

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

**REPORT FOR JUNE, 1993**

**I. Administration:**

With this final Amendment Year monthly report, Central Connecticut concludes its activities for the second year of this project. The grant is within budget; in fact, we continue to project a positive remaining balance of \$69,592 as of June 30, 1993. A.I.D. Washington has granted us a no-cost administrative extension through August 31, 1993. This will permit us to continue a long-planned market economics training project in July and to meet current operating expenses as we await official "word" from the A.I.D. Washington contracts office on our program continuation and Center for Excellence proposals.

Of related interest given A.I.D.'s substantial interest in the promotion of democracy in eastern and central Europe, on July 17-25 Central Connecticut, in cooperation with Prof. Dr. Reinhard Mussgnug of the University of Heidelberg, will conduct a Workshop entitled "Public Administration in a Democracy" in Rastatt, Germany, New Britain's sister-city. Twenty-two Polish professionals will attend the Workshop (Attachment A) which is funded by the Sparkassen Finanzgruppe Baden.

Politechnika Wroclawska continues to excel as an institutional partner. Professor Kremens and the TUWr coordinators merit high marks for their outstanding work.

**II. Subprojects:**

**A. Subproject # 1: Institute for Business Studies**

**CCSU Coordinator: Professor Patricia Sanders**  
**TUWr Coordinator: Professor Zofia Krokosz-Krynke**

The fourth session of the Institute for Business Studies was conducted at TUWr May 24-30, 1993 by CCSU professor Mary Cutler and TUWr professors Gabriela Paszkowska, Leszek Jurdziak, Zofia Krokosz-Krynke, and Wieslaw Dobrowolski. TUWr Professor Piotr Malec provided technical assistance by installing software to provide network capability so that Professor Cutler could work simultaneously with her Polish colleagues. On May 24-26, Professor Cutler explored content material and teaching strategies for the upcoming formal I.B.S. session. In particular, she clarified a number of financial principles at work in a market-driven system and met individually with each of her Polish colleagues.

May 27-30 the lead TUWr Professors, Paszkowska and Jurdziak, and Professor Cutler presented the formal I.B.S. session, "Managerial Finance: Principles and Analysis." Primarily, the session focused on the relationship between risk and return; the time value of money; and the benefits of diversification. It also gave extensive treatment to "how to" evaluate financial performance; analyze financial performance; identify problems; and solve problems. The professors also explored how financial markets work. The twenty-seven participants expressed keenest interest in risk evaluation, cash

estimation, methods of evaluating investments, and the concept of time value. Professor Krokosz-Krynke reports that the professors utilized such teaching approaches as lectures, exercises, case studies, and group discussions and that the A.I.D.-funded microcomputer laboratory was very helpful in exercises to plan cash budgets, test credit worthiness, and make sensitivity analyses.

Professor Cutler reports that the session "went extremely well." She was particularly impressed by the strong preparation of the TUWr professors and their ability to use interactive learning strategies.

### ***STUDENT CONTACT HOURS***

Pre- and Post-sessions with TUWr Professors:  
4 professors x 19 hours = 76 s.c.h.

I.B.S. Session #4:  
27 participants x 30 hours = 810 s.c.h.

The fifth session of the I.B.S., and the final A.I.D.-funded session of the Amendment Year, was conducted at TUWr, June 21-27, 1993 by Professor John Yanouzas. In preparing the session beginning June 1, Professor Yanouzas worked closely with Professor Duda of TUWr and Professor Anna Kijewska of The Technical University of Gliwice. The Polish professors prepared the first draft of the session's content. Professor Yanouzas revised it, and then the professors worked independently in advance of June 21 to prepare their individual presentations.

From June 21-23, at least six hours each day, Professor Yanouzas presented a seminar on Teaching Human Resource Management and Group Dynamics to TUWr professors Wieslaw Dobrowolski, Leszek Duda, Leszek Jurdziak, Zofia Krokosz-Krynke, and Zofia Wilimowska and TU Gliwice Professor Anna Kijewska. During this time Professor Yanouzas suggested content changes in lectures and discussed problems in managing organizational changes. The Polish professors, Professor Krokosz-Krynke reports, sought advice on how to deal with control systems in organizations and how to identify and "avoid" "the main threats in managing changes."

From June 24-27 Professors Duda, Kijewska, Jurdziak, and Yanouzas presented the formal I.B.S. session, Human Resource Management and Organization, to an average of 25 participants. Professor Yanouzas reports that English was used largely in presenting conceptual material and during class discussions, but "to facilitate learning and speed up the process Polish was used also.... One case and exercise were presented in Polish. Instructions for most exercises were explained in Polish." In his judgement, "the mix of English and Polish... seemed to be an effective method. This not only helped participants, but it also gave the Polish instructors the opportunity to get more comfortable with the material in their own language."

The topics covered included human resource planning; recruiting, selection, interviewing; training and development; performance appraisal; organization design and job analysis; job design; compensation; managing effective work-force relations; organizational cycles; managing innovation and change; managing resistance to change; managerial decision-making; effective decision-making processes; team synergy skills; group dynamics; creativity in decision-making; managing teams/groups; integrating organizations; antecedents to conflict; and managing conflict. A variety of teaching strategies, including lectures, exercises, case studies, group discussions, class discussions, and video tapes were used to convey the content.

This session was very highly regarded, judged by the participant evaluations. Professor Yanouzas reports that "the Polish instructors were good at showing how material may be used in the Polish reality" and that "the audience seemed to be tough and critical but appreciative of our effort to deliver interesting material using an engaging methodology. I left the program feeling drained but satisfied."

### ***STUDENT CONTACT HOURS***

Pre-session with Polish Professors:

6 professors x 18 hours = 108 s.c.h.

I.B.S. Session # 5:

25 participants x 27.5 hours = 687.5 s.c.h.

Post-session with Polish professors:

3 professors x 2 hours = 6 s.c.h.

#### ***B. Subproject # 2: In-house Executive Training, KGHM***

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

***TUWr Coordinator: Professor Wojciech Myslecki***

***Subcontractor: ZIVEX, J. Thomas Hexner, Chairman***

The final session of Subproject #2 took place June 14-19, 1993 in Lubin and Wroclaw, Poland. From early in the morning to late at night, a total of fifty-six hours of formal sessions and substantial additional hours in informal sessions, ZIVEX Chairman J. Thomas Hexner and ZIVEX Managing Director G. Lee Humphrey worked with three different groups on the general subjects of business management, finance, human resource management, and business and privatization strategies.

The first group consisted of TUWr Professor Gabriela Paszkowska, Dr. Adam Turczinski, Director of Problem Loans for Bank Zachodni, and Mr. Marian Krzeminski, Director for Corporate Development and Strategic Planning at KGHM. For this group, the training emphasis was upon the case method of instruction and other business training techniques such as role playing. Since this was ZIVEX's final A.I.D.-funded visit to KGHM, this investment of time was well worthwhile as these Polish colleagues are expected to continue executive training at the holding company in the future.

The second group consisted of select upper and senior management at KGHM, thirteen in number. Their sessions were principally devoted to case method analyses of aspects of the general subjects cited above. The third group consisted of key KGHM decision-makers: Mr. Krzeminski, Dr. Adam Siernoski, Project Director, Dr. Izabela Kostka, Director of Communications, and Dr. Tomek Bluzinski, General Counsel. This nine-hour session, the afternoons of June 16 and 17, focused upon implementation of a privatization strategy, a major sustainability factor in this subproject, the organization of the core copper business, vital to KGHM's future, and the ramifications of privatization and foreign investment on the region of Silesia, in itself a momentous topic.

In preparation for this session, ZIVEX delivered English language versions of the case training material to KGHM about April 15. All told, Professors Hexner and Humphrey utilized nine different case studies on such topics as corporate mergers, capital budgeting, corporate acquisitions, and alternative sources of financing. The material

was translated into Polish by KGHM personnel, reviewed by TUWr professors, and distributed to the participants about one week prior to the session.

On Friday, June 18, ZIVEX and KGHM co-hosted a formal certificate ceremony at which Dr. Krzysztof Sedzikowski, Vice President for Corporate Development and Strategic Planning, presided. Both he and Professor Myslecki spoke about the importance of management training in this period of economic reform in Poland. Thirty-one KGHM personnel, including six women, received certificates.

Professor Hexner reports that "the top and senior KGHM management participants continued to learn from one another and to see more and more that adapting to the free market requires as much judgement as it does technical skills." In addition, the business strategy prepared in ZIVEX's previous visit has now been signed by the Board of Directors of KGHM and approved by its supervisory board. It has been "used virtually unchanged as the vehicle of discussion with the Minister of Privatization in Warsaw," Professor Hexner also reports.

In addition, ZIVEX has been urged by Mr. Tadeusz Borysiak, Director of the privatized KGHM Training Center, to continue its training activities in Lubin. Professor Hexner is preparing a briefing document for Mr. Borysiak on how foreign assistance might be sought. In their discussions, he placed "heavy emphasis... on the self-sufficiency aspect of training and [insisted] that any foreign assistance should be considered short-lived."

Finally, it is interesting to note that at the farewell dinner at the Lubin Mine Cultural Center, the financial director of the Lubin mines paid tribute to the case method of instruction. "He stated," Professor Hexner reports, "that text books and lectures were a system [of instruction] to which the Polish people were accustomed. However, he could think of no better way of learning management and re-engineering the minds of people schooled under the previous regime than the case method."

For the past two years ZIVEX has negotiated a number of very real "land mines" set in the landscape of KGHM. They arrived at a time of paranoia about and hostility toward "foreign experts." They leave commanding the professional respect of KGHM leadership, both Warsaw-assigned and Lubin-grown. This is but one of ZIVEX's substantial accomplishments in this subproject.

#### *STUDENT CONTACT HOURS*

**Group I:**

3 participants x 11 hours = 33 s.c.h.

**Group II:**

13 participants x 36 hours = 468 s.c.h.

**Group III:**

4 participants x 9 hours = 36 s.c.h.

**C. *Subproject #3: Banking Fundamentals***

***CCSU Coordinator: Professor Larry Lawson***

***TUWr Coordinator: Professor Danuta Domagala***

Through administrative and subproject savings, we were able to present a second "add-on" session of this subproject at the request of Polish banking officials in Lower Silesia. The Polish officials specifically requested President Richard Mansfield and Vice President Terri Sasinski of the Peoples Savings Bank of New Britain as the trainers. The session, May 24-27, was held at the Bank Zachodni training center in Karpacz. Thirty senior bank managers from five Polish banks, though mostly Bank Zachodni branches, participated. The participants, twenty of whom are women, came from Lower Silesia and some eleven cities outside the region including Kielce, Leszno, Gdansk, Warsaw, Krakow, and Szczecin. Bank Zachodni also provided translation services.

The thirty-hour session over three and one-half days focused on the following topics, all requested by the Polish bankers: marketing strategies; banking products and services; marketing in a bank branch office; human resource management in American banking (including career planning, employee and work assessment, recruitment and selection of employees, and performance reviews); how to organize and run training sessions; and risk management.

Included among the several inches of training materials Mr. Mansfield and Ms. Sasinski provided were "principles of effective customer service", "principles of quality", "principles of profit", "the death of customer satisfaction", "breakthrough concepts for achieving quality objectives", "develop a management process", "service quality process", and several pieces on such topics as financial service marketing, monitoring change in the external environment, market planning, advertising, and site location analysis. They also distributed a number of evaluative and other materials within the general category of human resource management and the Peoples Savings Bank of New Britain Employee Handbook.

Mr. Mansfield and Ms. Sasinski deliberately created a classroom atmosphere that produced lively discussion, something quite new for a number of the participants. He reports that the participants, though they were senior banking officials, could not quite grasp competing with each other, cross-selling, leaving one's job for a new one, the range of human elements involved in decision-making, and the importance of motivation through incentives.

In general, Mr. Mansfield and Ms. Sasinski report that the bankers under age 35 seem frustrated and that those over age 55 want no change at all. While they found the session "much more challenging this time," they also observe that the participants could not answer the question, "how do you get ahead?" and that senior-level "real" management continues to be in short supply. They believe that the session raised more questions than it answered. To their credit, they spent about three hours each evening adapting the next day's presentation to the bankers' requests.

#### ***STUDENT CONTACT HOURS***

30 participants x 30 hours = 900 s.c.h.

#### ***D. Subproject #4: Export Marketing***

***CCSU Coordinator: Professor Patricia Sanders***  
***TUWr Coordinator: Professor Artur Olszewski***

This subproject is concluded.

**E. Subproject #5: Organizational and Managerial Communication**

**CCSU Coordinator: Professor Scott Olson**

**TUWr Coordinator: Professor Jan Waskiewicz**

**UWr Coordinator: Professor Marcelina Zuber**

While the A.I.D.-funded, CCSU-delivered portion of this subproject is completed, I am pleased to report on the final three sessions of this activity, ones conducted by our colleagues from The Technical University and the liberal arts University. These "add-on" sessions fall within the general rubric of social communication.

During the period April 22-25, UWr Professors Boguslawa Dobek-Ostrowska and Marcelina Zuber, Mariusz Urbanek, a local journalist, and TUWr attorney Krzysztof Zuber presented Communication Law and Ethics for twenty-five participants. A variety of monographs, articles, and case studies provided by CCSU professors, were distributed to the group. Our Polish colleagues also distributed a substantial amount of material on Polish and American copyright law as well as on codes of ethics. The Workshop reviewed major ethical issues in communication and Polish and international communication law. Drawing from teaching strategies introduced in earlier A.I.D.-funded sessions, the Polish trainers utilized role playing and case studies as well as the more traditional lecture format.

On May 20-23 UWr Professors Wojciech Sitek, Ryszard Lukaszewicz, Zeiad Abou Saleh, and Marcelina Zuber, all from the Institute of Sociology, presented a Workshop on Intercultural Communication for twenty-five participants. Once again, our Polish colleagues distributed monographs and other materials made available by CCSU professors and assembled from their own research in Polish repositories. The Workshop explored such topics as intercultural communication, cultural diversity, ethnocentrism versus cultural relativism, intracultural communication, intercultural communication, and multicultural organizations. Drawing from diverse cultures, the trainers utilized a variety of case studies as well as role playing and traditional lecture approaches.

The final Polish-taught, Polish language session in Social Communication, Public Speaking and Correspondence, was presented June 3-6 by several professors, mostly from TUWr's School of Polish Language for Foreign Students: Halina Ostaskowicz-Bazanowa, Malgorzata Stawska, Helena Kajetanowicz, Dorota Ruta, Grazyna Balkowska, Marek Zimnak, Marian Gorecki, and Jan Waskiewicz. They covered such topics as Linguistics, public speaking, effective discussion, written communication, and the art of communication. TUWr Rektor Andrzej Wiszniewski presented a special public lecture on effective communication of the results of technical research prior to the June 4 diploma ceremony. The participants received some 100 pages of relevant materials and a new monograph on linguistic problems in the modern Polish language. Each of the participants had the opportunity to be interviewed by a television reporter and to review the footage of the interview. The diploma ceremony was covered by local journalists and radio reporters.

Importantly, Professor Waskiewicz reports, and "spontaneously," following the ceremony the graduates formed an alumni association, "TASKS" (Towarzystwo Absolwentow Studium Kommunikacji Spolecznej), naming messrs. Cieslinski, Marczewski, and Luszpinski officers, and began collecting association dues from all those present. The first items of business for the association are a newsletter and a reunion. In Professor Waskiewicz's words, "it shows how successful the workshops were, and how important they can be." We expect this new association to be a

substantial factor in the sustainability of this activity in years to come.

Professor Olson, who attended this final session with funds generated from administrative savings, spent considerable time working with his Polish colleagues on teaching strategies, content matters, and planning for Year Three activities.

Because the subjects of these final three Workshops do not fall within the parameters of Organizational and Managerial Communication, I do not report student contact hours for these sessions.

This subproject has enjoyed remarkable success this past year, both for individual participants and for the group collectively. I attribute much of this success to Professor Olson's unique ability to listen, to draw out his Polish colleagues, and to develop workshop programs true to the letter and spirit of this grant and, at the same time, of compelling interest to the participants themselves. Needless to add, Professors Waskiewicz and Zuber are exceptionally dedicated to this activity and quite effective.

Antoni Tarczewski, Managing Director of ZTM Zaklad Badawczo-Wdrozeniowy, consulted extensively with Ms. Carol DeChant, the Chicago public relations practitioner who participated in the December Workshop, prior to preparing a media presentation. He will use the negotiating techniques learned in the February session to negotiate a contract for a joint venture with Southern Ambulance Builders. This partnership between an American and a Polish company will produce several hundred high-tech ambulances each year.

Jarek Luszpinski, distribution manager for Monacor LSB Electronic, is using the communication principles learned in this activity to redesign training curves for his sales force. Using these techniques, his own performance has been equivalent to about four of his co-workers. He has turned sales around from a deficit situation last year to a profit this year.

Qualitative factors, I think, are hard to quantify. Individual anecdotes are impressive. But Professor Olson reports, and I agree, that "the most gratifying and remarkable successes were of a more 'collective' nature." While walking back to his hotel one evening after one of the June sessions, he came upon a group of nine participants socializing together. They had been strangers when the subproject began. "They were engaged in an animated and intense conversation," Professor Olson observes. "This illustrated again a comment we had frequently heard from the participants and the instructors: that because of the collegial atmosphere created in the workshops, the breaks became an extension of the content. Discussion of communication topics moved into the hallways, lounges, and restaurants; participants formed new relationships with others interested in the same things."

For your information, Attachment B is a brief compilation by TUW Professor Malgorzata Stawska of communication terms which instructors, students, and translators have introduced into the Polish language during this past year. Also included as Attachment C is an article from "Gazeta Robotnica" written about the activities of subproject #5.

**F. *Subproject # 6: Economics Education for Lower Silesian High School Teachers***

***CCSU Coordinator: Professor Ronald Daigle***  
***TUW Coordinator: Professor Lech Stefan***

During the past month Professors Daigle and O'Connor have spent considerable time preparing for the July session of this Activity. A large amount of instructional material has been sent to Wroclaw for translation and dissemination to the participants. Professor Daigle continues to work closely and well with the TUWr Teaching Assistants.

Professors Daigle and Paul L. Altieri have compiled the pre- and post-test results for this subproject in the Amendment Year. They administered a 33 question test to the participants in the July, 1992 session on free market economics, the same test they administered last year to the Solidarnosc workers' council heads, the majority of whom are factory workers without university training. They were not surprised to learn that the high school teachers scored higher than the workers' council group, although the teachers' post-test scores represented a 27% improvement over their pre-test scores. For the third year, they plan to revise the test of microeconomic concepts to increase its level of difficulty.

They also administered a 20 question test to the participants in the January, 1993 session on macroeconomic issues and topics. The post-test score on this exam was 38.4% higher than the pre-test score. They expect to expand this test to 35 questions for the third year.

Professor Lech Stefan reports that the Facilitators have trained 831 Solidarnosc workers' council heads as of March 31, 1993. He projects a grand total of 1106 trained by June 30, 1993. We will meet our ultimate goal of 1,400 trained by December 31, 1993.

*[End of report].*

**ATTACHMENT A**

## **List of Participants in the July Workshop In Rastatt, Germany**

### ***From Jelenia Gora:***

Anna Gorka, Senior Voivode Inspector, Division of Finance  
Lilianna Przybylek, Department of Economic Development

### ***From Legnica:***

Jerzy Ciesiula, Chairman of the Division of Civic Affairs  
Katarzyna Dol, Province Inspector  
Regina Gajek, Province Inspector  
Elzbieta Kurzydlo, Province Inspector

### ***From Walbrzych:***

Zbigniew Bartnik, Director, Office of Bystrzyca Klodzka  
Krzysztof Budnik, Chairman of the Division of Civic Affairs  
Andrzej Kosior, Voivode Assistant for Restructurization  
Kazimierz Kozakiewicz, Manager of the District Office

### ***From Warsaw:***

Kazimierz Pawlikowski, Office of Public Administration at the Cabinet

### ***From the Wroclaw Municipal Administration (City Hall):***

Grzegorz Roman, Head of Organizational-Legal and Personnel Department  
Maria Wlodarczyk, Organizational-Legal and Personnel Department

### ***From Wroclaw Voivode Office:***

Aldona Tomczyk, Department of Technical Infrastructure  
Elzbieta Grzywocz, Deputy Director of Planning and Finance Department

### ***From Wroclaw Technical University:***

Andrzej Kaczkowski, Director of Administration  
Artur Olszewski, TUWr Congress Organizing Center  
Leonard Garczynski, Translator

### ***From Wroclaw Department of Education:***

Jerzy Dziurawiec, Head of Organizational-Legal and Personnel Department  
Wojciech Malecki, Head of Regional Methodical Centre  
Wlodzimierz Patalas, Vice Superintendent, Department of Education  
Leszek Pawlak, Head Representative, Wroclaw II

**ATTACHMENT B**

An article from Polish newspaper "Gazeta Robotnicza", June 3, 1993.

### Communication is a business

Social Communication is a popular subject at many western universities, and is required in any business program. To achieve success in any field good communication skills are required: verbal and non verbal communication and how to send and create opinions. Politicians and journalists need these skills and also businessmen, advertising agents, public relators, marketing specialists and public administrators.

The first study was organized in Wroclaw by Wroclaw Technical University and Central Connecticut State University, and financed by US Agency for International Development. The first Polish-American study in Communication and Management started last December and will end tomorrow. Classes were held once a month for four days. Students had lectures and also worked in small groups analyzing and solving real cases. Forty five people participated in this courses. They were college employees, students, administrators, industry and business staff. Four sessions were led by American professors, among others was Scott Olson and John Parish Sprowl, specialists in communication techniques in mass media and business and also experts in problem-solving and organizing team work.

High American standards were also kept up by professors who lectured in Polish, like Wojciech Sitko and Marcelina Zuber from University of Wroclaw, and Jan Waszkiewicz from WTU.

The end of the first year will be precede by lecture which will be the last program session - "How to control an audience?" - and will be given by the President of WTU professor Andrzej Wiszniewski, on June 4th at 2:15 P.M. at the main building of WTU in room 241.

The next courses will start in Fall

BUDY Fy SCOTT

z czerwca 1993 r.

Jelenia Góra, Legnica  
Wabrzysz, Wrocław

CZERWIEC '93

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Leszka, Kłotydy

16 stron  
Cena 1500 zł  
Nr 122 (13.021)

# Gazeta ROBOTNICZA

DZIENNIK POŁUDNIOWOZACHODNIEJ POLSKI

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## Biznes to komunikacja

Nauczanie komunikacji społecznej jest powszechne na uniwersytetach zachodnich, a na kursach i studiach biznesu stanowi integralną część programu. W każdej dziedzinie dla osiągnięcia sukcesu niezbędna jest umiejętność posługiwania się językiem. Informacja werbalna i niwerbalna, sztuka przekazywania i kształtowania opinii. Takich umiejętności potrzebują politycy i dziennikarze, biznesmeni i pracownicy reklamy i public relations, specjaliści w dziedzinie marketingu i pracownicy administracji.

Pierwsze we Wrocławiu studia zorganizowano dzięki wspólnej inicjatywie edukacyjnej Politechniki Wrocławskiej oraz Central Connecticut State University. Przy finansowym wsparciu US Agency for International Development. Pierwszy kurs Polsko-Amerykańskiego Studium Komunikacji Społecznej w Organizacji i Zarządzaniu rozpoczął się w grudniu ub. roku, a kończy uroczyste jutro. Zajęcia odbywały się raz w miesiącu, przez cztery dni, a wykłady połączone były z zajęciami warsztatowymi prowadzonymi w małych grupach, pracujących nad analizą i roz-

wiązaniem autentycznych przypadków. Przez warsztaty przewinęło się łącznie 45 osób, wśród których byli pracownicy wrocławskich uczelni, studenci, pracownicy administracji oraz przemysłu i biznesu. Cztery sesje prowadzili profesorowie amerykańscy, a wśród nich byli Scott Olson i John Pariah Sprowl, wybitni specjaliści w dziedzinie techniki komunikowania się w mass mediach i biznesie, a zarazem eksperci w zakresie rozwiązywania konfliktów i organizacji pracy zespołowej.

Wysokie standardy amerykańskich zajęć starali się podtrzymać realizatorzy polskich sesji, skupieni wokół prof. Wojciecha Śtuka i mgr Marceliny Zuber z UW, oraz doc. Jana Waszkiewicza z PWR.

Uroczyste zakończenie pierwszego rocznika studium poprzedził otwarty wykład kursowy w ramach ostatniej sesji - „Jak pannać nad audytorium”, który wygłosił o godz. 14.15 w sali 241 gmachu głównego politechniki rektor tej uczelni, prof. Andrzej Wiśniewski.

Ponowna edycja kursu rozpocznie się jesienią. (L)

### Komu to przeszkadzało?

W Parlamencie Europejskim zasiada 18 deputowanych nominowanych w 1990 roku przez Izbę Ludową NRD. Do 1994 roku będą mieć status obserwatorów z gwarantowaną pensją 10.000 DM miesięcznie.

W Strasburgu nie mają prawa głosu, ale w Brukseli, gdzie obradują komisje i frakcje, są pełnoprawnymi członkami tych ciał i biją się o interesy nowych państw.

Nie ma już Izby Ludowej, bo została ona uchwalona przez Niemiecką Republikę Demokratyczną. Zjednoczonym Niemcom nie przyszło jednak do głowy tracić przedstawicieli w organach decydujących o zaspokojeniu interesów poszczególnych państw. Liczy się każdy głos, nawet oddawany w kuliach i buszcie, gdzie przekonuje się innych do swojej sprawy.

U nas jak zwykle, musi być inaczej. Choć Rzecznictwo Polska istnieje, działa przyzwoicie, rząd i przydzia Sejmu i Senatu, decyzją przydział obu naszych i nasi deputowani do Parlamentu Europejskiego stracili swoje mandaty. Dlaczego? Komu to przeszkadzało? (e)

ZLECENIA DO MAGAZYNU TYGODNIOWEGO "GAZETY ROBOTNICZEJ" wychodzącego 11 czerwca br. przyjmowane będą wyjątkowo



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workshops -

compiled by

Matgorzata STAWSKA, TUWn

- misja
- wizja
- strategia
- struktura
- marketing
- manager
- związki interpersonalne
- intensyfikacje działań firmy
- zidentyfikować imperatywy strategiczne
- gama programów
- przedstawić imperatywy w sposób uporządkowany
- nominalne techniki grupowe
- tematy priorytetowe
- prezentacja werbalna
- dyskomfort
- komfortomizować się
- how to do it
- rewizja celów
- baza finansowania
- kompletacja planu
- wyzwanie
- utworzenie parametrów strategicznych bazy
- afiliacja grupy
- fuzja
- promocja firmy/produktu
- lunch
- news/nius? - czy opublikować tego niusa
- skills
- seksizm

generować  
partycypować  
annual report  
ranking  
translacja  
artykułować  
dystansować się  
reflektować  
serwować pomoc  
trywialny  
wybór opcji  
epatować  
imitować  
equality  
equity  
low contexts  
high contexts  
konceptualizacja  
spektakularny przykład  
interakcja  
fokusowanie  
grupa zogniskowana