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**ASSESSMENT OF  
MANAGEMENT TRAINING NEEDS  
IN THE  
ARAB REPUBLIC OF EGYPT**

**OCTOBER 1980**

## TABLE OF CONTENTS

I.	INTRODUCTION: BACKGROUND AND PURPOSE OF STUDY	I- 1
II.	APPROACH TO ASSESSING MANAGEMENT DEVELOPMENT NEEDS IN EGYPT	II- 1
	1. Objectives of Study	II- 1
	2. Methodology	II- 1
	3. Limitations	II- 2
	4. The Framework	II- 3
	a. End Results and Policy	II- 3
	b. Conditions Affecting Goal Achievement	II- 4
III.	IDENTIFICATION AND RELATIONSHIPS OF CONDITIONS AFFECTING MANAGERIAL PERFORMANCE IN EGYPT	III- 1
	1. Description of Conditions	III- 2
	a. Leadership, Control, Authority and Power	III- 2
	b. Organizational Process	III- 5
	c. Managerial Role	III- 8
	2. Analysis of Conditions	III-11
	3. Summary	IV- 1
IV.	ASSESSMENT OF NEED	IV- 1
	1. Management Development in Developing Countries	IV- 1
	2. Management Development - The Egyptian View	IV- 7
	a. Results Oriented	IV- 7
	b. Reality Based	IV- 8
	c. Organizationally Oriented	IV- 9
	3. Identification of Management Skills	IV-11
	a. Functional Skills	IV-13
	b. Process Skills	IV-15
V.	PROPOSED MANAGEMENT DEVELOPMENT PROGRAM	V- 1
	1. Program Criteria	V- 2
	2. Recommended Program Design	V- 3
	SELECTED BIBLIOGRAPHY	
	LISTING OF INTERVIEWEES	

**I. INTRODUCTION: BACKGROUND AND PURPOSE OF STUDY**

## I. INTRODUCTION: BACKGROUND AND PURPOSE OF STUDY

The importance of human resources development as a critical component of capital, technological and economic development has gained considerable support in recent years. Numerous development efforts have been ineffective because of inaccurate assumptions concerning the existing human resource's capabilities to carry out such efforts. The situation in Egypt is not different. The human resource base there must also be developed to support the rapid influx of development programs. What may be different in Egypt, however, is the timeframe within which this development must occur.

The October working paper of 1973, and subsequent economic liberalization policies, placed Egypt in a period of rapid economic transition. The country has been attempting to move from a centralized, state planned economy to a more decentralized market-oriented one. Changes of this magnitude, which affect both social and economic structures, have placed a tremendous demand on the capabilities of managers in public and private organizations, particularly those in the industrial sector. As the implementors of policy, their role is key to the success of that policy. Time, however, has proved to be a constraint to implementation. While finance, technology, and capital resources can be imported and organized rapidly to meet policy aims, it is difficult to place the same expectations on human resource development.

The majority of Egyptian managers in top and middle positions possess managerial knowledge, skills, and attitudes appropriate to past circumstances. These managers learned and applied a style of management which rewarded them in the past and with which they have become thoroughly familiar and comfortable. However, these same managers are now the implementors of new public policy and are being asked to rapidly change this style. Therefore, they need to develop management knowledge, skills and attitudes appropriate to the values, interests and needs associated with Egypt's "new economy".

It is for this reason that developing Egyptian managers becomes complex, particularly in relationship to managerial style. For some, the development of managers becomes one of "degree": building upon what already exists and adapting it to meet new circumstances in Egypt. For others, it is a matter of "kind": replacing one management style for another. Both approaches have limitations. The former can often represent a cosmetic rather than substantive change. The latter often results in the imposition of alien value systems and behaviors. Yet, it is precisely these issues which must be addressed to allow management education programs to be developed which are appropriate to the specific needs of Egypt. The identification of and recommendations concerning the management development needs of Egyptian managers is the purpose of this study.

The results of the study are contained in parts II thru V of this report. Part II describes a general framework which was used

to focus on specific issues involving management development, and to identify how a program in management development could be linked to other industrial development programs in Egypt. Part III describes and analyzes the environmental, organizational, and individual conditions which currently affect managerial performance in Egypt. The analysis indicated that some change must take place at all three levels in order to have a significant impact on managerial performance and subsequent industrial productivity.

Part IV builds upon the analysis of conditions affecting managerial performance, and suggests what individual and organizational needs should be addressed in any program. Finally, Part V develops alternative approaches to meet those needs, and specifically recommends a result-oriented program for developing managers and organizations in Egypt.

**II. APPROACH TO ASSESSING MANAGEMENT  
DEVELOPMENT NEEDS IN EGYPT**

## II. APPROACH TO ASSESSING MANAGEMENT DEVELOPMENT NEEDS IN EGYPT

### 1. Objectives of Study

This study was conducted in response to a request from USAID/ Cairo to assess Egyptian management training needs, focusing on the middle management level. The focus on this level reflected a perceived need that a new Egyptian manager was needed to cope with the organizational shifts which would occur in the new Egyptian economy; and that the appropriate level to begin this development was at the middle of the managerial hierarchy.

Therefore, the objectives of the study were:

- To assess manpower policies, organizational structures, patterns of authority/delegation, and management systems and operations in a representative sample of Egyptian public and private sector industrial and commercial enterprises.
- To assess the managerial skills necessary for a middle manager to effectively perform within the changing Egyptian environment.
- To recommend appropriate development programs to develop those skills.<sup>1/</sup>

### 2. Methodology

The study was conducted during March and April 1980.

Information was obtained from individual and group interviews,

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<sup>1/</sup> These objectives were determined in conversations with USAID officials to clarify the intent of the original scope of work.

documentary analysis and a review of available literature on management development in developing countries and in Egypt.

Interviews were conducted with over eighty people including Egyptian middle and upper level managers, chairmen of public and private organizations, management consultants, academicians, government leaders, and foreign managers and consultants. The opinions of this group provided the core data for this study. A list of those interviewed is contained in Appendix 2.

The study was complimented by a review of consulting reports on several Egyptian organizations. These reports provided information on management problems encountered by Egyptian companies operating under various conditions. In addition, several literature sources were reviewed which provided the professional opinions of Egyptian and other experts in management development (see Appendix 1).

### 3. Limitations

The study was limited by time constraints and by the fact that the team was also evaluating a previous pilot program in middle management education. However, this limitation was managed by incorporating elements of the evaluation process into the needs assessment. Moreover, the assessment of management needs on a country-wide basis is a formidable task which may be perceived by some as an ambitious undertaking. The team was aware of this concern and, for that reason, approached the assessment with the view that the information gathered was intended to be a

sound but not an absolutely definitive basis for AID decisions concerning future management development programs. The team, therefore, views its assessment as the beginning of a dynamic process of systematically gathering information about management needs in Egypt.

#### 4. The Framework

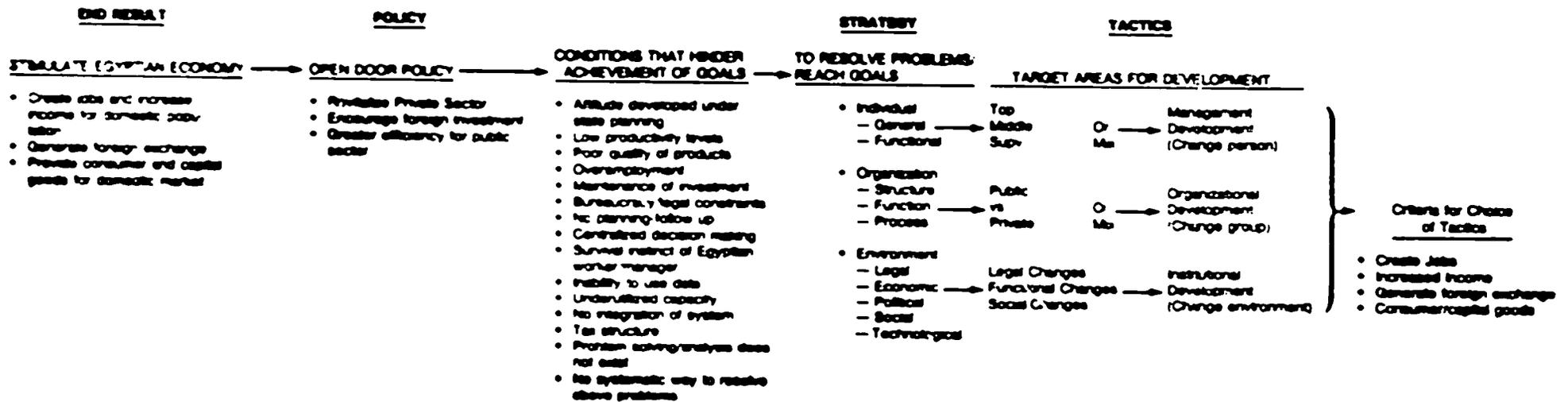
The team assessed Egyptian management development needs using a descriptive framework identifying issues as end result, policy, strategy and tactics (see Figure 1). Identifying issues related to Egyptian management within this framework gave meaning and purpose to the study and allowed the team to concentrate its efforts within defined areas. Additionally, the framework permitted the various interest groups involved in this assessment to explore the issues in a systematic way, channeling discussions toward central issues rather than peripheral ones. Using Figure 1 on the next page as a guide, the assessment was structured in the following way:

##### a. End Results and Policy

Our assessment began with the assumption that any management project undertaken should have a reasonably well defined end result toward which it is directed. Since the original issue in this case was management development in the industrial sector, the end result was viewed primarily as an economic one with secondary but related social implications. In support of the achievement of those economic goals (i.e.

Figure 1

**DESCRIPTIVE FRAMEWORK**



creation of jobs, increased income, greater export production), the Open Door Policy was established to identify the economic paths Egypt would take to stimulate its economy. The policy defined programs intended to revitalize the private sector, encourage foreign investment and increase the efficiency of its public sector. However, as with any policy, there are conditions which constrain the accomplishment of its economic objectives. The identification of these management related conditions therefore became the focal point of the needs assessment. Changing these conditions became the objective in choosing an appropriate management development strategy.

b. Conditions Affecting Goal Achievement

We categorized the majority of management related conditions which impede the Open Door Policy as environmental, organizational, and individual. From a managerial perspective:

- Environmental conditions are those which are generally considered beyond the direct control of the organization, yet can influence its effectiveness and internal behavior. In the political realm, this may include centralized decisions to restrict prices to artificially low levels to achieve noneconomic objectives regardless of the impact on an organization's effectiveness. In the legal realm it may involve establishing laws which set employment levels for organizations irrespective of the actual productive needs of the companies.
- Organizational conditions are those policies, behaviors or conditions which result as a response to external forces, such as legal changes, or in response to established norms within the

organization such as autocratic leadership. In combination, these policies, practices and conditions become the climate within which individual managers perform.

- Individual conditions are the knowledge, skills, and attitudes a person initially brings to an organization which affect his capabilities to function as a manager. However, since behavior is a function of the individual and his work environment, these factors were viewed within the broader context of the Egyptian organization.

The categorization of conditions is useful for several reasons. It allows a condition to be analyzed in isolation to determine its origin and characteristics (e.g. how wage rates are established and differentiated). It also allows each condition to be analyzed in term. of its interrelationship with and impact on other factors (e.g. Do incentive systems exist solely to supplement low wage rates?). Finally, it offers a logical beginning to develop strategies and tactics to resolve those conditions and achieve the desired results of the open door policy.

This approach recognizes that choosing a development program which focused on only one source of a problem while ignoring other sources may prove to be costly, time consuming and ineffective. Decisions which include multiple approaches to problems may be more effective. In this framework the program choices are categorized as:

- Management development (change the person).
- Organization development (change the group).
- Institutional development (change the environment).

In summary, the framework is designed to aid various groups to make decisions about program objectives, composition and target groups, and to agree on a common purpose for undertaking related projects. In essence, the framework addresses the need for a systematic approach to the resolution of management problems and places management development in a proper perspective vis a vis other alternatives. Finally, the framework may be useful to AID managers as they develop plans to coordinate and integrate future industrial development projects in Egypt.

**III. IDENTIFICATION AND RELATIONSHIPS OF CONDITIONS  
AFFECTING MANAGERIAL PERFORMANCE IN EGYPT**

### III. IDENTIFICATION AND RELATIONSHIPS OF CONDITIONS AFFECTING MANAGERIAL PERFORMANCE IN EGYPT

In reference to the framework described in the previous section, our first concern was to identify and analyze the conditions which hinder the accomplishment of the goals of the Open Door Policy and to understand their interrelationships and effect on managerial performance in Egypt. The findings represent the synthesis of opinions of Egyptian industrial leaders, academicians, consultants and government officials. The findings describe the context within which Egyptian managers perform, for it is that context that influences the manager's ability to be effective.

The identification and analysis has two major components. The first is a narrative description of the conditions which influence managerial performance. The second component summarizes the data and indicates the interrelationships of these conditions. The assessment team recognizes that the data is generalized and should not be construed as describing all situations, all organizations or all Egyptian managers. We expect, as stated earlier in the report, that more individualized and organization-specific needs assessments will be conducted. However, we do believe the insights developed from this study will help point toward the right direction and clarify the need for a more systematic approach to management development than is currently available in Egypt.

The team also believes that these findings represent some untested hypotheses upon which to construct research models. One of the prime difficulties encountered in this assessment was the limited research on organizational behavior and functioning and the effect those factors have on individual performance. Therefore, some solutions offered by American and Egyptian personnel to increase managerial performance did not consider many of these factors identified in the following analysis.

#### 1. Description of Conditions

The conditions which influence the performance of Egyptian managers are classified as:

- . Leadership, control, authority and power
- . Organizational processes
- . Managerial role.

The description is suggestive of the organizational climate which exists within many Egyptian organizations, both public and private. Rather than placing value judgments on the quality of this generalized organizational climate, it is perhaps more useful to develop an understanding and appreciation of its origin and function within the Egyptian context.

##### a. Leadership, Control, Authority and Power

The political and social revolution which began in 1952 has had an extensive impact on leadership patterns in Egyptian organizations. After the coup d'etat, power was

shifted into the hands of a bureaucratic elite whose source of power and influence arose from their political connections to those who led the revolution. Primarily selected from engineers, the ranks of the military, and academicians, their role focused on ensuring the success of the revolution - both in political and economic terms. Typical of other revolutions, key positions in the government and industry were given to people whose qualifications stemmed more from political loyalty and trust than from managerial capability. This approach has set patterns of organizational behavior which exist today.

Since many organizations were politically oriented, managerial authority was based upon political power outside the organization. Since political trust became such a strong value for the top manager, this value system was adopted at lower levels of the organization. For the lower level manager access to information and trust became his sources of power.

The pattern of centralized control was also reinforced by a cultural preference for autocratic leadership. There are, within the social system, definite roles established by age and sex. As such, individuals tend to view themselves as constituents of a group rather than viewing the group as a collection of individuals. Authority, therefore, is centralized in the social system and is answered with structured deference and obedience. This pattern of social behavior is

found in economic organizations as well as political ones. Consequently, one finds an abundance of structured social roles superimposed or interwoven into organizational roles. For example, some senior Egyptian managers tend to encourage a dependent relationship on the part of their subordinates, rewarding the junior manager for behavior which maintains a subordinate position.

As power and control became more centralized, the government had a difficult time separating the concept of ownership from management in its state controlled organizations. Decisions tended to be made at inappropriately (by Western standards) high levels and further reinforced the dependent relationship of lower level managers on their superiors. Under Arab socialism and its injunctions against improvisation, the stage had been set for this centralized approach to operations. Today its effects are still very much a part of organizational behavior. This is evidenced in various ways within an organization and includes delegation patterns, centralized decision making, and the emphasis on procedures rather than results.

Since performance was viewed by many as secondary to political and social success, no effective external measurement of organizational performance was adopted. Therefore, the organization itself did not develop internal indicators of successful performance, and organizational success tended to rely on quantity rather than quality indicators. On the

individual level, this resulted in the absence of standards of conduct or performance and, subsequently, no "logical" consequences to behavior. Within the organizational context, the worker had no incentive to develop an internal discipline, while the organization provided no external guidance.

In summary, leadership in Egyptian organizations tends to be autocratic in nature, which is consistent with its historical, social and political views of authority. Power and control, (the ability to determine outcomes) is dependent on the access to information and/or to trusted people. Power is generally centralized in the organization and, consequently, decentralized forms of management are viewed in terms of power lost.

b. Organizational Process

Process refers to the interactions among people which take place within an organization. The quality of these interactions is viewed as a characteristic which differentiates effective organizations from ineffective ones. Given similar structures and functions, some organizational units are able to interact more effectively and, consequently, achieve greater results. These processes are classified as communication, motivation and decision making.

Communication

Based on our interviews with Egyptian managers, it was concluded that in some Egyptian organizations communication

patterns tended to reflect the highly centralized leadership style described. Communications flowed downward rather than up and down and tended to move vertically rather than horizontally. For example, in one firm the management team in production set targets without an attempt to seek information for the marketing department. The communication patterns reflect an unwillingness to share information as well as reflect a lack of knowledge on how to develop and use information to achieve organizational goals.

Furthermore, communication patterns are often used to reinforce social roles in an organization rather than to increase effectiveness. For example, several middle managers stated that information was withheld from them by top managers to ensure that the middle manager would remain dependent on the top manager. These communication patterns caused many Egyptian organizations to be reactive to crisis situations rather than proactive, using information available to plan and control the organization. These strict patterns of communication were followed irrespective of their effectiveness and tended to reduce the sharing of relevant information.

### Motivation

Motivation is also consistent with the norms of the Egyptian organization. Since performance is not directly rewarded (e.g. incentive bonuses were used in some cases to supplement all workers wages), compliance to organizational

rules tends to focus on surviving in the organization and achieving seniority. Appropriate organizational behavior is also motivated by praise and approval from people in power, creating situations where an individual keeps information so only he can present it to his boss and elicit approval. Many Egyptian managers cited this as an example of personal recognition being more important than the overall objectives of the organization. Generally then, motivational patterns are based on external sources rather than internal job satisfaction, and are at times counterproductive to the achievement of organizational goals.

### Decision Making

The performance of an organization depends on the effectiveness of the decision making process. Since there is a lack of shared information, accurate performance criteria, or other critical elements, the quality of a decision is often affected. Furthermore, in many Egyptian firms the operational structure and quality of internal interaction also affected the timeliness and ultimate acceptance of a decision. The problem of effective decision making in the Egyptian context seems to be both a managerial problem of making the current decision making system work, and a technical problem centered on a lack of knowledge in techniques of decision making. These conditions often result in reactive decisions made at levels which have a limited perspective of the effect of the decision.

c. Managerial Role

The issue of the appropriate managerial role (attitudes, values, behavior) ascribed to the Egyptian middle manager was also addressed in the interviews. It was found that the perception of that role varied as the managerial level varied. Though top and middle managers agreed as to what the role should be, they disagreed as to whether it is possible for the Egyptian manager to fulfill that role. From the top manager's perspective, the middle manager must become more autonomous in terms of acceptance of responsibility, willingness to take risks, and in making decisions. Unfortunately, many Egyptian top managers, believing that the middle manager did not possess these abilities, were unwilling to let him act independently. Conversely, the middle manager who wanted to become more autonomous believed that the top manager was unwilling to delegate so that the middle manager could develop. This low trust - low performance cycle, which seemed to permeate many Egyptian organizations, was cited as one critical condition which must be addressed in any management development program.

The perception of this dependent role for the middle manager has been influenced by a multitude of social, economic, political, technological and legal issues. Unfortunately, this has resulted in a situation in which the Egyptian manager:

- . Is promoted based on seniority not managerial capability.

- . Is expected to execute decisions rather than make them.
- . Is reactive rather than proactive and is rewarded for being that way.
- . Is functionally rather than organizationally oriented.
- . Is encouraged to keep information rather than share it.
- . Considers personal issues more important than organizational issues.
- . Has no clearly defined performance expectations, management roles or responsibilities.
- . Is occupied with collecting data rather than utilizing it.
- . Is production oriented rather than market or service oriented.
- . Assumes he must know more than his subordinates and less than his boss.
- . Is not rewarded for or encouraged to take risks.
- . Is not rewarded for or encouraged to learn management skills.
- . Tends to see no value in planning or follow-up since he believes most organizational matters are beyond his control.
- . Views his role as a system "maintainer" rather than system "manager".

These conditions and perceptions, if perpetuated, could limit the Egyptian manager's ability to respond to the economic, social and political changes taking place in Egypt. Therefore, changing this perception of managerial role may have more of an impact on the effectiveness of an Egyptian organization than simply attempting to teach management theory.

## 2. Analysis of Conditions

An analysis was conducted to explore the relationships which exist between the environmental conditions and organizational/individual behavior described above. This broad perspective is designed to help further clarify the issues which need to be addressed in any integrated management development program in Egypt, and provides fertile ground for identifying the skill development needs of Egyptian managers. The information is presented in Exhibit 2 so that the reader can easily identify the effects which environmental, organization, and individual conditions have on each other and ultimately on the overall productive capability of the Egyptian industrial sector. It also summarizes the data contained in Section 1 of this part of the study.

PERCEIVED RELATIONSHIPS AMONG ENVIRONMENTAL,  
ORGANIZATIONAL AND INDIVIDUAL CONDITIONS IN EGYPT

1) ENVIRONMENTAL CONDITION

2) WHICH AFFECTS ORGANIZATION

3) WHICH AFFECTS INDIVIDUAL MANAGERS

A. SOCIAL AND STRUCTURAL ISSUES  
(LEADERSHIP, AUTHORITY, DECISION MAKING, POWER)

. Authority flows from political affiliation of organization. Reflects transitional nature of society both economically and politically.

- . Power as a concept and as a reality has shifted from elite of land holders to quasi-elite of powerful job holders. Autocratic leadership style reflects this fact. Levels below top differ only in degree not in kind, i.e. key lower positions yield power but of less degree.
- . Promotion/access to power is based on criteria other than merit.
- . There is limited professional management since the achievement of managerial skills is not rewarded.
- . Reflecting political aspects of key positions, trust in subordinates is often more highly valued than competence.

- . Since promotion or survival is not based on merit, it encourages a power orientation in managers. Since information is a source of power, it is viewed as a scarce, valuable and exhaustible resource that must not be shared particularly with those at lower levels. The perception is that information shared is power lost.
- . Communication patterns tend to flow upward rather than up and down or horizontally. This reinforces autocratic decision making. Information is shared only when it personally benefits an individual. Personal gains are often more important than organizational ones.

N.B. Information and/or trust is a source of organizational survival. This may relate to the need of politicians to maintain control over their enterprises. The successful evaluation of a political system is often based on the trust of key members. Thus this value is passed downward. It is a fact of organizational life and should not necessarily be perceived as "bad management."

. Autocratic authority structure reflects cultural preference.

- . Roles are clearly established in a hierarchical fashion.
- . Organization more reactive than proactive.
- . Top managers generally encourage a dependent relationship on the part of their subordinates. This is related to the maintenance of power and a general feeling that lower level managers do not have the technical competence to act independently.

- . Manager has need for dependence relationship and creates situations that reinforce this role.
- . No active involvement in decision making process.
- . Manager is executor of top-down decisions.

. Government does not separate ownership from management and therefore, operational decisions are made at inappropriately high levels.

- . Decisions are more appropriate for a static environment than a dynamic one.
- . Profit is not the main concern nor is growth. Greater emphasis is placed on social issues which may be incompatible with the efficiency or effectiveness of the organization.

- . Manager views himself as executor of policies.
- . Manager, in name only, has no authority or responsibility.

. There is no government wide process for public companies to evaluate performance.

- . Success is based on inappropriate indicators. Some data is totally unreliable.
- . Personal objectives become overriding concern of top managers.
- . No organizational accountability for results.
- . Production figures are presented in simplistic fashion with no analysis of relationship to other indicators.
- . Incentive systems are tied to absolute production rather than efficiency of production or other potential indicators.
- . Success is often associated with organizations who don't demand or "create waves".

- . No functional measures of success, e.g. seniority, access to information, trust. These become key personal issues of success. Merit not stressed.
- . No personal sense of accountability.
- . No job descriptions to define roles or expectations for performance.
- . No performance standards and no relation of performance to promotion.
- . High role conflict.
- . Attitude that there is no need to plan or organize toward goals which are ill defined or solely production oriented.

1) ENVIRONMENTAL CONDITION

2) WHICH AFFECTS ORGANIZATION

3) WHICH AFFECTS INDIVIDUAL MANAGERS

- Ministers consider the top manager as the only one functionally or legally responsible for decisions.

- Top managers do not take risks.
- No delegation to others because of legal issues and responsibility as well as power issue.
- Organization develops elaborate control mechanisms to manage.
- Decisions are pushed to the highest level possible.
- Top manager acts as a passive role model for subordinate managers.
- Span of control is overly extended (i.e. too many people report directly to top managers).
- The leadership style is autocratic and reflects multiple social, legal, personal, political and economic issues.

- Model becomes behavior of top manager.
- Minister considers the chairman the only decision maker and subsequently pushes all decisions upward in the organization.
- Managers perceived as:
  - .. into details as much as possible
  - .. overcontrols subordinates
  - .. does not act on own
  - .. assumes asking questions of subordinates is a sign of weakness
  - .. controls information
  - .. not willing to take risks because the system offers no reward for doing also.

B. POLITICAL AND ECONOMIC ISSUES

- Implementation of open door policy is perceived by some as progressing too rapidly with an uncertain future.

- Decisions are made on the basis of short term return and are centralized to ensure personal gain over long term organization or national interest. This view also reflects current political uncertainty and a historical preference for short range economic gain.

- Mid/lower levels of management do not have commensurate skills to deal with open door policy changes. Management gap exists.
- Low participation in decision-making.
- Mid/lower level manager also model behavior and work on short term, particularly so individual can receive credit for work rather than the group.

- State/centralized planning has existed for 20 years. No competitive foreign market or internal market; all products produced were sold.

- No concept of marketing of products.
- Consumer preference not accounted for.
- Other behaviors relied on which are out of context to a market economy.

- Manager has no perception of need for competitive pricing or marketing of products.
- Managers are input and process oriented and have a parochial view of output (e.g., production figures rather than quality or market demand).

- Scarce resources lead to perceived and actual conflicts among major economic elements of society.

- There is often no relationship between organizational decisions which may affect other sectors. Consequently same perception is internalized in the organization. One functional area does not relate to another.
- Goals/objectives/targets are set in an informational vacuum resulting in latent conflicts.

- Managers lack understanding of organizational interrelationships reinforced by perception that information is power and power is necessary for survival. Managers tend to be promoted strictly within their technical area and not exposed to different functional areas during career progression.

- Labor laws are believed to be too restrictive for economic development (e.g. guaranteed employment, inability to hire/fire).

- Overemployment/low productivity rates.
- No organizational decision-making ability to allocate/utilize resources.
- Organization conflicts.
- Unions/worker representatives often have conflicting objectives (e.g. incentives are often distributed to all workers despite varying rates of productivity).
- Incentive systems not well designed (e.g. production and quality control departments use production figures as basis for incentive).

- There are no standards of conduct or performance and, subsequently, no acknowledge consequences to actions. This provides no internal discipline for the worker or external guidance.
- Manager often shares opposing goals/values with workers.
- Manager does not strive for higher productivity since promotion is not based upon it. Incentives are based primarily on monetary reward.

1) ENVIRONMENTAL CONDITION

2) WHICH AFFECTS ORGANIZATION

3) WHICH AFFECTS INDIVIDUAL MANAGERS

In many firms there is a severe problem of financial liquidity due to allocation system of government.

In the past, contracts for government work were based on a cost plus system.

Some export/import laws are contradictory. They do not encourage the creation of foreign currency and may result in its loss.  
Allocation of hard currency by government often determines production levels.  
Investment allocation decisions do not favor labor intensive industries.  
Pricing policies prevent efficient companies from accumulating funds to apply to expansion of project or new ventures.

Wage rates are based on historical data (low rates of productivity) rather than on capability. Wage rate increases do not reflect technical competence. Wage rate increases are dictated despite productivity levels.

Production/output targets are based on historical data rather than predictive/integrative view of capability.

Inventory levels are maintained at inappropriate levels.  
Production schedules become erratic because of uncertain materials flow.  
Productive utilization of capital equipment declines.

No organizational performance indicators.  
No accountability for overruns of cost/time.  
Minimal effective planning of projects.  
Development of "anti-planners" attitude, e.g. organizational benefits of a cost-plus economic base.

Lack of operating capital.  
Underutilization of capital investment.  
Low productivity per labor hour.  
Underemployment.  
Inability of top management to control organization's destiny.  
Encouragement of dependent rather than autonomous one relationships.

Organization has no flexibility to reward productive people.  
Organizations experience high turnover of capable people.  
Organizations promote technicians to managerial positions in order to raise wages.

Reactive method of management rather than proactive.  
Underutilized capacity in multiple areas of firm.  
No marketing efforts.  
No creative response to changing circumstances.  
No local decision making capability.

Managers see no need for planning since they develop a perception that there are too many variables over which they have no control.  
Reinforces cultural sense of fatalism.

Managers perceive role as "maintainer" rather than "manager".  
Planning is not necessary or rational.  
Follow up/evaluate feedback does not occur.  
No control of waste.  
No concept of inventory control.  
No effective way to measure quality.

N.B. This is not only a technical problem but also involves attitude and behavior. Negative management behavior is rewarded by the system. Consequently the manager sees no personal rewards to be gained by becoming an efficient manager.

Sense of complacency.  
Reinforces concept of fatalism.  
No incentive for risk-taking.  
Inability to raise output per worker hour.

Low wages are based on low productivity levels which, in turn, are caused by governmental allocation decisions. Concept reinforces fatalism and frustration in dealing with system. This leads to physical or psychological separation from organization.  
No perceived relationship between individual accomplishment and monetary reward.  
Disincentive to talented business managers.

Manager is involved in maintaining state rather than utilizing it.  
Role focuses on reactive process of organization rather than proactive process.  
Manager maintains rather than manages system.

### 3. Summary

The identification of conditions which influence managerial behavior is intended to describe the environment within which the Egyptian organization and manager operates. It is not intended to be entirely prescriptive, nor to suggest that all managerial behavior must be changed in order for Egyptian organizations to become more effective. Quite the contrary, we believe that in some cases managerial actions and behaviors which may be dysfunctional in Western organizations are certainly appropriate within the Egyptian environment. For example, in discussions with Egyptian managers, it was stated that organizational roles were often described in vague and nonspecific terms. Though in some cases this vagueness was dysfunctional for some organizations (e.g., lack of individual accountability, no job descriptions, no stated performance standards), and seemed on face value to violate basic Western management principles, some Egyptian managers stated there was organizational validity to this practice. The ambiguity of roles in the context of the Egyptian organization was seen as functional because:

- . It allowed people to easily renegotiate relationships as social or organizational circumstances changed.
- . It reflected a cultural preference that the organization's operation be dependent on social interactions rather than solely on impersonal organizational issues.
- . It tended to stress group accountability over individual accountability for performance. Related to this, it also provided the individual with a sense of security from being isolated from the group.

It reinforced the group decision making process, at least at the lower levels of the organization.

To further illustrate the difficulty of prescribing Western organizational theory to Egyptian organizations, the issue of decision making was also addressed. Some Egyptian managers indicated ambivalence about decentralized decision making. On the one hand they recognized it as the prescribed way to manage in a modern industrial world. On the other hand, they believed the concept to be inappropriate to the cultural and behavioral patterns which exist in some Egyptian organizations. Decentralization and other accepted Western management theories seemed to impose prejudged organizational structures which did not recognize the uniqueness of Egyptian management. To these managers, autocratic leadership with centralized decision making was appropriate to the environment and type of technology employed in many Egyptian firms. In their opinion, what is really needed is an improvement in the quality, acceptability and timeliness of decisions and that this process could be improved upon without altering the structure of Egyptian organizations.

Analyzing these issues and suggesting their interrelationship opens up a whole area of concern in terms of developing managers in Egypt. For example, should the focus be on training individual managers apart from the environment or should a program focus on making the organization more effective? Though the two approaches are assumed to complement one another, in fact this may not be true. One major difficulty in previous management programs in Egypt and in other countries has been that they were

aimed at individuals and at prescribing the "right way" to manage (i.e. Western). They attempted to change individual attitudes, values and behavior to suit predetermined criteria. Unfortunately, this "new" manager became so out of sync with his organizational environment that his training, in essence, made him less effective. Therefore, we suggest that effective management development programs in Egypt must be measured in terms of contribution to organizational effectiveness. These results can be achieved if management development programs reflect the context of the Egyptian environment. To do this, the program must take into account the environmental, organizational, and individual conditions identified and analyzed in this part of the study.

**IV. ASSESSMENT OF NEED**

#### IV. ASSESSMENT OF NEED

The purpose of this part of the study is twofold: first, it identifies issues to be considered in organizing a management development program and second, it suggests the curriculum content for a program in Egypt. To meet this purpose, the study describes major issues of concern to other countries involved in developing management capabilities, and then describes issues related specifically to management development in Egypt. The study then identifies specific learning needs to be incorporated into a curriculum for management development, based on an analysis of the environmental, organizational, and individual conditions which affect management behavior.

##### 1. Management Development in Developing Countries

Despite the similar need of developing countries to increase their managerial capabilities, programs designed to satisfy this need have varied considerably. These differences exist primarily in approach and methodology and are based on different views of how best to achieve management development.

In the past, management development programs were frequently designed on the premise that the simple adoption of Western management practices and behavior norms was the best way to increase the effectiveness of managers in developing countries. This led to programs which:

- . Favored the exclusive use of expatriate trainers and learning materials.

- . Stressed changing managerial style and behavior of participants.
- . Focused primarily on teaching technical skills rather than managerial skills.
- . Did not relate to the organizational environment of individual participants.

Multinational corporations (MNC) operating in developing countries favored this approach to management training in order to make their subsidiary operations as similar to parent operations as possible. The theory was that more control could be exercised if local nationals adopted the same principles and practices as managers in the MNC. This approach has proven relatively successful since it was found that foreign trained, local nationals out-performed their counterparts. However, in a study conducted to evaluate the transfer and adaptation process of U.S. management know-how in developing countries, it was found that full absorption was neither easily accomplished nor necessarily beneficial to the organization as a whole:

"It is rare that U.S. or other management techniques can be transplanted intact to a developing nation. In many cases, where U.S. subsidiaries have tried to impose rigid U.S. management standards, operating efficiency and overall profitability have suffered."<sup>1/</sup>

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<sup>1/</sup> Copen, M., Richman, B., Management Techniques in Developing Nations, Columbia Journal of World Business, Summer 1973, .p. 49-58.

It was concluded that operational efficiency is achieved in situations where management know-how is successfully combined with local values and the environment. This implies that management development and training should not simply focus on transferring management know-how, but should adapt it to local cultures, managerial practices, social customs and the organizational environment within the country. Experts in the field of management development have, therefore, shifted emphasis to give more attention to developing indigenous teaching materials and techniques applicable to the economic, political, social, and cultural environment of the country. This trend is supported by recent recommendations concerning management development programs in Southeast Asia, India, Indonesia and other developing countries. From the experiences of these countries, it is concluded that a standard program in management development cannot be applied to countries having different values and ideologies, political and economic system, and management and organizational structures and expect to have the same results. Programs, to be effective, must be designed to conform to the specific needs of each country.

Another issue which continues to surface regarding design and methodologies of management programs for developing nations, concerns program evaluation. Though program evaluation has long been recognized as essential, many programs have failed to incorporate in their design criteria to measure benefits against costs. Furthermore, the purpose, targets and true beneficiaries of management development programs are often ignored resulting in vague and poorly defined program objectives. This fact often

leads to management development programs which have a minimal or nondefinable impact on organizational effectiveness.

Recently, increasing emphasis has been placed on clearly defining objectives and beneficiaries of management development programs, and on establishing results-oriented, measurement criteria for program evaluation. The major difference between these and traditional program designs is the fact that their results can be measured against pre-established goals and objectives. The beneficiaries usually will include not only the participating managers from a specific organization, but also their organization and other managers within that organization. In results-oriented programs the objectives are identified and translated into specific targets such as: problems solved in the sponsoring organizations; increased organizational productivity; or increased sharing of information among management teams. In essence, these management development programs focus on achieving results, both in terms of outcome (e.g. productivity, sales volume and profitability) and in terms of process (e.g. goal setting, organizational integration and effective communication).

The move to specify the results expected from management development programs has resulted in additional changes in program content. For example, emphasis is now placed on integrating academic with experiential learning programs. These are a direct departure from traditional programs which have focused entirely on classroom technique. In contrast, integrated programs attempt to link classroom learning to the organizational environment by

providing special technical assistance and consultancy. The objective is to ensure the application of skills and knowledge learned in the classroom to the specific work environment.

The approach these integrated programs take is to develop methods of learning which include special assistance (consultancy) in applying techniques and concepts learned in the classroom to specific job circumstances. For example, a consultant group <sup>2/</sup> in Nigeria has expanded its management development programs to include, as an integral part of the coursework, project work and field assignments as well as consultancy and advisory services to organizations sponsoring participants. <sup>3/</sup>

The experience in Nigeria provides some indication of the success of integrated and results-oriented management development programs. First, numerous management-related problems affecting sponsoring organizations were solved. Second, in-plant assistance and consultancy allowed training to be extended to managers other than those directly participating in the program. Finally, improvements were observed in the overall effectiveness of the sponsoring organization.

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<sup>2/</sup> PE Consultant Group (West Africa) Limited, Public Programs for Management Education and Training in Nigeria, 1966. Report to the Nigeria Employers Consultative Association.

<sup>3/</sup> Iboko, John I., Management Development and Its Developing Patterns in Nigeria, *Management International Review*, Vol. 16, No. 3, 1976, pp. 97-104.

This, however, should not be construed to imply that integrated and results-oriented programs are not without their limitations, nor that they have gained widespread acceptance in developing countries. Even though these programs appear to be praised for their effectiveness, they generally tend to be more complex, time consuming and costly to implement due to the added in-plant assistance and consultancy provided. While we have no evidence to support why there has not been greater adoption of these types of programs in developing countries, there is reason to believe that cost considerations and operational complexities have played a major role. In any event, it appears that integrated and results-oriented programs are gaining more acceptance and their future holds promise in developing nations. This is implied by the following comment on the Nigerian programs:

"As the movement toward integrating classroom exercises with practical application of principles and techniques within the functioning organizations gathers momentum, it will become clearer to many that the ultimate objective of a management development program is to improve the performance of the organizations that sponsor participants. As a consequence, it will also become more of a common knowledge that an effective management development program should be results-oriented."<sup>4/</sup>

The experiences of management development programs illustrated here, provide insights into the way management development could and in some cases is being approached within the Egyptian context.

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<sup>4/</sup> Ibid., Itoko, p. 102.

## 2. Management Development - The Egyptian View

The analysis of management development needs in Egypt, developed via interviews and a review of available literature, identifies important issues to consider in supporting future programs. Many of the conclusions arrived at by Egyptian experts, based on their own experiences, parallel findings in other programs from other countries, but also reflect the uniqueness of the Egyptian environment.

### a. Results Oriented

The prime concern in Egypt, reflecting the increased emphasis on developing an effective economy, is in the transfer of managerial knowledge into effective executive behavior. This emphasis on application of skills is considered essential in order to have an impact on the organization in terms of productivity. This shift towards a results-oriented approach to management development was driven by several factors including the Open Door Policy, the dissatisfaction of managers with past programs and the desire of business school faculties to become more involved in "real-life" business problems.

The results oriented approach to management development, though logical and reality based, was also recognized as being more complex. As one shifts from measures of success such as "the number of managers trained" to more complex indicators (e.g., "increased productivity in Firm XYZ"), more

variables are introduced over which the management trainer has limited control. Yet several Egyptian management development experts believe the risk must be taken if these programs are to be considered relevant to the practicing manager and worth his time and effort to attend.

b. Reality Based

Management development programs, designed and conducted apart from Egyptian organizational realities, also were criticized because they "...lacked a logical system which involves the conceptualization of the whole course, its sequences and its integration."<sup>1/</sup> This lack of a systems perspective in management development also evoked this analysis:

"...it is useless to give a sophisticated development program on recent techniques in the field of management while ignoring the internal and external environments which put constraints on the use of these techniques in Egypt."<sup>2/</sup>

The systems approach to management development, popularized in recent years by such recognized management researchers as Rensis Likert, Chris Argyris, and Gordon Lippitt was also supported by experts in Egypt. They raised the important

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<sup>1/</sup> El-Sayed, Salah, Ed. Management Development in Egypt, American University in Cairo Press, 1979.

<sup>2/</sup> Ismail, Fouad Abou, "Management Development in Egypt: An Inside Look," in Management Development in Egypt, American University in Cairo Press, 1979.

issue that management development programs based on Western concepts of management may"... stimulate the rejection of our local conditions in Egypt, instead of explaining how best to operate within the boundaries determined by those conditions."<sup>3/</sup> In the interviews we conducted with Egyptian top and middle managers, this same point was supported several times. Therefore, we conclude that management program, to be effective, must be based on the Egyptian environment and provide the necessary skills and knowledge to be effective in that environment.

c. Organizationally Oriented

The environmental question was also addressed in the micro-sense from the perspective of the individual firm within which the manager must operate. Many of the managers interviewed believed that a support system must exist within their organization which encourages the application of their newly-acquired skills. This view was supported by Egyptian experts who suggested that management development in Egypt should be a comprehensive system which influences the ideas and actions of everyone in the organization.<sup>4/</sup> They further

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<sup>3/</sup> Ebold, Atef, and El-Sayod, Salah, "A Program for Practicing Managers: An Appraisal of the Egyptian Experience," in Management Development in Egypt, American University in Cairo Press, 1979.

<sup>4/</sup> Afifi, Hamed, and Fahmy, Samir Hekawy, "Training in Egypt as an Approach For Management Development," in Management Development in Egypt. American University in Cairo Press, 1979.

stated that other management policies and procedures must be implemented along with training in order to achieve better management of the organization.

Other programs in management development support this systems view. The Indian Institute at Ahmedabad, catering to multiple levels of management from the same organization, is designed to prevent isolation and frustration which can be experienced by a single trainee returning to an organization.<sup>5/</sup> The group approach also reflects the realization that learning is a social process which involves the combination of intellectual and social experience of management teams.

The integrated approach to management development and the identification that the context of the manager is a determinant of success is also supported by others. The editors of the International Labor Review thus reinforce the necessity for a contextual view to management development:

"...If management knowledge and practices are to be successfully applied in new conditions then it is necessary to adapt them to suit those conditions and in some cases to assist local managers evolve suitable new ones."<sup>6/</sup>

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<sup>5/</sup> Nalmburdiri, C.N.S. and Saiyadain, M.S., "Management Problems and Practices -- India and Nigeria," Columbia Journal of World Business, Summer 1978.

<sup>6/</sup> "Social and Cultural Factors in Management Development" Editors, International Labor Review, Vol. 94 No. 2 (August 1966).

In summary, the cultural influence on managerial behavior, both in Egypt and in other economically developing countries, must be examined and understood if successful management development programs are to be established. In conducting the needs assessment in Egypt, the team identified the complexity of factors which combine to influence managerial behavior and organizational effectiveness in Egypt. From the analysis of those factors and from the opinion of Egyptian management development experts, several issues were identified which should be incorporated in future programs:

- . Programs must be aimed at increasing organizational effectiveness
- . The realities of the Egyptian environment must be considered
- . Management behavior must be viewed in the context of the individual and his organization
- . Management development should stress the identification and evaluation of an Egyptian specific approach to management.

### 3. Identification of Management Skills

This section describes the skills Egyptian managers need in this transitional period. Our recommendations are based upon:

- . Our analysis of the environmental, organizational and individual conditions which currently affect managerial performance in Egypt
- . The experiences of other developing countries involved in management development
- . The opinions of management development experts in Egypt

- . Our analysis of interviews conducted with top and middle level managers in Egypt.

From a broad perspective, a program must address the following issues and learning needs:

- . Management performance must be viewed as a function of the individual working within his organizational environment, and since Egyptian managers generally tend to view themselves as part of a group rather than viewing the group as a collection of individuals, a development program must be conducted in such a way as to influence changes in both the individual and the organization.
- . The content of a management development program should be aimed at developing problem analysis/resolution skills at the individual and organizational levels within the Egyptian cultural and social environment.
- . The development needs of individual managers must be viewed in terms of process as well as functional capabilities. These capabilities must be developed in practical terms so the manager is able to integrate management knowledge, skills and attitudes to resolve practical organizational problems and make a contribution to the organization.

These issues provide the framework for identifying more specific needs of the Egyptian manager to function adequately in a transitional environment. These skills are broadly categorized as functional skills and process skills.

Functional skills are defined as knowledge, skills and attitude related to a specific technical area such as finance or marketing. Process skills involve the capabilities to make a system perform effectively, and involve problem identification, interrelating and decision making in actual circumstances.

## a. Functional Skills

In terms of the current economic and political environment, the Egyptian manager has a need to develop skills in:

- . Economics focused on a transitional, mixed economy illustrating the impact of Law 43 and how market prices are used as an instrument of policy. Related to this should be a knowledge of how to make technical decisions about the use of appropriate technology, and how to balance social goals with the firm's economic ones.
- . Managers need knowledge, skill, and attitude development in marketing of products and services. Until now, there has been no need for these skills. However, this must be reviewed in relation to the transitional nature of the economy and socio-economic status of the market in which the firm operates. Emphasis would be on a mixed, socialist oriented, economic model.
- . Managers need to know the area of production particularly as it relates to developing countries. Special circumstances have arisen which have placed many firms in a position of uncertainty concerning raw materials availability, allocation of hard currency, etc. Planning, therefore, must be taught within this context and not the context of Western society. The manager must develop an understanding of the relationship between quality, cost and marketability of a product.
- . Managers also need knowledge, skills and attitude development in the area of finance and control. Again, lack of skills in this area are manifested by lack of accurate cost data, lack of cost standards, and the lack of awareness of the relationship of cost to pricing of a product. As stated in the previous analysis of conditions, this behavior is partly attributable to the centralization of pricing decisions under a state planned economy.
- . Managers also need to know how to develop and implement appropriate information systems. Part of the difficulty in this area is related to factors such as the lack of availability of data or if it is available, its ineffective storage and intermittent use. Part of this problem is technical, i.e. knowledge of information systems, but part of it is attitudinal,

not really important to make a decision. Again, the stress should be on attitude change as well as technical knowledge.

Though planning, control and follow-up can be subsumed under the other functional areas, it should be identified as a separate area of concern. A major managerial deficit is the parochial view many managers possess. As a product or a process passes from one area to another, so does the concern for it. Each manager has developed lines of responsibility demarcation and, consequently, will not cross them to ensure the completion of a job.

These are the core functional areas in which Egyptian managers must develop skills to effectively perform within the transitional economic state of Egypt. These functional skills are essential but must also be learned within an integrated curriculum. However, there is danger in assuming that the needs of Egyptian managers can be reduced solely to knowledge of functional areas. Our overall assessment of needs, based on the data in this report, concludes that a major problem facing Egyptian managers is the application of those skills to the work environment.

The prime difficulty in applying those functional skills within the constraints of the environment is that Egyptian managers lack process skills. These skills deal with such organizational issues as the introduction of change, sharing of information and communication patterns, use of motivational techniques, identification and resolution of problems, dealing with power and influence and delegation. In essence, they permit a manager to transfer theoretical knowledge to practical situations. They include the

knowledge and attitudes necessary to make a system perform effectively.

b. Process Skills

Generally, process skills can be summarized into three major categories:

- . Ability to analyze - diagnose, and effectively respond to situations (proactive rather than reactive).
- . Ability to interrelate - understand and be able to relate to various elements (people, structures, etc.) of an organization.
- . Ability to make decisions - develop alternatives to situations and take risks in selecting alternatives.

These process skills are the basis for learning and applying functional skills. This develops an integrative approach to management applicable to the needs of an Egyptian manager.

V. PROPOSED MANAGEMENT DEVELOPMENT PROGRAM

## V. PROPOSED MANAGEMENT DEVELOPMENT PROGRAM

The analysis of conditions which influence managerial behavior, and the subsequent identification of management needs for Egyptian managers, suggest several program options to meet those needs. These options include:

- . Institutional Development whereby resources are brought to bear to reduce the impact external legal, political, and economic forces have on organizational behavior. The assumption is that once these environmental conditions are changed, the organization and individual will be able to function more effectively.
- . Organizational Development in which the structure, function, and process are modified so the organization becomes more effective even within environmental constraints.
- . Individual Development whereby individuals are taught management apart from their organization. The assumption here is that the individual will apply what he has learned regardless of the organizational climate.

The first option does not appear realistic given limited resources and the complexity of introducing change at the macro level. More important is the fact that these environmental conditions are being addressed by the Government of Egypt through the Open Door Policy and other broad public policy actions. Though these actions will not result in immediate changes in managerial behavior, they will provide the climate for such changes to take place in the future.

As these environmental conditions change and as organizational effectiveness in the industrial sector becomes the sine

qua non for approval in the political arena, Egyptian organizations will move toward a more professional approach to management. As the demand for effectiveness from an organization increases so will the demand for improved individual performance.

#### 1. Program Criteria

Given these occurrences and given the fact that management performance is a combination of the individual and his organizational environment, a program which addresses both components is recommended. A program of this nature should incorporate the following:

- . The client should be viewed as the organization and the purpose of the program should be to increase the effectiveness of the organization. Part of the program should include management consulting to the organization. An attempt should be made to link this program to other programs aimed at increased industrial productivity in Egypt.
- . Executive development should stress the application of management skills.
- . The focus should be on near term results with the understanding that there would be a long-term development of a cadre of Egyptian managers, effective within the Egyptian environment.
- . The emphasis should be on the Egyptian context and focus on the resolution of problems rather than only changing managerial style.
- . Methods of adaption and adoption of modern management techniques must be stressed. In addition, there should be a mechanism to develop Egypt-specific approaches to management.
- . The program should include top and middle levels of management.
- . To have an impact the program should focus on teams of managers from specific organizations within specific priority sectors.

- . The program should provide a mechanism for research in Egyptian management.
- . There should be a component which promotes the role of management development in increasing organizational effectiveness.
- . There should be a component designed to enhance the education of current Egyptian experts in management development.

These criteria address the major concerns of Egyptian managers and consultants and incorporate lessons learned from management development programs in other countries. Using these criteria, a tentative program is offered. Though the details of this program need to be developed, the concepts and major elements provide a framework to design a systematic, results-oriented management development program for Egyptian managers.

## 2. Recommended Program Design

The goal of a management development program must be to increase the effectiveness of business organizations in Egypt, as measured in economic term, with emphasis on productivity. To attain this goal, the purpose is to:

- . Improve management in selected public and private sector business organizations;
- . Increase the supply of, and demand for, effective management development and organizational development services in Egypt.

The program should give first attention to those industries considered as high priority by the Government of Egypt (i.e. agro-business, construction materials and textiles), but should also be open to other important industries such as chemicals,

metallurgy, banking and tourism. It should serve large and medium-sized firms in both private and public sectors.

The program activities should be designed to bring about measurable improvements in selected organizations. These improvements will be reflected in:

- . Economic performance (e.g. actual change, and both absolute and relative rates of change in such measures as cost/unit produced, sales, profits market share).
- . Management (e.g. changes in teamwork, orientation to organization objectives, information flows, clarification of individual roles within the organization, establishment of appropriate incentive systems, measures of performance, effective long-term planning and control systems).

To accomplish this, the program should train key managers in selected firms and industries, assist them in applying what they have learned in solving problems in their companies, and send some of them on short tours to the U.S. in issue-oriented, industry-specific task forces. An advisory committee consisting of senior representatives of both the public and private sectors should provide overall guidance to the project and play a key role in selecting the industries and firms in which increased effectiveness will have the greatest overall impact on the economy.

The principal activity of the program should be a series of sequential and overlapping cycles of management and organization development services provided to selected companies. Each of

these cycles should focus on a specific industry and should combine in-company management surveys, classroom training for groups of managers from each company, and on-the-job assistance to participating managers in solving specific organizational problems. Training and consultancy services in Egypt should be complemented by sending participants in small, industry-specific teams to undertake issue-centered study visits to firms in the U.S. for one month. They should report back to their industries in Egypt on the way U.S. firms cope with the issues in question, giving their views as to what lessons and techniques are appropriate for use in Egypt.

Teaching cases and an Egypt-specific management simulation game should be developed as part of the project. They should be used in project training activities and made available to local management faculties and training centers.

During the life of the project, activities and results should be continuously communicated to the business and management education communities through such channels as industry associations, professional meetings and press releases. The aim of this communication will be to inform and to stimulate demand for the services of the program.

It is expected that by the end of the overall program there will have: 1) been significant improvements in the economic performance and the management processes in the target organizations; 2) that one or more private and/or public consulting/educational organizations will be offering similar organization-oriented

training and consultancy services with competent staff on a regular basis; and 3) that there will be significant use of such services in the Egyptian industrial sector.

Finally, the program must recognize that managerial capability is a function of an organizational environment and is not a product independently developed and stored until a sufficient amount has been accumulated to have an impact on the organization. Since development of managerial capability is contingent upon its interaction with its environment some intervention must take place with the environment as well. Management education, therefore, becomes only one of many possible elements working in a complex and dependent relationship to effect long range change leading to increased productivity in Egyptian organizations.

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MIDDLE MANAGEMENT EDUCATION  
PROGRAM EVALUATION

LIST OF INTERVIEWEES

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**Bartnomow Basi**  
Faculty, SIU-C

**D. USAID OFFICIALS AND STAFF**

**Donald Brown**  
Director, USAID/Cairo

**Stanley Applegate**  
Assistant Director  
USAID/Cairo

**James Riley**  
MMEP Project Officer  
USAID/Cairo

**Sherif Arif**  
USAID/Cairo

**John Blackton**  
USAID/Cairo

**Mark Karns**  
USAID/Cairo

**Jennifer Bremner**  
USAID/Cairo

**Thomas McDonough**  
AID/Washington

**B. HMEP PARTICIPANTS (Partial Listing - 35 to 40 total interviewed)**

Salah El Hadary	Nasr Auto Company
Osama M. Awad	Heloo Metals
Samir Aziz Ekl/dious	Credit Foncier Egyptiene
Said Dahrong	Egoth
Hassan Hassan	UNI Textiles
Yousria Salama	Misar Hotels
Tawfik Hawar	Sabbour Associates
Vivian Meham	Egoth
Assaad Nafeh Abdel Fattah	Sabbour Associates
Ayman M. Soliman	PB Sabbour
Nabil Mohamed	Sabbour Associates
Sameh Tawfik	Comsar International
Atef Barbary	EOPC
Ehab Al Sulta	
Kout El Koloub Mazen	
Nadia George Demian	El Nasr Spinning, Weaving & Knitting Co.
Bahgatt	Arab Contractors
Hassan Samir Mohamed Monsour	Banque du Caire
Magdi Fouad	Nasr Automotive Company Electronics
Gabon Abdel Wahab	El Nasr Company for TV & Electronics
Bassan Sami Tolba	Misar Concrete Development Company
Mohsen El Zayat	Misar Concrete Development Company
Gebaly M. Gabr	Alexandria Petroleum Company

**Salah Hassan**

**Misr Concrete Development  
Company**

**Mustafa Shimi**

**Ehab Sultan**

**Sultan Commercial Agency**