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College of Business and Administration  
Southern Illinois University at Carbondale  
Carbondale, Illinois 62901

MIDDLE MANAGEMENT FOLLOW-UP PROGRAM  
PRE-ACTIVITY REPORT  
SECOND FOLLOW-UP

Contract No.  
AID/NE-C-1700 (Egypt)

December 1980

MIDDLE MANAGEMENT FOLLOW-UP PROGRAM  
Contract No. AID/NE-C-1700 (Egypt)

The second two-day seminar of the Middle Management Follow-Up Program (MMFP) will be held on January 9-11, 1981, at San Stefano Hotel in Alexandria, Egypt. The management topic selected for this seminar is "sales, marketing and international business management." Four SIU-C faculty members will be involved in conducting the seminar and the site visits. They are:

1. John R. Darling, Dean and Professor of Marketing,
2. Lewis E. Davids, Professor of Finance,
3. Hussein H. Elsaid, Project Director and Professor of Finance, and
4. C. Glenn Walters, Professor of Marketing..

Institutional Arrangements

In preparation for this second follow-up activity, consultations were conducted with the leadership and members of the Egypt-U.S. Business Council (JBC). Dr. Hussein H. Elsaid, the Project Director, attended the JBC's Sixth Annual Meeting which was held in Miami Beach, Florida on December 3-5, 1980. The director made a presentation on the status of the MMFP to the JBC's Education and Training Action Committee. In addition, he discussed with the JBC's leadership and members plans for the second follow-up activity. These discussions were very fruitful and the feedback from the JBC's leadership and members was very positive. One of the recommendations submitted by the Education and Training Action Committee, which was adapted by the full council, appeared on page 10 of the JBC's Joint Communique. This recommendation was to "recognize the positive contribution the Middle Management Education and Training Program has made to developing management capabilities in Egypt and continue council input on future similar programs."

Furthermore, the 96 Egyptian managers who participated in the "pilot" Middle Management Education Program (MMEP) have been contacted. An outline of the topic to be discussed, case situations, and other seminar materials were mailed to each participant in November, 1980. Exhibit 1 shows a copy of the letter which was mailed to each participant. The supervisors' participation in the first seminar was disappointing, as noted in the MMFP Post-Activity Report. To encourage their participation in this second seminar, a number of supervisors will be invited (subject to prior approval by USAID/Cairo) to stay with the faculty and the participants in San Stefano Hotel.

In order to continue the involvement of Egyptian professionals in the MMFP, four Egyptian faculty members from Ain Shams and Alexandria Universities will participate in the follow-up activities. SIU-C sought and secured the approval of USAID/Cairo for this participation. These Egyptian faculty members are:

1. Dr. Abdel Fattah El-Sahn, Vice President and Professor of of Accountancy at Alexandria University,
2. Dr. Ibrahim Hamimy, Dean and Professor of Business Administration at the Faculty of Commerce of Ain Shams University,
3. Dr. Mohamed El-Hennawi, Associate Professor of Business Administration at Alexandria University, and *BY SIU VISITING PROF*
4. Dr. Mohamed Abbas Hegazy, Professor of Accountancy at Ain Shams University.

These Egyptian faculty members will team with their American counterpart in conducting the seminar. They will also participate in the evaluation of feedback from the participants and their supervisors. The addition of these Egyptian professionals proved valuable in the first round of follow-up activities. It enhanced the local environment focus of these activities.

#### Nature of the Seminar

The seminar will focus on issues in "sales, marketing and international business management," which are of concern to the Egyptian manager. These issues are based on statements received from the MMFP participants at the

beginning of the first seminar, see Exhibit 1 of the MMFP Post-Activity Report. Exhibit 2 reveals an outline of the issues to be discussed in the second seminar. SIU-C faculty members who will be involved in conducting this seminar have developed some problem situations related to these issues. These problem situations are designed to foster a problem-solving approach in the seminar.

The participants will be divided into three groups according to their industrial sector, as was done in the first seminar. This is intended to (1) achieve manageable group size for discussion purposes, and (2) provide some degree of homogeneity within each group. Each SIU-C faculty member will team with one of the cooperating Egyptian faculty. Each team will deal with two of the eight issues outlined in Exhibit 2.

The sessions will last for two hours each, beginning with a 5:00-7:00 p.m. session on January 9. On January 10, three sessions will be conducted starting at 9:00 a.m., 11:30 a.m., and 5:00 p.m. On January 11, only the 9:00 a.m. and 11:30 a.m. sessions will be held. The session on January 9 is in lieu of an evening session on January 11. This is to allow those managers who do not live in the city where the seminar is held to be able to get to their homes that same day of January 11.

### Site Visits

The participants were drawn mainly from six industrial sectors. The first round of site visits in September, 1980, concentrated on the banking and engineering industries sectors. The second site visits will focus on the textile and tourism sectors, leaving construction and petroleum-petrochemicals to the third follow-up which is planned for May, 1981. Following are the firms and organizations to be visited during the period of January 12-15. These are all the MMEP participating firms, with the exception of one small clothing company, from the textile and tourism sectors. Twenty five MMEP

participants came from these companies and organizations.

TEXTILES

El Nasr Spinning, Weaving & Knitting  
Co. (SHOURBAGUI)  
Misr Spinning & Weaving Company  
Misr/Helwan Spinning & Weaving Co.  
Misr/Shebin El Kob Spinning &  
Weaving Company  
Misr/Iran Textile Company  
United Textiles (UNITEX)  
Sultan Commercial Agency

TOURISM

Ministry of Tourism  
Egyptian General Organization  
for Tourism & Hotels (EGOTH)  
Misr Hotels Company

The SIU-C faculty will conduct the site visits. During these site visits, the faculty will meet with the participants and with their supervisors. A modified version of the supervisors' questionnaire used earlier, see Exhibit V of the MMFP Post-Activity Report, will serve to collect needed information. Such information will help the faculty members in the evaluation of the participants' attitudes and behavioral changes, the participants' approaches for improving their managerial effectiveness, and their on-the-job performance.

The seminar and the site visits are designed to support and enhance the managerial abilities of the participants. In addition, they are designed to help the participants and their supervisors in formulating strategies to achieve personal and organizational development goals.

EXHIBIT 1

LETTER TO PARTICIPANTS



Southern Illinois  
University at Carbondale  
Carbondale, Illinois 62901

College of Business and Administration  
Egyptian Management Education Project  
(618) 453-3328, 453-3307, 453-2459

November 17, 1980

Dear

As you may know the second seminar of the Middle Management Follow-Up Program (MMFP) is scheduled to take place from January 9 to 11, 1981. It will be held at San Estefano Hotel in Alexandria. Since the number of rooms reserved will be determined by the number of expected participants, it is important that engineer Salah El Hadary knows about your plans with regard to participation in the seminar.

The seminar will begin with a general session at 4:30 p.m. on January 9, followed by a regular session at 5:00 p.m. This is to avoid having an evening session on January 11. So please try to check in the hotel by 3:30 p.m. Three sessions (i.e., 9:00-11:00 a.m., 11:30 a.m.-1:30 p.m., and 5:00-7:00 p.m.) are planned for January 10, and only two sessions are planned for January 11.

Enclosed you will find: (1) six short case situations, (2) an outline of the issues to be discussed in the seminar, (3) a list of potential participants divided into three groups, and (4) a list of issues of concern to the MMFP participants. The latter is based on the statements collected from the participants in the first MMFP seminar. In addition, please read the case of "Ken and Joan Morse" in International Financial Management, pp. 152-166, by Rodriquez and Carter. This is one of the books you received upon your arrival at SIU-C.

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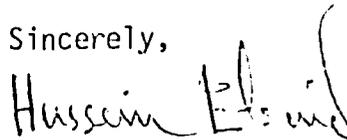
November 17, 1980

Prior to the first seminar in September 1980, some managers asked me to write to their immediate supervisors informing them of our planned MMFP activities, which I did. Again if you feel that such a letter is desirable, please let me know as soon as possible giving me the name and address of the individual to whom I should write.

Hoping to see you in Alexandria on January 9, 1981. Have a happy new year.

With my best regards.

Sincerely,

A handwritten signature in cursive script that reads "Hussein H. Elsaid". The signature is written in dark ink and is positioned to the right of the typed name.

Hussein H. Elsaid  
MMFP Director and  
Professor of Finance

HHE:plh

Enclosures

EXHIBIT 2  
MARKETING AND INTERNATIONAL BUSINESS MANAGEMENT  
OUTLINE

MARKETING AND INTERNATIONAL BUSINESS MANAGEMENT  
OUTLINE

- I. Research and Market Information
  - A. Importance of Marketing Information to Successful Marketing
  - B. Solving Problems of Obtaining Information
  - C. Relevant Basis for Segmentation (which apply)
  - D. Segmenting: Public and Private Sectors
  
- II. Marketing Mix: Public & Private
  - A. Recognizing Product Opportunities
  - B. Dealing with Transportation and Communication
  - C. Place of Promotion in Egyptian Marketing
  - D. Pricing Problems of Marketing in Egypt
  
- III. Strategic Export Marketing
  - A. Analysis of Market Opportunities Abroad
  - B. Resource Procurement and Organizational Development
  - C. Creation of the Successful Export Marketing Mix
  - D. Evaluation and Control of the Marketing Strategy
  
- IV. Doing Business With Foreign Companies
  - A. Understanding the Perspective of the Foreign Company
  - B. Orienting the Foreign Firm to Egypt
  - C. Joint Ventures and Licensing Arrangements
  - D. Marketing Foreign Products in Egypt
  
- V. Correspondent Banking
  - A. Choice of Correspondent
  - B. Balances vs. Fees
  - C. Unbundling Services
  - D. Respondent vs. Correspondent

VI. Competition in Banking

- A. Other Banks
- B. Other Financial Institutions
- C. Other Nonfinancial Institutions
- D. Government

VII. Foreign Exchange Management

- A. Foreign Exchange Market
- B. Determinants of Foreign Exchange Rates
- C. Exposure to Foreign Exchange Risk
- D. Management of Foreign Exchange Risk

VIII. Import-Export Financing

- A. International Trade and Foreign Exchange Risk
- B. Export Incentives
- C. Export Financing
- D. Import Financing

CASE SITUATIONS

1. El Nasr Toy Company & Alexandria Textile Company
2. The Egyptian Ministry of Tourism
3. Mansura Textile Company
4. Nile Packaging and Container Company
5. To Be or Not to Be?
6. That Is the Question.
7. Ken and Joan Morse, in International Financial Management by  
Rodriquez and Carter