

CENTRAL CONNECTICUT STATE UNIVERSITY  
Management Training and Economic Education  
in  
Eastern and Central Europe  
Grant No. EUR-0029-G-00-1039-00

Report for June, 1994

**I. ADMINISTRATION:**

Except for the add-on July training session in Microeconomics, the Program Continuation portion of this Grant is now completed. The Center for Excellence portion of the Grant continues to make steady progress, and we focus on strategies and initiatives to cement the sustainability of the Center, its personnel, and its programs.

Professor Marcelina Zuber, one of our most efficient and effective coordinators, visits the United States during July under the auspices of USAID. During her visit, she will spend a good amount of time at Duke University. Ms. Lidia Wietrzynska, a journalist for Gazeta Robotnicza, who has written numerous articles on our programs in Wroclaw, will visit Connecticut in September at the invitation of Ms. Mika Brzezinski, a New Haven television journalist who participated quite effectively in our April Organizational and Managerial Communication Workshop at UWr.

My TUWr and CCSU colleagues and I are disappointed that USAID's "Partnership Poland" pamphlet omits Wroclaw on its "Where Does The Assistance Go?" map.

The administration of this Grant continues to proceed smoothly.

**II. PROGRAM CONTINUATION:**

**A. Activity I: Management Training**

**Program I: Institute for Business Studies**

Program completed.

**Program II: Business Workshops/Short Courses-Lower Silesia**

**CCSU Coordinator: Professor Henry S. Fock**

**TUWr Coordinator: Professor Zofia Krokosz-Krynke**

The fourth session of the fourth year I.B.S. program, Dynamics of Organizations, was presented in Legnica June 10-12, 1994. Leszek Duda, President of Normico, Ltd., of Warsaw, a Year I I.B.S. graduate, was the lead professor. He was assisted by Dr. Andrzej Kaczkowski of TUWr. Among other topics, they focused on strategic management concepts, innovations management, creativity in decision-making, how to deal with resistance to change, organizational decision-making, group management, and conflict management. They utilized lectures, case studies, and

group exercises in their instruction.

**CENTER FOR CONTINUING EDUCATION STUDENT CONTACT HOURS**

36 participants x 30 hours = 1,080 s.c.h.

**Program III: Production for Markets**

Program completed.

**B. Activity II: Organizational and Managerial Communication**

Program completed.

**C. Activity III: Economics Education**

**Program I: Economics Education for High School Teachers**

CCSU Coordinator: Professor Ronald Daigle

TUWr Coordinator: Professor Lech Stefan

Professor Daigle and the Teaching Assistants spent an intense month in preparation for the July session and in continuing to develop the Teachers' Guide and Student Exercise Books in Economics.

For the July session, I am pleased to report the following participant registrations which, together with the registrants mentioned in the May Report, exemplify the kind of economics education training network we are seeking to establish as we build on the foundation we have established in Wroclaw.

From Kalisz Wojewodeship:

Elzbieta Wicenciak (Krotoszyn)  
Grazyna Stempien (Kepno)  
Maria Jozwiak (Ostrow Wielkopolski)

From Poznan Wojewodeship:

Barbara Wierzbowska (Poznan)  
Agnieszka Knopkiewicz (Poznan)  
Beata Koga (Nowy Tomysl)  
Halina Raczynska (Poznan)

From Krakow Wojewodeship:

Anna Referda (Krakow)  
Anna Cwik (Skawina)  
Elzbieta Lytek (Skawina)  
Krystyna Jedrzejczyk (Skawina)  
Anna Batko (Krakow)  
Malgorzata Kasprzycka (Krakow)  
Maria Pawlak (Krakow)

Ewa Lorkowska (Krakow)  
Teresa Starmach (Krakow)  
Ryszard Dabrowski (Krakow)

At this writing, forty-two teachers are enrolled in the July session.

**Program II: Economics Education for Solidarnosc Workers' Council Heads**

Program completed.

**Program III: Privatization Counselling**  
**CCSU Coordinator: Professor Henry S. Enck**  
**TUWr Coordinator: Professor Danuta Domagala**

The third and final session of this program took place at TUWr, June 13-17, 1994. It was led by Ted Patlovich, retired Vice President of Marketing for Loctite Corporation, and Dan Ahlquist, a senior officer for Eastern Region Administration of Shawmut Bank Corporation. Both trainers prepared carefully for this session, meeting in Connecticut (Mr. Patlovich lives in New Mexico now) and talking extensively by telephone.

As noted in previous monthly and quarterly reports, this program has been our least successful. There are numerous reasons for this. They include, for example, 1) the subject of the program has been and continues to be caught up in the crossfire of Polish politics; 2) Solidarnosc' attention has been diverted by labor strikes and by politicking for the June local elections; 3) the Polish support for it when it was proposed and conceived lagged during implementation; and 4) the CCSU counsellors are top executives who sense that they are counselling people who believe they lack the decision-making power to implement the training. I am uncertain as to where the proverbial "fine line" between explanation and excuse lies.

Ironically, while the word from Wroclaw is that this June session was one of the very best programs CCSU has offered in terms of quality, the report from Patlovich/Ahlquist emphasizes frustration and disappointment, except as regards the work of Professors Domagala and Garczynski. Market transformation in Poland requires complete commitment. Perhaps the lesson in this experience is that training programs Poles really need cannot meet our standards of success when confronted with less than complete commitment and participant sense of helplessness to effect change.

The counsellors presented several market strategies and business plans for several different kinds of local companies including a graphics company, a construction company, a compressor/refrigerator manufacturer, and a steel company.

They also reviewed, role-played, and discussed: how to negotiate; how to construct a draft business plan, including one to present to a bank to secure a loan; venture capital sources; private investment; how to negotiate establishment of a joint venture company; the differences between an employee-owned company and state or private firms; and how to

value a company and price its products.

Mr. Patlovich and Mr. Ahlquist did not find worker fear of losing their jobs or being taken over by foreign purchases, as I had suggested they might find. They report, "we very carefully went over the values and benefits of a market economy and private versus state operations, and believe we had very good acceptance. The reason for this statement is that we were personally asked if we would be prepared to visit the specific companies represented-- graphics, construction, compressor/refrigeration, and steel-- and talk to the top management and decision makers. We responded positively, but only on the condition that they would give us enough time to fully review their current situation and then assist them in putting together a well thought out business plan to put their operation toward a goal of being a profitable company."

#### STUDENT CONTACT HOURS

Day I:	12 participants x 4.75 hours =	57	s.c.h.
Day II:	14 participants x 4.75 hours =	66.5	s.c.h.
Day III:	7 participants x 4.75 hours =	33.25	s.c.h.
Day IV:	5 participants x 4.75 hours =	23.75	s.c.h.
Grand Total:		<u>180.5</u>	s.c.h.

### III: CENTER FOR EXCELLENCE

#### A. Master's Degree Training in the United States

This program is ongoing. In addition, Professors Maluszynski and Stawska and Mr. Rostek have begun preparations for the Center Workshops they will offer in August in Wroclaw.

#### B. Center for Continuing Education

Building on their in-country visits during the Fall, 1993 semester, CCSU Professors Walter Parker and John Parrish-Sprowl spent this month in Wroclaw.

Professor Parker is teaching two courses, Financial Accounting and Managerial Accounting. The three MBA candidates who will be coming to CCSU in August are taking these courses for credit, as they are the initial courses in their MBA program. In addition, 8 other students, 3 of whom are women, are taking Financial Accounting and 12 other students, 5 of whom are women, are taking Managerial Accounting. Both courses are offered under the auspices of the Center for Continuing Education. While additional people have sat in on these courses, they are not enrolled in this certificate-bearing program.

#### CENTER FOR CONTINUING EDUCATION STUDENT CONTACT HOURS

Financial Accounting:

Week of June 13: 11 participants x 11 hours = 121 s.c.h.

Week of June 20: 11 participants x 11 hours = 121 s.c.h.  
 Week of June 27: 11 participants x 14.5 hours = 159.5 s.c.h.

Managerial Accounting:

Week of June 13: 15 participants x 11 hours = 165 s.c.h.  
 Week of June 20: 15 participants x 11 hours = 165 s.c.h.  
 Week of June 27: 15 participants x 14.5 hours = 217.5 s.c.h.

GRAND TOTAL: 949 s.c.h.

Professor Parrish-Sprowl continues his energetic plans for increased and ongoing academic projects. On June 17 he met with four of the authors of case studies for his forthcoming volume. On June 19 he met with UWr Political Science faculty to discuss a chapter he is contributing to a forthcoming volume on Communication to be published by them. He has also had numerous meetings with UWr Institute of Sociology faculty regarding their plans for a journal of communication and management studies and regarding the paper he will deliver at Poland's national Sociology conference on "Issues of Choice in Poland's Market Democracy." Some 500 people, including some from Germany and Ukraine, are expected to attend this conference.

Under the auspices of the Center for Continuing Education, Professor Parrish-Sprowl presented two workshops. On June 22 he provided a Workshop for 45 students and 2 teachers at 11 Liceum Ogólnokształcące on Conflict and Negotiation. One outcome of this session is the teachers' desire to develop a peer education program in Conflict Management and Mediation.

CENTER FOR CONTINUING EDUCATION STUDENT CONTACT HOURS

47 participants x 5 hours = 235 s.c.h.

On June 23 Professor Parrish-Sprowl presented a similar Workshop on Conflict and Negotiation for 30 Polish Army officers at the Wyższa Szkoła Oficerska Inżynierii Wojskowej. The college is now interested in sending participants to future Center programs in Organizational and Managerial Communication.

CENTER FOR CONTINUING EDUCATION STUDENT CONTACT HOURS

30 participants x 6 hours = 180 s.c.h.

In academic life, one of the concrete ways one can establish credibility, which is essential to sustainability, is to provide opportunities for the professorial participants to participate in international academic conferences where they can share their experiences and develop networks of contacts. Last year we began this process when TUWr Professor Zofia Krokosz-Krynke and CCSU Professor Jane Stoneback attended the World Association for Case Method Research and Application (WACRA) conference in Bratislava, Slovakia.

This year, June 19-22, the 11th WACRA international conference on "The

Art of Interactive Teaching" was held in Montreal. TUWr Professors Czemplik, Paszkowska, Krokosz-Krynke, and Wilimowska attended along with six CCSU professors. CCSU Professor Jane Stoneback and two colleagues moderated a session on cross-national teaching. TUWr Professors Czemplik, Krokosz-Krynke, and Paszkowska, and CCSU Business Dean Larry Short and CCSU Professors George Claffey and Marianne D'Onofrio served on the panel for this program. Professor Wilimowska presented a paper on her experiences with case method instruction from the I.B.S. program using Porcelena Walbrzych as an example.

Finally, I am proud to report that Center Coordinator Andrzej Czemplik's paper, "Continuing Engineering Education-Remarks on Polish Needs and Demands," has been accepted by the Program committee of the 3rd European Forum for Continuing Engineering Education. The Forum takes place in Vienna, November 9-11, 1994.

[End of Report]