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

QUARTERLY PROGRESS REPORT

APRIL 1, 1993 - JUNE 30, 1993

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International Activities, Inc.
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Introduction

During the second quarter of the MUCIA/MTC project, the remaining six modules of the Professional Managers Program were delivered with counterparts at University of Economics, Prague in the Czech Republic and Budapest University of Economic Sciences in Hungary. On June 16 and June 19 the MTC project completed the Professional Managers Program in Hungary and Czech Republic.

Proposed Activities

The proposed activities and targets for 1993 are reflected in Table 1.

TABLE 1: 1993 PROPOSED ACTIVITIES AND TARGETS

DATE	ACHIEVEMENTS
January, 1993	Preparation for Spring delivery of Professional Managers Program in Hungary and Czech Republic.
January, 1993	Purchase of \$15,000 worth of additional computing equipment for both counterpart institutions.
January, 1993	Development of evaluation system.
February, 1993	Preparation for Spring delivery of Professional Managers Program in Hungary and Czech Republic.
February, 1993	US and counterpart faculty development activities.
March, 1993	Delivery of Human Resource Management and Managerial Accounting Modules in Czech Republic and Hungary.
March, 1993	Consultation with counterpart Academic Coordinators on development of executive education centers.
April, 1993	Completion of First Quarterly report for year two.
April, 1993	Completion of "MUCIA NEWS" internal newsletter.
April, 1993	Delivery of Total Quality Management and Marketing Modules in Czech Republic and Hungary.

DATE	ACHIEVEMENTS
May, 1993	Delivery of Managerial Economics & Industrial Organization Modules in Czech Republic and Hungary.
May, 1993	Evaluation and consulting by US project personnel.
June, 1993	Delivery of Finance and Strategy Modules in Czech Republic and Hungary.
July, 1993	Completion of Second Quarterly report for year two.
July, 1993	Completion of evaluation for Spring Professional Managers Program.
July, 1993	Preparation of Fall week-long export module to be delivered in Czech Republic and Hungary.
July, 1993	Three Czech and three Hungarian faculty to attend Executive Education Programs at two MUCIA institutions.
August, 1993	Evaluation and planning meeting for remainder of year-two activities. Meeting to be attended by Project Personnel.
September, 1993	Delivery of Export Module in Czech Republic and Hungary.
October, 1993	Evaluation report on total delivered program.
October, 1993	Completion of Third Quarterly report for year two.

Completed Activities

Under technical guidance from USAID, the MUCIA/MTC project has completed the activities listed in Table 2. This table shows that all proposed activities for the quarter have been completed. Additional project achievements are also included in Table 2.

TABLE 2: 1993 COMPLETED ACTIVITIES

DATE	ACTIVITIES
January, 1993	Preparation for Spring, 1993 delivery of Professional Managers Program (PMP) in the Czech Republic and Hungary.
January, 1993	Development of evaluation system.
February, 1993	Preparation and shipment of PMP notebooks.
February, 1993	Transfer of funds (\$24,700 each) to Budapest University of Economic Sciences and University of Economics, Prague for preparation and execution of PMP activities.

February, 1993	Completion of US Faculty Information Aid.
February, 1993	US and counterpart faculty development activities.
February, 1993	Contribution by Harper Collins Publishers.
March, 1993	Recruitment of 34 PMP participants in Czech Republic and 31 PMP participants in Hungary.
March, 1993	Delivery of Human Resource Management and Managerial Accounting Modules in the Czech Republic and Hungary.
March, 1993	Visit to USAID in the Czech Republic and Hungary by Project Director, Robert Klemkosky.
March, 1993	Consultation with counterpart Academic Coordinators on development of executive education centers.
March, 1993	Completion of October - December, 1992 Quarterly and Final Reports for year one.
April, 1993	Completion of First Quarterly report for year two.
April, 1993	Completion of "MUCIA NEWS" internal newsletter.
April, 1993	Delivery of Total Quality Management and Marketing Modules in Czech Republic and Hungary.
April, 1993	Visit to USAID in the Czech Republic and Hungary by Professor Gilbert Harrell, Marketing Module Coordinator.
May, 1993	Delivery of Managerial Economics & Industrial Organization and Production & Logistics Modules in Czech Republic and Hungary.
May, 1993	Cam Danielson, Project Coordinator, meets with Academic Coordinators and counterpart faculty to discuss evaluation of the program and consult on executive education development activities.
May, 1993	Visit to USAID in Czech Republic by Professor Jaffee, ME&IO Module Coordinator, and Cam Danielson.
June, 1993	Delivery of Finance and Strategy Modules in Czech Republic and Hungary.
June, 1993	Robert Klemkosky, Project Director, meets with Academic Coordinators and counterpart faculty to discuss evaluation of the program and consult on executive education development activities.
June, 1993	PMP Graduation Ceremony in Czech Republic and Hungary.
June, 1993	Visit to USAID in Hungary by Project Director, Robert Klemkosky.

Professional Managers Program

Counterpart Institutions

The continued support of the Academic Coordinators and Resident Field Assistants at University of Economics, Prague in the Czech Republic and the Budapest University of Economic Sciences in Hungary has further enhanced the logistical arrangements and overall accomplishments of the PMP. The increased involvement of counterpart faculty also led to the success of the program. The supportive efforts of the counterpart faculty is illustrated by Professor Pricer's report on the Strategy module:

The success of the (Budapest) session was due in large part to the active participation of Professor Laszlo Tihanyi. With this group of people with varying degrees of interest, experience, knowledge and motivation, Professor Tihanyi was given the task of summarizing in Hungarian at the close of each content session and applying the material to the situation in Hungary in a way that was relevant to each of the participants. He performed this task in a very professional and effective manner and he should be given much of the credit for the high rating of the Budapest Strategy Module.

The increased responsibility of counterpart faculty and administrators in year two should greatly promote the sustainability of this program and the future development of executive education programs at counterpart universities.

Modules

During the second quarter six PMP modules were delivered. Presented modules include: Total Quality Management, Marketing, Managerial Economics & Industrial Organization, Production & Logistics, Finance, and Strategy. A complete listing of the PMP schedule is shown in Table 3.

TABLE 3: PROFESSIONAL MANAGERS PROGRAM MODULE SCHEDULE

<u>March - HRM/Managerial Accounting</u>		<u>May - ME&IO/Production & Logistics</u>	
Hungary	March 8 - 13	Hungary	May 10 - 15
Czech Republic	March 11 - 17	Czech Republic	May 13 - 19
<u>April - TOM/Marketing</u>		<u>June - Finance/Strategy</u>	
Hungary	April 15 - 21	Hungary	June 10 - 16
Czech Republic	April 19 - 24	Czech Republic	June 14 - 19

Faculty reports on the six modules delivered April - June appear in Exhibit A. As can be seen from these reports, each Module Coordinator felt that their efforts were a success.

While the Coordinators reports summarize the success of the PMP, they also provide valuable insights on ways to improve the relationships between the universities, the sustainability factor, and the PMP itself.

Evaluation Activities

Evaluation activities continued with each participant receiving an evaluation questionnaire at the close of each module. The table below summarizes the ranking for each module, with five being a perfect score. The figures were compiled by averaging participant responses for the fourteen question evaluation form. A sample evaluation form is located in Exhibit B. A complete breakdown of participant evaluation responses to each module in each country is located in Exhibit C.

TABLE 4: EVALUATION DATA SUMMARY

	Hungary	Czech Republic
Human Resource Management	4.33	4.50
Managerial Accounting	4.35	4.07
Total Quality Management	4.08	4.33
Marketing	4.36	4.61
Managerial Economics & Industrial Organization	4.08	4.26
Production & Logistics	4.25	4.18
Strategy	4.43	4.53
Finance	4.50	4.73
COUNTRY AVERAGE	4.33	4.40

As can be seen by an overview of Table 4, the modules with the highest ranking in both Budapest and Prague are Strategy, Finance, and Marketing. While these differences can to some degree be accounted for in the quality of instruction, a more fundamental finding is the degree of relevance of these respective topics to Eastern European economies in transition. The top ranked modules are more relevant to the issues our participants are dealing with each day. The lower ranked modules either deal with issues of current understanding or a technical specialization not required by most of our participants. It can also be noted that the country average for the Czech Republic is only .07 higher than Hungary, showing overall similar satisfaction in both countries.

A comprehensive PMP evaluation was conducted by Dr. Koltai, USAID Principal Evaluator. As can be noted from a review of these evaluations, participants welcomed the knowledge

they received from their participation in the PMP and viewed the program as a rewarding experience. A summary of Dr. Koltai's questionnaire is located in Exhibit D.

Evaluation and consulting activities also occurred during the visit of Project Coordinator, Cam Danielson, to Budapest and Prague. Mr. Danielson met with counterpart university representatives to discuss the ongoing PMP and consult on the development and delivery of executive education programs in each country. As the Director of Executive Education at Indiana University School of Business, Mr. Danielson provided insight on specific aspects of executive programs that need enrichment in Eastern European countries.

Professional Managers Program Graduation Ceremony

At the close of the Strategy Module, Project Director Robert Klemkosky, counterpart institution rectors and faculty, and USAID field representatives hosted a closing ceremony for PMP participants in Budapest and Prague.

At the ceremony participants were congratulated for their achievements and awarded an individualized plaque for their participation in the program. In each country the participants selected an individual to present a special thanks to the faculty and administrators of the PMP.

The awards were followed by a reception in which participants discussed with faculty and administrators the positive effect they felt this program would have on their companies and country as a whole.

PMP Summary

With the completion of the Strategy module in June, the MUCIA/MTC grant has effectively executed the PMP. The PMP involved 15 US faculty, 17 counterpart faculty, and 66 Eastern European professionals in a four week executive education program during March - June, 1993. A collection of pictures taken throughout the course of the PMP are shown in Exhibit E.

The PMP offered a short-term solution with a long-term impact--educating a new generation of business managers to facilitate the economic transition within each country while simultaneously training a new generation of educators to ensure a national capability to develop the future managers in a market economy. This strategy will produce a sustainable solution for Eastern European countries by building institutional capabilities to support management education within each country.

Outcomes of the PMP include the production and delivery of an integrated, modular and portable program, the presentation of 7,920 total hours of instruction to Eastern European working professionals, the future sustainability of executive education programs administered by Eastern European universities, the provision of curriculum and teaching materials, and feedback to the US system. Furthermore, these outcomes were achieved in a cost effective manner.

Visit of Imre Brankyinsky to Indiana University

Professor Brankyinsky of Budapest University of Economic Sciences visited Indiana University (IU) June 23-26, to meet with his PMP module counterpart Phil Podsakoff, HRM

module coordinator. The purpose of Professor Brankyinsky's visit was to expose him to experiential exercises in executive education, develop faculty ties, and further integrate their roles in the HRM module. Professor Brankyinsky observed two executive education programs while at IU. The teaching methodology and exercises he observed and the faculty development that occurred will directly enhance his ability to teach HRM courses in Eastern Europe.

Upcoming MTC Activities

Executive Education

In July six individuals from University of Economics, Prague in the Czech Republic and Budapest University of Economic Sciences in Hungary will visit Indiana University (IU) to attend a week of IU's Partners in Management Development program. During their stay at IU, counterpart representatives will attend the executive education program, a program specially designed to discuss developing and delivering executive education programs, and meet with MUCIA/MTC project personnel and faculty.

Project Director's Meeting

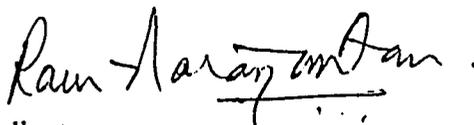
Dr. Koltai, USAID Principal Evaluator, has announced a Project Directors Meeting that will be held in Budapest on July 19-23, 1993. The meeting will address project implementation, evaluation, and management. The MUCIA/MTC project will be represented by Robert Klemkosky, Project Director, and Mary Pigozzi, MUCIA Associate Executive Director.

EXHIBIT A
Module Reports

July 13, 1993

To: Pam Elmore
Program assistant

From: Ram Narasimhan
TQM Module Coordinator



The TQM modules in Budapest, Hungary and Prague, Czech Republic were received extremely well by the participants. I did note several differences though between the two sites.

In general, John and I felt, that the participants in Prague had been selected with greater care by the local faculty. Most if not all of them were proficient in English. Their educational background and work experience matched well with the topics covered in the course. The participants evinced a great deal of interest in the issues; discussions tended to be more spirited. It appeared to us that the Czech participants realized to a greater degree (compared to their Hungarian counterparts) the importance of manufacturing operations and, quality of products and services for active participation in European economy and trade. The local faculty should be commended for their role in identifying and selecting the participants. The training facility was more than adequate.

Dr. Stephan Muller and Professor Mali were present in all the sessions. Dr. Muller translated important portions of the presentations into Czech whenever necessary. I think his efforts contributed greatly to the success of the module presentations.

In Hungary, although John and I deemed the module presentations to be a success, we felt that the level of interest in TQM among the participants was perceptibly lower. Language proficiency varied among the participants. Dr. Bogel, the local faculty coordinator was very helpful and personable. We were given the impression that in Hungary there is greater interest in Finance and Investment Banking than in "nuts and bolts" issues such as TQM. The training facility in Hungary could stand some improvement.

In summary, the module presentations at both locations were a success. The Czech participants, in our view, extracted the best performance from us and perhaps, got a little more out of the module presentations. Hope Buck and you find these comments useful.



INDIANA UNIVERSITY

INTERDEPARTMENTAL COMMUNICATION

To: Pam Elmore

Dept: International Programs

Subj: Trip Report

From: Bruce L. Jaffee

Dept: Business Economics

Date: June 3, 1993

Phone: 5-9219

The purpose of this memo is to report to you (and AID) on the results of last month's teaching in the Professional Manager's Program in Budapest and Prague. On balance, the local faculty, Tom Sparrow, and I thought that everything went well. Nonetheless, things can always be better. So the primary purpose of this report is to indicate areas in need of improvement and topics of concern so we can make stronger proposals and programs in the future.

- 1) After long but uneventful flights Tom Sparrow and I arrived in Budapest on schedule in the early afternoon of Saturday, May 8. We expected to have been met at the airport by someone from the University, but no one was there to meet us, nor, we later learned informally, was anyone expected to meet us there. This is certainly no big deal because there was excellent and inexpensive transportation (about \$5.00 per person) from the airport to the hotel and the system is very easy to manage. Nonetheless, I think it should be explicit whether or not the instructors will be met at the airport.

We stayed once again at the Hotel Korona in downtown Budapest. This is a good quality hotel, well situated for sight-seeing and for access to the Management Training Center. Since we had been to the Center in 1992, we had little difficulty getting to and from the Center by ourselves. The hotel is at a metro stop and getting to the Center requires taking one line for four stops and then walking for about 5 to 10 minutes. Total elapsed time from the hotel to the Center is no more than 20 minutes.

- 2) When we arrived at the hotel there was a message from Marton Vagi that he would meet us Sunday evening. We met him and the head of the Economics Department for dinner in an old part of Buda that evening and outlined the topics that we would cover in the sessions. We agreed to all attend and participate in the sessions, to the extent our schedules permitted.
- 3) Marton Vagi is an enthusiastic, pleasant, and competent person. However, he is a very junior member of the department and has relatively little management and executive education experience. He's more on the level of a graduate student than the major faculty leaders that we worked with in Prague or Ferenc Forgo who is the coordinator in Hungary.

- 4) Tom Sparrow and I split the teaching responsibilities on Monday, Tuesday, and about half of Wednesday morning, at which point we had to leave to catch an early afternoon flight to Prague. Marton Vagi attended all of the sessions but did not add much directly except for doing an excellent job of handling the logistics. Presumably after we left Wednesday morning he spent some time dealing with pricing strategy, with a focus on game theory models and their applications.
- 5) Through our project, BUES has purchased a first rate multi-format VCR. While it was expensive (in the neighborhood of \$3,000) this machine expertly handled all types of video tapes automatically. Compared to last year, Tom Sparrow and I increased the use of cases and problems. We think they went over extremely well, and students did a good job of discussing the topics and issues themselves and working out solutions both individually and in groups. We would recommend the further expansion of the use of cases and the use of similar discussion materials.
- 6) Generally the same participants were at the sessions in Budapest through the two and half days. There were no students or faculty members; all of the participants were from the business sector, broadly defined. The one "odd" person is the ambassador to Hungary from Sri Lanka. He added an interesting dimension to the class, but, unfortunately, he does not know Hungarian so any presentations by local faculty must be in English. On Tuesday, during the morning coffee break, we spent a few minutes with Balazs Hamori (I was also briefly introduced to Gyorgy Bogel on Monday morning). We also had a dinner Tuesday evening with Ferenc to review the program and talk about a number of general management education issues.
- 7) Early Wednesday afternoon we left Budapest for Prague where we were met at the airport by Milan Maly with a driver and van from the Prague School of Economics. We stayed at the recently opened Penta Hotel in downtown Prague. This is a first class hotel that is having discounted rates during its first "soft opening" months. While the Korona in Budapest is certainly adequate, the Penta is even better. It, too, is very close to all the key historic sites and adjacent to a metro station. We had dinner that evening with both Milan Maly and Petr Zaruba. On the way we did some sight-seeing and at dinner extensively discussed the course and their participation.
- 8) In addition to business oriented people, there were several faculty and doctoral students in attendance at the sessions in Prague. Both Milan and Petr provided limited sequential translation and clarification after each of the segments that Tom and I presented. We thought this kind of clarification and commentary in Czech was an invaluable addition to the program. I would strongly recommend that this kind of commentary be continued. Of course, it does require that we have people of the caliber of Milan and Petr in terms of dual language abilities, self confidence and subject competency.

- 9) The logistics at the Krystl Hotel were fine. The VCR equipment they had showed our converted videos perfectly. (The ones that Gil showed for the marketing module also worked but only in black and white. As a result it must have been a conversion problem at MSU). I gave the tapes to our local counterparts in both countries for their future use.

In Prague the program was extremely well organized in terms of coffee breaks, set lunch times, and duplicating facilities. I think students especially appreciated having coffee provided and easy access to duplicated material. In this latter regard, I had all my overheads copied and distributed to the students so it would be easier for them to take notes. I urge later presenters to do the same, either in advance or on site.

- 10) Petr and Milan were outstanding hosts who wanted to make sure our stay was comfortable, and they were very concerned that we have a good time in Prague and would see all the key sites. Even though this was the fourth time that I had been in Prague, we very much appreciated the extensive time they spent with us.
- 11) The students in Prague were noticeably better this year than last. In 1992 we clearly had major business leaders, but they were typically managing directors or high level officials in state owned operations who, I think, were bewildered by some of the upcoming changes. This year we had people from generally smaller entrepreneurial and internationally oriented organizations. Their English language skills seemed to be better in 1993 than in 1992, and their average age was less.

Tom and I broke the class into five groups and assigned a case to each group of students. We gave them about a half an hour to read, discuss, and evaluate the case, which they seemed to do with great enthusiasm. I then asked them to present their specific case or problem to the whole class in Czech and then to discuss the answer to the specific questions that we posed in English through a spokesperson who, presumably, was the best person in the group in spoken English. I think this problem/case discussion approach was very successful. A combination of lectures, discussions, videos, and cases seemed to be a very effective structure.

- 12) On late Friday, May 14, Tom Sparrow and I left for our prearranged 4:00 p.m. meeting at the embassy. Although we were scheduled to meet with Jim Rogers, we in fact met with a Mr. Posner who had arrived in Prague just a few days before to assist Rogers in the AID area because of the big AID mission in the Czech Republic. This is Posner's first AID post, and he knew nothing about the specifics of our project. However, he has an MBA from Berkeley and has worked in the small business area, taught as an adjunct at Berkeley, and served as an advisor to Indian tribes in North and South Dakota. We spoke to him for about 45 minutes about our project, and he seemed very receptive. I believe we were the first AID project recipients to visit him. I gave Mr. Posner a copy of

our latest newsletter, which included a list of all the modules and the local U.S. faculty. Posner said he would try to make part of the June sessions if we thought he would not be intruding. I assured him that he would be most welcome to attend, and I think it may be a good idea for us to contact him, Rogers, or the Czech assistant (who has attended several of the sessions, although not our module) and formally invite them to come.

- 13) The Saturday morning concluding half-day session was run by Milan and Petr in Czech. Petr focused on the evaluation of Czech companies in the process of privatization. Milan emphasized governance structures in Czech corporations. I had introduced the topic by discussing the organization of U.S. corporations and the role of boards of directors. One of the problems faced by Czech corporations is to find the appropriate role for boards of directors.

I was very pleased with the way in which things went this year. We had an excellent time. We had a good taste for some of the culture, educational issues, and problems facing each of the countries. I hope our students had an opportunity to learn as much as we did.

For the future, I think our clear key contact person in Hungary is Ferenc Forgo. He has excellent language skills, confidence, and contacts and certainly can pull off a good program. Petr and Milan are undoubtedly some of the top people in the Czech Republic. They have key business and government contacts. They are involved in a large number of executive education and consulting activities, but they gave us their full attention while we were there.

Ferenc, Balazs, Petr, and Milan (and possibly Rector Muller) are all tentatively planning to come to Bloomington in either June or July. I expect to be around during the times they will be here. I would be very happy to meet with them and help with any professional, logistical, or entertainment responsibilities.

BLJ:rg

MUCIA PROJECT REVIEW
PRODUCTION/LOGISTICS MODULE
BUDAPEST/PRAGUE

May 13-19, 1993

This document reports the observations of the Production/Logistics Module Team for the Professional Managers Program in Hungary and the Czech Republic.

The ten module sessions included a combination of presentations, breakouts, and cases. All participants were provided copies of all material at the beginning of the module. I requested and attempted to organize the participation of local faculty through correspondence prior to the program. The faculty agreed to increased participation over last year with an agreement to finalize the plans during the meetings prior to the actual program.

In Budapest, I met with Jozsef Temesi and Jozsef Beracs on the Wednesday prior to the program start. We reviewed the entire program and identified areas where they would contribute. The general design was to give them the last 15-20 minutes of each session to provide a local perspective regarding the topic under discussion. In addition, they agreed to elaborate on topics during the session when it appeared that the participants may be confused.

The session began on Thursday morning with about eleven participants. We were disappointed with the number of participants but were happy with the quality of their contribution. In two cases, it appeared that the participants were not at prior sessions but

had been "assigned" to the production/logistics module due to their job responsibilities. There was very good participation from about half the class. The questions reflected interest, understanding and insight. The Hungarian faculty frequently contributed. While their comments were frequently in Hungarian, the class reaction was very positive. The Hungarian contributions this year were much less structured and focused on data than they have been in the previous year. The comments demonstrated some insight into the production and logistics problems being experienced by local firms. The Hungarian faculty incorporated transparencies in their presentation which demonstrated more preparation over last year.

In addition to the six lecture/discussion sessions, we incorporated four group or case sessions. We found the participation in the lecture/discussion sessions to be comparable to what we experience in U.S. management education after the first day. The Customer Service workshop where we broke them into teams to discuss focus questions worked very well. We used a simple case discussion as part of the Procurement Session. The case discussion proceeded at about the level of an undergraduate class. We again used a "live" case where we asked the participants to define a "real" production/logistics problem that they face in their positions. We received seven very good cases which merited discussion. We were only able to discuss about three of them due to the time allotted. It appears the participants really enjoy this session as they can walk away with a solution to a problem they are facing. The participants who don't have their problem solved enjoy the problem solving nature of the process. This approach worked very well with the Hungarians as they appear to be more entrepreneurial. Our assessment is that they have the ability and interest in

developing problem solving skills rather than just identifying the correct solution.

The teaching and residential facilities in Budapest were fine. The Korona Hotel is very acceptable although the government per-diem allowance does not cover the entire cost. As a matter of personal preference, however, I prefer to pay the additional amount to maintain reasonable standards. The airport pick-up and returns were fine. The transfers between the hotel and management center typically used the Metro which was no problem given the proximity of both locations to stations on the same line.

We used the same model in Prague although we did make some adjustments. We reviewed the program with Professor Helena Hruzova on Sunday afternoon prior to the start of the program. She requested that we incorporate a case that she would lead as part of the second day. We combined the material in two of our existing sessions and included her case. We also asked her to participate with us in the remainder of the sessions either at the end to summarize or during the session to elaborate or explain our points. She generally preferred to contribute throughout the session.

There were about 25 participants in Prague. The participation was fairly consistent across the three days. The participants were very attentive in class but they were not as interactive as the group in Budapest. It appeared that they absorbed the material but preferred not to ask questions or challenge it. There were a few students who broke out of this passive mold, particularly on the last day. Helena completed her case discussion on the morning of the second day. She used a combination of discussion groups and total class discussion. The majority of the discussion was completed in Czech. The initial participation level was low although the last half hour was very active. A particular concern for us was

the participation in the case discussions and the "live" case exercise. Our observation, and that of the Czech faculty, was that participants are more interested in "solutions" than "process." They desired answers to the case situations rather than understanding the process to develop the answers. This was particularly apparent in the "live" case situation where the problems presented by the participants were trivial and very case specific. As an example, rather than being concerned about broader production and logistics issues, the situations described by the participants concerned specific product pricing and promotion issues. There was virtually no one in the class that would admit to have a production/logistics problem which was surprising given the responsibilities of some of the individuals.

The Czech faculty were very helpful and supportive throughout the entire process. Professor Hruzova actively participated and contributed to the sessions. I spent the day following the program with her reviewing the results. We jointly developed some ideas for future sessions. First, although we reduced the detail a significant amount over the previous year, we would again reduce the amount of material covered and attempt to focus our efforts on targeted areas such as customer service, channels, relationships and inventory. Second, we would incorporate more group work such as simulations and possibly panels. The simulations would provide the participants a channel perspective. The panels, which we would suggest to include local retailers, would be designed to highlight changing customer needs. Third, the teaching should be interactive between the U.S. and the local faculty. We concluded that the presentations could be in 15-20 minute blocks. While the U.S. faculty would present in English, the local faculty would have the option of elaborating or clarifying in the local language. This should increase the comfort level for the students

and increase their willingness to ask questions and challenge. Finally, the overall process should lead the students to take more risks. This should include some (limited) case presentations by the students.

The Czech facilities were very good. The changes in the Management Center to open up the classrooms with U-shaped presentation areas facilitated the class interaction. The airport, hotel, and transportation arrangements were exceptional.

STRATEGY MODULE REPORT
PROFESSIONAL MANAGERS PROGRAM

a

**MIDWEST UNIVERSITIES CONSORTIUM
FOR
INTERNATIONAL ACTIVITIES, INC.
PROJECT**

**MANAGED
by
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July 2, 1993

STRATEGY MODULE FINAL REPORT

The Strategy Module of the Professional Managers Program was designed in cooperation with teaching staff from the Faculty of Economics in both Budapest and Prague. The involvement of key people in the content design resulted in a program that was specifically designed to meet the particular needs of participants in each country.

The Strategy Module was taught in Budapest on June 14, 15 and 16 and in Prague on June 17, 18 and 19. The sessions were rated highly by the participants on a 5 point scale as follows:

<u>Question</u>	<u>Prague Rating</u>	<u>Budapest Rating</u>
1. Objectives Clear	4.7	4.8
2. Exceeded Expectations	4.7	4.3
3. Teacher Communication	4.8	4.7
4. Use of Examples	4.8	4.6
5. Student Involvement	4.7	4.3
6. Up-to-Date	4.8	4.6
7. Preparation & Organization	4.9	4.6
8. Other Parts of Program	4.9	4.6
9. Amount of Material	4.7	4.3
10. Understanding of Topic	4.6	4.5
11. Useful Knowledge/Skills	4.8	4.7
12. Faculty Interaction	4.7	4.0
13. Participant Sharing	4.3	4.2
14. Overall Rating	5.0	4.6
All Item Average Rating	4.8	4.5

The ratings for the programs were very satisfying and document that the needs of participants were met. In particular, the high rating on the question regarding the quality of the educational experience, and the "all question" rating average, demonstrate that the module objectives were achieved.

The program in Prague was particularly gratifying with very high ratings on all questions with the exception of that asking if participants enriched the course with their ideas and experiences. This group of attendees was highly motivated and some members seemed to resent the time taken by fellow participants to discuss their own experiences.

The participants have asked that we send them additional

material and software to be used with some of the management skills taught. We have mailed the requested material and have offered to answer questions by fax or send additional needed information. Also, we mailed participants a copy of our book describing skills needed for business management success.

The success of the Prague seminar was directly influenced by the professional work of **PROFESSOR FRANTISEK KOVAR**. Professor Kovar summarized each section of the Strategy Module in Czech to the participants and described how the material might be applied to the situation in the Czech Republic. In addition, he prepared a case, The Moser Glass Company, that we used to illustrate the concepts and skills being taught. This is an excellent case description and added a valuable dimension to the workshop.

Based on our work with Professor Kovar, he will be invited to present a lecture at the University of Wisconsin-Madison during the third week of September, 1993. It is our intention to develop a long-term working relationship with Professor Kovar and we hope to discuss the possibility of joint research and publication when he visits our campus.

The support provided by the Prague Faculty of Economics was exceptional and all logistics were handled without any problems. The organization of our seminar could not have been any more professional and the efforts of Professor Kovar, and the staff of the Krystal Training Center were appreciated very much.

The seminar in Budapest was also highly rated by the participants. However, the people attending our seminar were noticeable less prepared and motivated when compared to those in the Prague group. Several members of the group complained about the amount of material we covered and they obviously were more interested in socializing than in the important work of the program. As the majority of the participants were interested and motivated, we insisted on moving through the content as planned. The rating of several questionnaire items reflect the difficulty we faced with this particular group of participants.

The success of the session was due in large part to the active participation of **PROFESSOR LAZLO TIHANYI**. With this group of people with varying degrees of interest, experience, knowledge and motivation, Professor Tihanyi was given the task of summarizing in Hungarian at the close of each content session and applying the material to the situation in Hungary in a way that was relevant to each of the participants. He performed this task in a very professional and effective manner and he should be given much of the credit for the high rating of the Budapest Strategy Module.



This is the second year that we have taught on the program and it is important to comment on the overall management and administration of the Professional Managers Program this year. **ASSOCIATE DEAN ROBERT C. KLEMKOSKY**, Project Director, and the School of Business of Indiana University, are to be congratulated for a job very well done. Dr. Klemkosky, and Administrative Assistant **PAM ELMORE**, have managed the project in an excellent manner and all details were taken care of in both Prague and Budapest. Dr. Klemkosky spoke to the participants at the end of each of our seminars and his interest in delivering a high quality educational experience for the participants was obvious. It was a privilege to be associated with a program that had such a high level of management and administration.

Please feel free to contact Professor Robert Pricer, School of Business UW-Madison if you require any additional information. Thank you for giving me and my university the opportunity to participate as member of your very important management development project in Hungary and the Czech Republic.

Robert W. Pricer

**REPORT
MARKETING MODULE SPRING 1993
MUCIA EXECUTIVE SEMINAR**

The marketing module was designed to help participants understand how to build marketing strategies that satisfy customers. Equally important was to show how marketing tools and techniques can improve companies ability to compete in free enterprise economies. The program moved from discussing the philosophies associated with strong marketing to the introduction and use of key marketing tools and techniques. The final section showed participants how to combine the numerous marketing elements to build a marketing plan. The importance of marketing for managers of all functions and types of business was stressed. Overall, participants were enthusiastic about the subject, interacted with the instructors and demonstrated involvement in a way that leads me to believe they will be able to use most of the material to improve their companies.

Several aspects of the work in Hungary and the Czech Republic are noteworthy including (1) participant make-up, ability and interests; (2) in country faculty and administration, and (3) teaching methods that work best.

Participant make-up, ability and interests are extremely important because the entire activity is conducted for their benefit, so they, in turn, are able to improve economic performance.

Participant make-up was in line with the objectives of the grant. Numerous types of companies (sizes and industries) were represented, plus a few educators. In general, most participants had little marketing experience but great interest in the subject because they recognized the need for stronger marketing in their companies. Additionally, it was apparent that most were seeking upward mobility and would be utilizing marketing techniques in their current or future jobs.

Participant ability in English was very good. Most were "thinking" in English and a few were still at the "translation" stage. All could read English with no problem. The participants were extremely capable quantitatively and use of quantitative tools went rapidly. It was apparent that the overall "educational level" of participants was high, several having advanced degrees.

Participant interest peaked when we discuss-how-to-techniques and used examples to drive points home. Participants were more interested in learning how companies outside their countries performed than in learning by example from each other. In this way the approach was altered from typical executive education in the U.S. or other advanced traditional free market countries, where participants learn from each other's experience.

In country faculty and administration was excellent. In both the Czech Republic and Hungary we could rely on our local partners to do an outstanding job. In both cases, I met in advance for a briefly by people from our counterpart institutions. Additionally, I met with AID representatives in each country and discussed the local situation. These meetings were useful in understanding all of the types of educational work taking place in the region. A major aspect of the success of the programs was the attendance and participation of local faculty. Professors Eva Kotlasova in Prague and Pál Varjas in Budapest were there to insure that participants could relate all topics to their specific environments. Both did an outstanding job of working with participants. Professors Milan Maly in Prague, and Ferenc Forgo in Budapest were personally involved in making sure the participants had access to them. This is very important, because participants could experience the importance of the program and commitment of our in country partners;

Finally, the teaching methodology was sequenced to provide fundamental principles, followed by practice application, followed by application to a participant's business. Our initial research work paid off because the learning sequence was well received.

All in all, this program module seemed to be on track. I enjoyed and benefited by working with all of our MUCIA partners, and look forward to future opportunities of this sort.

**Gil Harrell
Professor of Marketing
Eli Broad School of Business
Michigan State University**

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EXHIBIT C
Evaluation Data

PROFESSIONAL MANAGER PROGRAM

City: Prague

Total Quality Mng'ment
26 MAY 1993

Items are rounded percentages; mean based on five-point scale.
NR = No response Number of respondents 17

	SA	A	U	D	SD	NR	MEAN
1. The objectives of this course were clear to me.	35	59	6				4.29
2. The course exceeded my expectations.	29	53	18				4.12
3. The instructor communicated effectively.	76	24					4.76
4. The instructor made the subject matter more meaningful through the use of examples.	71	18	6			6	4.41
5. The instructor encouraged participants to be involved in discussions.	18	53	24	6			3.82
6. The instructor presented up-to-date material and information.	59	41					4.59
7. The instructor was well prepared and organized.	88	12					4.88
8. The instructor did a good job of relating this course with the total program.	59	35	6				4.53
9. The quantity and depth of material covered were appropriate for the allotted time.	53	35	12				4.41
10. I feel that I have a good understanding of the topics covered.	29	59	12				4.18
11. This course helped me gain useful knowledge and/or skills.	47	53					4.47
12. I was pleased with the amount of interaction I had with this faculty member.	35	53	12				4.24
13. The participants enriched the course by sharing their ideas and experiences.	18	35	18	29			3.41
14. Overall, I would rate this course as an outstanding educational experience.	53	47					4.53

AS

THE PROFESSIONAL MANAGER PROGRAM

Course: TQM

City: Budapest

July 1993

Items are rounded percentages; mean based on five-point scale.

NR = No response

Number of respondents 8

	SA	A	U	D	SD	NR	MEAN
1. The objectives of this course were clear to me.	50	50					4.50
2. The course exceeded my expectations.	25	38	25	12			3.75
3. The instructor communicated effectively.	50	50					4.50
4. The instructor made the subject matter more meaningful through the use of examples.	12	63	25				3.88
5. The instructor encouraged participants to be involved in discussions.	50	38	12				4.38
6. The instructor presented up-to-date material and information.	75	25					4.75
7. The instructor was well prepared.	75	25					4.75
8. The instructor did a good job of relating this course with other parts of the program.		63	25			12	3.71
9. The quantity and depth of material covered were appropriate for the allotted time.	25	25	50				3.75
10. I feel that I have a good understanding of the topics covered in this course.	12	63	25				3.88
11. This course helped me gain useful knowledge and/or skills.	25	75					4.25
12. I was pleased with the amount of interaction I had with the faculty in the course.	25	25	50				3.75
13. The participants enriched the course by sharing their ideas and experiences.	12	38	25	25			3.38
14. Overall, I would rate this course as an outstanding educational experience.	38	38	12	12			4.00

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PROFESSIONAL MANAGER PROGRAM

Marketing

City: Budapest

26 MAY 1993

Items are rounded percentages; mean based on five-point scale.

NR = No response

Number of respondents 15

	SA	A	U	D	SD	NR	MEAN
1. The objectives of this course were clear to me.	60	40					4.60
2. The course exceeded my expectations.	60	33	7				4.53
3. The instructor communicated effectively.	80	20					4.80
4. The instructor made the subject matter more meaningful through the use of examples.	53	47					4.53
5. The instructor encouraged participants to be involved in discussions.	73	27					4.73
6. The instructor presented up-to-date material and information.	40	33	27				4.13
7. The instructor was well prepared and organized.	53	47					4.53
8. The instructor did a good job of relating this course with the total program.	13	53	33				3.80
9. The quantity and depth of material covered were appropriate for the allotted time.	13	80	7				4.07
10. I feel that I have a good understanding of the topics covered.	27	60	13				4.13
11. This course helped me gain useful knowledge and/or skills.	47	53					4.47
12. I was pleased with the amount of interaction I had with this faculty member.	40	47	7		7		4.13
13. The participants enriched the course by sharing their ideas and experiences.	33	27	40				3.93
14. Overall, I would rate this course as an outstanding educational experience.	67	33					4.67

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PROFESSIONAL MANAGER PROGRAM

Marketing

City: Prague

26 MAY 1993

Items are rounded percentages; mean based on five-point scale.

NR = No response

Number of respondents 23

	SA	A	U	D	SD	NR	MEAN
1. The objectives of this course were clear to me.	70	30					4.70
2. The course exceeded my expectations.	74	26					4.74
3. The instructor communicated effectively.	91	9					4.91
4. The instructor made the subject matter more meaningful through the use of examples.	83	13	4				4.78
5. The instructor encouraged participants to be involved in discussions.	70	26	4				4.65
6. The instructor presented up-to-date material and information.	70	30					4.70
7. The instructor was well prepared and organized.	100						5.00
8. The instructor did a good job of relating this course with the total program.	61	35		4			4.52
9. The quantity and depth of material covered were appropriate for the allotted time.	52	43	4				4.48
10. I feel that I have a good understanding of the topics covered.	48	52					4.48
11. This course helped me gain useful knowledge and/or skills.	61	35	4				4.57
12. I was pleased with the amount of interaction I had with this faculty member.	35	48	17				4.17
13. The participants enriched the course by sharing their ideas and experiences.	30	52	4	9	4		3.96
14. Overall, I would rate this course as an outstanding educational experience.	91	9					4.91

PROFESSIONAL MANAGER PROGRAM

Managerial Economics
26 MAY 1993

City: Budapest

Items are rounded percentages; mean based on five-point scale.
NR = No response Number of respondents 9

	SA	A	U	D	SD	NR	MEAN
1. The objectives of this course were clear to me.	67	22	11				4.56
2. The course exceeded my expectations.	22	33	33	11			3.67
3. The instructor communicated effectively.	44	33	22				4.22
4. The instructor made the subject matter more meaningful through the use of examples.	44	33	22				4.22
5. The instructor encouraged participants to be involved in discussions.	44	33	22				4.22
6. The instructor presented up-to-date material and information.	22	33	44				3.78
7. The instructor was well prepared and organized.	44	44		11			4.22
8. The instructor did a good job of relating this course with the total program.	22	56	22				4.00
9. The quantity and depth of material covered were appropriate for the allotted time.	44	44		11			4.22
10. I feel that I have a good understanding of the topics covered.	33	44	22				4.11
11. This course helped me gain useful knowledge and/or skills.	44	22	33				4.11
12. I was pleased with the amount of interaction I had with this faculty member.	33	33	11	22			3.78
13. The participants enriched the course by sharing their ideas and experiences.	22	56	22				4.00
14. Overall, I would rate this course as an outstanding educational experience.	33	33	33				4.00

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PROFESSIONAL MANAGER PROGRAM

Managerial Economics
26 MAY 1993

City: Prague

Items are rounded percentages; mean based on five-point scale.

NR = No response

Number of respondents 16

	SA	A	U	D	SD	NR	MEAN
1. The objectives of this course were clear to me.	31	56	13				4.19
2. The course exceeded my expectations.	31	50	19				4.13
3. The instructor communicated effectively.	50	44	6				4.44
4. The instructor made the subject matter more meaningful through the use of examples.	56	44					4.56
5. The instructor encouraged participants to be involved in discussions.	50	31	19				4.31
6. The instructor presented up-to-date material and information.	50	44	6				4.44
7. The instructor was well prepared and organized.	56	38	6				4.50
8. The instructor did a good job of relating this course with the total program.	56	31	13				4.44
9. The quantity and depth of material covered were appropriate for the allotted time.	31	50	19				4.13
10. I feel that I have a good understanding of the topics covered.	6	88	6				4.00
11. This course helped me gain useful knowledge and/or skills.	31	69					4.31
12. I was pleased with the amount of interaction I had with this faculty member.	25	50	25				4.00
13. The participants enriched the course by sharing their ideas and experiences.	19	56	25				3.94
14. Overall, I would rate this course as an outstanding educational experience.	38	56	6				4.31

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THE PROFESSIONAL MANAGER PROGRAM

Course: Production & Logistics

City: Budapest
July 1993

Items are rounded percentages; mean based on five-point scale.

NR = No response

Number of respondents 9

	SA	A	U	D	SD	NR	MEAN
1. The objectives of this course were clear to me.	78	22					4.78
2. The course exceeded my expectations.	22	56	22				4.00
3. The instructor communicated effectively.	44	44				11	4.00
4. The instructor made the subject matter more meaningful through the use of examples.	44	56					4.44
5. The instructor encouraged participants to be involved in discussions.	67	33					4.67
5. The instructor presented up-to-date material and information.	22	67	11				4.11
7. The instructor was well prepared and organized.	56	44					4.56
6. The instructor did a good job of relating this course with the total program.	22	67				11	3.78
6. The quantity and depth of material covered were appropriate for the allotted time.	33	56		11			4.11
6. I feel that I have a good understanding of the topics covered.	22	67	11				4.11
1. This course helped me gain useful knowledge and/or skills.	33	56	11				4.22
2. I was pleased with the amount of interaction I had with this faculty member.	44	44	11				4.33
3. The participants enriched the course by sharing their ideas and experiences.	44	44	11				4.33
4. Overall, I would rate this course as an outstanding educational experience.	33	44	22				4.11

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THE PROFESSIONAL MANAGER PROGRAM

Course: Production & Logistics

City: Prague

July 1993

Items are rounded percentages; mean based on five-point scale.

NR = No response

Number of respondents 18

	SA	A	U	D	SD	NR	MEAN
1. The objectives of this course were clear to me.	39	61					4.39
2. The course exceeded my expectations.	22	50	28				3.94
3. The instructor communicated effectively.	33	61	6				4.28
4. The instructor made the subject matter more meaningful through the use of examples.	50	39	11				4.39
5. The instructor encouraged participants to be involved in discussions.	39	50	11				4.28
6. The instructor presented up-to-date material and information.	28	50	22				4.06
7. The instructor was well prepared and organized.	50	50					4.50
8. The instructor did a good job of relating this course with the total program.	44	33	17	6			4.17
9. The quantity and depth of material covered were appropriate for the allotted time.	28	61	6	6			4.11
10. I feel that I have a good understanding of the topics covered.	22	72				6	4.00
11. This course helped me gain useful knowledge and/or skills.	39	50	11				4.28
12. I was pleased with the amount of interaction I had with this faculty member.	17	61	17	6			3.89
13. The participants enriched the course by sharing their ideas and experiences.	17	56	17	11			3.78
14. Overall, I would rate this course as an outstanding educational experience.	56	33	11				4.44

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THE PROFESSIONAL MANAGER PROGRAM

Course: Finance

City: Budapest

July 1993

Items are rounded percentages; mean based on five-point scale.

NR = No response

Number of respondents 15

	SA	A	U	D	SD	NR	MEAN
1. The objectives of this course were clear to me.	67	33					4.67
2. The course exceeded my expectations.	40	47	13				4.27
3. The instructor communicated effectively.	80	20					4.80
4. The instructor made the subject matter more meaningful through the use of examples.	73	27					4.73
5. The instructor encouraged participants to be involved in discussions.	47	47	7				4.40
6. The instructor presented up-to-date material and information.	47	53					4.47
7. The instructor was well prepared and organized.	73	27					4.73
8. The instructor did a good job of relating this course with the total program.	40	40	13			7	4.00
9. The quantity and depth of material covered were appropriate for the allotted time.	47	47		7			4.33
10. I feel that I have a good understanding of the topics covered.	53	33	13				4.40
11. This course helped me gain useful knowledge and/or skills.	53	47					4.53
12. I was pleased with the amount of interaction I had with this faculty member.	33	60	7				4.27
13. The participants enriched the course by sharing their ideas and experiences.	20	47	27	7			3.80
14. Overall, I would rate this course as an outstanding educational experience.	67	33					4.67

THE PROFESSIONAL MANAGER PROGRAM

Course: Finance

City: Prague

July 1993

Items are rounded percentages; mean based on five-point scale.

NR = No response

Number of respondents 18

	SA	A	U	D	SD	NR	MEAN
1. The objectives of this course were clear to me.	61	33	6				4.56
2. The course exceeded my expectations.	56	44					4.56
3. The instructor communicated effectively.	78	22					4.78
4. The instructor made the subject matter more meaningful through the use of examples.	89	11					4.89
5. The instructor encouraged participants to be involved in discussions.	56	39	6				4.50
6. The instructor presented up-to-date material and information.	61	33	6				4.56
7. The instructor was well prepared and organized.	83	17					4.83
8. The instructor did a good job of relating this course with the total program.	61	33	6				4.56
9. The quantity and depth of material covered were appropriate for the allotted time.	56	39				6	4.33
10. I feel that I have a good understanding of the topics covered.	39	56	6				4.33
11. This course helped me gain useful knowledge and/or skills.	83	17					4.83
12. I was pleased with the amount of interaction I had with this faculty member.	28	56	17				4.11
13. The participants enriched the course by sharing their ideas and experiences.	11	72	17				3.94
14. Overall, I would rate this course as an outstanding educational experience.	61	39					4.61

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THE PROFESSIONAL MANAGER PROGRAM

Course: Strategy

City: Budapest

July 1993

Items are rounded percentages; mean based on five-point scale.
 NR = No response
 Number of respondents 12

	SA	A	U	D	SD	NR	MEAN
1. The objectives of this course were clear to me.	75	25					4.75
2. The course exceeded my expectations.	42	50	8				4.33
3. The instructor communicated effectively.	67	33					4.67
4. The instructor made the subject matter more meaningful through the use of examples.	58	42					4.58
5. The instructor encouraged participants to be involved in discussions.	42	50	8				4.33
6. The instructor presented up-to-date material and information.	58	42					4.58
7. The instructor was well prepared and organized.	58	42					4.58
8. The instructor did a good job of relating this course with the total program.	67	33					4.67
9. The quantity and depth of material covered were appropriate for the allotted time.	50	42		8			4.33
10. I feel that I have a good understanding of the topics covered.	50	50					4.50
11. This course helped me gain useful knowledge and/or skills.	67	33					4.67
12. I was pleased with the amount of interaction I had with this faculty member.	42	42	8	8			4.17
13. The participants enriched the course by sharing their ideas and experiences.	33	58	8				4.25
14. Overall, I would rate this course as an outstanding educational experience.	58	42					4.58

THE PROFESSIONAL MANAGER PROGRAM

Course: Strategy

City: Prague

July 1993

Items are rounded percentages; mean based on five-point scale.

NR = No response

Number of respondents 18

	SA	A	U	D	SD	NR	MEAN
1. The objectives of this course were clear to me.	67	33					4.67
2. The course exceeded my expectations.	72	28					4.72
3. The instructor communicated effectively.	78	22					4.78
4. The instructor made the subject matter more meaningful through the use of examples.	78	22					4.78
5. The instructor encouraged participants to be involved in discussions.	72	28					4.72
6. The instructor presented up-to-date material and information.	83	17					4.83
7. The instructor was well prepared and organized.	89	11					4.89
8. The instructor did a good job of relating this course with the total program.	89	11					4.89
9. The quantity and depth of material covered were appropriate for the allotted time.	67	33					4.67
10. I feel that I have a good understanding of the topics covered.	61	39					4.61
11. This course helped me gain useful knowledge and/or skills.	83	17					4.83
12. I was pleased with the amount of interaction I had with this faculty member.	67	33					4.67
13. The participants enriched the course by sharing their ideas and experiences.	33	61	6				4.28
14. Overall, I would rate this course as an outstanding educational experience.	94	6					4.94

EXHIBIT D
Participant Evaluation Form Summary - Hungary

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
1. The quality of instruction was excellent.	9	5			
2. The instructional materials are well designed.	9	3	2		
3. The content of this course is relevant to my needs.	4	9	1		
4. The instructor covered material that was beyond my understanding.	1	2	2	6	3
5. The instructor seem to be concerned about the participants progress.	3	6	5		
6. The instructors seemed to be well versed in the topic as it relates to my country.	2	8	3	1	
7. The course met my expectations.	7	7			
8. The course was not relevant to the business situation I am currently experiencing.			1	9	4
9. The instructional materials are difficult to understand.			1	7	6
10. The facility was well suited for this program.	1	7	5	1	
11. The classroom equipment is well suited for this program.	1	10	2	1	
12. I would take this course again.	1	9	4		
13. I would recommend this course to other interested parties.	11	3			
14. The Video Presentations were well suited to the course.	3	4	5	2	
15. The Video portion of the course was of high quality.	6	1	7		
16. Translators/Interpretors were very helpful in helping me to understand the material.	5	1	3	2	

10

As a result of my participation in this program I have achieved:	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
1. Professional Advancement	7	5	1		1
2. Greater Professional Skills	7	7			
3. Exposure to Professional and/or Personal Contacts	3	8	3		
4. Diploma or Certificate of Completion	8	2	3		
5. Salary Increase		1	3	5	5
As a result of my participation/training in this program I am now:					
6. Better Able to Manage People	6	7	1		
7. Better Able to Complete Research	1	6	4	2	
8. Better Able to Direct Projects	8	5	1		
9. Better Able to Teach Others	9	3	2		
10. Better Able to Make Policy	10	4			
11. Better Able to Lead Company	9	4	1		
12. I attend the program regularly	5	4	3	2	
13. The project staff is very helpful	11	2	1		
14. The overall program will increase my understanding of the free market economy	12	2			
15. The overall program will have long lasting benefits	10	4			
16. The overall program seems to be well organized	9	5			
17. Access to instructors and project staff is quite good	10	4			
18. I have been able to establish valuable business contacts	2	8	3	1	

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EXHIBIT D
Participant Evaluation Form Summary - Czech Republic

	Strongly Agree	Agree	No Response	Disagree	Strongly Disagree
1. The quality of instruction was excellent.	17	9			
2. The instructional materials are well designed.	12	13			
3. The content of this course is relevant to my needs.	13	12			
4. The instructor covered material that was beyond my understanding.	4	4	4	9	4
5. The instructor seem to be concerned about the participants progress.	17	6	2		
6. The instructors seemed to be well versed in the topic as it relates to my country.	5	14	6		
7. The course met my expectations.	17	7	1		
8. The course was not relevant to the business situation I am currently experiencing.		2	2	13	8
9. The instructional materials are difficult to understand.		2	1	17	6
10. The facility was well suited for this program.	6	17	1	1	
11. The classroom equipment is well suited for this program.	4	20	1		
12. I would take this course again.	12	9	3	1	
13. I would recommend this course to other interested parties.	16	9			
14. The Video Presentations were well suited to the course.	4	16	4	1	
15. The Video portion of the course was of high quality.	3	11	10	1	
16. Translators/Interpreters were very helpful in helping me to understand the material.	3	12	7	1	2

	Strongly Agree	Agree	No Response	Disagree	Strongly Disagree
As a result of my participation in this program I have achieved:					
1. Professional Advancement	11	14			
2. Greater Professional Skills	14	10	1		
3. Exposure to Professional and/or Personal Contacts	7	15	1	1	1
4. Diploma or Certificate of Completion	6	10	7	2	
5. Salary Increase	1	1	9	10	4
As a result of my participation/training in this program I am now:					
6. Better Able to Manage People	7	16	1	1	
7. Better Able to Complete Research	6	16	3		
8. Better Able to Direct Projects	10	12	3		
9. Better Able to Teach Others	7	10	7	1	
10. Better Able to Make Policy	9	15	1		
11. Better Able to Lead Company	12	11	2		
12. I attend the program regularly	13	11		1	
13. The project staff is very helpful	11	11	3		
14. The overall program will increase my understanding of the free market economy	17	8			
15. The overall program will have long lasting benefits	14	8	2	1	
16. The overall program seems to be well organized	15	7	3		
17. Access to instructors and project staff is quite good	15	10			
18. I have been able to establish valuable business contacts	3	16	5	1	

EXHIBIT D
Participant Evaluation Form Summary - Czech Republic

Comments on the overall quality of the program:

Excellent and very helpful.

I would consider this program as an outstanding experience. Most of instructors were excellent teachers and their knowledges were really deep. From my point of view the quality of the program was high.

I am pleased with the overall quality of the program.

Very good, I'm very satisfied.

Professional Management Program.

This program is very useful to understand better free market economy. The knowledges I have gained in this program are of such a type I can use effectively in reality and this is for me the most important.

It was very well prepared by the US teachers. We received good overview of the management skills needed for up-to-date manager. It is necessary to continue in this program.

Very useful and helpful for me and for my job; high quality.

The professional manager program.

Program was very helpful for my actual job and for other people starting or continuing your business in generally. It lacked only some summary, where in a short write form you emphasize the most important points.

Very good, very interesting.

Very good.

The program and the lectures from USA were excellent. I would appreciate an option to get or buy for reasonable price relevant textbooks for each module.

EXHIBIT D
Participant Evaluation Form Summary - Hungary

Comments on the overall quality of the program:

Top quality, well organized program, good ratio of theory and practice, fine training of business English at reasonable price! Thank you.

It was exactly what I expected in achieving a better understanding of reasons and trends in businesses, methods and techniques on management. The instructors were very interested in the local development.

It was excellent and very professional & thoroughly conducted.

Overall and excellent.

Very good.

Instinctive feelings on business were theoretically put in places and structure with some aspects which I was unaware. Practical interpretation of the theory will be sometimes problematic. Some more East European or Hungarian examples would have given more credit to the theory. All in all it was great.

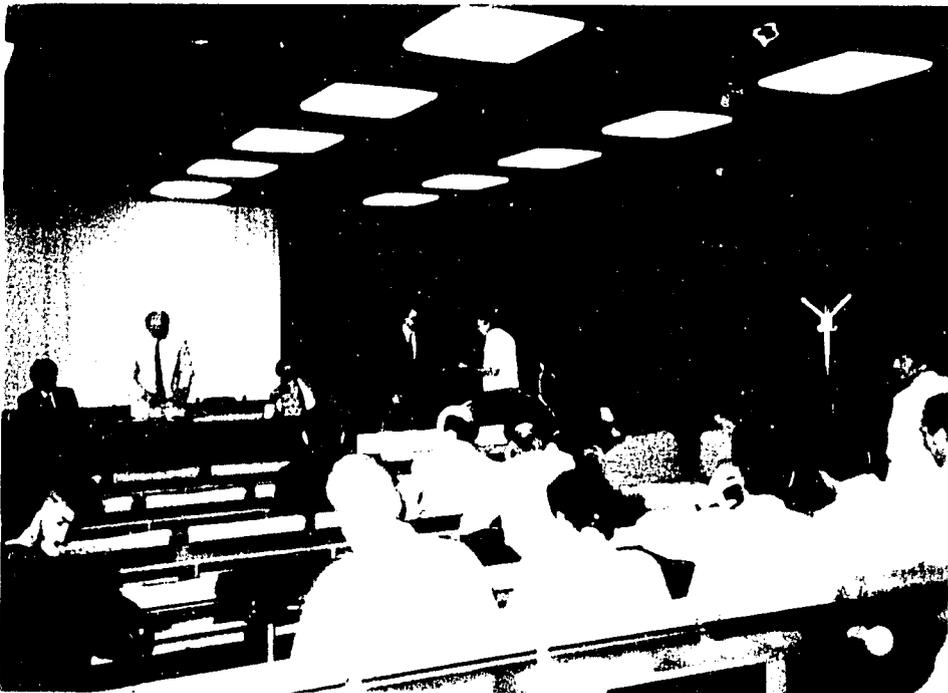
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EXHIBIT E
Professional Managers Program Pictures

1. Opening Ceremony, Budapest.
2. Marketing Module, Budapest.
3. Graduation Ceremony, Prague.
4. Graduation Ceremony, Budapest



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NEWSLETTER

Vol. 2, No. 2 MUCIA/MTC June, 1993

Midwest Universities Consortium for International Activities Management Training in Central Europe

Published by the Indiana University School of Business International Programs Office

USAID formalizes grant

In June USAID formally awarded MUCIA \$759,298 for MUCIA/MTC grant activities. The MTC grant involves faculty from eight MUCIA institutions (University of Illinois · Indiana University · University of Iowa · Michigan State University · University of Minnesota · The Ohio State University · Purdue University · University of Wisconsin), Budapest University of Economic Sciences, and University of Economics, Prague.

Subcontracts and Work-Orders

With a formal budget approved by USAID MUCIA has established a subcontract with Indiana University (IU) to manage grant activities. IU in response is awarding subcontracts and work orders to other MUCIA institutions and individuals involved in the MTC project.

Completion of April, May, and June Modules

The execution of the Professional Managers Program (PMP) continued in Budapest

and Prague with the successful completion of the following modules in recent months:

April

Total Quality Management and Marketing

May

Managerial Economics & Industrial Organization and Production & Logistics

June

Finance and Strategy

Evaluation Activities

Evaluation activities continue for each module and a program evaluation questionnaire designed by Dr. Leslie Koltai, USAID Principal Evaluator, was administered to participants at the conclusion of the PMP.

Dr. Koltai has also announced a Project Directors Meeting that will be held in Budapest on July 19-23, 1993. The MUCIA/MTC project will be represented by Robert Klemkosky, Project Director, and Mary Pigozzi, MUCIA Executive Director.

Completion of PMP

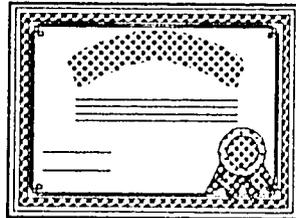
The eighth module of the PMP was completed in June. With this last module, the MUCIA/MTC grant has successfully completed the PMP. The PMP involved 15 US faculty, 17 counterpart faculty, and 66 Eastern European professionals in a four week executive education program during March - June, 1993. Each participant received a total of 120 hours of instruction.

USAID field representatives hosted a closing ceremony for PMP participants in Budapest and Prague.

At the ceremony each participant was congratulated for their achievements and awarded an individualized plaque for their participation in the program. In each country the participants selected an individual to present a special thanks to the faculty and administrators of the PMP.

Professional Managers Program Graduation Ceremony

At the close of the Strategy Module, Project Director Robert Klemkosky, counterpart institution rectors and faculty, and



The awards were followed by a reception in which participants discussed with faculty and administrators the positive effect they felt this program would have on their companies and country as a whole.

Professional Managers Program TOTAL INSTRUCTION HOURS DELIVERED

	Czech Republic	Hungary
Total Enrollments	35	31
Faculty	840 hrs.	240 hrs.
Students	240 hrs.	240 hrs.
Other	120 hrs.	360 hrs.
Business Owner	360 hrs.	360 hrs.
Business Manager	2520 hrs.	2160 hrs.
Government Officials	120 hrs.	360 hrs.
TOTAL	4200 hrs.	3720 hrs.

Production & Logistics Module

Following is an excerpt on the PMP Budapest Participants from Professor Closs's report on the Production & Logistics Module:

In addition to the six lecture/discussion sessions, we incorporated four group or case sessions. We found the participation in the lecture/discussion sessions to be comparable to what we experience in US management education after the first day. The Customer Service workshop where we broke them into teams to discuss focus questions worked very well. We used a simple case discussion as part of the Procurement Session. The case discussion proceeded at about the level of an undergraduate class.

We again used a "live" case where we asked the participants to define a "real" production/logistics problem that they face in their positions. We received seven very good cases which merited discussion. We were only able to discuss about three of them due to the time allotted. It appears the participants really enjoy this session as they can walk away with a solution to a problem they are facing. The participants who don't have their problem solved enjoy the problem solving nature of the process.

This approach worked very well with the Hungarians as they appear to be more entrepreneurial. Our assessment is that they have the ability and interest in developing problem solving skills rather than just identifying the correct solution.

Strategy Module

Following is an excerpt on the PMP Prague Faculty from Professor Pricer's report on the Strategy Module:

The success of the Prague seminar was directly influenced by the professional work of Professor Frantisek Kovar. Professor Kovar summarized each section of the Strategy Module in Czech to the participants and described how the material might be applied to the situation in the Czech Republic. In addition, he prepared a case, The Moser Glass Company, that we used to illustrate the concepts and skills being taught. This is an excellent case description and added a valuable dimension to the workshop. The support provided by the Prague Faculty of Economics was exceptional and all logistics were handled without any problems. The organization of our seminar could not have been any more professional and the efforts of Professor Kovar, and the staff of the Krystal Training Center were appreciated very much.

Upcoming Executive Education Activities

In July six individuals from the University of Economics, Prague in the Czech Republic and Budapest University of Economic Sciences in Hungary will visit Indiana University (IU) to attend a week of IU's Partners in Management Development program. During their stay at IU, counterpart representatives will attend the executive education program, a program specially designed to discuss developing and delivering executive education programs, and meet with MUCIA/MTC project personnel and faculty.



MIDWEST UNIVERSITIES CONSORTIUM FOR INTERNATIONAL ACTIVITIES, INC.

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MEMORANDUM

TO: Stephen French (3 copies)
Bill Joslin (1 copy)
David Cowles (1 copy)
Lee Roussel (1 copy)
PPC/CDIE/DI (2 copies)

FROM: Mary Joy Pigozzi 

DATE: 11 August 1993

RE: MTC Quarterly Progress Report

Please find enclosed a copy of MUCIA's Quarterly Report for the period April 1, 1993 - March 31, 1993. Please feel free to contact us if you wish additional copies, or have any questions or suggestions.

cc: William L. Flinn
Leslie Koltai
Robert (Buck) Klemkosky
MUCIA project files

RECEIVED AUG 18 1993

