiana University, The Ohio State University, and Purdue University.
July 24-26, 1991	15 Central Europeans and 14 MUCIA faculty and staff meet for module development for the Professional Managers Program in Bloomington.
August 24-26, 1991	9 Hungarian, 1 Polish and 13 US Project Personnel attend case workshop in Columbus, Ohio.
August 23, 1991	MUCIA hosted a grant recipients meeting for awardees of USIA and USAID grants. Eleven grant recipients attended the meeting held in Columbus, Ohio. (Meeting at no cost to USAID).
September, 1991	Program Assistant and part-time clerical staff hired for project office established at Indiana University.
October, 1991	11 Hungarian case drafts submitted for revision.
October 3-5, 1991	20 Czech faculty and 10 US project personnel attend case workshop in Prague, Czechoslovakia.
October 7-9, 1991	20 Polish faculty and 10 US project personnel attend case workshop in Warsaw, Poland.
November, 1991	All eight module teams are identified with all MUCIA schools represented and a faculty member from Czechoslovakia, Hungary, and Poland for each module identified.
November, 1991	A marketing tool in the form of a draft brochure was prepared. The counterpart institutions are adapting this for in-country use to promote the Professional Managers Program.
November, 1991	Regional city contacts for Lodz and Gdansk in Poland, Pecs in Hungary and Bratislava, Czechoslovakia are made for the proposed second year activities.
November, 1991	Module presentation schedule and curriculum is completed for Czechoslovakia, Hungary, and Poland.
December, 1991	Computer equipment is ordered for Czechoslovakia, Hungary, and Poland.
February, 1992	Manual on modules produced and distributed.
March, 1992	Delivery of Business Economics and Marketing modules in Czechoslovakia, Hungary and Poland. Internal evaluation activities initiated.
April 1992	Delivery of Production and Logistics modules in Czechoslovakia, Hungary, and Poland. Evaluation continues.
May, 1992	Delivery of Accounting and Finance modules in Czechoslovakia, Hungary, and Poland. Evaluation continues.
June, 1992	Delivery of Strategy and Human Resource Management modules in Czechoslovakia, Hungary and Poland. Evaluation continues. Completion of delivery of computer equipment. Third project newsletter distributed. Plans for additional Year One and Year Two activities in response to evaluative comments.



Czechoslovakian participants learn practical tools and techniques to apply to their current human resource problems through the use of non-traditional teaching methods.



John Boquist, Project Director from Indiana Univeristy, and Randolph Andorka, Rector, Budapest University of Economic Sciences, present the "Certificate of Completion" to a proud Hungarian participant.

Participant evaluations for all six modules were excellent. (Detail on MTC evaluations may be found later in this part of the report.) In particular, the Finance, Strategy/Entrepreneurship, and Human Resource Management modules received outstanding responses. Part of the Human Resource Management module, the outdoor challenge course, was particularly well received by the participants, and they enthusiastically embraced the leadership and team-building exercises which used methodologies very different from the traditional ones relied upon in Central Europe.

Faculty from counterpart institutions remarked very positively at the high level of instruction through out the program, and contrasted it with other programs they had observed or participated in where the quality tapered off sharply, or was uneven, and those which used "off-the-shelf" materials, where little effort was made to tailor instruction to the target audience. For example, Professor Stefan Kwiatkowski from Warsaw University, who has contributed or taken part in many overseas assistance programs, gave an impassioned speech at the end of the Strategy Module praising the MUCIA program, and declared it exceptionally useful for himself, his colleagues, and Polish managers.

Closing ceremonies from the "graduates" of the Professional Managers Program were officiated at each site respectively, by Vice Rector Milan Maly, University of Economics, Prague; Vice-Rector Woldzmirz Siwinski, Warsaw University; and Rector Rudolf Andorka, Budapest University of Economic Sciences. USAID field personnel were present at the ceremonies. Participants were personally awarded Certificates of Completion by local university officials and Professor John Boquist, Indiana University, Project Director. Ceremonies were also attended by Dr. Mary Joy Pigozzi, Associate Executive Director of MUCIA. MUCIA gave the participants T-shirts and bookmarks, and discussed plans to hold alumni gatherings in the fall.

Outcome 2: Participants

Though MTC, MUCIA aimed to reach faculty at counterpart universities (consistent with its "train the trainers" approach) and entrepreneurs. The dual audience presented some difficulties in terms of recruitment, but we believe these were balanced by the positive aspects. Enrollments for the Executive Managers Program were less than we had hoped for (see Table 1.2) but do represent individuals who participated in all four weeks of training. These numbers are much more encouraging when hours of instruction are taken into consideration. Hours of instruction by participant category are summarized in Table 1.3.

Because of the "train the trainers" focus of the MUCIA project, enrollments cannot be limited to the modules. Involvement in module planning, executive education programs, materials development, and the case study workshops is relevant as well. A total of 204 person days (or 10.2 person months) of training was provided to trainers under MTC. Table 1.4 provides the relevant information in summary form.

TABLE 1.2: PROFESSIONAL MANAGERS PROGRAM ENROLLMENT

	Czechoslovakia	Hungary	Poland
Total Enrollments	29	30	25
Faculty	9%	0%	27%
Students	0%	10%	9%
Other	18%	20%	9%
Business Owner	18%	10%	5%
Business Manager	46%	60%	50%
Gov. Officials	9%	0%	0%

TABLE 1.3: HOURS OF INSTRUCTION THROUGH MODULES

Participant Category	Hours of Instruction
Faculty	1,152
Student	648
Other	1,656
Business Owner	1,152
Business Manager	5,868
Governmental Official	324
Total hours of MUCIA/AID instruction completed	10,800

TABLE 1.4: FACULTY TRAINING**Train the Trainers**

Activity	Hungary	Poland	Czechoslovakia
Case Workshop			
August, 1991 - Columbus, Ohio	15		
October, 1991 - Warsaw, Poland		25	
October, 1991 - Prague, Czechoslovakia			28
Total days of faculty instruction = 204			
Executive Education, July, 1991 (10 day average)			
Indiana, Purdue, & Ohio State Universities	3	5	6
Total days of executive education = 140			

Module Planning

July, 1991 (2 days) Bloomington, Indiana	7 Module Coordinators 3 US Facilitators 1 US Observer
Total days of planning session = 22	

Material Development

Activity	Hungary	Poland	Czechoslovakia
Faculty-to-Faculty Sessions			
Eastern European faculty to US	1	1	1
US faculty to Eastern Europe	1	9	9
Total days of faculty to faculty planning = 42			



Czechoslovakian participants learn practical tools and techniques to apply to their current human resource problems through the use of non-traditional teaching methods.



Hungarian participants take a short break during the Logistics Module.

Outcome 3: Sustainability

Consistent with AID's objectives, MUCIA addressed the question of program sustainability head on. Although this part of the program was not without challenges, we believe we have set the right kinds of activities in place and are moving in the right direction. Three components were seen as important with regard to sustainability. These were: training trainers, providing sufficient information to assist with and influence curriculum development, and a longer term goal of income generation. Activities in support of all three of these components were engaged in and are summarized in this section of the report.

One of the key elements of the MUCIA program was to provide professional development opportunities for faculty from the three collaborating Central European countries. Training of trainers occurred through (1) involvement of counterpart faculty in executive development programs at MUCIA institutions, (2) module planning in the US and in Central Europe, (3) materials development activities in the US and in Central Europe, (4) involvement of counterpart faculty in the Professional Managers Program modules, and (5) faculty participation in the Professional Managers Program. Additional detail on the numbers and nature of involvement have already been discussed under Outcome 2, above.

Curriculum development was a theme throughout implementation of MTC. This is addressed in more detail under Outcome 6, below. To summarize, however, faculty from the three collaborating universities were provided a variety of opportunities to observe and participate in different kinds of curriculum development activities. They were also given extensive curriculum materials.

In each country participants paid to participate in the Professional Managers Program. This approach served as an important first step in learning how to organize and market professional development activities based on university expertise. In one country, a difficult lesson was learned when the program was initially priced too high resulting in serious recruitment difficulties. A more realistic fee resulted in much higher enrollments! Although this component of sustainability is not as well developed as others it is well on its way and is viewed by MUCIA as having the potential of long term and high pay-offs for the participating Central European universities.

Outcome 4: Links to Private Sector

MUCIA anticipated three different kinds of links with the private sector in MTC. These consist of links (1) to private enterprises in Central Europe, (2) links to US firms, and (3) contribution from firms to the MTC project. Each of these is summarized below.

Through the involvement of entrepreneurs from Czechoslovakia, Hungary, and Poland, MUCIA has begun to develop a network of business professionals in each of the three countries. This will be further developed in the future (see Outcomes 9 and 10, below). Participation of Central

European faculty in executive development programs at MUCIA universities has provided opportunities for these faculty to visit and become familiar with US firms and their operations, and to get to know high level US business executives.

Three firms have contributed to project implementation. IBM provided discounts on the computer equipment for our counterpart institutions. MUCIA received a 40 percent discount in Hungary and Czechoslovakia, and a 30 percent discount in Poland. The total discount for three countries amounts to \$30,434. DHL has given MUCIA a discount for delivery services. We have been given a 40 percent discount for foreign shipments and 50 percent for domestic shipments. The cost savings here has been \$5,703.00. Curtis International was generous in hosting the project personnel during the case workshop in Poland.

Outcome 5: Cost Sharing

One of the requirements of the MTC Cooperative Agreement was that there be a significant amount of cost sharing on the part of the grantee. Although the cost figures for this quarter have not been submitted by all the participating MUCIA universities, we have already demonstrated a contribution of close to \$400,000. This is reported in the financial report.

Outcome 6: Provision of curriculum and teaching materials

Curriculum and teaching materials were viewed by the MUCIA faculty as an important foundation for MTC's short term impact and long term significance. A summary follows:

- ◆ Twelve case studies were produced and several used in the various modules. Those produced are listed in Table 1.5 which follows. These will make up the case study publication described in MUCIA's proposal. Nine existing case studies were used in the modules. These were:
 - Evergreen Products: A Case Study
 - IGLS Tobacco GmbH
 - Apollo Motor Company, Omaha Plant
 - New Balance Athletic Shoes
 - Ontario Packaging
 - East River Paper Manufacturing Co.
 - Murphy's Apparel Case
 - ZYX Company
 - Metalcrafters, Inc.

- ◆ A large manual was produced and distributed to all participants in advance of the Professional Managers Program. Extensive additions were made during the program, leaving each participant with a large, detailed, and practically-oriented manual.

- ◆ Several of the module curricula have served as a basis for reorienting university courses in the participating universities that are not directly related to the Professional Managers Program. It will have particular impact on the new Czechoslovakian/English language International Business School at the University of Economics in Prague.
- ◆ A series of 55 accounting video tapes has been distributed to each university. The retail value of this series is \$11,000 for a total dollar value contribution of \$33,000.
- ◆ Computers and software have also been delivered to each university. Table 1.6 summarizes what has been delivered to each site. An unanticipated outcome has been that MUCIA faculty have been sharing additional software that they have found useful in their US teaching programs with their Eastern European counterparts. This has been at no cost to the project.
- ◆ New teaching and learning methodologies have been introduced to the participating faculty. These approaches are very different from the traditional lecture methods that are typically employed. This was greatly appreciated in all three countries.

TABLE 1.5: CASE STUDIES DEVELOPED UNDER MTC

Author(s)	Case
Katalin Dani	Expo-Store
Gyorgy Pinter	General Facts About Hungary To BEer to Not to BEer
Gyorgy Pinter	Allibert Home Furnishing
Gyorgy Pinter	Tosch
Janos Stahl	The Courier Transportation
Jozsef Temesi	Technology Selection
Laszlo Tihanyl	Rollflex
Gyula Vastag	Declaration of Independence
Jozsef Varos & Gyorgy	Managing the Big Black Company
Csebfalvi	Mayflower
Gyorgy Mundruczo	FEKON
Pal Varjas	

TABLE 1.6: MTC COMPUTER AND SOFTWARE DELIVERY

Prague, Czechoslovakia	Budapest, Hungary	Warsaw, Poland
3 PS/2 Model 70 3 DOS 5.0 2 Laser Printers 1 Dot Matrix Printer	4 PS/2 Model 70's 1 Laser Printer 4 DOS 5.0	1 L40SX Laptop 1 PS/2 Model 70 1 Laser Printer 2 DOS 5.0 1 100-User Novel Network License, Version 3.11

Outcome 7: Learning

What happened within each of the modules and how it will be applied is of prime importance with regard to the success of MTC. Evaluations from participants and from the module faculty indicate that the materials were appropriate, easy to understand, and well accepted by the learners. For many of the learners the complexity and dynamism of a market-oriented system were especially challenging. As they worked through the modules they explore how the different aspects of the market economy are linked in the real world, and how all had to be taken into consideration simultaneously for a business to operate successfully. Future follow-up evaluations planned by MUCIA should provide supporting data on the extent to which module materials were utilized in the workplace (see Outcome 9, below).

Outcome 8: Feedback to the US system

An important outcome of development activities supported by the US government is that they also contribute to the further development of the United States. Even though MTC is only in its first year of operation, there is evidence of it filtering back to the US in positive ways. These are summarized below:

- ◆ Materials such as selected case studies developed under MTC and other projects are now part of the business curriculum in MUCIA universities. This means US citizens who graduate from these institutions go into the business world with a better understanding of the business climate in Central Europe,
- ◆ Teaching faculty who have participated in MTC are taking that experience directly into US classrooms. For example, one of our faculty members from Indiana University was "lectured" by a nephew who indicated that one of his Michigan State professors was really excellent, especially because he had so many great examples from a recent trip to Central

Europe. The nephew did not realize that his uncle had been instrumental in involving the Michigan State professor in MTC!

- ◆ Many MUCIA faculty participate in forums such as Rotary International and Better Business Bureaux. The MTC faculty have received requests to share their Central European experiences with members of these groups in the US because many US business owners are considering expanding their markets into these countries, and
- ◆ A large number of major as well as smaller US corporations depend on the consultancy expertise of faculty from MUCIA business schools and colleges. Faculty who have participated in MTC are taking that additional experience into US corporations in attempt to make those corporations more competitive in the world market.

Outcome 9: Evaluation

The MTC project underwent a series of evaluations during the year; external and internal, formal and informal. As both the external evaluator and MUCIA plan separate evaluation reports, the evaluation activities will only be summarized here.

- ◆ Dr. Leslie Koltai, AID's external evaluator shared an early draft of his initial evaluation of MTC with Indiana University in December, 1991. This evaluation was critical of MUCIA's management and progress. In March 1992, MUCIA was informed that the project was on a "watch list" with regard to future funding. In a meeting with AID representatives that same month MUCIA clarified that project progress should not be a concern as the project was being implemented according to the schedule that AID had agreed to in the proposal. MUCIA agreed that communications and information dissemination needed to be improved, and embarked on several activities toward this end (see Outcome 10, below).
- ◆ John Boquist, Project Director, and Mary Pigozzi, Associate Executive Director of MUCIA, met with Dr. Leslie Koltai, in Hungary during June. Dr. Koltai discussed his comprehensive assessment, and requested that a letter of response be supplied by MUCIA no later than July 15.

Among other things, Dr. Koltai stressed the need for on-the-ground representation to assist overseas faculty by supporting the organizational aspects of the program. Dr. Koltai questioned the advisability of operating in three countries simultaneously. Although MUCIA did operate in all three in a cost-effective manner, the depths of the



Professor Andrew Karolyi teaches Polish participants during the Finance Module.



Stuart Shepley, Human Resource Manager Module faculty member, explains the process of the next exercise of the "Challenge Course"

relationships were questioned, as well as the number of US faculty involved and the management systems to ensure program quality and commitment.

MUCIA responded to Dr. Koltai on 10 July outlining a revised plan of operation for the rest of Year One and Year Two. This is contained in Appendix A.

- ◆ Dr. Koltai supplied MUCIA with an evaluation form to be responded to by course participants and returned to him. This was completed in June.
- ◆ As part of the internal evaluation activities the MUCIA faculty solicited participant evaluations following each module in all three countries. Because the data from these evaluation will be presented in a separate evaluation report they are not summarized here. However, upon tabulating and reviewing our evaluation it is clear that participant expectations were exceeded. For those readers interested in the new data Appendix B contains a complete tabulation of participant evaluations. To illustrate the success of the Professional Managers Program, exceptional quotes have been compiled as separate anecdotes and are reported in Appendix C. Quotes from written participant evaluations have been excerpted as written, hence the occasional errors in English. All underlining, exclamations, etc. are original.
- ◆ A project evaluation meeting has been scheduled at Michigan State University for August 9-11. Key project personnel from MUCIA, US and overseas institutions will attend. This will be the third MUCIA university site hosting a project meeting, an indication that the MUCIA/AID program is truly a consortium project, strongly supported by the schools involved in the program. The agenda for the meeting includes evaluation reports from the project director, module teams, and overseas facilitators, followed by planning sessions for future activities using the additional funds released from the first-year budget and those needing the support of second-year funding from AID.
- ◆ Drs Boquist and Pigozzi met with AID and counterpart university representatives in each of the three participating countries in June. They found these meetings very informative and helpful in redesigning activities for the rest of the project.
- ◆ MUCIA has begun to design the follow-up evaluation activities. These will provide information about utilization of materials learned from the modules in the workplace.

Outcome 10: Information Dissemination

For the MTC project to have impact in the short and long term information about its activities and successes must be disseminated. MUCIA has engaged in a number of activities in this regard. A summary follows:

- ◆ A third MTC newsletter has been produced and distributed. A copy is included in Appendix D,
- ◆ Ms. Patricia Eoyang, Operations Manager, met with AID field officers in Gdansk, Poland at the Ohio State/Solidarity Party Forum sponsored by AID in May, where she gave a presentation and answered questions on the MUCIA/AID program. She was also gave a very brief overview of the MUCIA/AID program in Prague on June 17 at the AID Grantees meeting hosted by Ambassador Black. Both meetings were useful from a networking and information gathering perspective. It was interesting to hear what others were doing, and to find that no one else had a portable, comprehensive management education program similar to the Professional Managers Program.
- ◆ After the ceremonies in Budapest, John Boquist and Pat Eoyang were interviewed for an article to appear in Figelyo, a leading Hungarian business newspaper. A draft of the interview is contained in Appendix D. Figelyo, intends to add local interviews and photographs for the final publication, which is expected soon.

III. LESSONS LEARNED

At this point in the project it seems appropriate to reflect on what MUCIA had learned from implementing MTC so far. These lessons are shared because they have contributed to our planning for future project activities.

Lesson 1: Support from and open communications with counterpart faculty and AID representatives are essential.

Trying to meet the project-related goals of the counterpart universities, the major funding agency, and project management is a difficult task. It is easy for problems to develop if there are different interpretations and understandings of project goals and objectives.

Lesson 2: A highly experienced and respected faculty with differing perspectives is extremely valuable.

One of the several strengths of the MUCIA project is its faculty. Individuals who are known experts in their fields with extensive international experience brought a depth and breadth of knowledge to the classrooms that was needed and appreciated by the participants.

Lesson 3: Recruiting the right participants presents a challenge.

Identifying willing participants is only part of the challenge. More important is finding the right participants and offering a program that provides them with the information they need in an appropriate time frame. Because the issues surrounding rapid transformation of the economies are so wide-ranging, participants are in need of a great deal of information, much of which is complex. This means participants need to be able to devote more than a few days to the program.

Lesson 4: Counterpart faculty have many demands on their time and a range of attractive professional opportunities.

Changes in Central Europe are having a profound effect on universities and their faculty. This means that faculty have to make careful judgements regarding time commitments. MUCIA recognizes it needs to utilize counterpart faculty well -- taking advantage of their substantive expertise and not relying on them for administrative details.

Lesson 5: Good logistics serve to enhance a program.

There are many administrative details that need to be addressed for any program to be a success. In the case of MTC, it would have been better for MUCIA to have assigned administrative and substantive responsibilities to different individuals in-country.

Lesson 6: It is possible to develop and implement a high quality, portable, integrated economic education and management development program.

The Professional Managers Program presents a carefully sequenced, integrated set of modules that were presented on time with high participant satisfaction. The short-term delivery cycle and the integrated curriculum combine to make the Professional Managers Program unique. The short-term delivery cycle permits pressed overseas managers and faculty to take part with minimum interruption of their regular work, and makes it possible to recruit a high-calibre team of US faculty experts. The integrated curriculum gives managers a comprehensive understanding of business functions, while overseas faculty learn from the US team how we work together to organize and teach an integrated, executive program. The program is highly portable.

Lesson 7: It is possible and cost effective to work in three countries.

The Professional Managers Program was delivered on schedule and below budget in all three countries. MUCIA recognizes that the relative success of operating in three countries remains an open question for AID. MUCIA believes it has demonstrated that it can deliver a high quality, valued program in three countries, however. MUCIA does acknowledge that logistical problems existed (See Lesson 5 above), but feels that these problems do not necessarily mean that it is not possible to operate in three countries. In fact, improving logistics should serve to improve implementation in each country.

Curriculum development is expensive. MUCIA developed a curriculum that was especially tailored to transition to a market economy in Central Europe. MUCIA believes it is a better use of AID resources to spread the development costs over several sites.

Lesson 8: Preparation is critical

The visit of module coordinators to Czechoslovakia and Poland was critical to developing appropriately targeted materials and modules. This provided excellent opportunities for larger numbers of counterparts to participate in program planning as well as enabling MUCIA faculty to further contextualize and tailor the modules. MUCIA believes this is an activity that fully justifies its expense.

Lesson 9: It is essential to compensate Central European faculty fairly.

Counterpart faculty have many demands on and opportunities for their time. MUCIA recognizes this and will compensate according to appropriate professional standards.

IV. NEXT STEPS

This part summarizes in a very general format what MUCIA proposes to do under MTC in the next 18 months. It is divided into two parts in recognition of funding realities.

YEAR ONE: AUGUST - 30 DECEMBER 1992

The directorship of the program will change. Dr. John Boquist will be on sabbatical in Paris and is resigning from the directorship effective 31 August 1992. Dr. Boquist plans to remain closely associated with MTC.

MUCIA will continue to operate in all three countries through the fall of 1992, at which time the remaining funds from our first year budget will be expended. Tentatively, MUCIA plans to offer two specialized modules in all three countries. The need for additional training in the areas of accounting/finance, marketing, and human resource management is clear from

our review of the initial program. The seminars in these topics will be designed and conducted with strong input from faculty at our counterpart institutions.

MUCIA will place field representatives in Budapest, Prague, and Warsaw to support our project activities for the rest of year one. MUCIA has discussed possible candidates with Professor Sriwinski in Poland for the remainder of the first-year activities. In Prague and Budapest we are pursuing members of the MBA Enterprise Corps who are graduated MBAs from the top 15 business schools with at least one year of in-country experience. We will hire the field representatives as soon as possible to improve communication with our counterpart institutions and strengthen in-country coordination.

MUCIA will take concrete steps immediately to further strengthen relationships with counterpart faculty. The first step toward greater counterpart faculty involvement will be significant reliance on their input at the August evaluation and planning meeting where course content, program structure, and administrative details for the rest of Year One and Year Two will be decided upon. In the final (specialized) Year One modules, MUCIA will place greater reliance on counterpart faculty for planning and teaching. Administrative details will no longer be the responsibility of faculty but will be assigned to the relevant field representative.

MUCIA will pay counterpart faculty for the professional services they provide. The method by which they do this will be consistent with local university policy and will be determined at the August meeting. Any administrative expenses incurred by faculty will be reimbursed according to AID policies and procedures. The existence of a field representative at each project site will mean that faculty can receive advances, if necessary, and need not be "out-of-pocket" for expenses.

MUCIA will complete its evaluation activities and submit appropriate reports. Consistent with what it proposed, MUCIA has embarked on a serious internal evaluation of the project. This evaluation consists of three components: a written evaluation of participant and faculty responses, a formal evaluation meeting, and follow-up activities. Each is summarized immediately below.

The data for the written evaluation have already been collected and are in the process of being summarized. These consist of participant evaluations of each module in each country, as well as module faculty comments. The report will be completed in September.

A program evaluation meeting has been scheduled for August 10 and 11 at Michigan State University to critically evaluate the current four-week program and make the necessary changes in the amount of time devoted to each module and their sequencing. Country representatives from each counterpart university will attend the meeting to articulate the local programming needs. The balance between general and specialized modules for future programs will be decided at the evaluation meeting. This meeting will also address the specialized modules for Year One, counterpart faculty involvement, and administrative issues.

Key to understanding both the short- and long-term success of a training program is information about the way and extent to which program content is used on a day-to-day basis. MUCIA will follow-up with program participants in three ways: alumni meetings, participant interviews, and site visits.

In October and November MUCIA will host meetings of alumni in each of the three countries. The purpose of these meetings will be two-fold. They will serve to provide MUCIA with input on the utility of the module content, pedagogical styles, and format to practicing managers. These meetings will also serve to assist the managers further develop their professional networks - identified by participants in all three countries during the program as having a high positive value to them.

MUCIA is developing and will administer a simple interview protocol to first year project participants. To the extent possible this will be done at the same time as the alumni meetings. In cases where participants are far from the capital (in Poland and Czechoslovakia) phone interviews will be conducted. A written report will be produced.

Finally, selected alumni will be visited on site. In addition to meeting with them and reviewing the work environment, interviews will be conducted with co-workers. Findings will be included in the report mentioned in the paragraph above.

Timelines

- July - Request to E. European faculty for evaluative comments/preparation for August meeting.
- August - Planning and Evaluation Meeting in East Lansing
- September - Submission of participant evaluation report
- Oct/Nov. - Specialized seminars in Czechoslovakia, Hungary, and Poland
- Oct/Nov. - Follow-up activities in Czechoslovakia, Hungary, and Poland
- December - Submission of follow-up evaluation report

YEAR TWO: JANUARY - DECEMBER 1993

MUCIA will limit its activities to Hungary and Czechoslovakia for the second year and will discontinue activities in Poland.

MUCIA will not expand its program to regional sites during the second year. We shall concentrate on forging strong institutional and faculty links in Prague and Budapest.

MUCIA will offer the revised and improved eight modules in Czechoslovakia and Hungary. Tentative dates for these (depending on faculty input in August) are one week each in February, March, April, and May. For the second year we propose that on average two US faculty teach

in each module in order to intensify the contributions of local faculty to deliver the program and ensure its sustainability. Our goal is the development of a tightly sequenced program focused on the participant skills, attitudes, and knowledge required for success in the local economy. Thus, the program in Prague during the second year will be likely be different than that offered in Budapest in order to meet the local training needs. It is also anticipated that sequencing could change. Final decisions will be made jointly by counterpart and MUCIA faculty in August.

MUCIA will, in consultation with counterpart faculty, develop a new one-week long course module to be delivered in Budapest and Prague. This marketing export module will emphasize the marketing and finance functions needed to ensure successful exporting efforts from Central Europe. It will build on the additional courses in accounting/finance and marketing that are proposed as part of Year One extension activities. This self-contained module will be offered in the fall of 1993.

MUCIA will arrange for 12 individuals to participate in executive education programs at MUCIA universities. Faculty from the University of Economics in Prague and the Budapest University of Economic Sciences will spend two weeks in executive education programs. In addition to the regular program they will be provided with opportunities to learn how such programs are planned, managed, and financed.

MUCIA will work to further strengthen the ability of the local institutions to effectively design and market executive education programs and to target them for an appropriate mix of participants. In the long-run, each local institution will be left with the capability of promoting continuing education as part of their business curriculum. if requested, MUCIA will provide consultative services and/or a study trip to further develop this capability locally.

Support for counterpart institutions will be boosted in the form of dollars and manpower to ensure more local instruction in the program and, most importantly, to foster the sustainability of the project.

MUCIA will purchase additional equipment for the programs in Budapest and Prague.

MUCIA will continue its evaluative activities. Unless the evaluation meeting in August suggests otherwise, MUCIA will repeat the evaluation activities in which it engaged in Year One. MUCIA will add several alumni meetings utilizing module faculty.

Timelines

January -	Additional computer equipment purchased
February -	Two modules offered, ongoing evaluation
March -	Two modules offered, ongoing evaluation
April -	Two modules offered, ongoing evaluation
May -	Two modules offered, ongoing evaluation
July -	Executive education programs in the US

October - Intensive Export-Marketing module
December - Evaluation document distributed

V. CONCLUSION

MUCIA delivered exactly the high quality program it promised in the agreed-upon timeline. This was achieved with only 80 percent of the budget. MUCIA is proud of this accomplishment. It believes it has a program that exhibits the characteristics identified by AID as those on which success would be judged. These are: short term impact with long term significance, sustainability, and cost effectiveness.

Any program can benefit from improvement. The MUCIA MTC project is no exception. After completion of the first year activities, MUCIA engaged in a serious examination of MTC and has proposed a series of changes which it believes will contribute to an even better program in the future.

APPENDIX A



MIDWEST UNIVERSITIES CONSORTIUM FOR INTERNATIONAL ACTIVITIES, INC.

1215 Seventeenth Street, N.W. • Washington, D.C. 20036

Telephone (202) 296-4000 • FAX (202) 293-8684 • TWX 248413 KAPRUS

10 July 1992

Dr. Leslie Koltai
Principal Evaluator
USAID/Eastern Europe
16200 Ventura Blvd., #224
Encino, CA 91436

Dear Dr. Koltai:

I am pleased to learn that you had a chance to discuss your evaluation of the MUCIA Management Training Program with Mary Pigozzi, Associate Executive Director, and John Boquist, Program Director, from Indiana University. They report that the discussion was fruitful and you made numerous valuable suggestions to strengthen our project. We will incorporate these into our request to USAID for second year funding of the project. Let me assure you of MUCIA's commitment to preserve the project's excellent features and correct the deficiencies to make it even better. The nine universities in our consortium are dedicated to the project and wish to see it sustained by our counterpart universities in Central Europe.

After extensive consultations with Drs. Pigozzi and Boquist, MUCIA proposes the following plan for second year funding of the Management Training Program. I will present the plan in outline form to clearly address the issues discussed during the evaluation meeting you hosted in Budapest. Because the second year is planned as a follow-on to the first one, the plan will include activities for the final months of Year One as well as those planned for Year Two.

YEAR ONE: AUGUST - 30 DECEMBER 1992

- 1. MUCIA is attending to the overall management issues you outlined.** I have discussed general management with the Project Review Committee of MUCIA's Board of Directors. We are attending to your primary concerns but the individuals at Indiana who are key to assisting addressing the issues are on vacation this week. Please be assured that we understand your views and are addressing the management problems as you suggested. Also, the executive office will pay more attention to "quality control", especially in such areas as reporting.

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2. **MUCIA will continue to operate in all three countries through the fall of 1992, at which time the remaining funds from our first year budget will be expended. As you recall, MUCIA was operating under an eighty percent budget restriction during the first year. and just recently, AID has provided authority over the telephone to spend the remaining twenty percent. I have written requesting formal authority to spend these funds.**

We will offer two specialized modules in all three countries. The need for additional training in the areas of accounting/finance, marketing, and human resource management is clear from our review of the initial program. The seminars in these topics will be designed and conducted with strong input from faculty at our counterpart institutions (see 4 below).

3. **MUCIA will place field representatives in Budapest, Prague, and Warsaw to support our project activities for the rest of year one. MUCIA acknowledges that the lack of ground support personnel has been a detriment to our project, particularly in terms of coordinating various project activities and providing a local presence for marketing and managing the training programs. We have already been in discussions with our counterpart institutions and have identified some worthy candidates for the field representative positions. We have discussed possible candidates with Pro-Rector Sriwinski in Poland for the remainder of the first-year activities. In Prague and Budapest we are pursuing members of the MBA Enterprise Corps who are graduated MBAs from the top 15 business schools with at least one year of in-country experience. We will hire the field representatives as soon as possible to improve communication with our counterpart institutions and strengthen in-country coordination.**
4. **MUCIA will take concrete steps immediately to further strengthen relationships with counterpart faculty. We are aware that their concerns are two-fold: they involve the degree to which faculty perceive they have been consulted on substantive issues and difficulties and misunderstandings related to finance.**

The first step toward greater counterpart faculty involvement will be significant reliance on their input at the August evaluation and planning meeting where course content, program structure, and administrative details for the rest of Year One and Year Two will be decided upon. In the final (specialized) Year One modules, MUCIA will place greater reliance on counterpart faculty for planning and teaching. Administrative details will no longer be the responsibility of faculty but will be assigned to the relevant field representative (see 3, above).

MUCIA will pay counterpart faculty for the professional services they provide. The method by which they do this will be consistent with local university policy and will be determined at the August meeting. Any administrative expenses incurred by faculty will be reimbursed according to AID policies and procedures. The existence of a field

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representative at each project site will mean that faculty can receive advances, if necessary, and need not be "out-of-pocket" for expenses.

5. **MUCIA will complete its evaluation activities and submit appropriate reports.** Consistent with what it proposed, MUCIA has embarked on a serious internal evaluation of the project. This evaluation consist of three components: a written evaluation of participant and faculty responses, a formal evaluation meeting, and follow-up activities. Each is summarized immediately below.

The data for the written evaluation have already been collected and are in the process of being summarized. These consist of participant evaluations of each module in each country, as well as module faculty comments. The report will be completed in September.

A program evaluation meeting has been scheduled for August 10 and 11 at Michigan State University to critically evaluate the current four-week program and make the necessary changes in the amount of time devoted to each module and their sequencing. Country representatives from each counterpart university will attend the meeting to articulate the local programming needs. The balance between general and specialized modules for future programs will be decided at the evaluation meeting. This meeting will also address the specialized modules for Year One, counterpart faculty involvement, and administrative issues.

Key to understanding both the short- and long-term success of a training program is information about the way and extent to which program content is used on a day-to-day basis. MUCIA will follow-up with program participants in three ways: alumni meetings, participant interviews, and site visits.

In October and November MUCIA will host meetings of alumni in each of the three countries. The purpose of these meetings will be two-fold. They will serve to provide MUCIA with input on the utility of the module content, pedagogical styles, and format to practicing managers. These meetings will also serve to assist the managers further develop their professional networks - identified by participants in all three countries during the program as having a high positive value to them.

MUCIA is developing and will administer a simple interview protocol to first year project participants. To the extent possible this will be done at the same time as the alumni meetings. In cases where participants are far from the capital (in Poland and Czechoslovakia) phone interviews will be conducted. A written report will be produced.

Finally, selected alumni will be visited on site. In addition to meeting with them and reviewing the work environment, interviews will be conducted with co-workers. Findings will be included in the report mentioned in the paragraph above.

6. Timelines

- July - Request to E. European faculty for evaluative comments/preparation for August meeting.
- August - Planning and Evaluation Meeting in East Lansing
- September - Submission of participant evaluation report
- Oct/Nov. - Specialized seminars in Czechoslovakia, Hungary, and Poland
- Oct/Nov. - Follow-up activities in Czechoslovakia, Hungary, and Poland
- December - Submission of follow-up evaluation report

YEAR TWO: JANUARY - DECEMBER 1993

7. **In response to your comment that you would support a "revised" MUCIA program in two but not three countries, MUCIA will limit its activities to Hungary and Czechoslovakia for the second year and will discontinue activities in Poland.** This difficult decision stems from the issues and problems discussed out in our evaluation meeting and other considerations which are summarized immediately below. It also reflects an honest assessment of the strong relationships we have established with the Budapest University of Economic Sciences and with the University of Economics, Prague. The links with the business programs at these institutions, through both the administration and the faculty, are much stronger than we have developed at Warsaw University. Furthermore, the goals, objectives, implementation, and outcomes of the MUCIA activities in Hungary and Czechoslovakia have markedly more support from the AID Representation than is the case for Poland.

We wish to reiterate how problematic this decision was for MUCIA. It is our assessment that the problems encountered by both counterpart and MUCIA faculty in Warsaw are indications of a great need, perhaps greater than in either Czechoslovakia or Hungary. We believe that, given time, MUCIA and its counterparts could develop a strong and important program. In our assessment, our linkage with Warsaw University is important to the US as well as to MUCIA. We also recognize, however, that the difficult time constraints imposed on USAID and organizational issues at the university mitigate against a timely development of the required institutional ties.

8. **We also concur with your advice not to expand our program to regional sites during the second year.** We shall concentrate on forging strong institutional and faculty links in Prague and Budapest.
9. **MUCIA will offer the revised and improved eight modules in Czechoslovakia and Hungary.** Tentative dates for these (depending on faculty input in August) are one week each in February, March, April, and May. For the second year we propose that on average two US faculty teach in each module in order to intensify the efforts required

of the local faculty to deliver the program and ensure its sustainability. Our goal is the development of a tightly sequenced program focused on the participant skills, attitudes, and knowledge required for success in the local economy. Thus, the program in Prague during the second year will be likely be different than that offered in Budapest in order to meet the local training needs. It is also anticipated that sequencing could change. Final decisions will be made jointly by counterpart and MUCIA faculty in August.

With the support of a field representative for logistical concerns before, during, and after the modules, the local faculty coordinator can more easily pay attention to integration of module contents.

10. **MUCIA will, in consultation with counterpart faculty, develop a new one-week long course module to be delivered in Budapest and Prague.** This marketing export module will emphasize the marketing and finance functions needed to ensure successful exporting efforts from Central Europe. It will build on the additional courses in accounting/finance and marketing that are proposed as part of Year One extension activities (see 2, above). This self-contained module will be offered in the fall of 1993.
11. **MUCIA will arrange for 12 individuals to participate in executive education programs at MUCIA universities.** Faculty from the University of Economics in Prague and the Budapest University of Economic Sciences will spend two weeks in executive education programs. In addition to the regular program they will be provided with opportunities to learn how such programs are planned, managed, and financed.
12. **MUCIA will work to further strengthen the ability of the local institution to effectively design and market executive education programs and to target them for an appropriate mix of participants.** In the long-run, each local institution will be left with the capability of promoting continuing education as part of their business curriculum. If requested, MUCIA will provide consultative services and/or a study trip to further develop this capability locally.
13. **Support for counterpart institutions will be boosted in the form of dollars and manpower to ensure more local instruction in the program and, most importantly, to foster the sustainability of the project.** Specifically, MUCIA will continue and, if necessary, improve upon the management, administrative and financial changes implemented in the last part of Year One (see 3 and 4, above).
14. **MUCIA will purchase additional computer equipment for the programs in Budapest and Prague.** The need for this equipment and related software is great. With field representatives in country MUCIA does not expect, nor will it tolerate, the delays experienced in the first year of the project.

15. MUCIA will continue its evaluative activities. Unless the evaluation meeting in August suggests otherwise, MUCIA will repeat the evaluation activities in which it engaged in Year One (see 5, above). MUCIA will add several alumni meetings to take place with faculty who are offering modules during the day.

16. Timelines

January - Additional computer equipment purchased
 February - Two modules offered, ongoing evaluation
 March - Two modules offered, ongoing evaluation
 April - Two modules offered, ongoing evaluation
 May - Two modules offered, ongoing evaluation
 July - Executive education programs in the US
 October - Intensive Export-Marketing module
 December - Evaluation document distributed

These changes enable us to offer a program that corrects the deficiencies noted in your evaluation while retaining what has been perceived by the first year participants as a very successful program. The quality of the MUCIA faculty committed to the project is superior. Our challenge is to focus these quality faculty into a limited number of sites with strong ground support and local institution commitment. We will also continue to develop the highest quality teaching materials for our program participants and the faculty at our counterpart institutions. A proposed budget will be sent under separate cover.

MUCIA is making the appropriate changes to strengthen our program to meet the needs of the Central Europe economies in transition. We appreciate the input from you and your staff to help us focus these changes into the right directions. The initial group of participants from each country expressed their deep appreciation for the program. In addition, meeting with the AID field officers in Hungary and Czechoslovakia confirm their commitment to our program and its efforts to strengthen the local institutions in those countries. Of course Mary Pigozzi, John Boquist, or I would be happy to discuss our plans with you at any time.

Best wishes.

Yours Sincerely,

William L. Flinn, Ph.D.
 Executive Director and President

cc: Mary Joy Pigozzi
 John Boquist

APPENDIX B

Module Questionnaire - Module Name:

1. Before the program began, we asked you to write down your expectations for the program. Please think of those and tell us:

a. Were those expectations met?

b. Did the workshop do what you thought it would do?

c. What did you learn that you didn't expect to learn?

Please check the box that most closely fits your feeling about the following statements:

- SDStrongly disagree with the statement.
 DDisagree with the statement.
 UUndecided or neutral about the statement.
 AAgree with the statement.
 SAStrongly agree with the statement.

1. I learned valuable information from this workshop.	<input type="checkbox"/> SD	<input type="checkbox"/> D	<input type="checkbox"/> U	<input type="checkbox"/> A	<input type="checkbox"/> SA
2. I will be able to apply the information I learned from the workshop to my work	<input type="checkbox"/> SD	<input type="checkbox"/> D	<input type="checkbox"/> U	<input type="checkbox"/> A	<input type="checkbox"/> SA
3. The workshop was well organized.	<input type="checkbox"/> SD	<input type="checkbox"/> D	<input type="checkbox"/> U	<input type="checkbox"/> A	<input type="checkbox"/> SA
4. The instructors were well-prepared to teach this workshop.	<input type="checkbox"/> SD	<input type="checkbox"/> D	<input type="checkbox"/> U	<input type="checkbox"/> A	<input type="checkbox"/> SA
5. The materials presented in the workshop were relevant to my work.	<input type="checkbox"/> SD	<input type="checkbox"/> D	<input type="checkbox"/> U	<input type="checkbox"/> A	<input type="checkbox"/> SA
6. I will share this information with my colleagues.	<input type="checkbox"/> SD	<input type="checkbox"/> D	<input type="checkbox"/> U	<input type="checkbox"/> A	<input type="checkbox"/> SA
7. The English used by the instructors was clear.	<input type="checkbox"/> SD	<input type="checkbox"/> D	<input type="checkbox"/> U	<input type="checkbox"/> A	<input type="checkbox"/> SA
8. The English used in the teaching materials was clear.	<input type="checkbox"/> SD	<input type="checkbox"/> D	<input type="checkbox"/> U	<input type="checkbox"/> A	<input type="checkbox"/> SA
9. The instructors' style of teaching was effective.	<input type="checkbox"/> SD	<input type="checkbox"/> D	<input type="checkbox"/> U	<input type="checkbox"/> A	<input type="checkbox"/> SA
10. The teaching methodology was an effective method of teaching business skills.	<input type="checkbox"/> SD	<input type="checkbox"/> D	<input type="checkbox"/> U	<input type="checkbox"/> A	<input type="checkbox"/> SA
11. The instructors were knowledgeable and able to communicate their material well	<input type="checkbox"/> SD	<input type="checkbox"/> D	<input type="checkbox"/> U	<input type="checkbox"/> A	<input type="checkbox"/> SA
12. The organization of the workshop encouraged discussion among the participants.	<input type="checkbox"/> SD	<input type="checkbox"/> D	<input type="checkbox"/> U	<input type="checkbox"/> A	<input type="checkbox"/> SA
13. The room(s) in which the workshop was held was a good setting.	<input type="checkbox"/> SD	<input type="checkbox"/> D	<input type="checkbox"/> U	<input type="checkbox"/> A	<input type="checkbox"/> SA

**CZECHOSLOVAKIA
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - LOGISTICS**

14 responses out of 30 participants

Before the program began, we asked you to write down your expectations for the program. Please think of those and tell us:

Were those expectations met?

Yes

Yes

Yes

Yes

Yes

Yes

Yes

I think so, it was very interesting.

Yes - with one only objection: there was not enough facts concerning the service sector - as a lot of participants were from this sector.

Yes

Very well

Yes they were.

Yes

Did the workshop do what you thought it would do?

Yes

Mostly

More

Yes

Yes

After this workshop I have first time the whole information about logistic. I am satisfy.

Yes

Logistics is new subject for me as a whole which was presented in the workshop.

Yes, the case studies were useful, gave us a good example how to applicate the theoretical problems in practice.

Yes

Yes

The way of teaching was interesting.

Yes

What did you learn that you didn't to learn?

I didn't expect logistics play so important role in economy of U.S., very important. So be prepared for this in our future system of economy.

Way of thinking

New approaches

The workshop gave me a good overview about what the logistic actually is. Thank you for a good course.

I have never met till this time with logistic like a compact subject. It was useful for me.

Inventory management

- SD Strongly disagree with the statement
D Disagree with the statement
U Undecided or neutral about the statement
A Agree with the statement
SA Strongly agree with the statement

	SD	D	U	A	SA
I learned valuable information from this workshop.		1		9	4
I will be able to apply the information I learned from the workshop to my work.		1		10	3
The workshop was well organized.		1		12	1
The instructors were well-prepared to teach this workshop.		1		3	10
The materials presented in the workshop were relevant to my work.		1	1	12	
I will share this information with my colleagues.			2	11	1
The English used by the instructors was clear.			1	11	2
The English used in the teaching materials was clear.		1		10	3
The instructors' style of teaching was effective.			1	9	4
The teaching methodology was an effective method of teaching business skills.			1	11	2
The instructors were knowledgeable and able to communicate their material well.		1		6	7
The organization of the workshop encouraged discussion among the participants.			2	11	1
The room(s) in which the workshop was held was a good setting.		1	9	4	

**CZECHOSLOVAKIA
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - PRODUCTION**

14 responses out of 30 participants

Before the program began, we asked you to write down your expectations for the program. Please think of those and tell us:

Were those expectations met?

Yes

Yes

50%

Yes, I was satisfied. There was a lot about inventory's (it wasn't necessary). I received a lot of new ideas for my work.

Yes

Although the subject of this model is far from my work, I received valuable and interesting information.

I'm very pleased to tell, that my expectations met in the most items.

Yes, in each part of module.

Yes, workshop was very well prepared.

Until now difficult to answer, partially yes.

Partly yes.

Did the workshop do what you thought it would do?

There were not enough consistency between prepared materials and presented teaching materials.

Yes

50%

Yes

The problem of this course is of this course is quite wide and because of not having the prepared written material we had to write very much which was an obstacle to be able to follow the lecture well. Anyway it gave us a good overview of the most important things concerning this.

Unfortunately I did not get materials before the workshop so we could not imagine an exact structure of a course and we did not manage to note all important points. I have missed some those applicable examples during the workshop. Sometimes the professors did not know what is the level of the Czechoslovakia business project and production processes - but it seems to me as a fault of domestic organizers.

Yes - but there was not enough time. 3 days is not much. But we got a lot of information about new approach to solving problem, facility problems. Examples present showed us a lot of experiences.

Yes

Yes it did.

Quite well

Yes, it did.

Partly yes

What did you learn that you didn't expect to learn?

Basic theory of inventory.

Nothing

How to run a project and people.

Production management and the quality control. It was evident that the professor tried to do their best to tell us the most important things and help us to gain an orientation for further studies.

Some important rules and examples of the process flow analysis.

More about quality, philosophy of quality and so on.

Way of thinking.

The teachers from U.S.A. able be so often in discussions and lectures as they are.

Quality control - some totally new aspects for me.

- SD Strongly disagree with the statement
 D Disagree with the statement
 U Undecided or neutral about the statement
 A Agree with the statement
 SA Strongly agree with the statement

	SD	D	U	A	SA
I learned valuable information from this workshop.			3	8	3
I will be able to apply the information I learned from the workshop to my work.			1	10	3
The workshop was well organized.		2	2	9	1
The instructors were well-prepared to teach this workshop.		1	1	7	5
The materials presented in the workshop were relevant to my work.		1	4	8	1
I will share this information with my colleagues.			2	8	4
The English used by the instructors was clear.			4	8	2
The English used in the teaching materials was clear.			3	9	2
The instructors' style of teaching was effective.			5	6	3
The teaching methodology was an effective method of teaching business skills.			4	9	1
The instructors were knowledgeable and able to communicate their material well.			3	7	4
The organization of the workshop encouraged discussion among the participants.		1	6	6	1
The room(s) in which the workshop was held was a good setting.		4	7	2	1

Main problem were written materials from MUCIA and lectures - not the same.

**CZECHOSLOVAKIA
PROFESSIONAL MANAGERS PROGRAM**

MODULE QUESTIONNAIRE - FINANCE

15 responses out of 30 participants

**Before the program began, we asked you to write down your expectations for the program.
Please think of those and tell us:**

Were those expectations met?

It was just what expected!

More than I expected.

Yes, I think.

Yes

I have been exciting.

To know more from finance to remember part of theory.

Only one sentence: Andy was the best of the Program and both of them with Francis completely fulfilled our expectations. Thanks.

Yes

Exactly

Yes

Yes

Yes

Yes

Did the workshop do what you thought it would do?

Yes

Yes, it did.

Yes, I think.

Yes

Exactly

At 70%

One of the best courses we have had. The teachers were very well prepared and their materials as well. Even if the topic is quite complicated they explained it in a very understandable way.

Yes

Yes and materials were very good prepared.

Very well prepared, very useful, very good materials, very effective. Thank you.

Yes

Absolutely

Yes

What did you learn that you didn't expect to learn?

Nothing

Good presentation about financial strategy.

I have similar expectations.

Perfect examples.

Thank you for the excellent course.

Everything

Way of thinking.

There was a lot of practical utilized information.

How to use the cash flow statements in decision making.

- SD Strongly disagree with the statement
- D Disagree with the statement
- U Undecided or neutral about the statement
- A Agree with the statement
- SA Strongly agree with the statement

	SD	D	U	A	SA
I learned valuable information from this workshop.				3	12
I will be able to apply the information I learned from the workshop to my work.				5	10
The workshop was well organized.				3	12
The instructors were well-prepared to teach this workshop.				2	13
The materials presented in the workshop were relevant to my work.				5	10
I will share this information with my colleagues.				8	7
The English used by the instructors was clear.				2	13
The English used in the teaching materials was clear.				2	13
The instructors' style of teaching was effective.				2	13
The teaching methodology was an effective method of teaching business skills.				5	10
The instructors were knowledgeable and able to communicate their material well.				1	14
The organization of the workshop encouraged discussion among the participants.			2	4	9
The room(s) in which the workshop was held was a good setting.		2	5	7	1

I think that it was the best module up till now.

It was really good session.

I'm very satisfied.

**CZECHOSLOVAKIA
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - ACCOUNTING**

18 responses out of 30 participants

Before the program began, we asked you to write down your expectations for the program. Please think of those and tell us:

Were those expectations met?

Only rough idea about accounting system in U.S. and W.E.

Yes

Yes

Had all

Yes

No so exactly. I prefer for this module more particular cases as examples. (No only for USA)

I know now all the principals of the American Accounting which was my principal expectation before.

Yes

Yes

Yes

Yes

Yes

Did the workshop do what you thought it would do?

As I am not an accountant I have missed some comparison with the Czech future.

Information I received were very interesting for me - deep and wide.

No, it didn't.

Yes

Yes

Yes

I think, that a lot of information I can use in my job. The future will be easier communication among Czech. managers and foreign manager, I think.

Yes

No more, but my imagine about it are depend on my skills.

Yes

The materials was good prepared and easy examples was very useful.

Yes

Yes

Yes

Yes

Not all, because focus of accounting is too large for 3 days course and differences between systems are also very large.

What did you learn that you didn't expect to learn?

I have now any idea of managerial accounting which I find very useful and I didn't expect to learn this way of thinking.

To listen to sometimes really uncomfortable English.

A lot of things.

I did learn to make myself an estimate, if I must decide what will be revenue. If I change relations in costs, whether is better to by in order some detail product.

No, I was expected more examples about managers decisions. More information about to solving some critical cases in business calculations, more ourselves working with these materials.

Some applications to the everyday management which is very important to me.

I have learned how accounting and results of accounting is important in working decisions.

Accounting is a completely new subject for me.

Annual report

- SD Strongly disagree with the statement
- D Disagree with the statement
- U Undecided or neutral about the statement
- A Agree with the statement
- SA Strongly agree with the statement

	SD	D	U	A	SA
I learned valuable information from this workshop.		1	2	9	5
I will be able to apply the information I learned from the workshop to my work.		1	3	10	3
The workshop was well organized.		2	3	8	4
The instructors were well-prepared to teach this workshop.	1		2	9	5
The materials presented in the workshop were relevant to my work.		3	4	7	3
I will share this information with my colleagues.		2	2	12	1
The English used by the instructors was clear.		3	2	12	3
The English used in the teaching materials was clear.	1	1		11	5
The instructors' style of teaching was effective.	1	1	5	8	2
The teaching methodology was an effective method of teaching business skills.		2	4	9	2
The instructors were knowledgeable and able to communicate their material well.		1		12	3
The organization of the workshop encouraged discussion among the participants.		1	8	8	
The room(s) in which the workshop was held was a good setting.		4	8	5	

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**CZECHOSLOVAKIA
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - STRATEGY**

14 responses out of 30 participants

Before the program began, we asked you to write down your expectations for the program. Please think of those and tell us:

Were those expectations met?

Yes

Yes

Yes

Yes, that's was helpful for me.

Yes, fully.

Yes, they were.

Some very useful techniques in evaluation of a business.

Yes, I think yes.

Especially on Thursday especially in the afternoon.

Yes

Yes

Did the workshop do what you thought it would do?

Yes

Yes

No, because there were no written materials for us and I think that it's very difficult for us to understand everything.

Yes, especially in finance analysis module.

I found very useful the financial analysis of the companies. This was well prepared by the professors, but unfortunately we don't have the written materials, which was not their fault.

The examples from business were good.

Yes

Yes, particularly.

Yes

Yes

What did you learn that you didn't expect to learn?

Yes

Yes

Statistical information about such business in the US.

I have learnt useful information about the life cycle and types of companies.

The approaches that are use in USA.

Cash flow.

Yes, too.

- SD Strongly disagree with the statement
- D Disagree with the statement
- U Undecided or neutral about the statement
- A Agree with the statement
- SA Strongly agree with the statement

	SD	D	U	A	SA
I learned valuable information from this workshop.				12	2
I will be able to apply the information I learned from the workshop to my work.				12	2
The workshop was well organized.		1	3	8	
The instructors were well-prepared to teach this workshop.				12	2
The materials presented in the workshop were relevant to my work.	1	1	5	3	1
I will share this information with my colleagues.			2	10	1
The English used by the instructors was clear.				12	3
The English used in the teaching materials was clear.			4	5	3
The instructors' style of teaching was effective.				11	3
The teaching methodology was an effective method of teaching business skills.			2	10	2
The instructors were knowledgeable and able to communicate their material well.				12	2
The organization of the workshop encouraged discussion among the participants.			1	13	
The room(s) in which the workshop was held was a good setting.			2	11	1

No materials.

Unfortunately didn't have any (materials).



**CZECHOSLOVAKIA
PROFESSIONAL MANAGERS PROGRAM**

MODULE QUESTIONNAIRE - HUMAN RESOURCE MANAGEMENT

16 responses out of 30 participants

**Before the program began, we asked you to write down your expectations for the program.
Please think of those and tell us:**

Were those expectations met?

More than I expected.

I haven't any special expectation.

Yes

Yes, they did.

Yes

Yes

Yes

Yes

Yes

Yes, they were.

They were overcovered.

Yes

Did the workshop do what you thought it would do?

Yes

Yes, roughly information, generally.

Yes

Yes

Yes, it did something more.

Yes

Mostly

Agree

Yes

Yes

The subject of the module was very interesting and useful for me. Approach of training was excellent.

Yes

More

Yes

What did you learn that you didn't expect to learn?

No, because I hadn't some imagine about this!!!

Outdoors methods for training this module.

Approach to design training.

Rules for teaching.

Original method of training, very interesting!

New style of teaching.

New skills.

American style of training managers to create, motivate and train the team.

About training people.

52

- SD Strongly disagree with the statement
 D Disagree with the statement
 U Undecided or neutral about the statement
 A Agree with the statement
 SA Strongly agree with the statement

	SD	D	U	A	SA
I learned valuable information from this workshop.				11	5
I will be able to apply the information I learned from the workshop to my work.			3	9	4
The workshop was well organized.				5	11
The instructors were well-prepared to teach this workshop.				2	14
The materials presented in the workshop were relevant to my work.			3	10	3
I will share this information with my colleagues.			3	9	4
The English used by the instructors was clear.				6	10
The English used in the teaching materials was clear.				9	7
The instructors' style of teaching was effective.				2	14
The teaching methodology was an effective method of teaching business skills.				5	11
The instructors were knowledgeable and able to communicate their material well.				5	11
The organization of the workshop encouraged discussion among the participants.			1	8	7
The room(s) in which the workshop was held was a good setting.				11	5

7. Excellent

**HUNGARY
PROFESSIONAL MANAGERS PROGRAM**

MODULE QUESTIONNAIRE - LOGISTICS

17 responses out of 30 participants

Before the program began, we asked you to write down your expectations for the program. Please think of those and tell us:

Were those expectations met?

Yes, quite a bit. I got many interesting examples, including some brought up by the participants, which I appreciated a lot. It has taught much of the others' business.

Yes

Yes

Yes, they were.

Yes, they were.

Yes, I especially liked the intensive attention to us, students.

Yes, very much.

Yes

Yes, they were.

Yes

Yes

Yes

General information about logistics.

Yes

Yes

Yes, I got a very wide review of logistics.

Yes

Did the workshop do what you thought it would do?

The only problem I've found is that it tried to cover too much, therefore, it was too fast sometimes.

Gave more than expected.

Yes it did.

Yes it did.

Yes, it did.

Yes, thanks to the well prepared materials and the very good performance.

It did actually much more.

Yes

Yes, it did.

Yes, some case study were very interesting.

Yes

Yes

I thought more than I expected. The concept is very logical and understandable.

Yes

Very much

Yes

What did you learn that you didn't expect to learn?

I didn't expect to repeat the material already covered by production, like inventory management. I figure better co-operation among the module co-ordinators would have been of some help.

The topic: customer service.

A clear definition of marketing and logistics.

As a person working for logistics co. I've learnt other ways to explain them to my customers. I've learnt very useful, good expressions.



I in general wanted to get a whole picture, and I think, I have it now.

Way of presentation the logistics as a concept.

It was great to get all extra materials and books (Strategic planning in logistic and Packaging proceedings.)

Strategic Profit Model

I could "translate" each lecture to my problems and opportunities. I think it is very useful.

Strategic Profit Model

New way of thinking.

A lots of examples from the business life.

- SD Strongly disagree with the statement
- D Disagree with the statement
- U Undecided or neutral about the statement
- A Agree with the statement
- SA Strongly agree with the statement

	SD	D	U	A	SA
I learned valuable information from this workshop.				5	12
I will be able to apply the information I learned from the workshop to my work.			2	6	9
The workshop was well organized.			2	5	10
The instructors were well-prepared to teach this workshop.				5	12
The materials presented in the workshop were relevant to my work.			1	12	4
I will share this information with my colleagues.			2	10	5
The English used by the instructors was clear.				4	12
The English used in the teaching materials was clear.				3	14
The instructors' style of teaching was effective.				5	12
The teaching methodology was an effective method of teaching business skills.			1	7	9
The instructors were knowledgeable and able to communicate their material well.				3	14
The organization of the workshop encouraged discussion among the participants.			2	8	7
The room(s) in which the workshop was held was a good setting.	1	1	3	7	5

I really enjoyed the very clear and practical examples.

HUNGARY
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - PRODUCTION

16 responses out of 30 participants

Before the program began, we asked you to write down your expectations for the program. Please think of those and tell us:

Were those expectations met?

Since I have never studied and dealt with production management before I had no expectations.

Yes, they did.

Yes, it did.

Yes, they did.

Yes

Yes, sometimes it was too theoretical, though.

They were.

I hadn't special expectations, but they are met.

More or less - yes.

Yes

Yes

More or less, yes.

This block is not directly affecting my field of activity so I pass the reply.

Yes

Did the workshop do what you thought it would do?

To tell the I had no real thought what I'll do, but I liked it.

Yes, it did.

Yes

Yes, it did.

It started a little bit slowly with very little asking for involvement. The finish was much better.

Mainly yes

More than I thought.

Not entirely.

Yes, but I would have appreciated if the terminologies used had been explained more.

Yes

Yes, although I expected more in the seminar of inventory and scheduling.

Yes

The concept was very useful.

What did you learn that you didn't expect to learn?

How operations is so important.

That if it was of this type.

The quality management and SFC were quite interesting.

Time-in-Queue Analysis

Nothing

More about quality management (I knew only the Japanese ideas).

Quality management.

Importance of inventory.

- SD Strongly disagree with the statement
- D Disagree with the statement
- U Undecided or neutral about the statement
- A Agree with the statement
- SA Strongly agree with the statement

	SD	D	U	A	SA
I learned valuable information from this workshop.		1	2	8	4
I will be able to apply the information I learned from the workshop to my work.			7	3	5
The workshop was well organized.		1	3	6	5
The instructors were well-prepared to teach this workshop.			1	4	10
The materials presented in the workshop were relevant to my work.		3	4	4	4
I will share this information with my colleagues.		1	4	7	3
The English used by the instructors was clear.			3	6	6
The English used in the teaching materials was clear.		1	1	7	6
The instructors' style of teaching was effective.			1	10	4
The teaching methodology was an effective method of teaching business skills.		1	2	9	3
The instructors were knowledgeable and able to communicate their material well.			2	4	9
The organization of the workshop encouraged discussion among the participants.		1	3	8	3
The room(s) in which the workshop was held was a good setting.	1		3	8	3

Keep time was a problem sometimes, and although topics are interesting, after a while people cannot pay attention (they miss important things).

HUNGARY
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - FINANCE

11 responses out of 30 participants

Before the program began, we asked you to write down your expectations for the program. Please think of those and tell us:

Were those expectations met?

Yes

Yes, very well, good work!

Very much.

Sure

Yes

No, I got more information about finance.

Yes

Yes, the concepts were illustrated with many interesting real-life examples. Thank you for those.

Very much.

This was the best organized session. We could make a minute by minute follow up thanks to the excellently edited material, so we could use the time the most efficient way concentrating on the well assorted issues.

Did the workshop do what you thought it would do?

Yes

Yes

Yes

Yes, it did. It was really practical as well.

Yes

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Yes

You taught me exactly what I needed concerning the terminology cash flow analysis and etc.

Yes, and I preferred the same topics - more about them, then the more topics - less about them approach which was previously planned.

Even more.

Yes, it does make a sense to give even a 2.5 day lecture on finance if proper tools and methods are chosen - as in this program.

What did you learn that you didn't expect to learn?

Yes

Venture Capital Financing

That our practice in Hungary was so far from the experienced Western countries as I thought earlier.

It was not quite clear before, what I will be learning that's why I can't say even anything. Thank you.

The written notes are very comprehensive and useful, it was a good idea to bound them in a separate unit. Some parts of it can be used as a handbook.

Lots of examples. Fortunately, the finance sessions were not unusefully theoretically.

Now, I have a very good book that consist of a lot of very important information.

The Hungarian National Bank's monetary policy. I don't think that was necessary to cover.

Exciting practical aspects.

It was really beneficial. Thanks!

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- SD Strongly disagree with the statement
 D Disagree with the statement
 U Undecided or neutral about the statement
 A Agree with the statement
 SA Strongly agree with the statement

	SD	D	U	A	SA
I learned valuable information from this workshop.				1	10
I will be able to apply the information I learned from the workshop to my work.				2	9
The workshop was well organized.				~	9
The instructors were well-prepared to teach this workshop.					11
The materials presented in the workshop were relevant to my work.				2	9
I will share this information with my colleagues.			1	2	8
The English used by the instructors was clear.					11
The English used in the teaching materials was clear.				2	9
The instructors' style of teaching was effective.				2	9
The teaching methodology was an effective method of teaching business skills.				3	8
The instructors were knowledgeable and able to communicate their material well.				2	9
The organization of the workshop encouraged discussion among the participants.				5	6
The room(s) in which the workshop was held was a good setting.		1	1	3	6

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HUNGARY
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - ACCOUNTING

14 responses out of 30 participants

Before the program began, we asked you to write down your expectations for the program. Please think of those and tell us:

Were those expectations met?

Yes

Yes

Yes

Yes, the examples were quite illustrative. Especially the managerial accounting part was useful.

Yes

Yes

Yes

Yes, they were.

First hand informations.

Yes

Partly yes, partly no.

Yes

Did the workshop do what you thought it would do?

Yes

Yes

Yes

Yes

Yes

Yes

Yes

I think so.

Comprehensive though practical.

Yes

Only partly

What did you learn that you didn't expect to learn?

To like managerial accounting, costing methods, to understand the main problems.

New approach to cost analysis and pricing.

The professor's experiences about auditing, financial consulting companies. I didn't expect to learn about the new Hungarian law on accounting.

Balance sheet analysis and costing.

To doubt things and think the issues over and over again. Try to apply them to the everyday life.

Life cycle costing and strategic costing.

Life cycle costing and strategic costing.

Though I had a quite good knowledge of general costing procedures, it was very good for review that and the life cycle costing was new for me. I got materials that can clarify some of my problems concerning the US understanding of ROI and etc.

It was not perfectly clear for me what I will learn.

Well, accounting is too difficult and compound to say yes, but I got instructions.

Yes

Costing and break even point.

- SD Strongly disagree with the statement
 D Disagree with the statement
 U Undecided or neutral about the statement
 A Agree with the statement
 SA Strongly agree with the statement

	SD	D	U	A	SA
I learned valuable information from this workshop.			1	6	7
I will be able to apply the information I learned from the workshop to my work.			1	8	5
The workshop was well organized.			1	8	5
The instructors were well-prepared to teach this workshop.		1		6	7
The materials presented in the workshop were relevant to my work.			2	8	4
I will share this information with my colleagues.			4	5	5
The English used by the instructors was clear.			4	4	5
The English used in the teaching materials was clear.				7	7
The instructors' style of teaching was effective.			1	8	5
The teaching methodology was an effective method of teaching business skills.			3	6	5
The instructors were knowledgeable and able to communicate their material well.		1		6	7
The organization of the workshop encouraged discussion among the participants.			5	4	4
The room(s) in which the workshop was held was a good setting.		1	2	6	5

**HUNGARY
PROFESSIONAL MANAGERS PROGRAM**

MODULE QUESTIONNAIRE - STRATEGY

19 responses out of 30 participants

Before the program began, we asked you to write down your expectations for the program. Please think of those and tell us:

Were those expectations met?

It was practical (partly), and that practical part will be used by me the most. (the best was Mr. Bob Pricer's part)

My expectations are fully met.

Yes

Very much.

Yes, they were.

Yes, I'm satisfied.

My expectations were mainly met, I received valuable knowledge.

Almost fully.

Yes

Yes

Yes

Yes, in full extent.

Strategic planning, business management, joint ventures

Very much.

Yes

Yes, it was very practical. We loved the study cases.

Yes

Yes. I have learned many interesting examples completing the theory of strategy presented by

the lecturers. I like their approach and attitude very much.

Did the workshop do what you thought it would do?

I missed the industry applications, but sure I can adjust these theories in the industry after learning this material.

I agree, yes, it did.

Yes, it did.

Yes

In every aspect.

Easily it did.

Yes it did.

Yes, mainly.

Yes

In majority - yes (80%)

Yes

Yes

Perfectly.

Yes

Yes

Yes

Yes, and I liked very much, that the lecturer was involved.

Yes

There were some topics that provided materials not very closely linked to strategy (such as leadership roles). There was too much to do in only 2 1/2 days, I felt.

What did you learn that you didn't expect to learn?

That it is not the profit but the cash management is the most important!

Very useful practical tools.

Nothing

Nothing

Practical thinking.

Growth rate calculations.

Comment: This section/module was too involved. In future, the organizers should leave more time/room for this subject, in compare with other modules.

Balance sheet analysis, cash flow analysis.

Liquidity management. It was excellent!

Cash flow analysis, cash conversion cycle.

Mr. Sexton, as a woman entrepreneur myself, the owner of a small venture, thank you very much for your last words on woman entrepreneurship. It gives me a lot of confidence.

Type and timing of financing. Schedule was a great enjoyment and brought new ideas and informations. (Bob Pricer) The case study of Rollflex was also interesting.

I have very much enjoyed the case study of Rollflex with its manager among us.

- SD Strongly disagree with the statement
 D Disagree with the statement
 U Undecided or neutral about the statement
 A Agree with the statement
 SA Strongly agree with the statement

	SD	D	U	A	SA
I learned valuable information from this workshop.				5	14
I will be able to apply the information I learned from the workshop to my work.				8	11
The workshop was well organized.			1	9	9
The instructors were well-prepared to teach this workshop.				6	13
The materials presented in the workshop were relevant to my work.			3	13	3
I will share this information with my colleagues.			1	10	8
The English used by the instructors was clear.			1	4	14
The English used in the teaching materials was clear.			1	3	14
The instructors' style of teaching was effective.				8	11
The teaching methodology was an effective method of teaching business skills.			3	5	11
The instructors were knowledgeable and able to communicate their material well.				5	14
The organization of the workshop encouraged discussion among the participants.			1	11	7
The room(s) in which the workshop was held was a good setting.		2	2	11	4

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**HUNGARY
PROFESSIONAL MANAGERS PROGRAM**

MODULE QUESTIONNAIRE - HUMAN RESOURCE MANAGEMENT

23 responses out of 30 participants

Before the program began, we asked you to write down your expectations for the program. Please think of those and tell us:

Were those expectations met?

Yes

- Team work efficiency
- Planning, motivate, evaluate of team productivity
- How to organize good training program

Yes

Yes

Yes, I learn more than I expected.

Yes

You've moved not only our brain but our motion and our body, great!

Yes, it was most of the time very interesting. I also expected to learn about different leadership styles and roles what we partly had in the last module (strategy).

Yes, they are.

The training was very good. The teachers method was effectively.

Yes.

Yes, they were.

The training was very practical, effective.

I've received what I expected.

I have got totally different, but very useful info/knowledge through this module. I appreciate this opportunity.

I had no expectations about this module.

Yes.

(More or less) Yes.

Yes, but not exactly. I would have appreciated if I could learn about selection of people.

Did the workshop do what you thought it would do?

I got much more, I haven't expected such a great module.

Yes

Yes

Yes

Yes

Actually I haven't thought of a modelling game as we had. It was perfect.

Yes

Yes

Even more.

Yes it did.

Yes

Yes, it did.

Yes, it did. It was from all of the 8 the most impressive.

Yes, it did.

No

More than that.

Not really, but it was interesting.

In an unusual way - yes.

Yes, partly.

What did you learn that you didn't expect to learn?

Not only talk about different issues of HRM, but practice it and prove for myself how nothing I knew.

New approach to make people understand some new issues.

Teaching system of human resources.

It gave me new ideas for an oncoming training. I'm trying to make the training more efficient for the students. I will have to teach them to use a new computer software. (National organization, car insure handling).

During the outdoor activities I realized the importance of interpersonal relations. This program brought us together, helped us to get to know each other closer. It was a great experience.

I would never ever thought that an outdoor activity can be more effective than theory.

The situation games were not only a lot of fun, but also very educative. I enjoyed those simulations a lot.

Nothing.

I'm undecided.

Nothing.

The general view of the ??????? leading of the group activity, making it effective.

To learn easily.

The form and way of presenting things and environment in a "human interpretation."

In my opinion a very important part was missed - how to handle conflicts.

How to guide blind people through complex tasks.

Practical demonstration.

Open are exercises.

- SD Strongly disagree with the statement
D Disagree with the statement
U Undecided or neutral about the statement
A Agree with the statement
SA Strongly agree with the statement

	SD	D	U	A	SA
I learned valuable information from this workshop.			2	6	15
I will be able to apply the information I learned from the workshop to my work.		1	3	5	14
The workshop was well organized.				8	15
The instructors were well-prepared to teach this workshop.				4	19
The materials presented in the workshop were relevant to my work.		2	4	8	9
I will share this information with my colleagues.		1	3	6	13
The English used by the instructors was clear.		2		4	16
The English used in the teaching materials was clear.			1	5	17
The instructors' style of teaching was effective.				6	17
The teaching methodology was an effective method of teaching business skills.		1	1	6	15
The instructors were knowledgeable and able to communicate their material well.				8	15
The organization of the workshop encouraged discussion among the participants.				4	19
The room(s) in which the workshop was held was a good setting.		3	3	10	7

13. 30 degrees C inside, but the outdoor activity was good idea.

POLAND
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - LOGISTICS

18 responses out of 29 participants

Before the program began, we asked you to write down your expectations for the program. Please think of those and tell us:

Were those expectations met?

My expectations were met very good, because I have never approached this problem before I came here. I was very happy hearing your experience. It would be used, I think, in my job, because consulting in broader sense is very close to logistics.

Yes, they were.

This workshop made me close to the problem of logistic and now I understand some of it. I didn't know anything of it.

I expected more case studies.

My expectations were good met, because I never approached this problem. I think that it will be used in my job.

I cannot exactly say "no" or "yes." Because of work of our job, we met everyday with such various problems, which aren't the same, each of them is strictly different.

I saw my business from new perspective.

Yes

To be more familiar with subject.

During discussions and lectures.

To be familiar with general information about logistics problems.

Yes, but all presented material could be more supported by examples.

Yes!

Did the workshop do what you thought it would do?

I think my knowledge in logistics problem has the stronger background now.

Yes, the workshop broadened my knowledge about the logistics. I'm very glad attending this course.

Yes, it did.

It did more.

Yes, the workshop broadened my knowledge. I'm very happy about the logistics.

I think that every piece of knowledge, which I've learned will be helpful for my job.

Much more.

I think, yes.

It was very interesting and I hope to use this knowledge in my work.

I had very small knowledge about logistics. I have learnt a lot. Unfortunately 2 1/2 day is short period.

Yes, even more.

Yes

Yes it would.

O.K.!

Yes

What did you learn that you didn't expect to learn?

I learn about the importance of links between inventory and transportation and that this problem should be solved as the total problem.

I have never approached this problem, but I knew the new approach the different and very complicated problems. I would like to thank you once more for everything.

I certainly did not expect to be made convinced of transport and inventory being so important, as these issues were very far from my activity (at least it seemed so to me). But now I surely realize the logistic problems are like blood for any living organism, so for companies too.

16

As I said, I have learnt a lot. I didn't suppose.

I have never approached this problem and all what I heard were for me new.

I've learnt a new approach to the problems which are connected with logistics.

My expectations were to small.

Yes, I took useful knowledge from this course. I hope use it for my work asap.

I change my mind about what the logistics is! Now I can solve logistics problems in my work.

Logistic problem of my company can be consider in new way.

To take care about details.

Lot of transportation info.

I had not too much knowledge about subject, and I am very happy for course.

Practical point of view was very interesting and stimulating in my future studies.

The different aspects of logistics.

It is difficult to answer because my expectation are no very detailed.

That the cost of transportation is about 59% of logistic cost. I didn't know before what the logistic is. Now I know how to look for saving money and how to provide better organization in a firm in which I hope it would be very useful.

How useful could be logistics.

- SD Strongly disagree with the statement
 D Disagree with the statement
 U Undecided or neutral about the statement
 A Agree with the statement
 SA Strongly agree with the statement

	SD	D	U	A	SA
I learned valuable information from this workshop.				7	11
I will be able to apply the information I learned from the workshop to my work.			3	6	9
The workshop was well organized.			1	8	9
The instructors were well-prepared to teach this workshop.				5	12
The materials presented in the workshop were relevant to my work.			5	7	5
I will share this information with my colleagues.			4	10	3
The English used by the instructors was clear.			1	7	9
The English used in the teaching materials was clear.			2	6	9
The instructors' style of teaching was effective.			2	5	10
The teaching methodology was an effective method of teaching business skills.			3	8	5
The instructors were knowledgeable and able to communicate their material well.			1	5	10
The organization of the workshop encouraged discussion among the participants.			4	7	6
The room(s) in which the workshop was held was a good setting.			7	8	2

POLAND
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - PRODUCTION

11 responses out of 29 participants

Before the program began, we asked you to write down your expectations for the program. Please think of those and tell us:

Were those expectations met?

Yes

Yes

I am exciting of this course. Thank you.

I have been learning a lot of new things that I have not been through at university. It has made my knowledge broaded and put it in some of order.

Even exceed

Rather yes

Yes

Not only were my expectations met but in some spheres I hadn't even expected to discover vital issues where I see them now, after the program.

Yes

Did the workshop do what you thought it would do?

Yes

Yes, I expected different way of thinking (very practical with real examples) and I was right.

Yes

I haven't got any job experience but I hope your lectures will help me in my future job. So I hope the workshop will be helpful for me.

Yes

Yes

Yes, it did.

Yes

What did you learn that you didn't expect to learn?

It was first time when I meet with this problems and I think everything was very good presented.

I didn't expect that I would learn about useful tricks that could be easily taken into practice. And cost session, connected to other. Thank you!

Not only information about production, but "way of thinking."

That production and operations on the shop floor could be so exciting, as I always thought they were important, but without so much creativity in intellectual sense.

- SD Strongly disagree with the statement
 D Disagree with the statement
 U Undecided or neutral about the statement
 A Agree with the statement
 SA Strongly agree with the statement

	SD	D	U	A	SA
I learned valuable information from this workshop.			1	3	6
I will be able to apply the information I learned from the workshop to my work.			3	1	6
The workshop was well organized.				4	6
The instructors were well-prepared to teach this workshop.				2	8
The materials presented in the workshop were relevant to my work.		1	2	5	1
I will share this information with my colleagues.			1	6	3
The English used by the instructors was clear.				6	4
The English used in the teaching materials was clear.			1	6	3
The instructors' style of teaching was effective.			1	3	6
The teaching methodology was an effective method of teaching business skills.			2	5	3
The instructors were knowledgeable and able to communicate their material well.				3	6
The organization of the workshop encouraged discussion among the participants.		2	2	4	1
The room(s) in which the workshop was held was a good setting.		1	5	3	1

12. It wasn't organization mistake. It was participants fault, and we need more time!

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POLAND
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - FINANCE

10 responses out of 29 participants

Before the program began, we asked you to write down your expectations for the program. Please think of those and tell us:

Were those expectations met?

I expected to learn how to make financial decisions, which criteria should be used and how to value the firm situation.

Yes

Yes, I think that the knowledge which I got during the workshop will be very useful.

It was very good presented materials, which is needed by all kind of managers.

Yes

This module was the most valuable for me, my future role and challenge. I can say it was very stimulating.

My expectations were met. I am very happy to attend this project. I am very interested in this field of economics.

Yes, it was very interesting to improve and make the finance knowledge more specific for me. I'm sure it happened.

Did the workshop do what you thought it would do?

It certainly did. I've got a general view about financial management and this module encouraged to read more and more about this topic.

Yes

Yes, the workshop was very well prepared. I possess a new point of view on the same problems connected with finance.

Yes

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Yes

Yes, it would.

It gave me excellent methods how to valuate firms conditions and check them from different, professional point of view.

Yes, it was very helpful for me, because of the very clear and professional way of explanation of this difficult but very important knowledge. The evaluation of the dollar.

Yes, I think so. The workshop was very good made and I think it will be for me very helpful in the future. My job requires a lot of experiences in every field of economics. It was the next step to know the whole area of economics knowledge.

The lectures were presented clearly and instructors were prepared in a good way, as well. I met the workshop was efficient although a limited time of their presentation.

What did you learn that you didn't expect to learn?

Plenty of examples, cases showing usefulness of financial ratios. Going through the situations of Polish!! company with financial tools. It was just perfect. And the professors were perfectly prepared.

This part of class was very well prepared and organized. The program was extremely good selected and presented by lecturers. Its pleasure to participate the module as this. Thank you professors.

Yes, I made my knowledge deepen because my job is connected with finance and I think I could apply this knowledge in future.

I have learnt how the case methodology is good in such "boring" subject.

I have learnt practical tools to measure realty, which I can use not only in my job, but in future as well.

I learnt many of financial aspects.

I have been taught very simply mathematical methods which can be used everywhere all over the world, even in Poland! It was great.

The specific vices on the financial management of the firm.

I knew a lot of things but my knowledge was systematic and I learned a lot more about FINANCE. The instructors were very good prepared and it was the nicest part of economics (of this program).

It's not easy to point source parts of materials/knowledge I learned which I didn't expect, because I don't work directly in this field of knowledge. However, I think that many examples based on the knowledge concerning company decisions were much helpful for understanding thoughts very well.

- SD Strongly disagree with the statement
- D Disagree with the statement
- U Undecided or neutral about the statement
- A Agree with the statement
- SA Strongly agree with the statement

	SD	D	U	A	SA
I learned valuable information from this workshop.				1	9
I will be able to apply the information I learned from the workshop to my work.				3	7
The workshop was well organized.				1	9
The instructors were well-prepared to teach this workshop.					10
The materials presented in the workshop were relevant to my work.			1	5	4
I will share this information with my colleagues.				7	3
The English used by the instructors was clear.					10
The English used in the teaching materials was clear.					10
The instructors' style of teaching was effective.					10
The teaching methodology was an effective method of teaching business skills.					10
The instructors were knowledgeable and able to communicate their material well.					10
The organization of the workshop encouraged discussion among the participants.				4	6
The room(s) in which the workshop was held was a good setting.			2	5	3

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POLAND
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - ACCOUNTING

10 responses out of 29 participants

Before the program began, we asked you to write down your expectations for the program. Please think of those and tell us:

Were those expectations met?

Yes, I wanted to get some general knowledge, but sometimes details presented with frame work of this module were too difficult to understand.

Yes, I obtained general and in some point particular view consider many problems I can meet in the future.

I expected to learn something about accounting and to get a general knowledge about this topic. And my expectations met.

Yes, but it was just a general view at that deep subject. This items are not easy and to know them well broad studying is needed, so I hope MUCIA program will help us to continue that subject as it's a basis for market economy which we are just entering.

Yes. These lectures gave me base knowledge about accounting providing in wester-standards rules. It was my very first step in accounting and the way in which it was provided encouraged me to go further and try to learn more about it. The way of teaching was very clear even the subject was very difficult.

Yes, they were.

What the course did was introduce me to terminology and principles. Professors from the US must remember that we need the most basic introduction (elementary level) to business, (Business for non-business speakers). Please do not be afraid that you would be oversimplifying. Prof. Schoenfeld did make an attempt to simplify but still it wasn't simple enough.

Yes, moreover I've learnt some more useful ideas, which allow to take new points of view. Also I expect that meetings will be continued.

Yes, they were met, and what is more, the information covered by the program made me realize how much it will be necessary to learn in order to apply the accounting methods smoothly and efficiently. It would be great if the accounting module had a continuation which could extend the knowledge of the subject. Being aware that very soon there will necessity to use financial

instruments and financial analysis in their standard international form. I find it vital to learn even more than I expected it would be necessary.

I need more information in this subject. For example: one semester. After this two and half day you only know the main problems with which I can meet in my work.

Did the workshop do what you thought it would do?

Yes, it pointed me out, problems and questions working with accounting and its function in a market economy.

Yes

For two days and a half it's impossible to introduce us a big subject. I hope that after going through the materials again at home I'll get closer to accounting problems. I hope as well this workshop will be continued.

I appreciate the engagement of the professors who provided the lectures in spite of time lack they were trying to show us how interesting and important the subject is, and as to me they managed to convince me.

100% Taking part in the accounting workshop helped me to break my lack of knowledge in the subject and facilitate me to understand it in English. I hope it would profit in future and make me easy to learn about business in English-language workshops.

Yes

I hoped it would be presented as a "first ever" look at accounting but it was not. As a result, I felt it was too advanced for me. We jumped into the financial review without getting definitions of the terminology used in the balance sheet, income statements, etc.

Yes, I enjoyed the workshop.

It certainly did. I'm impressed by the way the professors made accounting exciting. I expected to learn how to read financial statements, how to use the information included in balance sheet and the income statement, and now my expectations have been fulfilled.

I think that to present such big materials in such short time covered my expectations.

What did you learn that you didn't expect to learn?

What is managerial accounting, its procedures.

Lots of interesting details in very short period of time.

I got some very useful tools for managerial accounting which is help me with handle a lot of problems. And that is more important. I will be able to read and understand accounting sheets and statements.

Cost - do not translate into price. Price is an market based answer! How to make profitable calculation and how to receive information from domestic market. What are the ways in obtaining money for budget and their inefficiency. I realized that prices are still too strong regulated by government and producers do not do nothing to decrease their fixed and variable costs - their only way to obtain bigger (or the same in case of inflation and growing taxes) profit is to rise up the price - which in free market provides to loosing customers and as a result loosing market-place!

According to my expectations.

What I learned is that I do not have enough of a business background to understand these accounting principles. What I must do is do some studying of basic principles. In my opinion, for me, the course would have been much more beneficial if we spent the first day on nothing but terminology and their definitions, the second day on basic accounting principles with examples from Quaker Oats and day three working out basic accounting problems related to the materials learned day 1 and day 2.

A new approach to the mentioned problem, from a point of view of other economy and principles.

Before the program I didn't realize what implications one might get from the financial statements - especially what future projections we could make using accounting methods. I have got very interested in managerial accounting and after these 2.5 days the prevailing impression is that it has been too short to gain sufficient knowledge. Surely, what I learnt about profitability calculations, capital budgeting is much more than I expected, but on the other hand I realize it needs further studying - and I think all the other participants will agree with me, how much we would appreciate some program of extension.

I've learned how to increase the profit on the paper. And which research tools I should used to prove this.

- SD Strongly disagree with the statement
 D Disagree with the statement
 U Undecided or neutral about the statement
 A Agree with the statement
 SA Strongly agree with the statement

	SD	D	U	A	SA
I learned valuable information from this workshop.				3	7
I will be able to apply the information I learned from the workshop to my work.			2	5	3
The workshop was well organized.			2	5	3
The instructors were well-prepared to teach this workshop.				3	7
The materials presented in the workshop were relevant to my work.	1	1		6	2
I will share this information with my colleagues.			2	4	4
The English used by the instructors was clear.		1	1	4	4
The English used in the teaching materials was clear.			2	3	5
The instructors' style of teaching was effective.			1	4	5
The teaching methodology was an effective method of teaching business skills.			2	4	4
The instructors were knowledgeable and able to communicate their material well.				4	6
The organization of the workshop encouraged discussion among the participants.		1	3	4	2
The room(s) in which the workshop was held was a good setting.		1	3	4	2

4. Level was too high
 7. Needs to be more basic
 10. Too advanced
 13. Too cold
 13. But chairs were uncomfortable

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POLAND
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - STRATEGY

19 responses out of 29 participants

Before the program began, we asked you to write down your expectations for the program. Please think of those and tell us:

Were those expectations met?

Yes, I expected a little bit less than I've been given. So I'm very happy.

Yes, generally but I think it would be more effective.

Yes. I expected to get some general informations and this introduction was well done.

This module was very important even to our normal activity. The contribution of Prof. Kwiatkowski was vital.

Yes, for me, this has been the best so far.

I expect met know how about strategy.

I was thinking, this is will be more information about strategical management and strategical planning. Except above - it was most interesting module.

I hoped to find the news ways of thinking about my business and I have find it.

Yes

I expected more clear and useful information, more examples and case studies which called keys in understanding these problems.

Yes, for me the second day Prof. Robert W. Pricer's lecture was most interesting and Marjorie A. Lyles lecture.

Yes

Yes, in spite of short time of presentation, generally the knowledge was given.

In information about myths of entrepreneurship strategy management and joint venture and especially in finance!

I got instructions how to teach my students, how to use case studies and how to motivate students to be active in business and to be entrepreneurs.

Yes, they were to a certain extent.

Did the workshop do what you thought it would do?

Yes. The workshop shows us a new approach to some problems.

I was expected to get more practical information which would be more helpful in my work.

Yes

Rather, yes.

Yes, even more than I thought. I believe it had to do a lot with the professors who taught the module.

Yes

Even exceed it.

Yes

Yes

I expected more pieces of technical information which would help me to evaluate strategies. This part was too short and too generally. There was no strategy in this course.

Yes, even more.

Yes, the workshop was good organized but I've expected to have more examples covering Poland situation. However I think I'll use this knowledge to my job.

Yes, it did.

I think the workshop showed the main points of the process of learning strategies.

Frankly speaking, I've got a little frustrated by the issues raised during the module, but by no means because of my being dissatisfied with the workshop, but because of my becoming aware how little of it could be applicable here in Poland - here and now.

What did you learn that you didn't expect to learn?

Yes. I've got some new key tools, which may be utilized in our reality.

The tools to evaluate the right trend of company growth was presented.

They gave us useful tools, which we can apply to our activity. And they were very willing to cooperate with us in the future by fax and letter.

Of all the modules presented, this is one that I feel very comfortable with. In addition, my husband is interested in starting a business here, thus the info presented on entrepreneurship was invaluable.

I expect learn work better.

Now I know direction, and I will continue extending my knowledge about strategy.

Some financial measures which can help in making strategical decision.

This part of course gave me wider point of view about problem as touched during lecture.

I am sure I've taken general information I would like to use for my further activity.

That it is a myth that most of all new business fail in the first few years.

Some informations about estimating cash flow and liquidity.

Model of cash flow estimating.

I'd like to point out openly how valuable the knowledge of the sustainable growth rate which is certainly is going to be helpful in assessing the present condition of the firm and especially helpful in planning the growth strategically.

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- SD Strongly disagree with the statement
 D Disagree with the statement
 U Undecided or neutral about the statement
 A Agree with the statement
 SA Strongly agree with the statement

	SD	D	U	A	SA
I learned valuable information from this workshop.				11	7
I will be able to apply the information I learned from the workshop to my work.			3	10	6
The workshop was well organized.			2	10	6
The instructors were well-prepared to teach this workshop.			1	6	11
The materials presented in the workshop were relevant to my work.			3	12	4
I will share this information with my colleagues.		2	1	12	4
The English used by the instructors was clear.				7	11
The English used in the teaching materials was clear.			1	6	12
The instructors' style of teaching was effective.			3	11	5
The teaching methodology was an effective method of teaching business skills.			4	10	4
The instructors were knowledgeable and able to communicate their material well.			2	11	6
The organization of the workshop encouraged discussion among the participants.		2	5	8	4
The room(s) in which the workshop was held was a good setting.			8	9	2

**POLAND
PROFESSIONAL MANAGERS PROGRAM**

MODULE QUESTIONNAIRE - HUMAN RESOURCE MANAGEMENT

17 responses out of 29 participants

Before the program began, we asked you to write down your expectations for the program. Please think of those and tell us:

Were those expectations met?

Yes, even more.

My expectations were met well. The methods and materials and techniques demonstrated in this course were very acceptable.

I have never think that HRM model would be provided like this was. It was great experience.

I learnt more than I expect to learn during HR module.

Even more!

Yes. Experiential learning was done in excellent way, and information I have received are not only from professors - but from participants and myself.

Yes!! I wanted ideas that I could bring back with myself and apply with my own training programs and I received many including a contact name.

Yes. I expected to get some new skills and knowledge, and I've got it in a huge amount.

Yes! I learnt a lot about organization - group and the way how to work with.

In fact the program was much higher than any expectations. I am very impressed by the way of showing in how much can be learnt be experience. I am extremely satisfied and feel confident the experience will be very helpful for me.

I has learnt what good organization and good selected conscience means.

I would like to know techniques of control and motivate people. The workshop gives me information how to lead a group in effective way.

Yes! The theory was implemented by practice. Only lack was to little time for personal contact with teachers even though they encouraged us for discussion.

I was not asked about it, so I can't answer this question. Actually I have expected more theoretical knowledge.

Yes, they were!

Those expectations met in each element.

Yes. I learnt role of training and improving organizational effectiveness.

Did the workshop do what you thought it would do?

Yes, it was tremendous.

I didn't know what I should expect before this course, but now I am very happy that I could attend this course. The teachers were fun and the point of the good training rules says: "TRY TO MAKE IT FUN."

It did more than I expect.

Yes, it did - in a very professional way.

Yes

Workshop exceed my expectations in every single matter. I'm really impressed.

Yes!! Actually, it did more. It reminded me how necessary it is to make training fun.

Yes. I think that even more than I thought.

It showed me the reasons for doing programs.

It has done much more that I thought it would be!

Yes

Yes

EVEN MORE! It was prepared very well and gave me an inspiration how do the people work in team and how to improve its organization.

Yes, it did.

I didn't expect so many interesting pieces of information and different way of thinking I had received.

Yes.

Yes. The workshop like, it was effectiveness.

What did you learn that you didn't expect to learn?

Methods used during course and subjects were done perfectly. Thank a lot for a perfect course.

I learned a lot of things how to train people. I'll know how to do it. I think that it will be used by me in the future and I will have the possibility to learn the others.

Except the academic knowledge, I saw how nice the lecture can be. Completely different experience their academic and school.

Many things, which can be useful in business life.

Team work, but please one suggestion, do this kind of module as a first just to integrate the group. All the best.

Understanding people and myself. How to looking for evidences of problems. How to solving problems in most effective way - for both sides of problem/conflict.

I was left with training activities that I now could use here in Poland, a type of training unfamiliar to this environment (non-lecture, active and inactive).

I realized that knowledge can be given by different ways. I enjoyed very much the training which took place during training, it was very easy way to implement the knowledge.

I understand a group and what is the most important the way of getting this knowledge was unusual. I saw things that was obvious for me in new frame and this fact shock me a bit. Outdoor practice and conversation about own feeling was creative. It let me understand members of the organization.

I didn't expect to be taught the things I used to think of as impossible to be learnt and taught - namely how to feel how the people in the group feel, to experience this special kind of empathy which makes us more tolerant, open and understanding. I highly appreciate the work and attitude of the American professors who let us experience it and realize so many things which seem so obvious but of which we forget so often. Thank you very very much!

New, and different kind of teaching method, but expected to know selection to employ.

Lot about effective collaboration in group.

How to communicate in a team. How important is to set up the goal and methods of solving problem. The importance of leader - in not every task every member of team can have the same

position - it means that sometimes the leader should make a decision for a whole team.

New methods of training.

I didn't expect lots of practical knowledge which could be used in my work.

I didn't expect that human resource management can be fun, but it was.

Yes, I can not of methods training in improving organizational effectiveness. I am glad.

- SD Strongly disagree with the statement
- D Disagree with the statement
- U Undecided or neutral about the statement
- A Agree with the statement
- SA Strongly agree with the statement

	SD	D	U	A	SA
I learned valuable information from this workshop.				4	13
I will be able to apply the information I learned from the workshop to my work.			1	3	13
The workshop was well organized.					17
The instructors were well-prepared to teach this workshop.					17
The materials presented in the workshop were relevant to my work.			2	5	10
I will share this information with my colleagues.			1	4	12
The English used by the instructors was clear.				3	14
The English used in the teaching materials was clear.				3	14
The instructors' style of teaching was effective.				2	15
The teaching methodology was an effective method of teaching business skills.				4	13
The instructors were knowledgeable and able to communicate their material well.				2	15
The organization of the workshop encouraged discussion among the participants.		1		3	13
The room(s) in which the workshop was held was a good setting.			1	4	12

It was one of the best organized module of the program.

It was one of the best organized modules I had participated (I took part in all modules).

It's a pity that the instructors were not available after workshops (evenings) to discuss related problems.

5. Especially

APPENDIX C

**CZECHOSLOVAKIA
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - LOGISTICS**

Anecdotes:

Were those expectations met?

I think so, it was very interesting.

Very well

Yes they were.

Did the workshop do what you thought it would do?

More

After this workshop I have first time the whole information about logistic. I am satisfy.

What did you learn that you didn't to learn?

I didn't expect logistics play so important role in economy of U.S., very important. So be prepared for this in our future system of economy.

Way of thinking

New approaches

The workshop gave me a good overview about what the logistic actually is. Thank you for a good course.

**CZECHOSLOVAKIA
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - PRODUCTION**

Anecdotes:

Were those expectations met?

Although the subject of this model is far from my work, I received valuable and interesting information.

Yes, in each part of module.

Yes, workshop was very well prepared.

What did you learn that you didn't expect to learn?

How to run a project and people.

It was evident that the professor tried to do their best to tell us the most important things and help us to gain an orientation for further studies.

Way of thinking.

**CZECHOSLOVAKIA
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - FINANCE**

Anecdotes:

Were those expectations met?

More than I expected.

Andy was the best of the Program and both of them with Francis completely fulfilled our expectations. Thanks.

Did the workshop do what you thought it would do?

One of the best courses we have had. The teachers were very well prepared and their materials as well. Even if the topic is quite complicated they explained it in a very understandable way.

Very well prepared, very usefull, very good materials, very effective. Thank you.

Absolutly

What did you learn that you didn't expect to learn?

Perfect examples.

Thank you for the excellent course.

There was a lot of practical utilized information.

**CZECHOSLOVAKIA
PROFESSIONAL MANAGERS PROGRAM**

MODULE QUESTIONNAIRE - ACCOUNTING

Anecdotes:

Did the workshop do what you thought it would do?

Information I received were very interesting for me - deep and wide.

I think, that a lot of information I can use in my job. The future will be easier communication among Czech. managers and foreign manager, I think.

The materials was good prepared and easy examples was very useful.

What did you learn that you didn't expect to learn?

I have now any idea of managerial accounting which I find very useful and I didn't expect to learn this way of thinking.

Some applications to the everyday management which is very important to me.

I have learned how accounting and results of accounting is important in working decisions.

**CZECHOSLOVAKIA
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - STRATEGY**

Anecdotes:

Did the workshop do what you thought it would do?

Yes, that's was helpful for me.

Yes, fully.

Some very useful techniques in evaluation of a business.

Did the workshop do what you thought it would do?

Yes, especially in finance analysis module.

I found very useful the financial analysis of the companies.

The examples from business were good.

**CZECHOSLOVAKIA
PROFESSIONAL MANAGERS PROGRAM**

MODULE QUESTIONNAIRE - HUMAN RESOURCE MANAGEMENT

Anecdotes:

Did the workshop do what you thought it would do?

Yes, it did something more.

The subject of the module was very interesting and useful for me.

Approach of training was excellent.

What did you learn that you didn't expect to learn?

No, because I hadn't some imagine about this!!!

Original method of training, very interesting!

New style of teaching.

New skills.

American style of training managers to create, motivate and train the team.

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HUNGARY
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - LOGISTICS

Anecdotes:

Were those expectations met?

Yes, quite a bit. I got many interesting examples, including some brought up by the participants, which I appreciated a lot. It has taught much of the others' business.

Yes, I especially liked the intensive attention to us, students.

Did the workshop do what you thought it would do?

Gave more than expected.

Yes, thanks to the well prepared materials and the very good performance.

It did actually much more.

Yes, some case study were very interesting.

What did you learn that you didn't expect to learn?

A clear definition of marketing and logistics.

As a person working for logistics co. I've learnt other ways to explain them to my customers. I've learnt very useful, good expressions.

I in general wanted to get a whole picture, and I think, I have it now.

It was great to get all extra materials and books (Strategic planning in logistic and Packaging proceedings.)

HUNGARY
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - PRODUCTION

Anecdotes:

Did the workshop do what you thought it would do?

Yes, it did.

More than I thought.

The concept was very useful.

What did you learn that you didn't expect to learn?

How operations is so important.

More about quality management (I knew only the Japanese ideas).

Importance of inventory.

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HUNGARY
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - FINANCE

Anecdotes:

Were those expectations met?

Yes, very well, good work!

No, I got more information about finance.

Yes, the concepts were illustrated with many interesting real-life examples. Thank you for those.

Did the workshop do what you thought it would do?

Yes, it did. It was really practical as well.

You taught me exactly what I needed concerning the terminology cash flow analysis and etc.

Even more.

What did you learn that you didn't expect to learn?

That our practice in Hungary was so far from the experienced Western countries as I thought earlier.

Lots of examples.

Now, I have a very good book that consist of a lot of very important information.

Exciting practical aspects.

It was really beneficial. Thanks!

10/1

HUNGARY
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - ACCOUNTING

Anecdotes:

Were those expectations met?

Yes, the examples were quite illustrative. Especially the managerial accounting part was useful.

Yes, they were.

First hand informations.

Did the workshop do what you thought it would do?

Comprehensive though practical.

What did you learn that you didn't expect to learn?

To like managerial accounting, costing methods, to understand the main problems.

New approach to cost analysis and pricing.

The professor's experiences about auditing, financial consulting companies. I didn't expect to learn about the new Hungarian law on accounting.

HUNGARY
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - STRATEGY

Anecdotes:

Were those expectations met?

My expectations are fully met.

My expectations were mainly met, I received valuable knowledge.

Yes, it was very practical. We loved the study cases.

Yes. I have learned many interesting examples completing the theory of strategy presented by the lecturers. I like their approach and attitude very much.

Did the workshop do what you thought it would do?

I agree, yes, it did.

In every aspect.

Easily it did.

Yes, and I liked very much, that the lecturer was involved.

What did you learn that you didn't expect to learn?

Very useful practical tools.

It was excellent!

Mr. Sexton, as a woman entrepreneur myself, the owner of a small venture, thank you very much for your last words on woman entrepreneurship. It gives me a lot of confidence.

Schedule was a great enjoyment and brought new ideas and informations. (Bob Pricer) The case study of Rollflex was also interesting.

I have very much enjoyed the case study of Rollflex with its manager among us.

**HUNGARY
PROFESSIONAL MANAGERS PROGRAM**

MODULE QUESTIONNAIRE - HUMAN RESOURCE MANAGEMENT

Anecdotes:

Were those expectations met?

Yes, I learn more than I expected.

You've moved not only our brain but our motion and our body, great!

The training was very good. The teachers method was effectively.

The training was very practical, effective.

Did the workshop do what you thought it would do?

I got much more, I haven't expected such a great module.

Actually I haven't thought of a modelling game as we had. It was perfect.

Even more.

Yes, it did. It was from all of the 8 the most impressive.

What did you learn that you didn't expect to learn?

New approach to make people understand some new issues.

It gave me new ideas for an oncoming training.

During the outdoor activities I realized the importance of interpersonal relations. This program brought us together, helped us to get to know each other closer. It was a great experience.

I would never ever thought that an outdoor activity can be more effective than theory.

The situation games were not only a lot of fun, but also very educative. I enjoyed those simulations a lot.

The form and way of presenting things and environment in a "human interpretation."

POLAND
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - LOGISTICS

Anecdotes:

Were those expectations met?

This workshop made me close to the problem of logistic and now I understand some of it. I didn't know anything of it.

My expectations were good met, because I never approached this problem. I think that it will be used in my job.

I saw my business from new perspective.

Did the workshop do what you thought it would do?

Yes, the workshop broadened my knowledge about the logistics. I'm very glad attending this course.

It did more.

I think that every piece of knowledge, which I've learned will be helpful for my job.

It was very interesting and I hope to use this knowledge in my work.

What did you learn that you didn't expect to learn?

I have never approached this problem, but I knew the new approach the different and very complicated problems. I would like to thank you once more for everything.

I have never approached this problem and all what I heard were for me new.

Yes, I took useful knowledge from this course. I hope use it for my work asap.

I change my mind about what the logistics is! Now I can solve logistics problems in my work.

Logistic problem of my company can be consider in new way.

POLAND
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - PRODUCTION

Anecdotes:

Were those expectations met?

I am exciting of this course. Thank you.

I have been learning a lot of new things that I have not been through at university. It has made my knowledge broadened and put it in some of order.

Not only were my expectations met but in some spheres I hadn't even expected to discover vital issues where I see them now, after the program.

Did the workshop do what you thought it would do?

Yes

Yes, I expected different way of thinking (very practical with real examples) and I was right.

What did you learn that you didn't expect to learn?

Not only information about production, but "way of thinking."

That production and operations on the shop floor could be so exciting, as I always thought they were important, but without so much creativity in intellectual sense.

POLAND
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - FINANCE

Anecdotes:

Were those expectations met?

Yes, I think that the knowledge which I got during the workshop will be very useful.

It was very good presented materials, which is needed by all kind of managers.

This module was the most valuable for me, my future role and challenge. I can say it was very stimulating.

Did the workshop do what you thought it would do?

It certainly did. I've got a general view about financial management and this module encouraged to read more and more about this topic.

Yes, the workshop was very well prepared. I possess a new point of view on the same problems connected with finance.

It gave me excellent methods how to evaluate firms conditions and check them from different, professional point of view.

What did you learn that you didn't expect to learn?

Plenty of examples, cases showing usefulness of financial ratios. Going through the situations of Polish!! company with financial tools. It was just perfect. And the professors were perfectly prepared.

This part of class was very well prepared and organized. The program was extremely good selected and presented by lecturers. Its pleasure to participate the module as this. Thank you professors.

I have been taught very simply mathematical methods which can be used everywhere all over the world, even in Poland! It was great.

**POLAND
PROFESSIONAL MANAGERS PROGRAM**

MODULE QUESTIONNAIRE - ACCOUNTING

Anecdotes:

Were those expectations met?

Yes. These lectures gave me base knowledge about accounting providing in wester-standards rules. It was my very first step in accounting and the way in which it was provided encouraged me to go further and try to learn more about it. The way of teaching was very clear even the subject was very difficult.

What the course did was introduce me to terminology and principles.

Yes, moreover I've learnt some more useful ideas, which allow to take new points of view.

Yes, they were met, and what is more, the information covered by the program made me realize how much it will be necessary to learn in order to apply the accounting methods smoothly and efficiently.

Did the workshop do what you thought it would do?

Yes, it pointed me out, problems and questions working with accounting and its function in a market economy.

I appreciate the engagement of the professors who provided the lectures in spite of time lack they were trying to show us how interesting and important the subject is, and as to me they managed to convinced me.

100% Taking part in the accounting workshop helped me to break my lack of knowledge in the subject and facilitate me to understand it in English. I hope it would profit in future and make me easy to learn about business in English-language workshops.

It certainly did. I'm impressed by the way the professors made accounting exciting.

What did you learn that you didn't expect to learn?

Lots of interesting details in very short period of time.

I got some very useful tools for managerial accounting which is help me with handle a lot of problems. And that is more important. I will be able to read and understand accounting sheets and statements.

I've learned how to increase the profit on the paper. And which research tools I should used to prove this.

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**POLAND
PROFESSIONAL MANAGERS PROGRAM
MODULE QUESTIONNAIRE - STRATEGY**

Anecdotes:

Did the workshop do what you thought it would do?

Yes. The workshop shows us a new approach to some problems.

Yes, even more than I thought. I believe it had to do a lot with the professors who taught the module.

Even exceed it.

I think the workshop showed the main points of the process of learning strategies.

What did you learn that you didn't expect to learn?

They gave us useful tools, which we can apply to our activity. And they were very willing to cooperate with us in the future by fax and letter.

Of all the modules presented, this is one that I feel very comfortable with. In addition, my husband is interested in starting a business here, thus the info presented on entrepreneurship was invaluable.

I expect learn work better.

This part of course gave me wider point of view about problem as touched during lecture.

I am sure I've taken general information I would like to use for my further activity.

**POLAND
PROFESSIONAL MANAGERS PROGRAM**

MODULE QUESTIONNAIRE - HUMAN RESOURCE MANAGEMENT

Anecdotes:

Were those expectations met?

Yes. Experiential learning was done in excellent way, and information I have received are not only from professors - but from participants and myself.

Yes!! I wanted ideas that I could bring back with myself and apply with my own training programs and I received many including a contact name.

In fact the program was much higher than any expectations. I am very impressed by the way of showing in how much can be learnt be experience. I am extremely satisfied and feel confident the experience will be very helpful for me.

Yes! The theory was implemented by practice.

Did the workshop do what you thought it would do?

Yes, it was tremendous.

Yes, it did - in a very professional way.

Workshop exceed my expectations in every single matter. I'm really impressed.

Yes!! Actually, it did more. It reminded me how necessary it is to make training fun.

It showed me the reasons for doing programs.

EVEN MORE! It was prepared very well and gave me an inspiration how do the people work in team and how to improve its organization.

What did you learn that you didn't expect to learn?

Methods used during course and subjects were done perfectly. Thank a lot for a perfect course.

Understanding people and myself.

I was left with training activities that I now could use here in Poland, a type of training unfamiliar to this environment (non-lecture, active and inactive).

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I realized that knowledge can be given by different ways. I enjoyed very much the training which took place during training, it was very easy way to implement the knowledge.

Outdoor practice and conversation about own feeling was creative. It let me understand members of the organization.

I highly appreciate the work and attitude of the American professors who let us experience it and realize so many things which seem so obvious but of which we forget so often. Thank you very very much!

How to communicate in a team. How important is to set up the goal and methods of solving problem.

APPENDIX D

APPENDIX D

On June 19, a very successful Professional Managers Program was completed with a celebration at the Budapest University of Economic Science. The class of managers who completed the four week program received a certificate to indicate the hard work and effort they put in during the program. The Professional Managers Program is a cooperative program between the Budapest University of Economics Science and MUCIA consortium of universities, including University of Illinois, Indiana University, University of Iowa, Michigan State University, University of Minnesota, The Ohio State University, The Pennsylvania State University, Purdue University, and University of Wisconsin. The just completed program marks the culmination of the first year planning for this important program which was funded by USAID to help train future managerial leaders of the economic reform in Hungary.

In order to further explore this innovative and unique program Figelyo had the opportunity to interview the Project Director, John A. Boquist from Indiana University, as well as program participants and the Budapest University program administrator, Ferenc Forgo.

QUESTION: Professor Boquist could you please describe for us the history of the Professional Managers Program, in Hungary?

ANSWER: The Professional Managers Program grew out of a need that was identified for Hungarian executives for additional business training. It is very common in the West, particularly in the United States, for business executives to periodically return to the university for executive education courses, which have proven useful to their companies and in their own career development. In the case of Hungary, we designed a similar program to help managers of Hungarian enterprises in their transition to a market economy. Given the importance of this kind of management training to the economic growth of Hungary, our program was successful in securing funding from USAID. Program activities started in July of 1991 with a meeting in Bloomington, Indiana to discuss the concept of the program and begin work between faculty in the U.S. and at the Budapest University of Economic Sciences (BUES).

QUESTION: How did the U.S. faculty relate to the Hungarian faculty?

ANSWER: Each U.S. module coordinator worked directly with Hungarian counterparts to develop materials which would be relevant and practical for immediate use by Hungarian managers. For example, in the Logistics module, it was decided to ask participants to give a one-page summary of a current logistics problem in their own companies, and then module faculty helped them to analyze and present possible solutions to their individual situations. In the Business Economics module, a live auction of local currency was held in class to draw the class into the instruction process, and give experience of a real auction to managers.

QUESTION: Do you feel that this program has been successful in the first year?

ANSWER: Yes, I do. Our evaluation of the program in both written form and conversation with the participants overwhelmingly suggests that it has been a successful program. Participants expressed how the programs met their needs. Written comments by participants included that the program exceeded their expectations, that they now knew much more about finance, marketing, logistics, etc., and that the program exactly met their needs. One comment on the marketing module was summed up in one word, "Wow!" The Finance module also drew rave reviews. We heard from some participants that have attended other programs that ours was the best, even when compared to a program offered in Japan by Japanese executives. One of our participants gave up four weeks of accumulated vacation time in order to attend our program. The true test now is how the program impacts the participants' day-to-day business operations. It is one thing to go through the training of the course and yet another to apply it as we sincerely hope all of our participants will do.

QUESTION: Could you please describe the main features of the Professional Managers Program and how those features ensure the success of the program?

ANSWER: A key part of our program is that it is a four week general management program. Unlike many training courses that are two or three days on a single topic, our program was designed as a complete, integrated curriculum emphasizing the major tools used by the general manager of a business enterprise. Our colleagues at BUES in fact sometimes refer to the Professional Managers Program as a "mini-MBA". I do think it is the four week curriculum that truly enables us to use the label "professional" on our program description. Managers that complete our program get to see the entire range of business operations and how they apply to the successful execution of a business strategy.

QUESTION: Professor Boquist could you please describe for us the curriculum of the Professional Managers Program?

ANSWER: As mentioned earlier the curriculum is four weeks in total length. Since it is very difficult for Hungarian managers to be gone for an entire four week period the program is offered one week per month for four months. In the first year we offered weeks of instruction in the months of March, April, May and June.

The curriculum is divided into course modules that are offered sequentially and in a logical, integrative pattern. The first week begins with Business Economics, followed by Marketing. This offers a grounding in the capitalist economic system and shows the key role played by the marketing function in that kind of an economy. Week two focuses on production and logistics. Again, the notion is that production will meet the market needs that have been identified in an efficient

and cost effective manner. Logistics serves as the interface between production and marketing, whereby the goods and services must be moved throughout the distribution system in a cost effective manner. Most program participants were surprised to learn of the amount of cost represented by the logistics function in a modern business enterprise. Week three of the program is in the area of accounting and finance. The accounting and finance instruction are meant to serve the information reporting and managerial control needs of the enterprise. The accounting and finance functions are how we keep score to monitor the progress and success of the business enterprise. The final week of instruction is in the area of business strategy/entrepreneurship and human resource management. It is not surprising the program ends with these topics since the strategy firms pursue must be consistent with the needs of the market, the production and distribution capabilities, and the financial and human resources of the firm. Business strategy integrates all aspects of a business. We include a unit on entrepreneurship since, even in a large enterprise, individual business people need to be entrepreneurs to bring their product and market ideas forward. The human resource module recognizes that all plans must be implemented through people. The human resource instruction emphasizes team building, which is reinforced with outdoor exercises to stimulate actual team building among participants. As you can see, once a participant finishes this curriculum, they have good grounding in all the functions of business and they are able to gain this knowledge while they were still working at their positions with their companies.

QUESTION: How is the instruction in these subject areas undertaken?

ANSWER: All the instruction is in the English language. A working knowledge of English required for admission to our program. Our first year participants mentioned they enjoyed the opportunity to practice their English and learn the proper terminology for many business terms in English. During the course we had counterpart faculty from the BUES attending to help with any needed translations. Faculty from BUES also taught part of the course to ensure a strong local content relevant to the Hungarian environment. The instruction emphasizes a participative discussion format involving the use of case studies, some of which have been developed on Hungarian firms for use in this program. This style is reflective of U.S. business education which abhors the notion of straight lecture classes.

A general theme throughout the program is relating the various modules to the international context, since this is a key part of the Hungarian economic strategy. The curriculum is meant to help enterprises succeed in the global market place. Many of our participants in the first year program had extensive international experience which added to our classroom discussions. The secret of the discussion format is to take the participants from all the different backgrounds, i.e. engineering, joint venture managers, consultants and the like and create an environment whereby they will share their insights with the instructor as well as

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the rest of their classmates. A program like the Professional Managers Program thrives on the strong work experience brought to the class by the participant managers.

QUESTION: How should the managers use their knowledge gained from the Professional Managers Program?

ANSWER: Our participants have a wealth of materials represented by the extensive course notes that gives them insight on how to do practical business. During their discussion about cases and other issues, participant managers are learning by doing in the classroom on how they can transfer that learning back to the job. They have gained tools that they can use right away. By participating in the program, especially by going through the team building exercise, we also hope they have achieved correct attitudes on how to succeed in business. I see the Professional Managers Program as providing the skills, knowledge, and the attitudes that are required for managers of successful Hungarian enterprises. Now that they have received this training you will be pleased to see how our participants put it to use in the real world.

QUESTION: Now that the first year of this program has been successfully completed what are your future plans?

ANSWER: We have funding from USAID to offer two more weeks of specialized seminars this coming fall. These seminars will be in the areas of marketing and finance and perhaps some other topics as well. In addition we have requested second year funding from USAID so that we can repeat the Professional Managers Program next year. All indications are that we will be offering this exciting program once again. We believe that through continued cooperation with the faculty at BUES by working with them on this program, it will be sustained by them for many years into the future. These types of executive education programs become an important part of the curriculum offerings of a major university such as BUES. We certainly look forward to continuing our work with our friends on the university faculty and administration, and greatly anticipate working with another fine group of participants, not only in our specialized seminars but also the next offering of the Professional Managers Program.

In summation, we focussed our efforts on delivering an executive MBA type of program to provide the greatest impact in the shortest period of time. We have provided the very best of U.S. experience and tools tailored for the Hungarian audience. The program faculty, which all are excellent teachers and scholars, were pleased to share this opportunity to teach Hungarian managers.

NEED INTERVIEWS WITH SOME OF THE PROGRAM PARTICIPANTS AS WELL AS THE BUES FACULTY AND ADMINISTRATORS.

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APPENDIX E

MUCIA/MTC NEWS

Midwest Universities Consortium for International Activities, Inc.
Management Training in Central Europe

Published by the Indiana University School of Business International Programs Office

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Project Director's Message: John Bequist

The first offering of the Professional Managers Program has been completed in Czechoslovakia, Hungary, and Poland. The participant evaluations and testimonials for the program were outstanding. They were interested in the subject matter of all modules and asked for instruction to continue.

Although we have not as yet been granted second-year funding from AID, additional funding has been released for continued first-year activities. We plan to offer two additional weeks of programming in each country. Topics for these seminars will be determined at the August evaluation meeting.

Additional uses for the released funds will be more executive education for foreign faculty, additional computing equipment for our overseas' counterparts, support for the evaluation meeting at Michigan State University, and placement of Resident Field Assistants overseas to act as the main communication link between MUCIA and the activities in Czechoslovakia, Hungary, and Poland.

While in Hungary for the last module presentation and the closing ceremony, Dr. Mary Pigozzi, Associate Executive Director-MUCIA and I met with the USAID evaluator,

Dr. Leslie Koltai. Dr. Koltai made numerous suggestions to strengthen our program in the second year.

Establish Resident Field Assistants. The lack of ground support personnel has been a detriment to our project, particularly in terms of coordinating various project activities and providing a local presence for marketing and managing the training programs.

Limit the number of U.S. faculty per module. It is proposed that only two U.S. faculty teach in each module in order to intensify the efforts required of the local faculty to deliver the program and to ensure its sustainability.

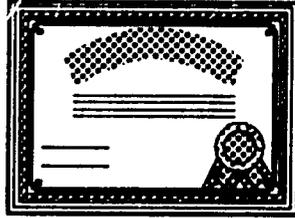
Counterpart institution support boosted. Support for the counterpart institutions will be boosted in the form of dollars and manpower to ensure more local instruction in the program and, once again, to foster the sustainability of the project.

These changes, as well as some others that may be adopted, enable us to offer a program that corrects the deficiencies noted in the evaluation while retaining what has been perceived by the first-year participants as an excellent and very successful program. I would personally like to thank all project personnel for their efforts and commitments to the program.

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Closing Ceremony

At the closing of the Human Resource Module, Professor John Boquist, Dr. Mary Pigozzi, counterpart institution rectors and faculty, and USAID field representatives hosted a certificate ceremony for program participants in each country.



At the ceremony, each participant was awarded a Certification of Completion, signed by MUCIA and local affiliates. In addition, a handsome T-shirt and a MUCIA bookmark were presented as mementos of the program.

All participants were very grateful for the program and thanked everyone for all they had learned over the past four months. Unfortunately, not all project personnel were able to hear the wonderful, heartfelt comments about our program.

Following are some remarks received from participants of the Professional Managers Program. The remarks reflect the comments we received about our modules.

Business Economics Module

"My expectations were fulfilled. I received new, view at this problem."

Marketing

"There's a single word how to express that course - !WOW!

Production

"The concepts illustrated were with many interesting real-life examples. Thank you for those."

Logistics

"After this workshop I have first time the whole information about logistics. I am satisfy."

Finance

"One of the best courses we have had. The teachers were very well prepared and their materials as well. Even if the topic is quite complicated they explained it in a very understandable way."

Accounting

"I think that a lot of information I can use in my job. The future will be easier communication among Czechoslovakian and foreign managers."

Strategy

"Perfect, high quality."

Human Resource Management

"Thanks a lot for a perfect course."

From our Counterparts

As mentioned in the last issue we are featuring one of our counterpart institutions' views of the Professional Managers Program. Following is the Hungarian response, by Pál Varjas, Marketing Module faculty at Budapest University of Economic Sciences.

There were great expectations for the program both on the side of the participants and of the instructors. To what extent they were fulfilled according to the opinion of the participants is to be found in the module questionnaire. As an instructor and the module faculty in Hungary, I could summarize my impressions in the following.

Most of the participants had a professionally good working knowledge of English. So already at the very beginning of the program we had a good chance not to teach the professional foreign language, but to teach the profession in a foreign language.

After the natural small starting difficulties of learning each other and overcoming the speaking complex of the participants in front of the others and the unknown foreign language teacher the affectivity of the workshop seemed to become rather high. We could read during some hours, that the participants were not only understanding

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but also thinking in English; that is a good result in teaching in foreign language and taking part in the group discussions and presentations. We tried and managed rather well to make the teaching as practice-oriented as possible. The participants often had to work in small teams, where teams were competing with each other. The following presentations of the teams and the conclusive discussions were very useful both for the teachers and the participants. Whenever the subject made it possible, everybody had to work practice-oriented alone, or in teams, solving own tasks based upon own job experiences, e.g. product positioning.

During the workshop the participants were fairly active in "working together" and during the discussions. Creativity was one of the most characteristic features of the participants.

The instructors were satisfied with the level of theoretical and practical knowledge and the activity of the participants. Both students and professors learned a lot from each other during the workshop.

From our Module Coordinators

The article below features Philip Podsakoff, Human Resource Management module coordinator, on his views of what he tried to accomplish overseas.

The primary objective of this module was to provide the participants in the program with a better understanding of some fundamental issues in human resources management. Specifically, the materials presented in this part of the program were designed to help the managers to: (a) improve their abilities to identify, recruit, and select those individuals who are likely to be the most productive employees, (b) learn more about the role that employee training plays in organizational effectiveness, and (c) develop strategies for fostering more cooperative relationships between Eastern European managers and workers.

In order to ensure that the issues addressed in this module were those that are actually faced by the participating managers, the faculty coordinators in each of the three countries were asked to identify what they considered to be the most critical human resource problems faced by

managers in their respective countries. Based on various meetings, discussions, and communications with these faculty coordinators, it was decided that in Poland and Hungary, the primary emphasis of this segment of the module would be to discuss issues related to Strategic Human Resources Planning and Management. Professors Krzysztof Opolski (Warsaw University) and Karoly Balaton (Budapest University of Economic Sciences) were the faculty who designed and delivered these components of the HR module in Poland and Hungary, respectively. In Czechoslovakia, on the other hand, this section of the module was devoted to a discussion of how the "profile" of the Czechoslovakian worker will change over the next decade (in terms of demographics, and technological skills and abilities), and how these changes will impact on the recruitment practices that will be necessary to gain a competitive advantage. Professor Josef Koubek (University of Economics, Prague) designed and delivered this portion of the module.

Although we wanted to provide participants with some conceptual models for understanding the materials presented, the major focus of this module was to equip managers with practical tools and techniques that they could apply to their present human resource problems. As a result, several non-traditional teaching methods, such as in-class simulations, and outdoor experiential initiatives and exercises were utilized.

Based on the general responses of the participants, we would have to say that the module was quite successful. Although many of the managers were somewhat skeptical of the value of conducting a classroom "outdoors" when the module began, by the end of the session, we had several participants who said that it was the most interesting learning experience that they had ever had. Perhaps the biggest "problem" we faced during these activities was that most of the groups got so excited about the tasks they were asked to perform, that they frequently reverted to their native language -- which presented a substantial problem for the facilitators. However, despite these minor problems, all of the U.S. teaching faculty felt that they really benefitted from the experiences they had in Eastern Europe, and look forward to next year's program.

We have compiled some data on the number of training hours that have accumulated since the inception of the grant. The following tables include participant and faculty training.

Train the Trainers

Activity	Hungary	Poland	Czech.
Case Workshop			
August, 1991 - Columbus, Ohio	15		
October, 1991 - Warsaw, Poland		25	
October, 1991 - Prague, Czechoslovakia			28
Total days of faculty instruction = 204			
Executive Education, July, 1991 (10-day average)			
Indiana, Purdue, & Ohio State Universities	3	5	6
Total days of executive education = 140			

Module Planning

July, 1991 (two-day average) Bloomington, Indiana	7 Module Coordinators 3 US Facilitators 1 US Observer
Total days of planning session = 22	

Material Development

Activity	Hungary	Poland	Czech.
Faculty-to-Faculty Sessions			
Eastern European faculty to US	1	1	1
US faculty to Eastern Europe	1 Austria	9	9
Total days of faculty to faculty planning = 42			

Module Delivery Hungary, Poland, & Czechoslovakia

Participant Category	Hours of Instruction
Faculty	1,152
Student	648
Other	1,656
Business Owner	1,152
Business Manager	5,868
Governmental Official	324
Total hours of MUCIA/AID instruction completed	10,800