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

Report for the Period
December 19-31, 1993

I. ADMINISTRATION:

We are now in the midst of the busiest part of the year administratively. For the next four months multiple training sessions will take place at TUWr. Each of the Year III activities is on schedule, and significant, detailed coordination between our TUWr colleagues and us here in Connecticut will take place.

For the Center for Excellence portion of the grant, this is a particularly challenging time administratively. The two TUWr professors, Malgorzata Stawska and Wojciech Maluszynski, have arrived in New Britain and begin their graduate study in Communication on January 24. Mr. Roman Rostek, the UWr substitute for Magdalena Markowska, has passed his English language exam. PIET-Warsaw reports that it is in the process of obtaining his visa. We expect Mr. Rostek to arrive in Connecticut on January 21, 1994. The three MBA candidates from TUWr have taken their GMAT exams. We await the results.

TUWr Center for Continuing Education Director Andrzej Czemplik and Professor Kremens face several important challenges at the moment. One involves finalization of the list of equipment to be purchased for the Center. We expect this task to be completed shortly. A second involves renovations and construction. We have received verbal assurance of approval of our budget reallocation request to cover unanticipated renovation expenses for the Center building, and we expect formal, written approval of this request by January 22, 1994. Once written approval is received, TUWr Rektor Andrzej Wiszniewski has agreed to advance the funds necessary to begin the renovations while we at CCSU initiate the paperwork for the fund transfer. Dr. Czemplik, Professor Kremens, and their colleagues must take special care to comply with the new A.I.D. construction regulations that are in effect since the project now involves substantially in excess of \$100,000.

Dr. Czemplik is also quite busy with the work of scheduling and offering Center for Continuing Education programs in advance of the formal opening of the renovated and newly constructed Center for Continuing Education building. This is essential, and Dr. Czemplik and his colleagues are doing this (ref. p. 7 of this report).

As regards administration of the Center for Excellence portion of this grant, frankly speaking, the delay in the grant award has caused us more difficulty than we initially thought. However, we are making the best of the situation and continue to work hard to catch up. On the other hand, it should be kept in mind that the delay in the award permitted us to extend the duration of the grant -- to December 31, 1994. We appreciate this consideration by A.I.D.

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II. PROGRAM CONTINUATION:

A. Activity I: Management Training

Program I: Conclusion of Institute for Business Studies
CCSU Coordinator: Professor Edward Rybczyk
TUWr Coordinator: Professor Zofia Krokosz-Krynke

The third and final complete year of the Institute for Business Studies program concluded at TUWr on December 19, 1994. The ninth session of this year's program, Consumer Behavior and Sales, which was requested by our Polish colleagues, was co-taught by CCSU Professor of Marketing Brian Lofman, TUWr Professor Leszek Jurdziak, University of Wroclaw researcher and TUWr adjunct Professor Lilianna Marciniak, and TUWr adjunct Professor Irena Filatow, an I.B.S. graduate who operates a private consulting firm in Wroclaw.

On December 13-15 Professor Lofman worked closely with his Polish colleagues on content matters and teaching strategies, most especially with Professor Filatow, the lead Polish professor for this session. Professor Lofman reports that Professor Filatow "did a fine job of preparing materials and ensuring a solid participant learning experience as well as the ultimate success of the session."

Specifically, Professor Lofman worked with Professor Filatow on consumer behavior and retailing, with Professor Jurdziak on industrial buyer behavior and sales force management, and with Professor Marciniak on advertising and conflict negotiation. In addition, he spent considerable time discussing with them an appropriate systematic delineation of session topics, the proper mix of participant activities, the broad variety of pedagogical approaches to be utilized, modifications required in the program while the session was in progress, and evaluation following the formal session.

STUDENT CONTACT HOURS

4 professors x varying hours = 80 s.c.h.

The formal four-day Workshop took place December 16-19. The major content topics covered included consumer behavior, consumer marketing and sales, industrial buyer behavior, industrial marketing, personal sales, and negotiations.

From the inception of the I.B.S. program in February of 1991, our goal has been to prepare the Polish professors to teach this comprehensive business survey by themselves. This goal has been reached (ref. pp. 7-8 of this Report). For this particular session, Professor Filatow taught segments on "External Factors Influencing Consumer Behavior," "The Consumer Decision-Making Process," "Retailing," and "Negotiating Techniques." Professor Jurdziak taught "Industrial Buyer Behavior," "Industrial Buyer Decision-Making," "Industrial Marketing," "Personal Selling," and "Sales Force Management." Professor Marciniak taught "Internal Factors Influencing Consumer Behavior," "Consumer Market Segmentation," "Advertising," and "Conflict and Negotiation."

One of the keys to the success of the I.B.S. program has been the utilization of a variety of teaching techniques. The Polish participants have been exceptionally receptive to them. For this session Professor Filatow led a group scenario discussion and presentation on consumer decision-making. Professor Jurdziak led case discussions on industrial decision-making and on compensation for personal salespeople. He also led a role-playing exercise on personal selling techniques. Professor Marciniak led a group discussion on market segmentation and a role playing exercise on approaches to negotiation.

Twenty-four participants, of whom five are women, successfully completed this third-year program. Four others will receive certificates of attendance. In this group were sixteen persons employed in private or state enterprises, four students, six professors, and two who are unemployed. While most came from Wroclaw, others came from such places as Polkowice, Lubin, Brzeg Dolny, Swidnica, and Polanica Zdroj.

Professor Lofman reports a very favorable estimation of his Polish counterparts. I praise him for exceptional dedication to this Workshop. While in Wroclaw I observed an obvious, strong, and professionally respectful relationship between him and his Polish colleagues. He himself provided video demonstrations, cases, and overhead transparencies one month prior to the session as well as three texts, two on marketing and one on consumer behavior, three months in advance of the session.

Since this is my final report on the I.B.S. program, I want to take this opportunity to congratulate my Central Connecticut colleagues in our School of Business and their Polish counterparts for an exceptionally successful three-year program. Professor Lofman, in his report, notes his Polish colleagues' "enthusiasm and the participants... considerable knowledge of various areas of business."

Sustainability is important to everyone. We at CCSU and TUWr are evaluated by it. Ultimately, A.I.D. too is evaluated by this critical yardstick. Productivity can be measured by student contact hours. But sustainability is not productivity. Partly, it is determined by what happens in the unknown future. Partly, I believe, it is determined by something not quantifiable. I personally spent several hours with this third year group the evening of December 18. It is impossible for me to convey to you the special camaraderie, commitment, and spirit of this group. In terms of the ultimate sustainability of this program, not to mention its immediate impact, the "feeling" and group cohesion I observed that evening lead me to believe that sustainability of this program is certain.

A further evidence of I.B.S. sustainability is Attachment A, the formal, legal document registering the "Connecticut Club," the student association formed by alumni of this program.

STUDENT CONTACT HOURS

Day I:	23 participants x 8 hours =	184 s.c.h.
Day II:	20 participants x 8.7 hours =	174 s.c.h.
Day III:	21 participants x 8.7 hours =	183 s.c.h.
Day IV:	19 participants x 7.3 hours =	139 s.c.h.
TOTAL:		680 s.c.h.

Program II: Business Workshops/Short Courses - Lower Silesia
CCSU Coordinator: Professor Henry S. Enck
TUWr Coordinator: Professor Zofia Krokosz-Krynke

These workshops and short courses will be offered under the auspices of the TUWr Center for Continuing Education. See pp.7-8 of this Report.

Program III: Production for Markets
CCSU Coordinator: Professor Edward Rybczyk
TUWr Coordinator: Professor Artur Olszewski

This series of four Workshops begins January 10, 1994.

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B. Activity II: Organizational and Managerial Communication

CCSU Coordinator: Professor Scott Olson

TUWr Coordinator: Professor Jan Waskiewicz

UWr Coordinator: Professor Marcelina Zuber

Since Professor John Parrish-Sprowl was in-residence in Wroclaw during this session, he worked with his colleagues regularly on Workshop preparation on a continuing individual and group basis. It is not appropriate to report student contact hours for pre-Workshop activities that were part of his residency.

The second Workshop in this year's program, Conflict and Negotiation, took place at TUWr December 2-5, 1993. Forty Polish participants attended regularly. Additional Polish professionals participated as their time and job responsibilities permitted. Though I will report only forty participants, at any one time as many as fifty Polish people were in attendance. CCSU Professor John Parrish-Sprowl was joined by TUWr professors Jan Waskiewicz, Wojciech Maluszynski, and R. Galar, UWr Professor Marcelina Zuber, and first year alumni J. Wolniak and Zbigniew Hajlasz. The American practitioner was Steven Maynard, Vice President of Engineering for Wiremold, Inc., of West Hartford, Connecticut. Wiremold is nationally known in the United States for its innovations in Total Quality Management, and Mr. Maynard is one of the chief architects of its TQM plan.

Topics covered included conflict management strategies, the process of negotiation, developing bargaining positions, creating formal agreements, conflict and teamwork, negotiating through the press, and theoretical models of negotiation. Professor Parrish-Sprowl reports that "the Polish professors are doing about 70% of the training. After just two Workshops, they are far more advanced than I expected." A significant focus of the Workshop was the contemporary Polish scene. Cases were based on Polish settings and literature accessible to Polish scholars and students was used.

TUWr Professor Galar presented case studies on conflicts connected with the introduction of new technologies and on a new approach to trash management in Wroclaw, Mr. Wolniak on the conflict connected with the re-privatization of church property. Mr. Hajlasz designed and he and Professor Waskiewicz coordinated a special negotiation game dealing with conflicts which evolved from privatization of a state-owned agriculture complex. Participants were divided into six groups: management, workers, private investors, neighboring farmers, bankers, and administrators. During the course of the simulation, some fifty different negotiations took place. Professor Parrish-Sprowl calls this simulation "textbook perfect, an impressive piece of work."

Professor Parrish-Sprowl also reports that Mr. Maynard was a "big hit" as he discussed conflict and negotiation strategies within a TQM model. For example, Mr. Maynard explored how to get work groups on a factory floor to work together to solve problems. This kind of horizontal managerial communication is new to Poles, but it is essential to their enterprises' future progress.

STUDENT CONTACT HOURS

Day I:	40 participants x 6.5 hours =	260 s.c.h.
Day II:	40 participants x 5 hours =	200 s.c.h.
Day III:	40 participants x 9.5 hours =	380 s.c.h.
Day IV:	40 participants x 5 hours =	200 s.c.h.
TOTAL:		1,040 s.c.h.

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Professor Waskiewicz and his colleagues have also spent considerable time preparing to offer an M.A. degree in Communication at The Technical University of Wroclaw. The basic outline of the program has been designed, and it has been accepted by the Council of the Institute of Social and Economic Sciences of TUWr. It has been shared with the Faculty of Computer Science and Management, whose Council of Faculty has officially created a working group guided by Professor Waskiewicz to consider also offering this master's program.

The Organizational and Managerial Communication alumni association met on November 18 and again on December 15, 1993.

Of related interest, for your information I provide a list of the professional practitioners who have committed to participating in this Activity:

December: Organizational and Managerial Communication
Steven Maynard, Vice President of Engineering
Wiremold, Inc.
West Hartford, Connecticut

January: Public Relations
Sandra Hamer, President
Hamer Associates
Avon, Connecticut

February: Intercultural Communication
Anne Evans, founder, President, and CEO
Elm Energy
Wolverhampton, England

March: Communication Training/Technology for Business
Robert Caffery, Director of Education
ITT-Hartford Hamilton Heights
West Hartford, Connecticut

April: Communication Ethics and Law for Managers
Mika Brzezinski, New Haven Bureau Chief
WFSB, Channel 3 (CBS)
Hartford, Connecticut
and
James Hoffer, Reporter
WTNH, Channel 8 (ABC)
New Haven Connecticut

C. Activity III: Market Economics

Program I: Economics Education for High School Teachers
CCSU Coordinator: Professor Ronald Daigle
TUWr Coordinator: Professor Lech Stefan

The next formal session of this program will take place in March, 1994. Professor Daigle and the TUWr teaching assistants are spending an incredible amount of time in preparation of *An Introduction to Basic Market Economics, Vol. I*, which he expects to be published in October of this year. They also are already planning the content and teaching strategies for the March session.

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Program II: Market Economics Education for Solidarnosc Workers' Council Heads
CCSU Coordinator: Professor Ronald Daigle
TUWr Coordinator: Professor Lech Stefan

This program is virtually completed. 1,395 of the originally promised 1,400 workers' council heads have been trained in this sixteen-hour instructional program.

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

CCSU Polish translator Renata Vickrey, a graduate of The University of Wroclaw, has completed translation of 53 pages of materials for this Program provided by Professor Domagala. At this writing I am in the process of scheduling the visits of the American counsellors.

Twenty-one TUWr employees have been selected for the counselling sessions, eighteen of them women. They include three professors, the Head of the Graphics Institute, an Administrative Manager, a Chief of Production, the Director of the Construction Institute, a Main Accountant, the Manager of the Transportation Department, five division managers, three from the Bursar's office, a Chief of Production, a Main Accountant, and two administrators.

Twenty-two Wroclaw region participants have been selected, eight of whom are women. They include a healthy representation of Solidarnosc members, as we originally envisaged; ten in number, they are primarily chairs or vice chairs of factory or workers' committees of the trade union. Others work as accountants, printers, inspectors, mechanics, millers, and department managers. One is a student; one is a TUWr professor. Eight of the twenty-two have completed university studies.

III. CENTER FOR EXCELLENCE:

CCSU Coordinator: Professor Henry S. Enck
TUWr Coordinator: Professor Zdzislaw Kremens
Center for Continuing Education Director: Dr. Andrzej Czemplik

A. Master's Degree Study at Central Connecticut State University:

As mentioned previously, TUWr professors Malgorzata Stawska and Wojciech Maluszynski have arrived in New Britain and are getting situated. Mr. Roman Rostek, the UWr nominee/substitute for Magdalena Markowska, will arrive in New Britain on January 22. They begin their master's study in Organizational and Managerial Communication on January 24, 1994.

Also as mentioned previously, the TUWr professors coming to CCSU to study for MBAs -- Zofia Krokosz-Krynke, Leszek Jurdziak, and Gabriela Paszkowska -- have taken their GMAT exams. They expect to learn their scores in about five weeks. We have asked TUWr to nominate alternates for each of the TUWr professors and to have the alternates take the GMAT exam when it is next given in Warsaw. We expect the MBA candidates to begin their studies at CCSU in late May, 1994.

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B. Center for Continuing Education:

The Center for Continuing Education, as described in our Grant Proposal, is a relatively novel idea in Poland today. It will be a modern, state-of-the-art equipped, energetic cost center of TUWr known for quality programs attuned to contemporary Polish needs. It will also be the hub of a network of cooperating engineering colleges in Opole and Zielona Gora and politechniks in Cracow and Poznan. For the Center to achieve the high aspirations we have for it, it must be developed thoughtfully and systematically.

One of the challenges it faces is the number of new competitors that have appeared. Some of these are new, private firms; others come from an increasing number of Polish and foreign universities offering workshops and short courses. Both are often of uncertain quality and, in the latter case, involve commitments of individuals affiliated with universities rather than commitments of the institutions themselves. I have met a number of these trainers in Wroclaw. Many of them are not even full-time professors of the universities they represent. Rather, they are "consultants" sent over to teach for a week in this town or that.

I am glad to say that our TUWr colleagues are in the process of developing the workshop and short course program of the Center in ways that should lead to a stable, ongoing program.

Most importantly, Dr. Czemplik and Professors Krokosz-Krynke and Wilimowska have scheduled two separate I.B.S.-type programs for the Spring semester. Both will be offered under the auspices of the Center, one in Wroclaw and one in Legnica. Professor Krokosz-Krynke is responsible for the academic program, Professor Wilimowska for organizational matters. For the nine session, 270 hour program, the Center is charging a participant fee of zł. 11,000,000 (c.\$525 U.S.). They have advertised the program in the Lower Silesian edition of *Gazeta Wyborcza*. They have also sent out brochures to about 100 companies in the region.

The schedules for the two Szkoła Biznesu three-day per month Workshops:

Topic	Lead Professor	Wroclaw	Legnica
Introduction to Market Economy	Leszek Jurdziak	Feb. 18-20	Feb. 25-27
Managerial Accounting	Piotr Malec	March 18-20	March 25-27
Financial Concepts for Managers - Investment Decision Making	Gabriela Paszkowska	April 15-17	April 22-24
Complex Organization Management	Leszek Duda	May 27-29	June 10-12
Human Resource Management	Andrzej Czemplik	June 17-19	July 1-3
Marketing	Halina Podbielska	Sept. 30- Oct. 2	Oct. 14-16

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Consumer Behavior and Sales	Wojciech Sibilski	Oct. 21-23	Nov. 4-6
Communication in an Organization	Lilianna Marciniak	Nov. 18-20	Dec. 2-4
Strategic Management	Zofia Wilimowska	Dec. 9-11	Dec. 16-18

Dr. Czemplik and Professor Krokosz-Krynke are now planning the short courses and workshops in business which we will offer under Activity I, Program II in Jelenia Gora and Walbrzych.

The Center for Continuing Education also provided two two-day short courses on the subject of developing business plans, one in Wroclaw and one in Legnica during this reporting period. The trainer was Karen L. Johnson, President of The Export Analysis & Marketing Company of Farmington, Connecticut. Ms. Johnson, a skilled cross-cultural trainer with prior experience in Bulgaria, offered her services for expenses only. On short notice, Dr. Czemplik and Professor Wilimowska organized the workshops.

We initially expected sixteen participants in Legnica, but the day before the workshop, unexpectedly one of the Warsaw ministers announced a visit for the next day. This halved the participant pool. In any case, the participants were primarily managers of small private firms, business entrepreneurs, bankers, administrators, and several students. The evaluations of the workshops were quite positive. Ms. Johnson, in her report, noted the irony of providing a business training program in Legnica, the capital city for the stationing of Warsaw Pact troops. "... the actual room, as evident from the pictures of tanks, submarines, and troop formations still covering the walls, was previously the training room for Polish soldiers, so target marketing replaced target practice."

STUDENT CONTACT HOURS

21 total participants x 15 hours x 2 sessions = 630 s.c.h.

[end of report]

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Komitet Założycielski
Stowarzyszenia Absolwentów
Szkoły Zarządzania "CONNECTICUT CLUB"
we Wrocławiu

Sąd Wojewódzki we Wrocławiu - Sekcja Rejestrowa uprzejmie
zawiadamia, iż założone przez Was Stowarzyszenie o nazwie:
Stowarzyszenie Absolwentów Szkoły Zarządzania "CONNECTICUT CLUB"
we Wrocławiu
zostało wpisane do rejestru stowarzyszeń w dziale A
za numerem 58/93.

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