
**Ukraine Business Management Strengthening Activity
Award No. 121-A-00-99-00701-00**

**First Quarter Report
January 1 – March 31, 2001**

Submitted to

US Agency for International Development

Submitted by

**Consortium for the Enhancement of Ukrainian Management Education
(CEUME)**

Led by the University of Minnesota

Contact Persons:

Mr. Mickey Mullay
21/12 Luteranskaya, Suite 35
01024 Kyiv, Ukraine
Telephone: (38 044) 253-6618
E-mail: mick_mullay@ceume.kiev.ua

Brief Project Description:

The project's main goal is to strengthen and empower Ukrainian management and business education programs so that they can produce a new generation of business persons prepared to lead Ukrainian businesses in the transition period and beyond. The project assists private and public Ukrainian business schools, universities and polytechnics in developing their capacity to offer effective undergraduate degree programs and non-degree "continuing education" courses. The training currently focuses on how to design and deliver contemporary undergraduate business courses and has recently increased trainings addressing post-diploma programs and short courses that are required by executives and other leaders of business. The long-term objective of the project is to institutionalize these programs in Ukrainian business schools while developing sustainable institutions for management education, training and research.

These objectives are being achieved by undertaking the following four tasks:

- creating and institutionalizing a series of management education and training workshops for faculty retraining and curriculum development;
- convening a series of national conferences on empowering Ukrainian business schools and implementing the recommendations of those conferences;
- establishing a textbook and teaching material adaptation, translation and distribution program; and
- implementing exchanges, study tours, internships and seminars abroad for both academic administrators and faculty to discover the best practices in the US and Poland that can be adapted to Ukrainian conditions.

The Mission of the Consortium for the Enhancement of Ukrainian Management Education (CEUME) is to support educational leaders, professors and other stakeholders in their efforts to enhance the current system of business and management education in Ukraine.

A. Summary of the First Quarter 2001 Activity

Summary of Key Events:

Weekend Workshops and Short Courses Ukrainian and Polish instructors teamed together in presenting two and three-day short courses that introduced new knowledge and effective teaching methodology while demonstrating practical application of the training skills. Through the assistance of CEUME regional offices and educational institutions, 22 workshops were delivered during the First Quarter of 2001 in the different cities of Lviv, Odesa, Kharkiv, Donetsk, Dnipropetrovsk, Cherkassy and Kyiv. Training topics included Human Resources Management, Organizational Development, Entrepreneurship, Marketing, International Business, Transformation and Restructuring of Enterprises, Securities, International Accounting Standards, Managerial Accounting and Project

Appraisal. On a space available basis, employees of business centers, NGO members, and representatives of international organizations joined faculty of Ukrainian educational institutions as participants. CEUME also cooperated with IBTCI in delivering a one-week training in “Auditing Engagement Training” and a two-week training in “Auditing” to audiences of over 40 leading educators and working professionals.

Winter Institute A “Winter Institute” for managers and other business professionals was organized in cooperation with the Kyiv Mohyla Business School, the Center for Management Development, Kyiv Business School and the Ukrainian Center for Post-Privatization Support. The main emphasis of this fee-based training entitled “Managing in the Age of Turbulence” was developing skills necessary to effectively manage an organization in Ukraine and the dynamic environment of the world economy. Seventeen business leaders paid a portion of expenses (1100g) each to participate in the training to help cover the costs of the training that also hosted 15 business educators. These leading professors learned about the specific needs and expectations of the business audience while participating in the unique training processes.

Spring Institute The four-day session entitled “Spring Bomb” hosted young faculty members. The seminar was organized in cooperation with Kyiv-Mohyla Business School and the Innovation and Development Center. Participants paid a small portion of the costs (100g) to attend the training that emphasized innovative teaching techniques to stimulate students’ creative thinking processes and leadership. The sessions used a variety of teaching methodology including case-method techniques, business games, Electronic-Learning, and individual and team projects. Guest speakers included leaders of industry, media and the arts.

Modern Education in Ukraine – 2001 CEUME participated in the Fourth Annual Education Fair conducted February 8th through 11. The Ministry of Education and Science of Ukraine and the Academy of Pedagogical Sciences of Ukraine organized this exhibition that hosted more than 250 educational exhibitors, including 10 CEUME partner institutions. Over 2000 students, prospective students, business people and educational leaders attended the event to learn more about the training and educational needs of Ukrainian citizens and how the educational community was responding to those needs.

During the event, CEUME conducted a seminar that highlighted the importance of business and management education in developing an effective market economy. Almost 50 participated in the presentation and following discussions where project activities and programs were presented. Testimonials from representatives of CEUME partner institutions supported the claim that project activities were significantly changing approaches being used to deliver new information while training essential business skills. Business people indicated high interest in graduates that could immediately contribute to the success of their organization and executive trainings that will improve their skills in operating profitable companies.

Roundtable Discussion: Impacts of Study Tour to Poland 2000 Five participants of the 2000 CEUME Study Tour to Poland for leaders of Ukrainian educational institutions gathered to share information on how materials and knowledge gained were used to modify

administrative procedures, establish mechanisms of fundraising, and develop new strategies for promotion of the institution. Of special note was the high priority given to the necessity of collaboration and cooperation between Ukrainian educational institutions located throughout the country. Sharing of both successes and problems encountered is viewed as being beneficial. Jointly lobbying interests with the government is a valued benefit available through future cooperation. Study tour participants that were not able to attend the meeting will be gathered during the similar discussion in the beginning of the 2nd quarter.

Internships The CEUME Internship Program provides administrators and leading professors the opportunity for intensive study with their Polish counterparts. Internships afford opportunities to learn about assessment and evaluation tools and processes for institutions and individual programs. Research, creation of programs and departments, school governance and management, case studies, teaching methodologies and building relations with business are examples of other proposed topic areas. Eight Ukrainian internships are currently underway in Poland. Two more are scheduled for the 2nd quarter.

Key Outputs

Weekend Workshop Trainings CEUME weekend workshops trained 639 professors (386 women and 253 men) in the design and delivery of a variety of courses. In addition, 117 business community representatives (53 females and 64 males) received training while providing important information and feedback to Ukrainian professors learning the differences between the demands of business professionals and those of traditional students. This cooperation and joint participation is mutually beneficial. In addition to the training, business leaders communicate with providers of education and special business trainings. Leaders of education learn about the specific needs of business on how they must adapt programs to satisfy these needs.

Mini-lectures were combined with other learning methods such as business simulations, case studies, group exercises, and interactive discussions. Ukrainian specific materials were created and distributed that can be utilized by professors and trainers during the design and delivery of their courses. See Appendix 1 for the schedule of these trainings.

Joining the professors and business people on a “space-available” basis were trainers from business support centers and NGOs that provide training and support services. Receiving assistance were business support efforts such as Kyiv based organizations such as WBS Business Women’s League, Market Analysis and Research Fund, UMREP, Humanitarian Technology Agency, and Counterpart Creative Center. Other examples include Business Support Center “NewBisnet”(multiple locations), and the Business Support Center MetaCenter(Lviv). Summary evaluations are being provided in Appendix 2 with the participant information and analysis in Appendix 3.

"Blueprint for Building Management Education in Ukraine" The action plan that will serve as a guide for the efforts of educators, business leaders, and government has been completed. It is now being published and will be widely distributed during the 2nd quarter. Discussions outlining individual actions and cooperative efforts that can be undertaken by the education, business and international communities will be facilitated by many round-tables and forums being planned during the coming months.

Winter Institute Twenty-seven participants (16 males and 11 females) represented computer company "Kvazar Micro", food processing company "Craft Foods Ukraine", representative office "Itochu Corporation", "Pharmacy of Hormon Drugs", international sociological and marketing research company "Socis Gallup", joined faculty representatives of CEUME educational institutions partners from Odesa, Lviv, Kharkiv, Kyiv. Participants learned and shared opinions with visiting speakers from businesses, consulting firms and educational institutions. This program utilized many interactive learning techniques, such as business simulations, case studies, small groups and panel discussions. Current and future managers were trained to lead companies, make decisions, and create strategies applicable in the 21st century. Appendix 4 contains participants' analysis.

Spring Institute Twenty-two participants (4 males and 18 females) from Kyiv, Ternopil, Simferopol, Kharkiv and Lviv improved their teaching techniques and broadened their knowledge about application of creative tools to stimulate thinking and creativity. The training covered various topics ranging from the general requirements of business education, satisfying specific customer expectations, and what makes a professor competitive and successful faculty. Among the guest speakers was a famous Ukrainian talk-show host, a conductor, an actor and a designer. The regional distribution of the participants is included as Appendix 5.

Internships The programs that began in March will continue throughout the 2nd quarter. Warsaw School of Economics, University of Warmia and Mazury in Olsztyn, and the Krakow Economic Academy will host interns. These particular internships will concentrate on the development of new courses in Marketing, Financial Management, Organizational Development, Information Technology in Business, and the Challenges of Attracting Foreign Investment. Results of conducted research will be incorporated in revisions of new courses. Appendix 6 contains a list of interns and information on the duration and location of internships.

Publications and Book Distribution Through the implementation of weekend workshops 2070 sets of CEUME published materials, information and practical cases were distributed. Professors doing research and creating courses are utilizing CEUME regional libraries. During this quarter, library holdings were increased by over 2228 business textbooks in English, Ukrainian or Russian. Additionally CEUME published 800 sets of research materials such as "Ukrainian Entrepreneurs Needs

in Business Education”, “Business Education – Faculty’s View”, “Business Education – Business View”, Business Education – Students View”. Produced and distributed were 80 sets of video-cases based on Ukrainian Enterprises. Information about CEUME and other training activities was made available through the CEUME seasonal newsletter “Our News.” Appendix 7 provides a summary of PBDP activity.

English and Ukrainian versions of CEUME Website are updated on a regular basis. CEUME course materials, announcements, event highlights were made available for downloading. Through the Website, professors doing research and creating courses can access a broad spectrum of additional resources. The development of an electronic magazine focused on management issues is being developed.

Monitoring and Evaluation The detailed instruction on tracking and evaluating CEUME activity and resulting impacts has been completed and is being utilized. Through surveys, questionnaires, interviews and visitations, CEUME representatives prepared analysis of impacts on professors and partner institutions. The consolidation of the information into regional summary reports was utilized during a recent project review and creation of the project’s Workplan for 2001. The monitoring and evaluation plan will continue to be used for surveying CEUME Partner Ukrainian universities and business schools to assess institutional impacts of trainings.

Workplan 2001 Input, suggestions, and guidance from meetings with USAID, key development projects, and the Consortium Council contributed to the development of the project Workplan for 200. The Workplan is currently being discussed within USAID.

During the 1st Quarter, the project underwent a formal USAID review. Preliminary findings are positive and the full report is expected during the 2nd Quarter. Additionally, the concept for extending and expanding project activities is being further refined.

B. Activity Measures and Impact

CEUME events and activities continue to focus on supporting the efforts of leading administrators and educators to develop the system of business and management education in Ukraine. The Monitoring and Impact Plan of CEUME outlines the process to evaluate activities and, more importantly, identify ways those activities are impacting the content and methodology of business and management courses (METC) and the way administrators are structuring and managing their institutions (MEPP). It allows management to adjust the programming to better satisfy the needs of the targeted audience.

Ukraine Business Management Strengthening Activity

Management Education Training Program 1999-2000-1st Qtr 2001

Activity	Number of Events	Participants			TOTAL
		Faculty	Administrators	Business People	
Weekend Workshop	109	2417	264	345	3026
Summer Institute	4	484	53	34	571
Study Tour (POST - DIPLOMA STUDY TOUR)	1		12	0	12
Winter Institute	1	11	0	16	38
Spring Institute	1	22	0	0	22
TOTAL	116	2934	329	395	3669

GENDER Distribution of the total number of participants 3,669 [1,646/2, 023] 55.14% Female

During the 1st quarter of year 2001, in frames of Management Education Training Program, CEUME held 21 weekend workshops. 494 faculty and 145 business community representatives received training. During the Winter Institute, training was provided to 16 businessmen and 11 faculty. An innovative training on modern teaching technologies and methodologies, the focus of the Spring Institute, was provided to 22 faculty of Ukrainian institutions.

Management Education Partnership Program 1999-2000 +1st quarter 2001

Activity	Number of Events	Participants				Total
		Educational Institutions	International Development Sector	Business Community	Government	
Study Tour	3	35	0	0	0	35
National Conference	3	401	145	41	13	600
Seminar	2	49	12	14	8	83
Roundtable Discussions	21	300	43	83	11	437
TOTAL	29	785	200	138	32	1155

GENDER Distribution of the total number of participants 1155 [633/512] 45% Female

There were two roundtable discussions conducted in frames of Management Education Partnership program during the 1st quarter of 2001. The first in the series of roundtables leading to the 3rd Annual National Conference “Building Management Education in Ukraine” took place in February under participation of 13 prominent educators from educational institutions representing all regions of Ukraine.

Another roundtable discussion was devoted to following up the results and impacts of the Study Tour to Poland that was held in September 2000 for administrators. 5 Study tour participants took part in the discussion, which was joined by USAID representative.

The overall impact of these activities implemented within the framework of METP, MEPP and the PDBP can be judged mainly by the number of changes that have happened as a result of individuals participating in CEUME activities. The changes can be observed in individual actions, the classroom, through the curriculum, and in the institutional management structure and processes.

Changes implemented by administrators are taking place in the area are:

- Growing cooperation with business: introducing courses and short-term trainings for business executives;
- Developing new promotion strategies for the institutions and applying modern promotion technologies;
- Working on the development and implementation of various methods of faculty stimulation and motivation;
- Revision of organizational structure of the institutions; and
- Revision of curriculum structure: introducing more elective courses.

Appendix 8 contains comments and opinions about CEUME weekend workshops that were implemented during the 1st quarter of 2001. It indicates that participating faculty are undergoing though a continuous paradigm shift in understanding of business and management education. The dramatic changes are taking place in the teaching process for traditional students, in consulting and training activity for business community, as well as in the scientific activity and personal development of the Ukrainian professors.

Changes in the teaching delivered to traditional students include:

- new courses are being developed incorporating materials and tools received during the workshops;
- course structure is being modified to best fit the students needs, particularly the stress is being made on the independent studies of the students, practice and individual work with the students;
- interactive learning methods are being popularized; and
- more and more faculty are developing their own case studies.

Changes in working with business:

- new professors have initiated consulting activity to the business, using the tools and information received through CEUME business outreach program;
- new courses are being developed to be delivered to the business audiences;
- the courses in frames of executive trainings and PDS programs are being modified; and
- Changes in teaching methodologies utilized in delivering courses and training to business audience are being implemented.

Activation in scientific activity and personal professional development of the faculty observed includes:

- many professors have initiated scientific research in the sphere of business education;

- many have published their scientific articles incorporating CEUME-originating information the Ukrainian business and scientific magazines and journals ;
- information received during CEUME activities is used in the presentations made during various scientific specialized conferences;
- some faculty have discovered a necessity to enter education programs to develop their professional skills and knowledge; and
- professors are developing teaching materials and writing textbooks.

One example from Dnepropetrovsk was provided by the National Mining Academy Management faculty that initiated a business outreach on the materials and information received during PDS Study Tour to Poland. Sharov Olexander, Dean of Management Faculty states that leading companies in the Dnepropetrovsk region are now requesting trainings from the institution.

Another example of CEUME impact was discovered in Odessa, where the Institute of Post-diploma studies in cooperation with the Business Support Center are opening a training department for high school graduates in management and business. The student will receive trainings to be better prepared for the Institutes entrance exams. The trainings are based on new curriculum plans that were developed on the basis of CEUME - distributed materials, information, and methodologies.

CEUME Partner Odessa State Economic University actively participates in all CEUME activities. The institution has participated in the tender among Ukrainian higher educational institutions to take part in a training program entitled the State Authorities Management “Ukrainian Initiative.” One of the sited criteria for the success in the tender was the qualifications of the 50 faculty members that were enhanced through participation in the CEUME training and study tours.

C. PROJECTION FOR NEXT QUARTER (2nd Quarter 2001)

Key Expected Events

Series of Roundtable Discussions for 3rd National Conference Roundtables leading to the 3rd Annual National Conference “Building Management Education in Ukraine” will review the process, problems and successes experienced while working together to enrich the system of management education. The Blueprint will be used as a guide during discussions and provide a basis for the development and implementation of action plans in the regions uniting business, education and government in working towards common goals. During this process, participants will examine the creation of national standards for Ukrainian business education, and discuss the creation of an association or other sustainable organization that will facilitate continued cooperation and working towards shared goals.

Short-Term Trainings for Administrators During 2nd quarter, CEUME will be introducing seminars and day programs for administrators and institution consultations through the MEPP program. These trainings will be designed by leading Ukrainian, Polish and American experts to assist educational administrators in their efforts to evaluate their institutions and create strategies and implement actions towards quality improvement. The trainings will provide opportunities to access information and build skills required for the school to clearly define its mission, effectively organize and operate the institution, and realize continuous improvement towards its ability to design and deliver quality management education. These workshops will compliment and build upon previous training and this year's activities.

Weekend Workshops Eighteen weekend workshops that will be hosted by institutions located throughout Ukraine are being planned for the 2nd quarter of 2001. Some trainings will focus on enhancing skills needed for teaching undergraduate business courses, while others will focus on consulting methods and the design and delivery of trainings designed for post-diploma studies and other trainings targeting working professionals and the business community.

Post-Diploma Study Program Development Participants of the PDS Study Tour to Poland will be brought together to discuss application of new strategies and creation of new programs. CEUME will invite a US expert to deliver trainings on PDS programs and provide institutional consultations.

A schedule of upcoming events is included as Appendix 9.

Key Expected Outcomes

Text and Materials Instructors' preparation for workshops will result in the development of additional materials needed by Ukrainian educators. Information and lists created will contribute to the effective implementation of the book distribution activity.

Training and Administrative Skills The 2nd Quarter's activities will significantly enhance and broaden the skills of professors and educational administrators.

Internship Contributions Each of the sponsored internships will contribute significantly to the enhancement of business and management education in Ukraine. New courses, case studies, development of new teaching or research skills, adaptation of textbooks and the establishment of university cooperation agreements are examples.

Listing of the Report Appendixes

CEUME Programs

METP

- 1. Weekend Workshops: Schedule**
- 2. Weekend Workshops: Summaries**
- 3. Weekend Workshops: General Analysis of the Participants (by Functional Area and Gender)**
- 4. Winter Institute: Participation Analysis**
- 5. Spring Institute: Participation Analysis**

MEPP

- 6. Internships: Participants' Program & Schedule**

PBDB

- 7. Texts and Materials: Distribution Listing**

Activity Measures and Impact

- 8. Comments by CEUME events participants**

Upcoming Events

- 9. Schedule of 2nd Quarter Activities**

**Appendix 1:
Weekend Workshops: Schedule**

WEEKEND WORKSHOP SCHEDULE FOR THE 1ST QTR 2001

TRANSFORMATION/RESTRUCTURING OF ENTERPRISES

Oleksander Savruk, Oksana Schegelska

January 26-27-28 Lviv

February 9-10-11 Kharkiv

HUMAN RESOURCES MANAGEMENT

Yuri Navruzov

January 26-27-28 Dnipropetrovsk

February 23-24-25 Lviv

March 16-17-18 Kyiv

MANAGERIAL ACCOUNTING

Mykahilo Kolisnyk, Olena Petryk, Lubov Prokhorova

January 26-27-28 Kyiv

March 16-17-18 Odessa

ORGANIZATIONAL DEVELOPMENT

*Genadiy Kanischenko (Ukraine), Piotr Ploszajski
(Poland)*

January 26-27-28 Donetsk

March 30-31-April 1 Kyiv

INTERNATIONAL BUSINESS

Pavlo Sheremeta, Olena Maltseva

February 2-3-4 Odessa

February 16-17-18 Cherkassy

March 9-10-11 Lviv

SECURITIES

Mykhailo Kolisnyk

February 7-8 Lviv

INTERNATIONAL ACCOUNTING STANDARDS –

Mykhailo Kolisnyk, Olena Petryk, Lubov Prokhorova

February 23-24-25 Kharkiv

MARKETING

Pavlo Sheremeta, Olena Maltseva

March 23-24-25 Kharkiv

MANAGING A SMALL BUSINESS

*Ivanna Bakushevych (Ukraine), Svitlana Chubakha
(Ukraine), Wojtek kozłowski (Poland)*

February 9-10-11 Kyiv

March 16-17-18 Dnipropetrovsk

PROJECT APPRAISAL

Mykhailo Kolisnyk

February 16-17-18 **Odessa**

March 2-3-4 **Donetsk**

March 30-31-April-1 **Lviv**

Appendix 2:
Weekend Workshops: Summaries

EASTERN REGION (Donetsk Regional Office)

WHAT WE OFFERED?

Name of seminar	ORGANIZATION DEVELOPMENT
Date(s) held	January 26-28, 2001
Location	Donetsk (Donetsk State Academy of Management)
Name(s) of presenters	Genady Kanishchenko, Piotr Ploszajski
Main concepts that were covered	<p>The goal of the seminar is provide a highly useful view of how people and organizations and people in organizations function, and what is required to make them function better. Organization development offers a prescription for improving the goodness of fit between an individual and the organization and between the organization and its environment. Ingredients of that prescription include a focus on the:</p> <ul style="list-style-type: none"> - culture and processes of the organization; - guidelines for designing and implementing action programs; - conceptualizing the organization and its environment in system theory terms; - creating change processes that empower individuals through involvement, participation, and commitment. <p>Organization development (OD) is a powerful set of concepts and techniques for improving organizational effectiveness and individual well-being that had its genesis in the behavioral sciences and was tested in the laboratory of real-world organizations. OD addresses the opportunities and problems involved in managing human dynamics in organizations. It offers solutions that have been shown to work. Organization development consists of intervention techniques, theories, principles, and values that show how to take charge of planned change efforts and achieve success.</p>
Materials used (revision, additions)	<ul style="list-style-type: none"> • Organization Development (CEUME issues); • Computer presentations; • Auxiliary printed material. • Case materials (Ukraine experience).
Quality of accommodations, facilities and support from host institution:	Donetsk State Academy of Management (hosting university) provided a training room for 40 persons, equipped with flipchart, overhead projector, TV set, video recorder, screen. The participants from outside Donetsk have covered their traveling expenses.

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Donetsk State Management Academy	5	2	7
Donetsk State Technical University	8	1	9
Donetsk National University	1	1	2
Donetsk Economic-Humanitarian Institute	2	-	2
Donetsk State Institute of Economics and Economic Law	1	-	1
Donetsk State Institute of Economics and Trade	1	1	2
Lugansk Regional Institute of Management	-	1	2
Stakhanov Engineering Academy	-	1	1
Donetsk Institute for Market and Social Policy	1	-	1
Donetsk Institute of Rail Way Transport	1	-	1
Donetsk State Regional Administration	1	-	1
Enterprise "Cheese of Ukraine"	1	-	1
Donetsk Institute of Entrepreneurship	1	1	2
TOTAL PARTICIPANTS	24	8	32
Average age and number of years of teaching experience	34,7 is the average age of teachers 6,8 years is the average number of years of teaching experience		

Participants responses to materials and instructions	The handout materials were a reasonable combination of domestic and foreign information. Printed materials discovered Ukrainian experience. All material was evaluated as useful and appropriate for further application in the study process (96% of participant). The most interest was raised by the computer presentations, both instructor's presentation and participants' one.
Assessments of the participants	The workshop provided business teachers with new information as well as new methodological approaches that may be applied while teaching (about 87% of participants stated this).
Consequences of the seminar and remarks	<ul style="list-style-type: none"> • The OD was evaluated as "very good" (92% of participants) • 92% of teachers included OD presentation in their curricular.

WHAT WE OFFERED?

Name of seminar	PROJECT APPRAISAL
Date(s) held	March 2 – 4, 2001
Location	Donetsk (Donetsk State Technical University)
Name(s) of presenters	Mikhail Kolisnyk
Main concepts that were covered	<p>The main goal of the seminar was the improvement of methodical skills and knowledge of the lectures in the area of organization of financial transactions, economic laws of cash flow functioning and methods of financial manager as strategic as everyday work while professional management of the financial assets of the company. Project Appraisal help people to understand a future value of investment and provide a wide range of indicators which can help them to research a financial risk.</p> <p>The objectives of the course proposed are developed in order to allow future financial managers to execute financial guidance of the organization in the market environment. The course is to cover the following fields:</p> <ul style="list-style-type: none"> - functions, classification and organizational principles of cash flows; - time value of capital, discount and annuitant calculations; legal regulations of financial market in Ukraine and abroad; - management of the capital structure of companies, their unification and spin-off; forms and methods of investments; - the concept of income management and risk; - computers programs for financial planing
Materials used (revision, additions)	<ul style="list-style-type: none"> • Project Appraisal and Financial Management (CEUME issues); • Computer presentations; • Auxiliary printed material • Bank Annual Reports • Computer Program "Project Expert" presentation
Quality of accommodations, facilities and support from host institution:	<p>Donetsk State Technical University (hosting university) provided a training room for 40 persons, equipped with flipchart, overhead projector. There was also provided another room for coffee breaks.</p> <p>The participants from outside Donetsk have covered their traveling expenses.</p>

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Donetsk State Management Academy	2	4	6
Donetsk State Technical University	2	3	5
Donetsk National University	2	4	6
Donetsk Economic-Humanitarian Institute	1	-	1
Donetsk State Institute of Economics and Economic Law	3	1	4
Donetsk State Institute of Economics and Trade	2	2	4
Donetsk Economics and Law Technical School	1	-	1
Kiev Business School	2	-	2
Donetsk Institute for Market and Social Policy	1	-	1
Donetsk Institute of Rail Way Transport	1	-	1
Donetsk Institute of Entrepreneurship	1	-	1
PrivatBANK	1	-	1
UKRINBANK	1	-	1
Concern "STIROL"	-	1	1

“DonetskGorMash”	-	1	1
Donetsk State Regional Administration	1	-	1
Enterprise “Cheese of Ukraine”	1	-	1
Building Factory	1	-	1
Regional Development Agency “Donbass”	-	2	2
TOTAL PARTICIPANTS	23	18	41
Average age and number of years of teaching experience	36,4 is the average age of teachers 7,3 years is the average number of years of teaching experience		
Participants responses to materials and instructions	The handout kit was composed as a reasonable mixture of foreign and domestic information. Printed materials discovered predominantly western experience. Spoken examples showed Ukrainian particularities of financial marker. Generally, the material was evaluated as fairly useful and appropriate for further application in the study process rather than in the scientific work.		
Assessments of the participants	The workshop allowed raising the reputation of the business teacher and provided them with new information as well as new approaches to the teaching process (about 75% of participants marked this).		
Consequences of the seminar and remarks	<ul style="list-style-type: none"> • The PA was evaluated as “very good” (98% of participants) • 92% of teachers included PA presentation in their curricular. Some universities accept the certificate of the CEUME's WW as evidence of the improvement of teacher qualification.		

WESTERN REGION (Lviv Regional Office)

WHAT WE OFFERED?

Name of seminar	Transformation\Restructuring of Enterprise
Date(s) held	January 26-28, 2001
Location	Lviv Institute of Management
Name(s) of presenters	Shchegelska O., Savruk O.
Main concepts that were covered	The need of change. Foundation of transformation and restructuring. Strategy of transformation. The cost of change. Transformation as implementation of new managerial principles. World experience at approaching transformation. Example of transformation on " General Electric"/ Methodology of transformation. Presentation of CD " Ukrainian Enterprises - way to success. Business processes. Business modeling. Management of business processes. Reengineering of business-processes. Implementation of assessment system.
Materials used (revision, additions)	New developed materials.
Quality of accommodations, facilities and support from host institution:	Excellent

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
1. State university "Lviv politechnic"	7	4	11
2. Ternopil Academy of national Economy	4	2	6
3. Lviv Institute of Management	1	1	2
4. Lviv Commercial Academy	1	1	2
5. Lviv National University	1	0	1
6. Public Administration Academy	1	1	2
7. Enterprises: regional Representation of restructuring and development of private sector in Ukraine	0	1	1
8. Luck, factory of consumer goods	0	2	2
9. Avtotransekspedicia	0	1	1
10. Avtotranspravo	1	0	1
11. Foxkstro	0	1	1
12. Business support center	1	0	1
13. Poliaron/Levkont	1	1	2
14. Doich -Ukrainain venture	1	1	2
15.			
TOTAL PARTICIPANTS	19	16	35
Average age and number of years of teaching experience	Average age - 28-34 Number of years of teaching experience - 3-6		
Participants responses to materials and instructions	Participants believe they could use materials in theirs teaching,`		
Assessments of the participants	Participant rated each other in average 5 to 4		
Consequences of the seminar and remarks	Participants found seminar useful and of high quality..		

WHAT WE OFFERED?

Name of seminar	Security Market: Contemporary Issues of Corporate Governance
Date(s) held	February 07, 2001
Location	Lviv Institute of Management
Name(s) of presenters	Kolisnyk M.
Main concepts that were covered	1. Contemporary theories of functioning of effective Market of funds. 2. Securities and security market. 3. Corporate governance. 5. Corporate decision making 6. Meeting of shareholders (case-study).

Materials used (revision, additions)	New developed materials.
Quality of accommodations, facilities and support from host institution:	Excellent

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
7. Lviv National University	1	0	1
8. Ternopil Academy of National Economy	3	0	3
9. Lviv Institute of Management	1	0	1
10. Entrepreneurs:	5	25	30
1.SC " Zhytomir plant of Iron Construction "		1	
2. SC "Dobra Plant"		1	
3. Zakarpatiyе geographic chapter State Department		1	
4. SC "Register Center"		1	
5. BROK Business Center		1	
6. SC " Auto park 2261"		1	
7. SC "Fruit and vegetables center"		1	
8.SC "R Sta"		1	
9.SC "Ternopil vodoproject"		1	
10. SC "Production of Iron and Wooden Products"		1	
11.SC " Korosten Machine Production Plant"		1	
12. SC "Lviv Mashproject"		1	
13.Volyn geographical chapter State Department		1	
14. SC "Volyn Vod Bud"		1	
15. SC "Vatra"		1	
16.Khmelnitskiy geographical chapter State department	1		
17. SC "Khutro"	1		
18. SC " Ternopilmiskgas"	1		
19. SC "Zhytlobud"	1		
20. "Ternopil Central Department "	1		
TOTAL PARTICIPANTS	10	25	35
Average age and number of years of teaching experience	Average age - 35-41 Number of years of teaching experience - 3-6		
Participants responses to materials and instructions	Participants believe they could use materials professors in theirs teaching, entrepreneurs in corporate governance		
Assessments of the participants	Participant scored each other in average 5		
Consequences of the seminar and remarks	Participants found seminar useful and of high quality..		

WHAT WE OFFERED?

Name of seminar	Security Market: Contemporary Issues of Corporate Governance
Date(s) held	February 08, 2001
Location	Lviv Institute of Management
Name(s) of presenters	Kolisnyk M.
Main concepts that were covered	1.Contemporary theories of functioning of effective Market of funds. 2. Securities and security market. 3.Corporate governance. 5. Corporate decision making 6. Meeting of shareholders (case-study).
Materials used (revision, additions)	New developed materials.
Quality of accommodations, facilities and support from host institution:	Excellent

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS		FEMALE	MALE	TOTAL
11. National University "Lviv Polytechnica"		0	1	1
12. Entrepreneurs:		8	14	30
1. Company "Foztrokt"		1	1	
2. SC "Shliakhindustry"		1		
3. SC "Chervonogradskiy Auto Plant 14628"		1		
4. SC "Agroservice"		1		
5. SC "Rosvadivske BU-64"		1		
6. SC "Lviv electromach"		1		
7. SC "LPI - 14"		1		
8. SC "Lviv Research Oil Plant"			1	
9. SC "Nadbuzhanskiy Teplichniy Plant"			1	
10. Lviv Tele Department			1	
11. Investment Company Rosan – Kapitan			1	
12. SC "Galych – Auto"			1	
13. SC "Lviv kholod"			1	
14. SC "Lviv Fin invest "			1	
15. SC "Peremyshliany Agropostach "			1	
16. SC "Commerce"			1	
TOTAL PARTICIPANTS		8	15	23
Average age and number of years of teaching experience	Average age - 35-41 Number of years of teaching experience - 3-6			
Participants responses to materials and instructions	Participants believe they could use materials professors in theirs teaching, entrepreneurs in corporate governance			
Assessments of the participants	Participant evaluate each other in average 5			
Consequences of the seminar and remarks	Participants found seminar useful and of high quality..			

WHAT WE OFFERED?

Name of seminar	Human Resource Management
Date(s) held	February 23-24, 2001
Location	Lviv Institute of Management
Name(s) of presenters	Navruzov Yuriy
Main concepts that were covered	<ol style="list-style-type: none"> 1. Strategy of HRM 2. Organizational culture and corporate values. 3. HRM systems. 4. Organizational behavior and leadership styles. 5. Motivation and compensation of personnel. 6. Performance management and development of corporate competency.
Materials used (revision, additions)	Revized materials.
Quality of accommodations, facilities and support from host institution:	Excellent

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS		FEMALE	MALE	TOTAL
13. Lviv National University			1	1
14. Ternopil Academy of National Economy		1	1	2
15. Lviv Institute of Management		3	0	3
16. Lviv Polytechnic Institute		3	2	5
17. Ternopli State Technical University		2	1	3
18. "Foxtrot" - company		1	0	1
19. Academy of Human Resource Management		1	0	1
20. Lviv State Agrarian University		1	1	2
21. Academy of Public Administration		2	1	3

22. Lviv Commercial Academy	1	1	2
23. NGO - Institute of City Development	1	0	1
24. Ukrainian-Canadian Business Center	1	0	1
TOTAL PARTICIPANTS	17	10	27
Average age and number of years of teaching experience	Average age - 28-34 Number of years of teaching experience - 3-6		
Participants responses to materials and instructions	Participants assessed materials as valuable.		
Assessments of the participants	Participant evaluated each other in average "4" and " 5"		
Consequences of the seminar and remarks	Participants found seminar useful and of high quality..		

WHAT WE OFFERED?

Name of seminar	International Business
Date(s) held	March 9-11, 2001
Location	Lviv Institute of Management
Name(s) of presenters	Pavlo Sheremeta
Main concepts that were covered	7. Global Mega-Trends 8. Global competitiveness of countries and enterprises. 9. Global competitiveness of leaders.
Materials used (revision, additions)	Revised materials.
Quality of accommodations, facilities and support from host institution:	Appropriate

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
25. Lviv National University	1	0	1
26. Ternopil Academy of National Economy	2	1	3
27. Lviv Institute of Management	1	1	2
28. Lviv Polytechnic Institute	6	3	9
29. Ternopli State Technical University	1	1	2
30. Lviv Commercial Academy	2	2	4
31. Academy of Human Resource Management	1	1	2
32. Lviv State Agrarian University	0	2	2
33. Chernivtsi National University	1	1	2
34. Academy of Public Administration	1	0	1
35. Lviv Commercial Academy	2	2	4
36. BSC "Meta Center"	1	0	1
37. Ukrainian-Canadian Business Center	1	1	2
38. "Foxtrot" - company	0	1	1
TOTAL PARTICIPANTS	20	16	36
Average age and number of years of teaching experience	Average age - 28-34 Number of years of teaching experience - 3-6		
Participants responses to materials and instructions	Participants assessed materials as valuable.		
Assessments of the participants	Participant evaluated each other in average "4" and " 5"		
Consequences of the seminar and remarks	Participants found seminar useful and of high quality..		

WHAT WE OFFERED?

Name of seminar	Project Appraisal
Date(s) held	March 30,31 Aprile,1 2001
Location	Lviv Institute of Management
Name(s) of presenters	Mykhailo Kolisnyk, Mirosław Kowalevskiy
Main concepts that were covered	10. Tools for project appraisal 11. Calculation of the Project: Major documents 12. Calculation of an expenses 13. Automatisation of the process of decision making 14. Investment and risk 15. Corporate responsibility
Materials used (revision, additions)	Revised materials, new additions.
Quality of accommodations, facilities and support from host institution:	Appropriate

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
39. Lviv National University	1	0	1
40. Ternopil Academy of National Economy	2	1	3
41. Lviv Institute of Management	1	0	1
42. Lviv Polytechnic Institute	1	1	2
43. Ternopli State Technical University	1	0	1
44. Academy of Human Resource Management	1	0	1
45. Lviv State Agrarian University	1	2	3
46. Chernivtsi National University	2	1	3
47. Academy of Public Administration	1	2	3
48. Lviv Commercial Academy	0	1	1
49. Ivano-Frankivsk State Technical University	1	0	1
50. Ivano-Frankivsk Institute of Management	0	1	1
51. Investmentm Company "Rosan Dovira"	1	0	1
52. Kyiv National Institute of Economy and Trade	1	0	1
53. KyivAcademy of Municipal Management	1	0	1
54. BSC "New Bisnet"	0	1	1
55. LTd " Comfort Service","Foxtrot" - company	0	1	1
56. Ukrainian-Canadian Business Center	2	0	2
TOTAL PARTICIPANTS	17	11	28
Average age and number of years of teaching experience	Average age - 28-34 Number of years of teaching experience - 3-6		
Participants responses to materials and instructions	Participants assessed materials as valuable tool for course enrichment.		
Assessments of the participants	Participant evaluated each other in average "4" and " 5"		
Consequences of the seminar and remarks	Participants found seminar useful and of high quality..		

KYIV REGION
(Management Education and Training Center)

WHAT WE OFFERED?

Name of seminar	MANAGERIAL ACCOUNTING
Date(s) held	January 26-27-28, 2001
Location	Kyiv-Mohyla Business School
Name(s) of presenters	Mikhailo Kolysnik (LIM), Olena Petryk (KNEU), Olena Prokhorova (Academy of Municipal Management)
Main concepts that were covered	<ul style="list-style-type: none"> • Information needed by management • Classes and processing of the expenses • Distribution and reimbursement of overhead expenses • Calculation methods of income and expenses • Analysis of the relationship between expenses, production volume, and revenue • Relevant information and decision making • Analysis of decisions for long-term investments • Budget planning and control
Materials used (revision, additions)	New guidebooks on Managerial Accounting prepared by Mikhailo Kolisnyuk
Quality of accommodations, facilities and support from host institution:	Very good quality of class, multimedia projector, overheads

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
1. Kyiv Institute of Business and Technology	2	0	2
2. Kyiv Institute for Economics and Business Law "Krok"	2	0	2
3. Ukrainian Institute for Entrepreneurship	1	0	1
4. International Scientific and Technical Institute	1	0	1
5. Kyiv Business School	1	1	2
6. Kyiv National University "Kyiv Polytechnic Institute"	1	0	1
7. Interregional Training Center for Dismissed Military Officers	1	0	1
8. Kyiv State Linguistic University	1	0	1
9. Kyiv Investment Management Institute	1	0	1
10. Kyiv Institute "Slavic University"	1	1	2
11. Kyiv National University	1	0	1
12. Kyiv National Trade and Economics University	1	0	1
13. Kyiv National Economic University	1	0	1
14. National Academy for Public Administration	3	0	3
15. International Center for Privatization, Investment, and Management	1	1	2
16. Training Institute for Industry Employees	1	0	1
TOTAL PARTICIPANTS	20	3	23
Average age and number of years of teaching experience	Average age 35-41 Number of years of teaching 7-15		
Participants responses to materials and instructions	According to the post-seminar evaluation, 90% of the participants are satisfied with the received materials and instructors		
Assessments of the participants	Out of 11 participant surveys, 10 evaluated instructors with excellent scores (7scale rating system)		
Consequences of the seminar and remarks	90 % (10 out of 11 participants) found seminar useful for further professional development and introduction of the new methods in their courses.		

WHAT WE OFFERED?

Name of seminar	MANAGING SMALL BUSINESS
Date(s) held	February 9-10-11, 2001
Location	Kyiv-Mohyla Business School
Name(s) of presenters	Ivanna Bakushevich, Svitlana Chubakha, Wojtech Kozlowski
Main concepts that were covered	<ul style="list-style-type: none"> • Concept of Small Business and Entrepreneurship • Introduction to Marketing in Small Business • External Environment in the Managing Small Business • Target Markets • Strategies in Small Business • Business Structure
Materials used (revision, additions)	New slides, handouts, cases, financial problems, etc
Quality of accommodations, facilities and support from host institution:	A class with projector, multimedia, flipchart

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
1. International Scientific and Technical University	1	0	1
2. Interregional Training Center for Dismissed Military Officers	0	1	1
3. Kyiv State Linguistic University	1	0	1
4. Kyiv Institute for Business and Technology	0	1	1
5. Kyiv State Trade and Economics University	4	0	4
6. Zhytomir Engineering Technological Institute	2	1	3
7. National Management Academy	1	0	1
8. Ukrainian Marketing Association	3	0	3
9. Kyiv Polytechnic University	1	0	1
10. National Agrarian University	1	0	1
11. Kyiv National Economic University	1	0	1
12. Academy for Labor and Social Relations	2	0	2
13. Academy for Municipal Management	1	0	1
14. Ukrainian Institute for Entrepreneurship	1	1	2
15. Interregional Academy for Personnel Management	0	2	2
16. European University for Finance, Information Systems, Management and Business	1	0	1
17. Kyiv National University	1	0	1
18. Institute for Economics, Management and Business Law	0	2	2
19. Academy of State Tax Administration in Ukraine	1	0	1
TOTAL PARTICIPANTS	22	8	30
Average age and number of years of teaching experience	Average age 35-41 Number of years of teaching 7-15		
Participants responses to materials and instructions	Out of 20 participants (# of post-exist surveys gathered), 18 evaluate the materials and instructors in the range of 6-7 (on a 7 scales)		
Assessments of the participants	All three instructors were assessed with 6-7 marks by 19 participants out of 20 surveyed.		
Consequences of the seminar and remarks	The short answers provided at the end of the surveys proved that the seminar was beneficial for the participant as an informational tool to use and develop own methods in their classrooms.		

WHAT WE OFFERED?

Name of seminar	HUMAN RESOURCE MANAGEMENT
Date(s) held	March 16-17-18, 2001
Location	Kyiv-Mohyla Business School
Name(s) of presenters	Yuri Navruzov (Ukraine) and Pavlo Sheremeta (Ukraine)
Main concepts that were covered	<ul style="list-style-type: none"> • Strategies for Human Resource Management • Organizational Culture and Corporate values • Systems for HRM • Organizational behavior and leadership styles • Motivation, stimulation, and benefits for personnel • Performance management and corporate competence development
Materials used (revision, additions)	New materials, new cases
Quality of accommodations, facilities and support from host institution:	Good quality of class, multimedia projector, overheads, flipcharts

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
1. Kyiv Investment Management Institute	3	2	5
2. European University of Finance, Information Systems and Business	1	0	1
3. Zhytomir Engineering and Technical University	1	1	2
4. Institute of Economics and Law "Krok"	1	1	2
5. Kyiv Business School	2	0	2
6. Kyiv National Trade and Economy Institute	1	7	8
7. Kyiv Institute for Business and Technology	0	1	1
8. Kyiv Institute of Railway Transport	1	0	1
9. Kyiv Institute for Investment Management	0	2	2
10. Kyiv National Economic University	0	1	1
11. Kyiv National University	2	0	2
12. Interregional Academy for Personnel Management	1	0	1
13. Ukrainian Entrepreneurship Institute	1	2	3
14. Kyiv Mohyla Academy	1	0	1
15. National Technical University "Kyiv Polytechnic Institute"	2	0	2
16. UMREP	1	0	1
17. Creative Center Counterpart	1	0	1
18. Consulting Company DPI	1	0	1
TOTAL PARTICIPANTS	20	17	37
Average age and number of years of teaching experience	Average age 35-48 Number of years of teaching 7-12		
Participants responses to materials and instructions	Out of 20 participants surveyed 18 (90%) found the materials, methods, and cases taught to be useful and possible for adaptation in their curricula and courses.		
Assessments of the participants	Out of 20 responders 17 (85%) scored the instructors 6-7 on a 7-rate scale.		
Consequences of the seminar and remarks	18 out of 20 participants surveyed (90%) found the seminar extremely useful, the content of the seminar informative, and new teaching methods valuable for their teaching practice.		

WHAT WE OFFERED?

Name of seminar	ORGANIZATIONAL DEVELOPMENT
Date(s) held	March 30-31 – April 1, 2001
Location	Kyiv Investment Management Institute
Name(s) of presenters	Gennadiy Kanischenko (Ukraine) and Peter Ploschaiskiy (Poland)
Main concepts that were covered	<ul style="list-style-type: none"> • Leadership in the new economy • Management and manipulation • Internet Economy • Paradoxes of organizational design

	<ul style="list-style-type: none"> • Organization of the future • Management of changes
Materials used (revision, additions)	New materials, new cases
Quality of accommodations, facilities and support from host institution:	Good quality of class, multimedia projector, flipchart, overheads

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
17. Kyiv Investment Management Institute	5	0	5
18. National University "Kyiv Polytechnic Institute"	7	1	8
19. Ukrainian Institute of Entrepreneurship	0	1	1
20. International Business Institute	1	1	2
21. Kyiv Business and Technology Institute	3	0	3
22. Zhytomir Engineering and Technological Institute	2	0	2
23. Kyiv National University of Technology and Design	0	1	0
24. Creativity Center "Counterpart"	1	0	1
25. Interregional Academy for Personnel Management	1	0	1
26. Kyiv State Trade and Economy University	6	1	7
TOTAL PARTICIPANTS	26	5	31
Average age and number of years of teaching experience	Average age 32-43 Average number of years of teaching 5-7		
Participants responses to materials and instructions	Out of 22 responders 20 participants (90%) found the materials valuable and affirmed that they could be adapted to design their own courses		
Assessments of the participants	Out of 22 responders 17 (77%) gave both of the instructors marks of 6-7 on the 7-rate scale.		
Consequences of the seminar and remarks	Out of 22 surveyed individuals, 17 (77%) found the seminar useful and 19 would recommend the seminar to their colleagues.		

CENTRAL REGION (Dnipropetrovsk Regional Office)

WHAT WE OFFERED?

Name of seminar	HUMAN RESOURCE MANAGEMENT
Date(s) held	January 26-28, 2001
Location	Dnipropetrovsk, Dnipropetrovsk Academy of Management, Business and Law
Name(s) of presenters	Yuri Navruzov
Main concepts that were covered	Human Resources
Quality of accommodations, facilities and support from host institution:	Host Institution (partner) – Dnipropetrovsk Academy of Management, Business and Law. Excellent facilities – large, comfortable, well-equipped seminar room. No rent was required (the usual price for this facility is \$ 50 per 1 day). The Director of Post-Diploma Studies of DAMBL has provided us with volunteers help (free of charge). Double-room accommodation was provided for 15 people from 7 partner institutions including 2 from Donetsk region in hotel “Dnipropetrovsk”

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
School of Business and Management	1		1
Dnipropetrovsk Academy of Management, Business and Law	3	2	5
Nikopol Institute of Management, Business and Law	1	1	2
Pridneprovska Academy of Building and Architecture	2	1	3
National Mining Academy of Ukraine, Dnipropetrovsk		2	2
Poltava State Agricultural Institute	2	1	3
Dnipropetrovsk State University	4		4
Institute for Enterneurship “Strategy”, Zhovti Vody	1		1
Dnipropetrovsk National Metallurgical Academy	1		1
Zaporizhzhya State Technical University	2		2
Donetsk State University	1	1	2
Donetsk State Technical University	1	1	2
Kirovograd Institute of Commerce	2	1	3
Ukrainian State Chemical Technical University		1	1
NGO “Green Light”		1	1
AISEC		1	1
NGO “Inheritance”	1		1
Business: “Regions of Ukraine”	1		1
TOTAL PARTICIPANTS	23	13	36
Average age and number of years of teaching experience	Average age – 35-40 Teaching experience 10-15 years		
Participants responses to materials and instructions	Professors: Yuri Navruzov 1. Teaching skills – “7” (excellent) – 22 people, “6” (very good) – 6, “5” – (good) – 5, “4” – 3 2. Subject knowledge- “7” – 20 people, “6” – 7 people, “5” – 8, “4” – 1 3. Material introduction and discussion – “5” – 18 participants, “4” – 9, “3” – 6, “2” – 2 4. Respect to the audience – “7” – 24, “6” – 6, “5” – 4 5. Comfortable environment – “7” – 25, “6” – 8, “5” – 3 6. Group method effectiveness – “7” – 16, “6” – 10, “5” – 5, “4” – 4 7. Satisfaction – “7” – 22, “6” – 6, “5” – 8.		

Assessments of the participants	<p>Main purpose of the seminar – 20 out of 36 participants consider the main topic to be “the introduction of new ideas and methods of teaching”, for 10 people it was “knowledge strengthening” and 5 student considered it to be “the possibility to exchange ideas and meet colleagues”.</p> <p>Seminar effectiveness – 19 people marked this point as “5” (very effective), 8 as “4” (effective), 5 person as “3” (average), and 3 as not effective.</p> <p>Usefulness in – 21 people replied that the usefulness of the seminar was in materials and hand-out which will later help in teaching the subject, 2 – that the seminar has developed and improved their status, 8 participants considered the seminar helpful for their future work, and for 5 people it was a great possibility to meet colleagues and exchange ideas.</p> <p>Participation characteristic – 8 people pointed out that they listened to the lecture given by professor and 18 that they were among others participated in the discussions, 2 people asked for further explanation, 5 were among the very active students and 3 responded while being asked by the instructor.</p> <p>Materials – 6 participants agreed that materials were quite new but comprehensive, but most had an opinion that the materials were a good mix of old and new stuff.</p>
Consequences of the seminar and remarks	In the “comments and remarks” section participants said that the subject of the seminar was useful and needed for improvement of the existed courses and as additional information (especially cases) in other related courses and seminars. Most of them also expressed the wish that there should be more local cases which would enable to get more into details and achieve better results through discussions.

WHAT WE OFFERED?

Name of seminar	INTERNATIONAL BUSINESS
Date(s) held	February 16-18, 2001
Location	Cherkassy, Cherkassy Institute of Management
Name(s) of presenters	Pavlo Sheremeta, Olena Maltseva (Kyiv-Mohyla Business School)
Main concepts that were covered	<ol style="list-style-type: none"> 1. Marketing strategy: science, art or just common sense? (case) 2. Why investigate market. Myths and realities of marketing research. 3. Differentiation (case) 4. Consumer’s behavior: how to influence? 5. Strategy and art of visual merchandising. 6. Distribution as politics. 7. Five most important marketing axioms.
Quality of accommodations, facilities and support from host institution, including sharing cost:	Host Institution (partner) – Cherkassy Institute of Management. Excellent facilities – large, comfortable, well-equipped seminar room with overhead, flip-chart and a room for coffee-breaks and group work. Friendly administration (Tatyana Melnik) and 2 volunteers from Management in Tourism Management very helpful while preparing and conducting the workshop. Single-room accommodation in the hotel “Dnipro”, breakfasts included + transport cost for 2 people from Dnipropetrovsk were covered by firms.

WHO ATTENDED?

ORGANIZATIONS PRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Informational Technical Agency	1	1	2
Ukrainian Mail Service	1		1
Advertising Agency “VID”	1		1
PR Center “Paritet”	1	2	3
LTD “Hodak”		1	1
Advertising agency “Ot i Do”	2		2
Avers-Dnepr		1	1
Newspaper “Nova Doba”		1	1
Cherkassy State University	2	1	3
Cherkassy Institute of Management	2	2	1
NGOs “Center for Educational Innovations”		1	1
TOTAL PARTICIPANTS	12	10	22
Average age and number of years of teaching experience	Average age – 28-35 Working experience 5- 10 years		

<p>Participants responses to materials and instructions</p>	<p>Professors: Pavlo Sheremeta</p> <p>8. Teaching skills – “7” (excellent) – 12 people, “6” (very good) – 6 9. Subject knowledge- “7” – 14 people, “6” – 4 people 10. Material introduction and discussion – “7” – 5 participants, “6” – 9, “5” – 4 11. Respect to the audience – “7” – 10, “6” – 5, “5” – 4 12. Comfortable environment – “7” – 10, “6” – 6 13. Group method effectiveness – “7” – 6, “6” – 5, “5” – 4, “4” – 3 14. Satisfaction – “7” – 10, “6” – 4, “5” – 3, “4” – 2.</p> <p>Professors: Olena Maltseva</p> <p>15. Teaching skills – “7” (excellent) – 8 people, “6” (very good) – 9, “5” – (good) – 2 16. Subject knowledge- “7” – 12 people, “6” – 5 people, “5” – 2 17. Material introduction and discussion – “7” – 6 participants, “6” – 4, “5” – 6 18. Respect to the audience – “7” – 10, “6” – 6, “5” – 2 19. Comfortable environment – “7” – 6, “6” – 9, “5” – 3 20. Group method effectiveness – “7” – 6, “6” – 8, “5” – 3, “4” – 1 21. Satisfaction – “7” – 7, “6” – 9, “5” – 2.</p>
<p>Assessments of the participants</p>	<p>Main purpose of the seminar – 11 out of 22 participants consider the main topic to be “the introduction of new ideas and methods of teaching”, for 6 people it was “knowledge strengthening” and 3 students considered it to be “the possibility to exchange ideas and meet colleagues”.</p> <p>Seminar effectiveness – 2 people marked this point as “5” (very effective), 10 as “4” (effective), 4 persons as “3” (average).</p> <p>Usefulness in – 11 people replied that the usefulness of the seminar was in materials and hand-out which will later help in teaching the subject, 8 – that the seminar has developed and improved their status, for 5 people it was a great possibility to meet colleagues and exchange ideas.</p> <p>Participation characteristic – 2 people pointed out that they listened to the lecture given by professors and 5 that they were among others participated in the discussions, 2 people asked for further explanation, 5 were among the very active students and 3 responded while being asked by the instructor.</p> <p>Materials – most participants (14) agree that materials were quite new but comprehensive, others had an opinion that the materials were a good mix of old and new stuff.</p>
<p>Consequences of the seminar and remarks</p>	<p>In the “comments and remarks” section participants said that the subject of the seminar is extremely useful and there is a great need in up-to-date information among businessmen. They also pointed out that self-education should be intensified and coordinated by trainers. Some specific information was lacking , e.g. advertising and positioning issues. Participants specified that the seminar was a great start in a series of workshops in the subject very much needed in Ukrainian market.</p>

WHAT WE OFFERED?

<p>Name of seminar</p>	<p>SMALL BUSINESS MANAGEMENT (BUSINESS\PROFESSORS)</p>
<p>Date(s) held</p>	<p>March 23-25, 2001</p>
<p>Location</p>	<p>Dnipropetrovsk, National Mining Academy of Ukraine</p>
<p>Name(s) of presenters</p>	<p>Ivanna Bakushevich (Ternopil State Technical University), Woitsech Kozlowsky (Warmia Mazuri University)</p>
<p>Main concepts that were covered</p>	<ol style="list-style-type: none"> 1. Concept model of enterprise process. 2. Basis of small enterprises marketing. 3. Factors of outside environment, which influence marketing activity. 4. Target markets. 5. Strategies of new enterprise starting 6. Enterprise Structure Choice. 7. Internet Resources. E-commerce. 8. Business Planning 9. Advertisement and promotion. 10. Accounting

Quality of accommodations, facilities and support from host institution, including sharing cost:	<p>Host Institution (partner) – National Mining Academy of Ukraine. Excellent facilities – large, comfortable, well-equipped seminar room with overhead, flip-chart and a room for coffee-breaks and group work located in the same premises as local CEUME office. Friendly administration (Dean, Alexander Sharov) and Business Center staff were very helpful while preparing and conducting the workshop. Single-room accommodation in the hotel “Dnipropetrovsk”, breakfasts included + transport cost for 3 people from Zaporizhzhya and Kriviy Rog were covered by firms.</p>
---	--

WHO ATTENDED?

ORGANIZATIONS PRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Business Community			
Ltd Vesna-print	1		1
Company “Praxis”		1	1
Company “Pilot”	1		1
“Shapkin”		1	1
Ltd “Zolotoe otkrytie”	1		1
Firm “Svetlana”	1		1
Ltd “Dneprtechservice”		1	1
“Fedorenko”	1		1
Ltd “Itela-group”		1	1
Professors			
National Mining University of Ukraine		1	1
Dnipropetrovsk Academy of Management, Business and Law	1		1
Cherkassy Institute of Management	1		1
Pridneprovska Academy of Building and Architecture	1	1	2
NGOs “Computer elite club”		1	1
TOTAL PARTICIPANTS	8	7	15
Average age and number of years of teaching experience	Average age – 28-35 Working experience 5- 10 years		
Participants responses to materials and instructions	<p>Professors: Voitcech Kozlowsky</p> <p>21. Teaching skills – “7” (excellent) – 6 people, “6” (very good) – 6, “5”(good) – 3 22. Subject knowledge- “7” – 10 people, “6” – 4 people 23. Material introduction and discussion – “7” – 6 participants, “6” – 5, “5” – 2, “4” – 2 24. Respect to the audience – “7” – 13, “6” – 2 25. Comfortable environment – “7” – 8, “6” – 6 26. Group method effectiveness – “7” – 7, “6” – 5, “5” – 3 27. Satisfaction – “7” – 7, “6” – 5, “5” – 2, “4” – 1.</p> <p>Professors: Ivanna Bakushevich</p> <p>28. Teaching skills – “7” (excellent) – 13 people, “6” (very good) – 2 29. Subject knowledge- “7” – 12 people, “6” – 2 people 30. Material introduction and discussion – “7” – 10 participants, “6” – 4 31. Respect to the audience – “7” – 15 32. Comfortable environment – “7” – 10, “6” – 4 33. Group method effectiveness – “7” – 9, “6” – 3, “5” – 3 34. Satisfaction – “7” – 9, “6” – 5, “5” – 1.</p>		

<p>Assessments of the participants</p>	<p>Main purpose of the seminar – 10 out of 15 participants consider the main topic to be “the introduction of new ideas and methods of teaching”, for 3 people it was “knowledge strengthening” and 2 students considered it to be “the possibility to exchange ideas and meet colleagues”.</p> <p>Seminar effectiveness – 4 people marked this point as “5” (very effective), 10 as “8” (effective), 3 persons as “3” (average).</p> <p>Usefulness in – 8 people replied that the usefulness of the seminar was in materials and hand-out which will later help in teaching the subject, 3 – that the seminar has developed and improved their status, for 4 people it was a great possibility to meet colleagues and exchange ideas.</p> <p>Participation characteristic – 1 participant pointed out that he listened to the lecture given by professors and 4 that they were among others participated in the discussions, 1 person asked for further explanation, 9 were among the very active students.</p> <p>Materials – most participants (9) agree that materials were quite new but comprehensive, others had an opinion that the materials were a good mix of old and new stuff.</p>
<p>Consequences of the seminar and remarks</p>	<p>In the “comments and remarks” section participants said that the seminar was conducted actively and professionally. However, they would also like to get an opportunity to discuss more local Ukrainian cases and even get extra time for discussing their own problems among colleagues.</p>

SOUTHERN REGION (Odessa Regional Office)

WHAT WE OFFERED?

Name of seminar	INTERNATIONAL MANAGEMENT
Date(s) held	02-03-04 February 2001
Location	Odessa Institute of Post-Diploma Education
Name(s) of presenters	Pavlo Sheremeta
Main concepts that were covered	Main concepts were modern trends in international business, brand management, main trends in global business management, etc.
Materials used (revision, additions)	Computer presentations, schemes, charts, cases, role games
Quality of accommodations, facilities and support from host institution:	Rooms for seminar were provided by Odessa Institute of Post-diploma Education, facilities used were multimedia projector with lap top PC provided by RR. Screens, flip-charts, etc. was provided by host institution. Quality of accommodation was satisfactory.
Matching funds (contribution of host and partner institutions)	The support from host institution is was expressed in terms of the space and equipment. Partner/active member institutions contribution have covered travel expenses.

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Odessa State Economic University	8	4	12
Academy of Public Administration, Odessa Branch	4	1	5
Odessa Polytechnic University	0	1	1
Tavria National University	2	0	2
Odessa National University	0	1	1
Odessa Academy of Food Technologies	2	0	2
Odessa Academy of Engineering	2	0	2
Nikolaev Branch of Kiev-Mohyla Academy	1	1	2
Institute of Post-Diploma Education	2	1	3
Tavria Institute of Entrepreneurship and Law	0	1	1
Kherson Technical University	1	2	3
Academy of Telecommunications	1	0	1
NGO (AIESEC)	1	0	1
Regional Bureau of Investments Promotion	0	2	2
Innovation-Ipothec Center	0	1	1
TOTAL PARTICIPANTS	24	15	39
Average age and number of years of teaching	Average age of participants 33,88 Average years of teaching 7,38		
Participants responses to materials and instructors	Participants evaluated seminar as follows: 3,1% gave the mark "3" 18,8% gave the mark "4" 78,1% gave the mark "5 " Participants evaluation of the instructor (7 points scale) was: Pavlo Sheremeta – 6,91		
Assessments of the participants	Instructor was satisfied by the level and activity of the participants and noted high representation of key university people at this WW		
Consequences of the seminar and remarks	The atmosphere was very friendly and enthusiastic. The seminar was a success. Participants were obviously satisfied and expressed gratitude to trainer and organizers. They took active part in group work and presentations. All participants received seminar materials.		

WHAT WE OFFERED?

Name of seminar	PROJECT APPRAISAL (FOR BUSINESSES)
Date(s) held	16-17-18 February 2001
Location	Odessa State Economic University
Name(s) of presenters	Mykhaylo Kolysnik
Main concepts that were covered	Main concept was strategies and technologies of project analysis, main trends in modern software for this purpose, tools for project analysis, decision making process in investments, etc.
Materials used (revision, additions)	Computer presentations, schemes, charts, cases, role games
Quality of accommodations, facilities and support from host institution:	Room for seminar was provided by Odessa State Economic University, facilities used were multimedia projector with lap top PC, overhead projector, screens, flip-charts, etc. The seminar took place in a class room. All equipment was provided by RR..
Matching funds (contribution of host and partner institutions)	Host institution contribution was free space, which may be evaluated as \$ 120.

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
<i>Odessa State Economic University</i>	0	3	3
<i>Academy of Public Administration, Odessa Branch</i>	1	0	1
<i>Odessa Polytechnic University</i>	2	1	3
<i>Tavria National University</i>	3	0	3
<i>Odessa National University</i>	1	0	1
<i>Institute of Post-Diploma Education</i>	2	0	2
Telecommunication Co FARLEP	1	1	2
“Kosmos” Ltd.	0	1	1
“Ves” Ltd.	1	0	1
Regional Bureau of Investments Promotion	0	2	2
Business Support Center, Nikolaev	1	0	1
Business women League, Nikolaev	1	0	1
Odessa Funds Group	1	0	1
NGO (AIESEC)	0	1	1
Chernomorpolymetal (Joint Stock Co)	1	0	1
Ukrainian Union of Entrepreneurs and Industry	0	1	1
Odessa City Business Center	1	0	1
“Rudis” Ltd.	0	1	1
OdessaInterTorg Ltd.	1	0	1
TOTAL PARTICIPANTS	17	11	28
Average age and number of years of teaching	Average age of participants 35,00 Average years of teaching 5,83		
Participants responses to materials and instructors	Participants evaluated usefulness of the seminar as follows: 5,6% gave the mark “2” 5,6% gave the mark “3” 27,8% gave the mark “4” 61,1% gave the mark “5” Participants evaluation of the instructor (7 points scale) was: Mykhaylo Kolysnik – 6,5		
Assessments of the participants	Instructor was satisfied by the level and activity of the participants		
Consequences of the seminar and remarks	The atmosphere was very friendly and busy. The seminar in general was a success. Many participants were obviously satisfied and expressed gratitude to trainer and organizers. They took active part in group work and presentations. All participants received seminar materials.		

WHAT WE OFFERED?

Name of seminar	MANAGERIAL ACCOUNTING
Date(s) held	16-17-18 March 2001
Location	Odessa State Economic University
Name(s) of presenters	Mykhaylo Kolysnik, Lyubov Prokhorova, Olena Petrik
Main concepts that were covered	Main concepts were strategies and technologies of managerial accounting, main trends in modern software for this purpose, tools and standards for managerial accounting, etc.
Materials used (revision, additions)	Computer presentations, schemes, charts, cases, role games
Quality of accommodations, facilities and support from host institution:	Room for seminar was provided by Odessa State Economic University, facilities used were multimedia projector with lap top PC, overhead projector, screens, flip-charts, etc. The seminar took place in a class-room. Partly equipment was provided by RR. Screen and flip-charts were provided by the hosting institution.
Matching funds (contribution of host and partner institutions)	Host institution contribution was free space and part of the equipment, which may be evaluated as \$ 195.

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
<i>Odessa State Economic University</i>	7	1	8
<i>Academy of Public Administration, Odessa Branch</i>	2	1	3
<i>Odessa Polytechnic University</i>	3	0	3
<i>Tavria National University</i>	2	1	3
<i>Kherson Technical University</i>	3	0	3
<i>Institute of Post-Diploma Education</i>	1	0	1
<i>Odessa State Academy of Food Technologies</i>	4	1	5
<i>Odessa Hydrometeorological Institute</i>	1	0	1
<i>Automobile-Transport Technical College</i>	2	0	2
<i>FORTUNA, Ltd.</i>	1	2	3
<i>RICOM, Ltd.</i>	1	0	1
TOTAL PARTICIPANTS	27	6	33
Average age and number of years of teaching	Average age of participants 37,70 Average years of teaching 10,56		
Participants responses to materials and instructors	<p>Participants evaluated usefulness of the seminar as follows: 10,4% gave the mark "3" 37,9% gave the mark "4" 51,7% gave the mark "5"</p> <p>Participants evaluation of the instructor (7 points scale) was: Mykhaylo Kolysnik – 6,9 Lyubov Prokhorova - 6,6 Olena Petrik - 6,1</p>		
Assessments of the participants	Instructor was satisfied by the level and activity of the participants		
Consequences of the seminar and remarks	The atmosphere was very busy. The seminar in general was a success. Many participants were obviously satisfied and expressed gratitude to trainer and organizers. They took active part in group work and presentations. All participants received seminar materials. Some participants asked for less lecturing and more personal involvement.		

EASTERN REGION (Kharkiv Regional Office)

WHAT WE OFFERED?

Name of seminar	Transformation/Restructuring of Enterprises (b/t)
Date(s) held	February 9-11, 2001
Location	Kharkiv National University
Name(s) of presenters	Aleksander Savruk, Oksana Shegelskaya
Main concepts that were covered	<ul style="list-style-type: none"> • Transformation as implementation of new managerial principles; • World experience of transformation ways; • Transformation methodology; • Shift to process management • Re-engineering of business processes • Implementation of company development system of indicators
Materials used (revision, additions)	<p>During the seminar were used:</p> <ul style="list-style-type: none"> • Manual, prepared by trainers; • CD-disks ("Ukrainian enterprises: ways to success" (directions for restructuring)
Quality of accommodations, facilities and support from host institution:	<p>The seminar was held on the basis of Kharkiv National University (Rector – prof. Bakirov V.) The University prepared room to hold the classes. The teaching staff of the University provided a considerable support in the organization of the seminar, what helped to increase the efficiency of work.</p> <p>University gave full assistance and support in organization and conduction of the seminar.</p>
Average age and number of years of teaching experience	<p>Among 37 participants of the seminars:</p> <ul style="list-style-type: none"> • 28 participants (75.7 %) – they are teachers in the age from 18 up to 50. They are most perspective teachers who have real possibility to transfer new ideas and methodic offered by CEUME instructors. • 9 participants (24.3 %) – they are businessmen. <p>All participants of the seminar (from educational establishments) have teaching experience:</p> <ul style="list-style-type: none"> • 12 people (out of 29 or 43%) – young teachers, who have 1-6 years of working experience; • 7 people (out of 29 or 25 %) – teachers, who have 7-15 years of working • 11 people (out of 29 or 40%) – experienced teachers, who have 16-30 years of working experience and who able to transfer obtained during the seminar information and methodic to young teachers their faculties and departments.
Participants responses to materials and instructions	<p>The materials, which were handed out, are very useful and helpful.</p> <ul style="list-style-type: none"> • 12 people (from 29 people or 35%) noticed that handouts had known material as well as new materials. • 21 people (from 29 or 62%) noticed that mainly new information was given, but it was given in comprehensive way. <p>29 people (from 29 or 100 %) pointed out that the seminar was useful for them</p> <p>The participants of the seminar pointed out the instructor Savruk O. is highly qualified specialist. Savruk received 6.53 average score (7 is maximum, where the score consists of 7 elements, measuring professional knowledge and instructor's skills). Shegelskaya received average score of 6.3</p>
Assessments of the participats	<p>From 29 of the seminar participants:</p> <ul style="list-style-type: none"> • 29 participants pointed that seminar was very useful for them; • 24 participants (from 28) pointed that instructor showed them the new ways how to teach this subject; • 29 participants received new information <p>24 participants (from 28) pointed that obtained material would be helpful in their teaching.</p>

Consequences of the seminar and remarks	<p>Overall participant assessment of the seminar: The seminar was interesting. Exposed materials could be used in study process. Overall judgment about the seminar might be expressed in standpoints of some participants of the seminar:</p> <ul style="list-style-type: none"> • Classes are very well organized, provided with highly qualified trainers, hand outs and positive psychological environment, what encourage to think, think, think” (Sosnickaya L.) • “Great characteristic of General Electric transformation example, as well as world and Ukrainian experience and ways to transformation of enterprises” (Oleynic A.) <p>Assessments of CEUME seminars:</p> <ul style="list-style-type: none"> • I think that combination of lecturing and practical material is very useful and helpful. Received knowledge I can use in lecturing such disciplines as management organization, management etc. • Participation in the seminars gives huge incentive to self-development and to curriculum advance. Not directly affect faculty colleagues and university’s rectors • I got a lot of new and interesting information, which would help me in my teaching activity. Suggestion- schedule more time on case discussions. • It changed my sight on educational process. It gave me an opportunity to talk with teachers from other universities, establish some contacts. Teaching with use of case method gave positive results. Test results show that. • It was very interesting information with real cases of companies in Ukraine and foreign companies as well as opportunity to increase knowledge, obtain cases, new ideas and teaching methodic, to talk with practical people.
--	--

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
1. PARTNERS OF CEUME	14	11	25
• Kharkiv National University	2	2	4
• Kharkiv State Municipal Economy Academy	6	5	11
• Kharkiv State Economic University	5	4	9
• Kharkiv State Polytechnic University	0	0	0
• Kharkiv Institute of Business and Management	0	0	0
• KhHI "People's Ukrainian Academy"	1	0	1
2. Other participants institutions	3	1	4
• Ukraine Academy of Banking (Kharkiv)	1	0	1
• Kharkiv State Pedagogical University	2	0	2
• Kharkiv Zoo Institute	0	1	1
3. NGO	0	0	0
4. Business Centers / Business	4	5	9
• Business Incubator at Kharkiv Regional women organization “Diya”	1	0	1
• Mechanical factory (Kremenchug)	1	0	1
• “Goodwill” company (Alchevsk)	1	0	1
• Denprovagonmash company (Dneprodzherzhinsk)	0	2	2
• “Euromart Kharkiv” company	1	0	1
• “Stirol Cartel” company	0	1	1
• Kharkiv Machinery building factory “FED”	0	1	1
• “kharkiv Electrotechnical factory “Ukrelectromash”	0	1	1
TOTAL PARTICIPANTS	21	17	38

WHAT WE OFFERED?

Name of seminar	International Accounting Standards
Date(s) held	February 23-25, 2001
Location	Kharkiv National University
Name(s) of presenters	Prohorova Lubov Petrik Olena Kolysnik Myhailo
Main concepts that were covered	<ul style="list-style-type: none"> • Major basic accounting principles • Accounting statement structure in condition of new national standards • Accounts receivable structure and bad debt reserves • Equities and liabilities. Equity appraisal • Fixed assets accounting principles • LIFO and FIFO liquidation methods • Long term investments accounting principles • Financial ratio analysis
Materials used (revision, additions)	<p>During the seminar were used:</p> <ul style="list-style-type: none"> • “Financial accounting: theory, tests and practical cases” Manual, prepared by trainers; • Cases; • Handouts ; • Copies
Quality of accommodations, facilities and support from host institution:	<p>The seminar was held on the basis of Kharkiv National University (Rector – prof. Bakirov V.) The University prepared room to hold the classes. The teaching staff of the University provided a considerable support in the organization of the seminar, what helped to increase the efficiency of work.</p> <p>University gave full assistance and support in organization and conduction of the seminar.</p>
Average age and number of years of teaching experience	<p>Among 27 participants of the seminars 24 participants (93 %) – they are teachers in the age from 18 up to 50. They are most perspective teachers who have real possibility to transfer new ideas and methodic offered by CEUME instructors.</p> <p>All participants of the seminar have teaching experience in university:</p> <ul style="list-style-type: none"> • 12 people (or 44 %) – young teachers, who have 1-6 years of working experience; • 8 people (or 30 %) – teachers, who have 7-15 years of working • 7 people (or 26 %) – experienced teachers, who have 16-30 years of working experience and who able to transfer obtained during the seminar information and methodic to young teachers their faculties and departments.
Participants responses to materials and instructions	<p>PARTICIPANTS RESPONSES TO MATERIALS AND INSTRUCTIONS</p> <p>The materials, which were handed out, are very useful and helpful.</p> <ul style="list-style-type: none"> • 12 people (out of 24 or 50%) noticed that handouts had known material as well as new materials. • 11 people (out of 24 or 46 %) noticed that mainly new information was given, but it was given in comprehensive way. <p>The participants of the seminar pointed out all the instructors are highly qualified specialist. Kolysnik Myhailo received 6.75 average score (7 is maximum, where the score consists of 7 elements, measuring professional knowledge and instructor’s skills), Prohorova Lubov- 6.73 and Petrik Olena received average score of 6.47</p>
Assessments of the participants	<p>From 27 of the seminar participants:</p> <ul style="list-style-type: none"> • 25 participants pointed that seminar was very useful for them; • 23 participants pointed that instructors showed them the new ways how to teach this subject; • 11 participants received new information • 25 participants pointed that obtained material would be helpful in their teaching. <p>Overall participant assessment of the seminar:</p> <p>The seminar was interesting. Exposed materials could be used in study process.</p> <p>Assessments of CEUME seminars:</p> <ul style="list-style-type: none"> • Participation in the seminars gives huge incentive to self-development and to curriculum advance. <p>I got a lot of new and interesting information, which would help me in my teaching activity.</p>
Consequences of the seminar and remarks	<p>Suggestions for new seminars in Kharkiv Region:</p> <p>“Advertisement Management”, “Communicational Policy” “Rhetoric course” (SI 2000).</p>

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
5. PARTNERS OF CEUME	9	6	15
• Kharkiv National University	1	0	1
• Kharkiv State Municipal Economy Academy	3	0	3
• Kharkiv State Economic University	3	4	7
• Kharkiv State Polytechnic University	1	2	3
• Kharkiv Institute of Business and Management	1	0	1
• KhHI "People's Ukrainian Academy"	0	0	0
6. Other participants institutions	7	3	10
• Kharkiv State Pedagogical University	1	0	1
• Kharkiv Institute of Internal Affairs	0	1	1
• Kharkiv Engineering Pedagogical Academy	1	0	1
• Kharkiv Regional Educational Center	1	0	1
• Mykolaev Branch "Kyiv Mohyla Academy" National University	1	1	2
• National Aerospace University "KhAI"	1	1	2
• Kharkiv Academy of Technology and Organization of Food	1	0	1
• Kharkiv Mechanical Lyceum	1	0	1
7. NGO	0	1	1
• Kharkiv Center for Economic Education	0	1	1
8. Business Centers / Business	0	1	1
• Company "Noviy Svit"	0	1	1
TOTAL PARTICIPANTS	16	11	27

WHAT WE OFFERED?

Name of seminar	Marketing
Date(s) held	March 23-25, 2001
Location	Kharkiv National University
Name(s) of presenters	Pavlo Sheremeta, Olena Malceva
Main concepts that were covered	<ul style="list-style-type: none"> • Marketing strategy; • Segmentation and targeting; • Differentiation and positioning; • Brand management; • Consumer behavior • Marketing mix • Concept of total marketing in the experience economy
Materials used (revision, additions)	During the seminar were used: <ul style="list-style-type: none"> • Manual, prepared by trainers (1); • Films (5) • Floppy disk (1) • Cases (6)
Quality of accommodations, facilities and support from host institution:	The seminar was held on the basis of Kharkiv National University (Rector – prof. Bakirov V.) The University prepared room to hold the classes. The teaching staff of the University provided a considerable support in the organization of the seminar, what helped to increase the efficiency of work. University gave full assistance and support in organization and conduction of the seminar.

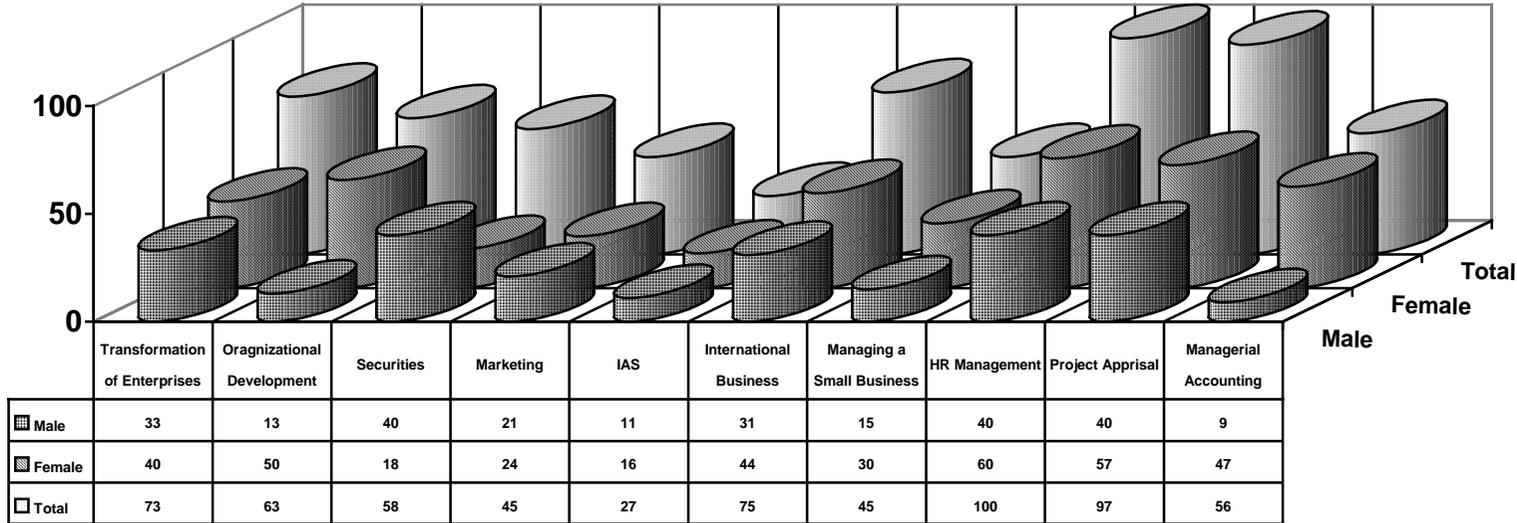
Average age and number of years of teaching experience	<p>Among 23 participants of the seminars:</p> <ul style="list-style-type: none"> • 12 participants (52 %) – they are teachers in the age from 18 up to 50. • 11 participants (48 %) – they are businessmen. <p>Among 23 participants of the seminars 21 participants (93 %) – they are teachers and businessmen in the age from 18 up to 50. They are most perspective people who have real possibility to transfer new ideas and methodic offered by CEUME instructors.</p> <p>All participants of the seminar have teaching experience in university:</p> <ul style="list-style-type: none"> • 6 people (out of 12 or 50%) – young teachers, who have 1-6 years of working experience; • 2 people (out of 12 or 16.6 %) – teachers, who have 7-15 years of working • 4 people (out of 12 or 30 %) – experienced teachers, who have 16-30 years of working experience and who able to transfer obtained during the seminar information and methodic to young teachers their faculties and departments.
Participants responses to materials and instructions	<p>The materials, which were handed out, are very useful and helpful.</p> <ul style="list-style-type: none"> • 8 people (out of 23 or 35%) noticed that handouts had known material as well as new materials. • 12 people (out of 23 or 52 %) noticed that mainly new information was given, but it was given in comprehensive way. <p>The participants of the seminar pointed out all the instructors are highly qualified specialist. Pavlo Sheremeta received 6.73 average score (7 is maximum, where the score consists of 7 elements, measuring professional knowledge and instructor's skills) and Olena Malceva received average score of 6.54</p>
Assessments of the participants	<p>From 23 of the seminar participants:</p> <ul style="list-style-type: none"> • 21 participants pointed that seminar was very useful for them; • 17 participants pointed that instructors showed them the new ways how to teach this subject; • 9 participants received new information • 19 participants pointed that obtained material would be helpful in their teaching and activities. <p>Overall participant assessment of the seminar: The seminar was interesting. Exposed materials could be used in study process.</p>
Consequences of the seminar and remarks	Suggestions for new seminars in Kharkiv Region: Public Relations, International Marketing, Marketing for small business

WHO ATTENDED?

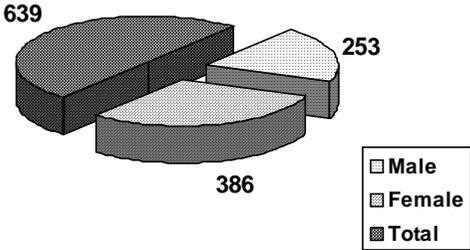
INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
9. PARTNERS OF CEUME	1	3	4
• Kharkiv National University	1	1	2
• Kharkiv Institute of Business and Management	0	2	2
10. Other participants institutions	3	2	5
• Ukrainian Chemical Technological Institute (Dnepropetrovsk)	1	0	1
• Kharkiv State Engineering Pedagogical Academy	0	1	1
• Kharkiv State Zoological Institute	0	1	1
• Харьковский Technical University of Radio electronics	1	0	1
• National Aerospace University "KhAI"	1	0	1
11. NGO	1	2	3
• Kharkiv Center for Economic Education	1	1	2
• American-Ukrainian Business Center	0	1	1
12. Business Centers / Business	7	4	11
• Kharkiv Regional business center for women	1	0	1
• Private entrepreneurs	2	1	3
• Corporation "Khartron"	1	1	2
• Production enterprise "Inform"	1	0	1
• "Pyrania" Ltd	0	1	1
• "Novoe vremya" Ltd	0	1	1
• "Euromart" Corporation	1	0	1
• "Les" company	1	0	1
TOTAL PARTICIPANTS	12	11	23

Appendix 3:
Weekend Workshops: General Analysis of the Participants
(by Functional Area and Gender)

Weekend Workshop Participants



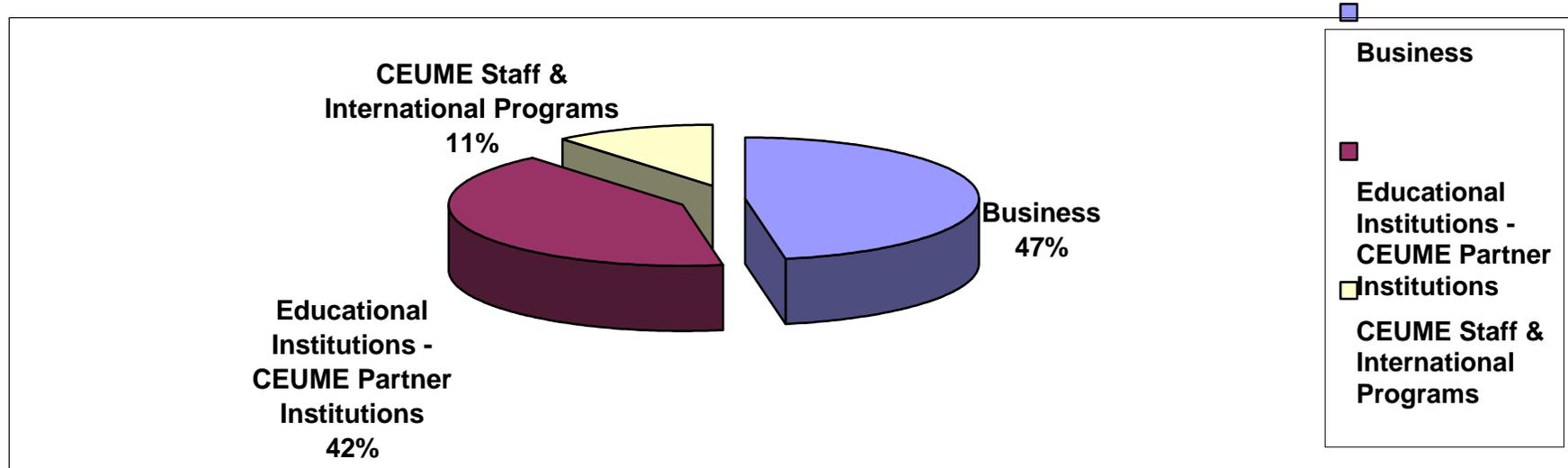
Summary



Appendix 4:
Winter Institute:
PARTICIPATION ANALYSIS

PARTICIPATION IN WINTER INSTITUTE February 19-23, 2001

ORGANIZATION	Number of participants
Business	17
Educational Institutions - CEUME Partner Institutions	15
CEUME Staff & International Programs	4
TOTAL	36

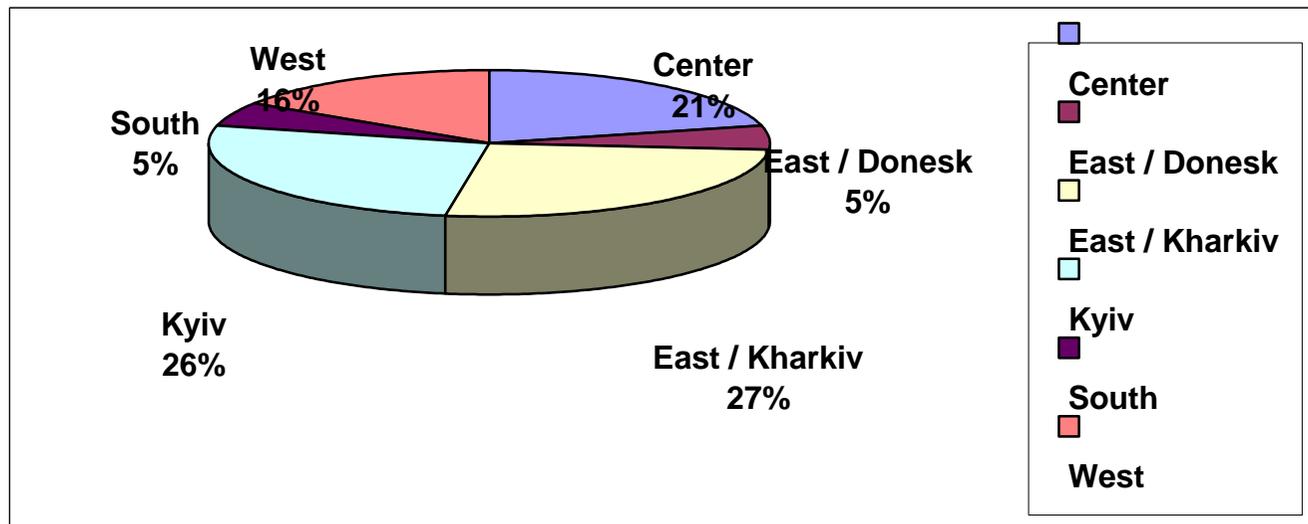


TOTAL NUMBER OF PARTICIPANTS	27
Males	16
Females	11

Appendix 5:
Spring Institute “Spring Bomb”:
Participation Analysis

Regional Distribution of Participants at "Spring Bomba" *March 29 - April 1, 2001*

REGION	Number of Participants
Center	4
East / Donesk	1
East / Kharkiv	5
Kyiv	5
South	1
West	3



Total Number of Participants	19
MALES	14
FEMALES	5

**Appendix 6:
Internships: Schedule**

LIST OF INTERNS ACCEPTED FOR CEUME INTERNSHIPS PROGRAM

#	Name of Applicant	Institution	Proposed Project/ Duration	Implementation Time	Link Person/ Host Institution in Poland
1.	Ivanilova, Senior Lecturer	Faculty of Applied Economy Dnipropetrovsk State University tel. 0562 45 12 85 (w), 0562 67 13 14 (h)	Debt Control in Corporate Finance 4 weeks	March 27- April 26 2001	Prof. Alexander Sulejewich Warsaw School of Economics
2.	Irina Moiseenko, Faculty	Interregional Academy for Personnel Management- Lviv Branch Tel. 0322 527497 (w)	Finance Management and Investment Management 4 weeks	May 25- June 20 2001	Prof. Alexander Sulejewich Warsaw School of Economics
3.	Tamila Karpyk, Faculty	Institute of International Business and Management, Ternopol Academy for National Economy tamish@yahoo.com tel. 0352 330876 (w), 0352 22 0606(h)	Preparing and revising the course "Organizational Development and Changes" 8 weeks	April 3- May 28, 2001	Prof. Piotr Ploszajski Warsaw School of Economics Dr. Woitech Kozlowski Warmai Mazura University
4.	Sergey Shevchuk, Faculty	Southern-Slavic Institute- Mykolaev ssp@mksat.net tel. 0512 21 2221	Organizational Development and Management of Changes 4 weeks	May 7- May 30, 2001	Prof. Piotr Ploszajski Warsaw School of Economics Warmai Mazura University
5.	Ludmila Moroz, Head of the Chair of Marketing	State University "Lvivska Polytechnica" tel. 0322 22 58 09 (h) 0322 39 89 81 (w)	Development of New Teaching Courses on Marketing 4 weeks	April 1- 30, 2001	Prof. Jerzy Altkorn, Krakow Economic Academy
6.	Vera Lubchenko, Associate Professor	Odessa State Polytechnic University vvl@lmpo.ospu.odessa.ua	Application of Information Technology in Business 2 weeks	May 7-22, 2001	Prof. Tomasz Shapiro Warsaw School of Economics
7.	Julia Orlovska, Senior Lecturer Natalia Tkalenko, Faculty Tetyana Kulinich, Faculty Natalia Noritsyna, Senior Lecturer	Prednieprovaska Academy for Architecture and Civil Engineering Tel. 0562 46 93 60 (w), 0562 67 53 23 (h) Chernigiv State Institute of Economics and Management manager@ok.net.ua tel 04622 4 34 74 (h), 04622 5 60 64 (w) State University "Lvivska Polytechnica" culia@is.lviv.ua tel. 0322 39 81 75(w), 0322 76 04 09 (h) Kyiv Institute of Investment Management olgahome@gu.kiev.ua tel. 044 269 98 12 (h) 044 290 80 56(w)	Development of a number the new Teaching Courses on Regional Problems of the Foreign Funds Attraction (regional aspect) 2 weeks	April 2-16, 2001	Prof. Alexander Sulejewich Warsaw School of Economics

**Appendix 7:
Text and Materials: Distribution Listing**

Appendix PBDP: First Quarter, 2001 - CEUME teaching materials prepared, published and distributed within the Publication and Book Distribution Program

		1rd Quarter 2001 (January-March)		2001	Project to Date
	CEUME activity / event	Title	Quantity		Quantity
CEUME Materials published / distributed	Weekend Workshop	IBTCI training:Principals of Audit (Ukr. And Engl.)	1200		
		IBTCI training: Accounting - Theory and Exercises	150		
		Managerial Accounting at Enterprises - tasks and practical cases, Vol.2 (Ukr.)	150		
		Securities Market - modern theories and specifics of corporate governance	150		
		Y.Navruzov. Human Resouces Management, 3rd issue.	150		
		Marketing	150		
	Investment Management and Project Appraisal - tasks and practical cases, Vol.2	120			
	Total		2070	2070	10120
Materials published / distributed	Case Study materials / Cases / CD-s / Video-cases	Videocases based on Ukrainian Enterprises	80		
	Total		80	80	17180
Materials published / distributed	CD / Electronic version courses / Video-courses	The Barents Group CD "Market-Driven change. Ukrainian business: roads to success" distributed	500		
	Total		500	500	1520
CEUME Research materials published	CEUME Researches	IMI/CEUME Research "Ukrainian Enterprises Needs in Business Education" - English Edition	200		
		CEUME Research - "Business Education – Faculty's view"	200		
		CEUME Research - "Business Education – Business view"	200		
		CEUME Research - "Business Education – Student's view"	200		
	Total		800	800	1300
CEUME press		CEUME Quarterly Newsletter "Our News" (Engl. And Ukr.)	2000		
	Total		2000	2000	9050
Textbooks ditributed for CEUME Regional / Partner Institutions' Libraries		CEUME Regional Centers Libraries libraries' holdings were increased by over 2228 the most recent and advanced business textbooks in English, Ukrainian and Russian on Business Education topics	2228		
	Total		2228	2228	8859
TOTAL			7678	7678	59083

Appendix 8:
Comments by CEUME Events Participants

*Comments made by the participants of CEUME Workshops Conducted during the
1st Quater 2001*

Svitlana Furda, Ukrainian-Canadian Business Center, Ivano-Frankivsk.

“Participation in CEUME seminars has changed my vision of business education. I have received new materials and developed a new course for entrepreneurs “Customer Service”.

Revak Irina, Lviv National University

“I have significantly changed the structure of my lecture hours, devoting more time to individual work of students. I have authored scientific articles and participated in the practical conference. The topic of my presentation “Implementation of interactive methods of teaching. Currently I am working on developing my own case study.”

Kulik Tatiana, Technical University of Oil and Gas

“CEUME seminars have provided me with information and tools that I can incorporate in to my courses. I am using simulation and team teaching methods. I have developed new course in financial management, course for entrepreneurs “Business Planning”. I have used CEUME materials during consulting services provided to 3 companies”.

Stoyan Vira, Ternopil Academy for National Economy

“I have started writing a textbook, significantly enhanced my course “Financial Management”, revised my course sub-topics related to Project appraisal. Currently, I am preparing a presentation for the international conference to be conducted in May 2001, basing on the materials received during CEUME workshops”.

Sokhatska Olena, Ternopil Academy for National Economy

“Participation in the CEUME project activities have influence my professional development. I have headed a working group, responsible for the development of learning materials for top-managers in the area of “Management of External Economic Activity”. I have developed my own course “Investment Portfolio Management”. I have written the article for the magazine “Economist”. I have participated in numerous scientific conferences.”

Tybin Anatoliy, Ternopil Academy for National Economy

“CEUME materials are used during post-diploma studies trainings, and consulting activity. Currently, I am completing my work on the textbook “Business Management”, and have authored the article “Strategic Management in Management of Business Education”.

Dombrovskiy Zbyshek, Ternopil Academy for National Economy

“Participation in CEUME project have encouraged me to enter a masters program, to write a handbook devoted to information system in management; to develop the new course in financial management, to author several publication on the issues of planning the activity of higher educational institutions.”

Mazur Volodymyr, Ternopil Academy for National Economy

“I have developed a new course in Quality management, and authored two articles in the scientific magazine”.

Karpyk Tamila, Ternopil Academy for National Economy

“I have written my own case and developed a new course “Situational management”. I started to teach a training course “Adaptation of an organization to the changing

external environment”, and have written an article “Organizational changes in the process of society globalization”.

Lviv State Agrarian University

Prokopyshak Kateryna, Gorodetskiy Ivan have initiated consulting activity unitizing CEUME materials.

Syrotyuk Ganna, Lviv State Agrarian University, participated in the joint IBTCI CEUME training conducted in Kyiv. Here participation have resulted in the development of her own course, and case study.

Ludmila Moroz, National University “Lviv Polytechnics”, have written a case study and started to teach a course “Marketing Strategy” for business. She provided consulting services to two enterprises, and have authored two publications in the specialized educational edition.

Kulinich Tetiana, National University “Lviv Polytechnics”, is using CEUME materials in her scientific activity. She has made significant changes in the courses “Strategic management”, “Innovations management”, “Economic analysis”. Have authored two publications in specialized journal in marketing and logistics.”

Moiseyenko Irina, Interregional Personnel Management Academy

Participation in CEUME seminars has encouraged me to start a scientific research in the topic “Investment Attractiveness of Geographical Chapters”, and also started to teach a new course for businessmen “Finance of Enterprise”. I am completing the work on the articles “Restructuring of Ukrainian Enterprises”

Mykhailiv Volodymyr, Lviv Academy of Commerce

I am using CEUME materials in my scientific work. Cooperation with the faculty of other institutions during CEUME events expanded my contacts with the faculty of other institutions and opened new opportunities for cooperation.

Novytska – Kolodina Alina, Lviv Academy of Commerce

“I significantly changed my teaching methodology, the content of my courses “Management Psychology”, “Management”, “Human Resource management”.

Gorboviy Artur Lviv Institute of Management

“Participation in the Winter Institutions has changed my vision of teaching and administrating short-term courses for business. Materials, received during this training were used in my consulting service for business”

**Appendix 9:
Schedule of 2nd Quarter Year 2001 Activities**

CEUME Activity during 2nd Quarter, Year 2001

Program Area	Event	Title	Date	Location	Target Audience	Projected number of participants
METP	Weekend Workshop	Managerial Accounting	April 6-8	Dnepropetrovsk	Faculty	25-30
METP	Round Table Meeting	Preparation Process for 3 rd National Conference	April 24	Lviv		15-20
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference,	April 24	Kharkiv		15-20
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference,	April 24	Odessa		15-20
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	April 24	Cherkassy		15-20
MEPP	Roundtable Meeting	Study Tours to US 2000 follow up	April 12	Kyiv	Administrators	12-15
MEPP	Roundtable Meeting	Study Tours to Poland 2000 follow up	April 19	Kyiv	Administrators	12-15
METP	Weekend Workshop	Marketing	April 20-22	Odesa	Business *	25-30
METP	Weekend Workshop	Business Process Approach as a Transformation Methodology	April 20-22	Kyiv	Business	25-30
METP	Weekend Workshop	Managerial Accounting	April 20-22	Lviv	Business*	25-30
MEPP	Round Table Meeting	PDS Study Tour to Poland 2000 Follow up	April 23	Kyiv		
METP	Round Table Meeting	Preparation Process for 3 rd National Conference	April 24	Kyiv		15-20
METP	Weekend Workshop	Human Resource Management	April 20-22	Dnepropetrovsk	Business*	
METP	Weekend workshop	Marketing	April 27-29	Ternopil	Business	25-30
MEPP	Internships	Internships	MAY	POLAND	FACULTY	4
METP	Weekend workshop	Human Resource Management	May 4-6	Odessa	Business*	25-30
METP	Weekend workshop	Managerial Accounting	May 11-13	Kharkiv	Faculty	25-30

METP	Consulting Workshop	PDS Program	May 7	Lviv	Administrators /Faculty	15-20
METP	Weekend workshop	Strategic Management	May 4-6	Zaporizzhya	Faculty	25-30
METP	Weekend workshop	Organizational Development	May 11-13	Donetsk	Faculty	25-30
METP	Weekend Workshop	Transformation and Restructuring of Enterprises	May 11-13	Dnipropetrovsk	Business	25-30
METP	Weekend Workshop	Public Relations	May 11-13	Odessa	Faculty	25-30
PBDP		DEADLINE FOR 4 th National Case writing competition	May 15			
METP	Consulting Workshop	PDS Program	May 15-16	Kharkiv	Administrators /Faculty	15-20
METP	Weekend Workshop	Public Relations	May 15-16	Simferopol	Business	15-20
METP	Weekend Workshop	Managing a Small Business	May 18-20	Ivano-Frankivsk	Faculty	25-30
METP	Weekend Workshop	Public Relations	May 18-20	Kyiv	Faculty	25-30
METP	Weekend Workshop	Public Relations	May 22-23	Donetsk	Business	25-30
MEPP	Short term training	Transformation of teaching process utilizing modern educational technologies	May 24-25	Kyiv	Administrators	10-15
MEPP	Short term training	Managing Higher Education Institution (HEI) effectively	May 25-26	Odessa	Administrators	10-15
METP	Weekend workshop	Public Relations	May 25-27	Dnipropetrovsk	Faculty	25-30
METP	Weekend Workshop	Transformation and Restructuring of Enterprises	May 25-27	Kharkiv		
METP	Weekend Workshop	Public Relations	May 29-30	Kharkiv	Business	25-30
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	May 29	Kyiv	Administrators /Faculty	15-20
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	May 30	Donets	Administrators /Faculty	15-20
MEPP	Short term training	Managing Higher Education Institution (HEI) effectively	June 1-3	Kyiv	Administrators	10-15

METP	Weekend Workshop	Public Relations	June 1-3	Lviv	Faculty	25-30
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	June 1	Kharkiv		15-20
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	June 1	Dnipropetrovsk		15-20
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	June 8	Odessa		15-20
METP	Weekend workshop	Managerial Accounting	June 1-3	Donetsk	Faculty	25-30
METP	Weekend Workshop	Human Resources Management	June 8-10	Dnipropetrovsk	Business*	
MEPP	Short term training	Transformation of teaching process utilizing modern educational technologies	June 13-14	Dnipropetrovsk	Administrators	10-15
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	June 20	Lviv		15-20
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference,	June 20	Kyiv		15-20
MEPP	Seminar	“Ukrainian Capital Markets”	June 21	Kyiv	Faculty, Business	30-50

METP – Management Education Training Program
MEPP – Management Education Partnership Program
PBDP – Publications and Book Distribution Program

METP – Management Education Training Program
MEPP – Management Education Partnership Program