

PD-ABE-964

20030

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

**QUARTERLY PROGRESS REPORT**

**JULY 1 - SEPTEMBER 30, 1992**

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

**AID Project Officer: Stephen French**

**Midwest Universities Consortium for  
International Activities, Inc.  
66 East 15th Avenue  
Columbus, Ohio 43201**

## TABLE OF CONTENTS

Introduction	1
Project Summary	1
July-September, 1992 Activities	2
New Project Director Appointed	
Release of Unobligated Funding	
Central Europeans Attend U.S. Executive Education Programs	
Project Coordinators' Meeting	
Appointment of Academic Coordinators and Resident Field Assistants	
Fall 1992 Program Developed	
Additional Computer Equipment Delivered	
Articles/Broadcasts on USAID-Funded Project appear in Hungary	
Indiana University School of Business Dean Travels to Central Europe	
October-December, 1992 Activities	9
Delivery of Specialized Modules	
Conclusion	9

## TABLES

Table 1.1	Achievements and Targets--Fiscal Year 1991-92 - Achievements	3
Table 1.2	Academic Coordinators and Resident Field Assistants	7
Table 1.3	Schedule of Fall Program	8
Table 1.4	Achievements and Targets--Fiscal Year 1991-92 - Targets	10

## APPENDICES

Appendix A	Vita of Dr. Robert C. Klemkosky
Appendix B	Minutes of Project Coordinators' Meeting
Appendix C	<u>FIGYELO</u> Article on Professional Managers Program
Appendix D	Translation of Voice of America Broadcast

## INTRODUCTION

This is a 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 (MTE) project for the period July 1 - September 30, 1992. The report summarizes the achievements for the period.

## 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 programs 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 U.S. 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 U.S., 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 resource 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.

A cumulative summary of activities under the project in chronological order is seen in Table 1.1. Detail on accomplishments and achievements for this reporting period is presented below.

#### JULY-SEPTEMBER ACTIVITIES

New Project Director Appointed: John Boquist, resigned due to his up coming sabbatical overseas during the next academic year. Professor Boquist was replaced by Robert C. Klemkosky, Associate Dean and Professor of Finance, at Indiana University. See Appendix A for his vita.

Professor Klemkosky holds a chaired position at Indiana University. In addition to his wealth of professional experience he is particularly well placed at IU to direct the MUCIA/MTC project; Dr. Klemkosky is responsible for international activities in the School of Business.

Release of Unobligated Funding: USAID released the 20 percent of unobligated funds for the remainder of year one effective September 1, 1992. Release of these funds was very important to the MTC program. In effect, MUCIA had delivered most of the program as promised with less budget than anticipated. MUCIA believes it utilized the available funds in the appropriate way, but was very grateful to receive the total amount. This allowed MUCIA to find financial support for local administrative staff (discussed later in this report) and, because of some cost savings, plan additional learning opportunities in each country which addressed participants expressed needs for additional course materials. Release of the funds was combined with an amendment that extended the grant agreement to December 31, 1992.

Central Europeans Attend U.S. Executive Education Programs: Four Central Europeans attended the Partnership for Management Development program at Indiana University from August 2-8, 1992. During this program they were able to view U.S. professors in an executive education type classroom as well as learn western business practices and comprehend new instructional methodologies. The participants were Milan Maly, Vice Rector at the University of Economics Prague; Krzysztof Opolski, Professor of Management from Warsaw University, and Maciej Rydel, President of the Gdansk Management Foundation.

A total of 14 Central European faculty have participated in executive education programs. Four at Indiana University, five at Purdue University, and five at The Ohio State University.

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

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 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).
August 24-26, 1991	9 Hungarians, 1 Polish and 13 US Project Personnel attend case workshop in Columbus, Ohio.
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.

DATE	ACHIEVEMENTS
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.
June, 1992	Graduation Ceremonies for participants of Professional Manager Program in Czechoslovakia, Hungary, and Poland.
August, 1992	3 Central Europeans attend Executive Education Programs at Indiana University.
August, 1992	Appointment of new Project Director, Robert C. Klemkosky.
August, 1992	Project Coordinators Meeting held at MSU in East Lansing, Michigan. Attended by in-country facilitators from Central Europe.
August, 1992	Release of unobligated funds by USAID.
September, 1992	Appointment of Resident Academic Coordinators and Resident Field Assistants.
September, 1992	Program developed for means of expending unobligated funds.
September, 1992	Dean of Indiana University School of Business visits Czechoslovakia and Poland regarding MUCIA/USAID project.
September, 1992	Article on "Professional Managers Program" appears in Hungarian newspaper <u>Figelyo</u> .
September, 1992	Interview with Ferenc Forgo broadcasted in the Hungarian edition of the Voice of America.

**Project Coordinators' Meeting:** On August 9-10, 1992 the project coordinators and personnel assembled at the Michigan State University campus in East Lansing, Michigan for a project coordinators' meeting. The meeting was attended by both Central European faculty and by U.S. faculty. Participants from overseas were Milan Maly, University of Economics, Prague; Krzysztof Opolski, the new in-country facilitator for Warsaw University; and Ferenc Forgo, Budapest University of Economic Sciences, as well. A summary of this meeting follows. Appendix B contains details.

The main area of discussion at the meeting was the evaluation of the completed Professional Managers Program. Also discussed was the content of the Fall, 1992 program to be delivered in November and December, 1992.

Most of the module coordinators felt that the MTC project was a success. There was some concern that too much material was delivered in some modules and that some modules were not specific enough in the presentations. Ferenc Forgo, Budapest University of Economic Sciences, felt the program was a 9.5 on a 10-point scale. Added benefits of the program were the gained experience of organization, the purchase of computers for counterpart institutions, and the building of relationships between faculty.

Discussion of the evaluation of the spring Professional Managers Program provided a natural lead-in to consideration of the Fall 1992 program. Carefully targeted, specific modules will be offered during the Fall, 1992 using some of the unobligated funding. Since the in-country facilitators were present, their guidance was sought on what specific modules should be offered.

After considerable discussion, it was decided Finance and Accounting for Non-Financial Managers would be offered in Hungary; Finance and Marketing in Czechoslovakia; and Finance and Human Resource Management in Poland.

Management of activities on site was discussed in great detail. It was agreed that the counterpart institutions should receive more resources for their preparation and implementation efforts to help foster program sustainability. Changes were made which MUCIA believes can improve project management, both in terms of linkages between IU and the counterpart institutions and in terms of logistical support in-country. It was decided to separate academic and logistical support overseas, and to make both of these the responsibility of the counterpart institution under a work order from Indiana University.

Resident Academic Coordinators have primary responsibility in-country. Each has funds to hire a Resident Field Assistant to assist in the logistical functions of the program, thus releasing some of the burden of the Academic Coordinator.

The target number of participants for the fall program is 40 with each module specially designed to fit the counterpart institutions recommendations.

As part of the Fall, 1992 program, MUCIA will be holding Participant Focus Groups. These focus groups will be attended by participants of the spring program; MUCIA will be conferring with these individuals to track the impact of the Spring, 1992 program. A

detailed report will be included the final quarterly of year one ending December 31, 1992.

Appointment of Academic Coordinators and Resident Field Assistants: As discussed above MUCIA has appointed in-country academic coordinators and resident field assistants. The counterpart institutions felt it best to use local faculty and staff for these positions. See Table 1.2 for the specific individuals placed in these positions.

Fall, 1992 Program Developed: The Fall, 1992 program is being developed with relatively more resources will being put into place overseas for the preparation and implementation of the project during this period. These resources will support counterpart faculty and institutions as development resources for the Fall, 1992 program. The topics, schedule, and proposed MUCIA faculty for the Fall, 1992 program follows in Table 1.3.

Additional Computer Equipment Delivered: After receiving the computer equipment in Hungary, Budapest University of Economic Sciences asked if MUCIA would be able to provide ARCNET cards to be installed in the computers for networking capabilities. The cards were purchased and received by Budapest University of Economic Sciences to assist in the implementation of the grant.

Articles/Broadcasts on USAID-Funded Project appear in Hungary: Since the release market constraints and the decision to change to a market economy, the Central European countries have been deluged with "Management Training Programs." MUCIA and the Budapest University of Economic Sciences were pleased when the University was contacted for an interview to appear as an article in the local newspaper FIGELYO as an example of a program that had earned a reputation for providing students with a positive and useful learning experience. The article consisted of an interview with John Boquist and was titled "PROFI MENEDZSER" (Professional Manager). The entire article appears in Appendix C.

Ferenc Forgo, MUCIA's in-country Academic Coordinator at the Budapest University of Economic Sciences, was also asked to do an interview with the Hungarian edition of the Voice of America. The broadcast was an overview of the Spring Professional Manager Program and a translation of the broadcast, in article form, is contained in Appendix D.

Indiana University School of Business Dean Travels to Central Europe: Jack R. Wentworth, Dean of the Indiana University School of Business, visited the MTC project in Warsaw, Poland and Prague, Czechoslovakia at no expense to the project prior to attending an International Business Forum meeting in Spain. He met with USAID officers, counterpart institution representatives, and embassy delegates in Poland and Czechoslovakia. The visit enhanced the overall awareness in these organizations of MUCIA's plans for the fall MTC program.

**TABLE 1.2: ACADEMIC COORDINATORS AND  
RESIDENT FIELD ASSISTANTS**

Position	Incumbent
<b>CZECHOSLOVAKIA</b>	
Academic Coordinator	<p>Milan Maly  Vice-Rector for International Relations, University  of Economics Prague  W. Churchill Sq. 4  130 67 Prague 3 - Žižkov  Czechoslovakia  42 2 235 5962 FAX  42 2 235 3929 Phone</p>
Resident Field Assistant	Ms. Libuše Schmidová
<b>HUNGARY</b>	
Academic Coordinator	<p>Ferenc Forgo  Institute of Math and Computer  Budapest University of Economic Science  Dimitrov Ter. 8  Budapest, Hungary  361 117 4505 Phone and FAX</p>
Resident Field Assistant	dr. Gyorgy Bogel
<b>POLAND</b>	
Academic Coordinator	<p>Krzysztof Opolski  Professor, Warsaw University  Managing Director  OLYMPUS - Center for Business  Education and Development  Kapitulna 2/6  00-950 Warsaw, Poland  48 22 31 41 59 Phone  48 22 31 28 46 FAX</p>
Resident Field Assistants	Iza Kalińska and Elżbieta Skopińska

**TABLE 1.3: SCHEDULE OF FALL PROGRAM**

Country	Module	Faculty	Dates
Poland	Finance	Robert Klemkosky John Boquist	Nov. 23-25
	Human Resource Management	Timothy Baldwin Richard Magjuka	Nov. 25-27
Czechoslovakia	Finance	Robert Klemkosky John Boquist	Nov. 26-28
	Marketing	Gilbert Harrell Myron Miller	Dec. 15-17
Hungary	Finance and Accounting	Andrew Karolyi Francis Longstaff	Dec. 10-12

## OCTOBER - DECEMBER, 1992 ACTIVITIES

Delivery of Specialized Modules: The release of the unobligated funds will permit MUCIA to deliver the specialized modules in Hungary, Poland, and Czechoslovakia. It is the intent of MUCIA to deliver these modules taking into consideration the objectives Dr. Koltai delivered in his report of September 2, 1992.

MUCIA will continue to strengthen local institutions in their abilities to design and market executive education programs to the appropriate target audiences. MUCIA is increasing the dollar amount and manpower going to local institutions to ensure local instruction and foster sustainability, as well as continuing evaluative activities. Table 1.4 reflects a time line of the targeted October-December, 1993 activities.

## CONCLUSION

It was the intent of the original proposal to deliver a high-level program to transform Central Europe into a market economy. The activities to accomplish this were to include "train the trainers", educate business owners and managers, and ensure the program's sustainability after program funding dissipated. MUCIA has evidence that the objectives have been met especially in light of the constraints of a very short timeline and funding issues.

MUCIA has continued to reflect on and respond to evaluative data from AID, the project evaluator, Dr. Leslie Koltai, and its own sources. Significant management changes have been instituted, relationships with counterpart institutions have improved, greater attention has been paid to "next steps" in the learning process, and resources have been redirected. MUCIA looks forward to the possibility of continuing the program with these (and probably other) improvements in 1993. It believes that it has demonstrated the strengths and limitations of a "portable" model and that it has made great strides towards understanding and assisting programmatic institutionalization in these countries.

**TABLE 1.4: ACHIEVEMENTS AND TARGETS  
FISCAL YEAR 1991-92 - TARGETS**

Time	Activity
October, 1992	Final Project Coordinators Meeting at Michigan State University.
October, 1992	Preparation of MUCIA/MTC NEWS internal newsletter.
October, 1992	Continue preparation of Fall, 1993 program.
November, 1992	Delivery of Finance and Human Resource Modules in Poland and delivery of Finance Module in Czechoslovakia.
November, 1992	Participant Focus Group meetings in Czechoslovakia and Poland.
December, 1992	Delivery of Marketing Module in Czechoslovakia and delivery of Finance module in Hungary.
December, 1992	Participant Focus Group meeting in Hungary.

APPENDIX A

RESUME

Robert C. Klemkosky  
Fred T. Greene Professor of Finance  
Associate Dean - Research and Operations  
Indiana University

**PERSONAL**

Address:

Phone: (812) 855-8924, office.

Health: Excellent

**EDUCATION**

Degrees: Michigan State University, Ph.D. - Finance, August 1971.  
University of Michigan, MBA, December 1965.  
Michigan State University, BA, August 1962.

**EMPLOYMENT**

Academic: Indiana University, Fred T. Greene Professor of Finance, May 1982 -  
Indiana University, Professor, August 1980 - May 1982.  
Indiana University, Associate Professor, August 1976 - June 1980.  
VPI & SU, Associate Professor, September 1975 - June 1976.  
VPI & SU, Assistant Professor, September 1971 - June 1975.

Business: National Bank of Detroit, Credit Analyst in Corporate Lending,  
January 1966 - September 1968.

Dow Chemical Co., Corporate Treasurer's Department  
February 1963 - January 1965.

**TEACHING**

Courses: Teach courses in the following areas: Portfolio Analysis, Investments,  
Speculative Markets, Corporate Finance, Money and Capital Markets, and  
International Finance.

Performance: Have consistently been ranked above average by student evaluation.  
Received DBA Association's Teaching Excellence Award, 1977-1978.

Service: Chairperson of Doctoral Dissertations - Thirteen  
Member of Dissertation Committees - Fifteen  
Supervisor of Independent Studies - Thirty-five completed.

## RESEARCH ARTICLES

Robert C. Klemkosky, "The Bias in Composite Performance Measures," Journal of Financial and Quantitative Analysis, June 1973.

Robert C. Klemkosky and J. William Petty, "A Multivariate Analysis of Stock Price Variability," Journal of Business Research, Summer 1973. Abridgment of above article reprinted in The C.F.A. Digest of the Institute of Chartered Financial Analysts, Winter 1974.

Robert C. Klemkosky, "Institutional Dominance of the NYSE," Financial Executive, November 1973.

Robert C. Klemkosky and John D. Martin, "The Effect of Market Risk on Portfolio Diversification," Journal of Finance, March 1975. Abridgment reprinted in The C.F.A. Digest, Summer 1975.

John D. Martin and Robert C. Klemkosky, "Evidence of Heteroscedasticity in the Market Model," Journal of Business, University of Chicago, January 1975.

David F. Scott and Robert C. Klemkosky, "Mutual Fund Performance and Unrealized Expectations," Journal of Business Research, January 1975.

Robert C. Klemkosky and John D. Martin, "The Adjustment of Beta Forecasts," Journal of Finance, September 1975.

Robert C. Klemkosky, "Additional Evidence on the Risk Level Discriminatory Powers of the Wiesenberger Classifications," Journal of Business, University of Chicago, January 1976.

John D. Martin and Robert C. Klemkosky, "The Effect of Homogeneous Stock Groupings on Portfolio Risk," Journal of Business, University of Chicago, July 1976. Abridgment reprinted in The C.F.A. Digest, Summer 1977.

Robert C. Klemkosky, "The Impact and Efficiency of Institutional Net Trading Imbalances," Journal of Finance, March 1977.

Robert C. Klemkosky, "How Consistently Do Managers Manage?" The Journal of Portfolio Management, Winter 1977.

Robert C. Klemkosky and Donald L. Tuttle, "The Institutional Source and Concentration of Financial Research," Journal of Finance, June 1977.

Robert C. Klemkosky and Donald L. Tuttle, "A Ranking of Doctoral Programs by Financial Research Contributions of Graduates," Journal of Financial and Quantitative Analysis, September 1977.

Robert C. Klemkosky and Terry S. Maness, "The Predictability of Real Portfolio Risk Levels," Journal of Finance, May 1978.

## RESEARCH ARTICLES (Cont'd)

Robert C. Klemkosky, "The Impact of Option Expirations on Stock Prices," Journal of Financial and Quantitative Analysis, September 1978.

Robert C. Klemkosky and Bruce G. Resnick, "Put-Call Parity and Market Efficiency," Journal of Finance, December 1979.

Robert C. Klemkosky and Terry S. Maness, "Option Trading and Its Impact on the Underlying Securities," The Journal of Portfolio Management, Winter 1980.

Robert C. Klemkosky and Bruce G. Resnick, "An Ex Ante Analysis of Put-Call Parity," Journal of Financial Economics, December 1980. Received the 1979 Pomerance Prize from the CBOE for excellence in the area of options research.

Robert C. Klemkosky and David J. Wright, "The Changing Stock Markets: The National Market System," Business Horizons, July 1981. Abridgment reprinted in The C.F.A. Digest, Winter 1982.

Robert C. Klemkosky and Kwang W. Jun, "The Monetary Impact on Return Variability and the Market Risk Premia," Journal of Financial and Quantitative Analysis, December 1982.

Edward C. Blomeyer and Robert C. Klemkosky, "Tests of Market Efficiency for American Call Options," in Option Pricing: Theory and Applications, Menachem Brenner Ed., D.C. Heath and Co., 1983.

Robert C. Klemkosky and William P. Miller, "Earnings Forecast Error and Stock Performance: It Pays to be Different," The Journal of Portfolio Management, Summer 1984.

Robert C. Klemkosky and Robert M. Conroy, "Competition and the Cost of Liquidity to Investors," Journal of Economics and Business, Summer 1985.

Robert C. Klemkosky and Dennis J. Lasser, "An Efficiency Analysis of the T-Bond Futures Market," The Journal of Futures Markets, Winter 1985.

Robert C. Klemkosky and Bruce G. Resnick, "An Analysis of Variance Test for Linearity of the Two-Parameter Asset Pricing Model," Journal of Economics and Business, November 1989.

Robert C. Klemkosky and Jae Ha Lee, "The Intraday Ex Post and Ex Ante Profitability of Index Arbitrage," The Journal of Futures Markets, June 1991.

Robert C. Klemkosky and Bruce G. Resnick, "A Note on the No Premature Exercise Condition of Dividend Payout Unprotected American Call Options: A Clarification," Journal of Banking and Finance, June 1992.

Robert C. Klemkosky and Eugene Pilotte, "Time Varying Term Premia on U.S. Treasury Bills and Bonds," Journal of Monetary Economics, August 1992.

## SERVICES

- Professional:** Associate Editor, Journal of Finance, 1983-88
- Vice President, Financial Management Association, 1984-85.
- Associate Editor, Midwest Finance Journal, 1979-81.  
Director, Midwest Finance Association, 1981-84.
- Ad hoc referee for the Journal of Finance, Journal of Financial and Quantitative Analysis, and Journal of Financial Research.
- Program Chairman for Doctoral Seminar, Financial Management Association, 1982.
- Business:** Participated in credit analysis programs for the Federal Land Bank of Baltimore in 1973, 1974 and 1975.
- Completed Summer Intern Program at the Chicago Board of Trade July 1977.
- Research Fellow at Public Utility Commission of Texas, Summer 1981 and 1982.
- Taught in several executive education programs in U.S., Europe, and South America.
- University:** **Indiana University**
- Associate Dean - Research and Operations, 1992 -
  - Chairman, Finance Department, 1986-92.
  - Budgetary Affairs Committee, 1990-91.
  - University Research Committee, 1991-92.
  - University Fringe Benefit Committee, 1985-87.
  - Promotion and Tenure Committee, 1983-86.
  - Dean Search Committee, 1982-84.
  - Chairperson, Research Coordination Committee, 1980-83.
  - Chairperson, Data Base Policy Committee, 1977-78.
  - Committee on Computer Needs and Planning, 1976-79.
  - Research Coordination Committee, 1977-80.
  - DBA Policy Committee, 1978-84.
  - DBA Administrative Committee, 1981-82.
  - Strategic Planning Committee, 1981-82.
  - External Program Committee, 1981-82.
  - Advisor to Finance Doctoral Students, 1977-84.
  - Advisor to Finance MBA Students, 1976 -
  - Advisor to IU Investment Club, 1982-85.
- Virginia Polytechnic Institute and State University**
- Faculty Seminar Committee, 1973-74.
  - College Graduate Curriculum Committee, 1973-74.
  - Committee on Goals and Planning, 1974-75.
  - Chairman, College Undergraduate Curriculum Committee, 1975-76.

APPENDIX B

MINUTES

**MUCIA/USAID PROJECT PERSONNEL MEETING  
MICHIGAN STATE UNIVERSITY  
AUGUST 9-10, 1992**

The Project Personnel meeting was attended by in-country facilitators, administrative staff, MUCIA representatives and a faculty member from each module. (See Appendix A for a detailed listing of the participants.)

After introductions Professor John Boquist proceeded to give an overview of the meeting's agenda. (See Appendix B for detailed agenda.)

Professor John Boquist announced he would be resigning from the Project Director position effective August 31, 1992 in anticipation of his upcoming sabbatical leave from Indiana University. Professor Boquist will be replaced by Robert C. Klemkosky, Associate Dean - Research and Operations at Indiana University, as Project Director.

Summary of Completed Activities - Professor Boquist summarized the completed activities as a high-quality program that was delivered as proposed.

Module Faculty and In-Country Facilitator Reports - Each module coordinator was asked to briefly summarize his/her module.

**Business Economics - Bruce Jaffee** - Since this module was delivered first, Professor Jaffee thought it was important to set the stage for the entire program. In the beginning, students were cautious and it was difficult to overcome the logistical problems such as the VCR, blackboard, etc.

He felt it important to deal with basic topics such as the banking system, privatization, uncertainties, and international competition with currency. Professor Jaffee was surprised by the wide experience of the participants and was very impressed by their enthusiasm.

Interaction between the participants was also an important aspect of the module. The participants seemed to be fascinated by videotapes, discussion breakups, and competition games. The small group discussions and cases used for teaching were very intriguing to the participants.

**Marketing - Gilbert Harrell** - Professor Harrell started off by saying this was the top experience of his career. He continued to remark that his counterpart faculty were delightful. The cross functional portion of the module was excellent and the arrangements were perfect. He felt the participants were very well educated and had excellent English skills

Professor Harrell also noted that the marketing content was very structured in that examples were used and applied. He used a set sequence--gave the participants a problem, had them discuss the problem in their local language, and then had the participants relay their answers in English back to him. This systems was perceived to work very well.

Professor Harrell did express some concern on the uncertainty as to who was getting how much money for the program and that there was not enough foreign support. He asked if an expenditure breakdown could be completed for distribution among the MUCIA institutions. This will be done by Indiana University.

**Production - Ram Narasimhan** - Professor Narasimhan's overview of his experience overseas was basically in agreement with the experiences of Professors Jaffee and Harrell. He did try to incorporate cases into the classroom and felt the idea was not accepted well. He was pleased that the English skills of the participants was not a problem, however he felt the participants were a little uneasy with participatory type classroom. The participants were not used to group discussions.

Narasimhan learned that he tried to cover too much material in the two and one-half days allotted for the module. However, he was pleased to report that the Polish Production professor, Marian Gorski, asked for two hours on the last day to recap the material that the U.S. professors delivered for the participants. This concept worked well.

Professor Forgo, Budapest University of Economic Sciences, responded why the participants did not react to the Production module as expected. He felt that the array of individuals i.e., engineers, business managers, business owners, students, and government personnel was the problem in that they did not have production-specific backgrounds. Professor Maly, University of Economics, Prague, felt that the module was successful. Even though most participants were not from production companies, they still need education on the quality control aspects of business. Milan also conveyed that most Czechs now understand that quality is very important.

**Logistics - David Closs** - Professor Closs reminded us that the European May Day Holiday did interfere with his teaching of the Logistics module. He also suggests that three faculty are too many for a module. There was some overlap of the Logistics and Production modules, but a very logical interface. He reminded the group that customer service is not a familiar subject overseas.

Live cases worked well for the Logistics module. Professor Closs noted that the participants jotted down problems within their specific companies and the U.S. faculty helped solved the problems.

**Accounting - Byron Ross (for Hanns Martin Schoenfeld)** - In Budapest, the local faculty member had left Budapest University of Economic Sciences for a better offer and there was no faculty member to assist the U.S. team. Professor Ross felt that Hungary and Poland did a great job in learning the materials, but felt that the Czechoslovakian managers were not

easy to please, because of their lack of language. He suggests using more materials to teach managerial accounting.

Professor Ross would like to see a section on terminology (translations) for accounting terms added to the notebooks.

Since there was a problem with foreign faculty in accounting, would it be possible for the module coordinator to use external individuals for the next accounting module? This was not perceived to be a problem. However, Ferenc Forgo mentioned that the resources for English speaking faculty are just not there.

**Finance - Andrew Karolyi** - Professor Karolyi was very happy to report that the program was an excellent opportunity. He would not change a thing administratively. The local faculty came through with flying colors and that he was proud of the extremely good relationships he has built from this program.

Professor Karolyi was successful in using a case. It was a case on a local clothing company. And, felt the collection and payment policies were very important topics to the participants.

**Strategy - Robert Pricer (for Donald Sexton)** - Professor Pricer felt is a great privilege to be a part of this program. He felt that four is three too many faculty. He suggested we pay the local faculty more to retain the best faculty within each institution.

Professor Pricer feels the small to mid-size industry is the proper focus we should pursue for participants. He also feels that it would be a plus to have all overheads translated into the local language and that the use of more technology (i.e., flip charts) would be helpful.

**Human Resource Management - John Boquist (for Philip Podsakoff)** - This module used several non-traditional teaching tools i.e., Challenge Course and the team building day portion of the Challenge Course was quite effective. The apprehension of the participants quickly turned into enthusiasm.

Krzysztof Opolski, Warsaw University, suggested that the HRM module was the most important subject to date in Poland and stressed congratulations to the module team.

Following the module reports, the in-country facilitators were asked to give brief reports on their experiences with the program.

**Hungary - Ferenc Forgo** - The original marketing plan for Hungary did not work because the fee (\$900 for the total program) was too high. To get the participants they had to cut the fee to \$200 for the total program. Budapest was able to get a group of 30 participants. Ferenc added that he would not go above 30 participants. If over that number, you would lose the close working relationship.

11

The second problem was finding suitable replacement faculty when some faculty were unable to teach. Forgo feels the compensation should not be uniform and that faculty should be paid on merit. Keeping the Hungarian faculty motivated was a problem. We must compensate more.

Professor Forgo set up a rating structure to rate our program with 10 being the highest.

Set up of a viable management program	10
Cooperation of US/foreign faculty (blames Hungary for the low score)	8
Access to program materials for future use	10
Opportunity of US faculty to be up to date on current foreign issues	10

Ferenc stated that monetarily the program was break even. He has also received calls as to when the next program will run. Concerning sustainability of the program, Professor Forgo feels very pessimistic about sustainability without US faculty. Added benefits of the program were the gained experience of organization, the purchase of computers for counterpart institutions, and the building of relationships between faculty.

Professor Forgo did state there might be problems with a US Resident Field Assistant, and would prefer resources to have a local person to help with the logistics.

**Czechoslovakia - Milan Maly** - The cost of the program in Czechoslovakia was \$330. Professor Maly's recommended that the US prepare key business terms in their native language for the participants (some type of glossary). In the future, he would like to see us give more than a certificate at the completion of the program. Maybe a diploma in business, mini-MBA, etc.

The foreign faculty want a contract to reflect the compensation before continuing further modules. There is a competitive market for Czechoslovakian faculty and that more money would help attract and retain the better faculty.

**Poland - Krzysztof Opolski** - Opolski also agreed that the education markets are competitive. The program cost in Poland was approximately \$300. He also feels that a group of 30 participants is a good size. It is very important to pay more money to the Polish faculty.

If the US is able to supply more books, software, etc. that would be helpful. There is a lack of publication resources in Warsaw.

Participant and Internal Evaluation - Module coordinators and in-country facilitators were given the pertinent participant evaluations. Overall, the evaluations were outstanding.

Project Evaluation - During June, 1992, project personnel met with Dr. Leslie Koltai, outside evaluator for USAID, in Poland and Hungary. Professor Boquist and Dr. Pigozzi

received verbal evaluation comments from Dr. Koltai during that time. A summation of MUCIA's response to his comments are included in Appendix C.

During this meeting, a change to that document occurred to fit the specific needs of the counterpart institutions. The change is noted below.

3. **MUCIA will place representatives in Budapest, Prague, and Warsaw to support our project activities for the reset of year one.** Change: MUCIA agreed to authorize the counterpart institutions to select their field representatives instead of Indiana University placing U.S. field representatives in each country. It was suggested by Indiana University that the fall modules be used as a test period to determine if the locally hired field representatives will satisfy USAID concerns.

Planning Session - Remaining First-Year Activities - Since the notification of the release of the remaining funding by USAID, it was decided to offer two more modules in each country during the fall of 1993. After lengthy discussions, the in-country facilitators are to go back to their countries and advise the US by September 10, 1992 as to their exact plans for fall modules.

It was implied at the meeting that Poland would want three days of finance, focusing on corporate finance and international finance with the possibility of having simultaneous translation. The second module would consist of three days of HRM focusing on team building and quality.

Czechoslovakia suggested three days of finance, focusing on mutual funds and stock operations at the company level and three days of advanced marketing, focusing on international marketing.

Hungary would like to have three days of basic finance, for general managers (people who do not specialize in finance) and three days of marketing, focusing on advanced marketing and international marketing.

Discussion of Second-Year Activities - If second-year funding is awarded, the US faculty would like to do the following during Spring, 1993:

- offer the same modules, with some resequencing
- give more than a tee-shirt and certificate
- add an introduction to business orientation to kick-off the delivery of all modules
- find a common name for each week (more integration)
- add a total quality management module to the list

Second-year funding includes executive education training for foreign faculty. Each foreign institution would like to have the option of their faculty travelling to the US for training or using the money for other options.

For the Fall, 1993 an international/export marketing module is to be developed for presentation in Hungary and Czechoslovakia. A request for proposal will go out to all MUCIA institutions to offer an opportunity to design this new module.

\\WP51\DOC\MSUMTG.DOC

## PARTICIPANT LIST

## MUCIA/MTC PROJECT PERSONNEL MEETING

August 9-11, 1992

Michigan State University

COUNTERPART INSTITUTION  
REPRESENTATIVES

Ferenc Forgo  
Budapest University of Economic Sciences

Milan Maly  
University of Economics, Prague

Krzysztof Opolski  
Warsaw University

MODULE REPRESENTATIVES

David Closs  
Michigan State University  
Logistics Module Coordinator

Gilbert Harrell  
Michigan State University  
Marketing Module Coordinator

Bruce Jaffee  
Indiana University  
Business Economics Module Coordinator

Andrew Karolyi  
Ohio State University  
Finance Module Coordinator

Ram Narasimhan  
Michigan State University  
Production Module Coordinator

Robert Pricer  
University of Wisconsin  
Strategy Module Faculty Member

Byron Ross  
University of Iowa  
Accounting Module Faculty Member

MUCIA REPRESENTATIVES

Steve Miller  
Assistant Director

Mary Joy Pigozzi  
Associate Executive Director

ADMINISTRATIVE REPRESENTATIVES

John Boquist  
Project Director  
Indiana University

Pamela Elmore  
Staff Assistant  
Indiana University

Patricia Eoyang  
Program Coordinator  
Indiana University

Diana Humphrey  
Program Assistant  
Indiana University

Robert Klemkosky  
Associate Dean - Research and Operations  
Indiana University

MEETING HOST

Robert Nason  
Chairperson, Marketing Department  
Michigan State University

**MUCIA/USAID PROJECT MEETING  
AGENDA**

*SUNDAY - AUGUST 9, 1992*

---

*Dinner - Holiday Inn, Red Cedar Room - 6:00 pm*

*Concert - Gladys Knight, MSU Amphitheater - 8:00 pm*

*MONDAY - AUGUST 10, 1992*

---

*Breakfast - on your own - reimbursable up to \$6.00*

Monday, 9:00-12:00 - Red Cedar Room

Activities completed to date

- Summary of completed project activities
- Module faculty and country facilitator reports
- Participant and internal evaluations
- Koltai evaluations
- Koltai evaluation meeting and suggestions
- MUCIA response

*Lunch - provided at hotel dining room, Chesapeake Crab House - limit \$8.00*

Monday, 1:00-5:00 - Red Cedar Room

Planning session, remaining first-year activities

- Resident field assistants
- Continuation of first-year activities through December 1992
- Specialized seminars
  - October through November
  - Select modules in relation to specific country needs
  - Dates of seminars
  - Length of seminars
  - Location site in each country
  - Rooms at site
  - Faculty per module
  - Basic budget information (work order process)

- Focus group meetings with program alumni
- Evaluation follow-up
- Concurrent with specialized seminars

*Dinner - cookout at Gil Harrell's home, 4762 Nakoma Drive, Okemos - 6:30 pm*

. 22.

**MANAGEMENT TRAINING AND ECONOMICS EDUCATION IN  
CENTRAL AND EASTERN EUROPE (MTC)  
PLAN: AUGUST 1992 - DECEMBER 1993  
(SUBMITTED TO USAID 10 JULY, 1992)**

**YEAR ONE: AUGUST - 30 DECEMBER 1992**

1. **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.
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.** 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 (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 has 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.** 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 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.

24

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. **MUCIA will limit its activities to Hungary and Czechoslovakia for the second year and will discontinue activities in Poland.**
8. **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.**
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.**
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 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.
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.** (See 3 and 4, above).
14. **MUCIA will purchase additional computer equipment for the programs in Budapest and Prague.**
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

## ÜZLETI ISKOLÁK

A tanfolyamot, amely korszerű vállalatvezetési ismeretek átadását célozta és amely az USAID támogatásával valósult meg, a BKE az amerikai MUCIA egyetemi konzorciummal közösen szervezte. A konzorcium tagjai egyenként is jól ismert oktatási intézmények: University of Illinois, Indiana University, University of Iowa, Michigan State University, University of Minnesota, The Ohio State University, The Pennsylvania State University, Purdue University, University of Wisconsin. A négyhetes Professional Managers Program látogatási bizonyítványait dr. Andorka Rudolf, az egyetem rektora nyújtotta át a harminc hallgatónak.

**Boquet professzor, tulajdonképpen hogy jött létre ez a különleges tanfolyam?**

➤ A Professional Managers Program létrejöttét a korszerű vállalatvezetési ismeretek iránt Magyarországon jelentkező szükséglet indokolta. A mi hazánkban mindennapos gyakorlat az, hogy a vezetők időről időre visszajeljenek az iskolapadba, mert tudják, hogy ez hasznára válik az vállalatuknak, és természetesen saját maguknak. Ennek persze csak akkor van értelme, ha a kérdéses program a legmagasabb minőségi színvonalat nyújtja. Tisztában voltunk vele, hogy nem „exportálhatunk” egyszerűen egy amerikai programot az Önök országába; ezért szövetségre léptünk a Közgazdasági Egyetemmel, amely a legjobb erőit mozgósította. A tervezést 1991 nyarán kezdtük el Bloomingtonban, az első tanfolyam sikeres lezárását pedig most ünnepeljük.

**Mondhatjuk, hogy a program amerikai–magyar közös vállalkozás?**

➤ Pontosan. Az amerikai tantárgyfelelős magyar kollégájával dolgozta ki, illetve adaptálta a helyi körülményekre a tananyagot. Arra törekedtünk, hogy amit tanítunk, az közvetlen segítséget adjon a hallgatók — akik egyébként gyakorló vállalati vezetők — mindennapos munkájához. A logisztikai modulban például arra kértük a résztvevőket, hogy írják le a saját vállalkozásuk valamilyen logisztikai problémáját, amelyekre közösen igyekeztünk megoldást találni. A közgazdasági modulban pedig valutacladási akciót elemeztünk esettanulmány formájában.

**Hogyan értékelték a kurzust a hallgatók?**

## PROFI MENEDZSER

**Július elején rendkívül sikeres menedzserképző kurzus végére tettek pontot a Budapesti Közgazdaságtudományi Egyetemen. A lebonyolított programról és a folytatással kapcsolatos tervekről John A. Boquistot (Indiana University), a program amerikai vezetőjét, és Forgó Ferencet, a magyarországi igazgatót kérdeztük.**

➤ Számunkra a legnagyobb dicséret az volt, ha valaki megjegyezte: a tanulatokat feltétlenül alkalmazni fogja a vállalatánál. Az is inspirálja az embert, ha megtudja, hogy az egyik hallgatója a szabadságát áldozta fel a program kedvéért, a másik pedig nemrég tért haza egy hasonló japán programról, és az azon megszokott színvonalat tekinti mércének. A bírálatok az egyes modulok időtartamára vonatkoztak: a legtöbben a pénzügyekről, a számvitelről és a marketingről szerettek volna többet hallani.

**Hogyan épültek fel az egyes modulok?**

➤ A magunk részéről úgy határoztuk meg a program szerkezetét, hogy ez a „mini MBA”, vagyis pontosan azokat a tárgyakat tartalmazza, amelyekre az összes induló Master of Business Administration tanfolyamunk épül. Az ilyen kurzusok hallgatói nem „specialisták”, hanem „generalisták”, akik teljes képet szeretnének kapni a vállalat működéséről.

A modulok meghatározott logikai sorrendben követték egymást. Köztudáságtannal indítottunk, majd marketinggel folytattuk. Ez a két tárgy körvonalazza a hallgatók számára a piacgazdaság legfontosabb jellemzőit. A második héten a logisztika és a termelésirányítás került sorra, hiszen, ha felismerjük a szükségletet, akkor meg kell találni a kielégítésének módját. A logisztika ebben a rendszerben nem más, mint híd a piac és a termelés között. A harmadik héten a pénzügyekre és a számvitelre koncentráltunk, a csúcsvezetők szemszögéből vetve fel a kérdéseket. Az utolsó hetet a stratégiai vezetésnek és az emberi tényezőnek szántuk, ami nem meglepő, hiszen a stratégia integrálja az egyes szakterületeket, stratégiát pedig nem lehet emberek nélkül

megvalósítani. A humán blokkot „csapatépítési” helyzetgyakorlatok tették színesebbé.

**Milyen nyelven folyt az oktatás?**

➤ A programra csak angolul jól tudó hallgatókat vettünk föl, így tolmácsra nem volt szükség. A hallgatók örömmel sajátították el az üzleti élet angol szakkifejezéseit. Ha egy-egy fogalommal mégis probléma volt, a BKE mindig jelen lévő tanárai készen álltak a magyarázattal. A „hazai színt” ezek az oktatók vitték a programba, akik amerikai kollégáik egyenrangú partnereinek bizonyultak. A tananyagot az amerikai gyakorlatnak megfelelően esettanulmányok köré építettük, így a hallgatóknak szinte folyamatosan együtt kellett dolgozniuk a tanárokkal. Mindig arra törekedtünk, hogy az egyes témák nemzetközi vonatkozásait is meg tárgyaljuk, hiszen a „globális” piacon az üzleti élet nem állhat meg a határoknál. A hallgatók a legkülönbözőbb vállalatoktól és szakterületekről érkeztek, így a közös munka során egymástól is sokat tanulhattak.

**Hogyan hasznosítják az itt megszerzett ismereteket?**

➤ A hallgatók rengeteg frásos anyagot vihettek haza referenciaként. Mi a „learning by doing” hívei vagyunk, azaz igyekszünk lebontani a falat az oktatás és a vállalati munka között, a tanfolyam módszertana is ezt célozza. A helyzetgyakorlatok segítségével a hallgatók a megfelelő üzleti fogásokat is elsajátíthatják.

**És mik a tervek a jövőre nézve?**

➤ Az USAID-től kapott támogatásból az ősz folyamán még két speciális szemináriumot tudunk Magyarországon megszervezni. A téma terveink szerint a pénzügyek és a marketing lesz, de más kérdések is szóba jöhetnek. A következő évben pedig szeretnénk megismételni a mostani programot, és reméljük, hogy az USAID ismét rendelkezésünkre bocsátja az anyagi hátteret. A magyar partneregyetem teljesítményével elégedettek vagyunk és úgy tekintünk a most lezárt tanfolyamra, mint egy több éves együttműködés nyitányára. Bizunk benne, hogy a tanulást a magyarországi vállalatok a legjobban megérett beruházásnak fogják tekinteni, és a jövő évi hallgatóink ugyanolyan kiváló szakemberek lesznek, mint a mostaniak voltak.

(x)

APPENDIX D

Interview given to the Hungarian edition  
of th Voice of America  
(It was on the air on Sept 19, 1992)

The key person in East Central Europe is the manager. He is an all-round problem solver equipped with up-to-date economic and management expertise. Of course to be a successful manager requires more than getting promoted to a senior position or having a fancy, expensive business card: one has to learn.

The Budapest University of Economic Sciences and a consortium of eight American Universities have joined forces to run a professional managers' program in Budapest. In the first four-week seminar last spring 30 participants gained a well-earned certificate of completion in the Hungarian capital. The class consisted mainly of local managers, but one of the participants, e.g., was from a firm headquartered in Vienna. Most of the teaching was done by outstanding professors of the highly-respected American universities. The program was well-designed and consisted of eight modules, each covering an important functional business area (e.g., marketing, logistics, etc.) and arranged in a logical order.

The seminars were held in English, thereby providing a good opportunity to pick up important technical terms and to practice business communication in English. The professors did a great job here in Budapest, as well as in Prague and Warsaw, where a similar program was conducted with great success. All this was made possible through the support of USAID, a US government foundation for aiding the East Central Europe region.

"I have recently returned from Michigan where the chief organizers of the program met" - said Ferenc Forgo, the program director at Budapest University of Economic Sciences. "As a result of the successful first year, preparations for next year's program are already under way. For those who intend to join the program next Spring an introductory three-day seminar

28

- 2 -

will be offered in financial Accounting and Corporate Finance this coming December".

Reported by József Siményi from Budapest.