

DEPARTMENT OF STATE

AIRGRAM

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POST AIDTO CIRCULAR A- 46	CLASSIFICATION UNCLASSIFIED
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DEVELOPMENT ADMINISTRATION CLUSTERS (Cont'd)

ATTACHMENT A

1. Institution Building in Business Management Education p. 7-10
2. Urban and Local Government Development p. 11-15

Brief bibliographies on the two topics listed above were circulated as a part of AIDTO Circular A-46 - Program Evaluation Memory Banks (PE 20) which was distributed to missions 12/17/68.

As requests continue to be received for these two sections of the cited Circular, they have been excerpted and reproduced here in order to fill current demands.

1. Institution Building in Business Management Education

An annotated bibliography of materials arising from AID and U.S. University experience in assisting business schools in the developing countries. These materials were selected for their specific application to business education, but will also be of interest to AID missions in planning, programming, and evaluating other higher education activities.

Suggestions for additional materials which should be included in this bibliography are solicited. Please advise:

Office of Development Administration
Technical Assistance Bureau
A.I.D.
Washington, D. C. 20523

The book by Donald A. Taylor (below) is available from the publisher; all other items are available from the Office of Development Administration.

BIBLIOGRAPHY

Institution Building Concepts

AIDTO CIRC XA 4247, 8/31/68 Program Evaluation - Institution Building (P. E. #7)

This airgram explains the value for program evaluation of the institution building concepts developed by the Inter-University Research Program in Institution-Building under an AID contract. The concepts used in institution-building analysis are summarized in Attachment A. Attachment B is an "Institutional Development Profile" devised by Thomas W. Thorsen. USAID/Turkey It is a practical checklist which breaks down the institution-building concepts

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into a series of practical questions about the institution being analyzed or evaluated.

AID/Michigan State University Experience in Brazil: An Overview

Dole A. Anderson. Terminal Report on AID-W-876 Contract (Rio de Janeiro TOAID A-912, 1/26/65, 12 pp.)

This report summarizes the institution-building achievements of the Sao-Paulo School of Business Administration assisted by the Michigan State University Graduate School of Business Administration from 1954-64. Prof. Anderson's concise report documents accomplishments with statistics and narrative and addresses continuing challenges to the school, notably expanded service to the community and mobilization of adequate financial support.

Denald A. Taylor. Institution Building in Business Administration: The Brazilian Experience. (East Lansing: Michigan State University International Business and Economic Studies, 1968), 205 pp., \$11.65.

This book records the activities of the faculty of the MSU Graduate School of Business Administration working in Brazil under AID and predecessor contracts from 1954 to 1965. It examines the process by which a new institution comes into existence, gains the respect of other entities with which it deals, and influences those entities with its norms and values. MSU's work began with the Vargas Foundation's newly created School of Business Administration in Sao Paulo and was extended to the School of Administration, University of Bahia and the Institute of Administration, University of Rio Grande do Sul. Prof. Taylor examines the way these three institutions, in their role as change agents, overcame hostility to change in their local environment and won acceptance of change on a national scale.

Comparative Experience

1) Colombia

Syracuse University, Sixth Semiannual Report, Contract AID/c-2289, Escuela de Administracion y Finanzas e Instituto Tecnologico, (Syracuse University, 1965, 68 pp.)

Portions of this report describe the history and doctrine of a successful, privately owned business education school established in Medellin by

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Colombian business and industrial leaders in 1960. Noteworthy features of this institution-building experiment are its links to the business community, a paid work-study program, and progressive social principles, e.g., selection of students by merit.

Tenth Semi-Annual and Final Report Contract
AIDc-2289, Sept. 1-Dec. 31, 1966, 20 pp.

This report describes the status of the Escuela de Administracion y Finanzas at the end of 1966. (See also item above.) It records aspects of institutional growth during the five years of contract activity by the Syracuse College of Business Administration. Finance is seen as the Escuela's principal continuing problem, especially the need to maintain adequate faculty salaries.

2) Pakistan

University of Southern California, Final Report, Pakistan Project, AID Contract C-1515, June 30, 1966, 22 pp.

This report summarized activities of the USC School of Business Administration at the University of Karachi Institute of Business Administration from 1960-66. The project recorded some successes, but failed to accomplish most of its institution-building objectives. Some causes of the limited achievement are identified and the contractor provides suggestions for planning and programming technical assistance designed to increase the institution-building effectiveness of U.S. universities working overseas.

3) Peru

Alan B. Coleman, End of Tour Report, Stanford University Project at Escuela de Administracion de Negocios para Graduados (ESAN), Lima, Peru (AID Contract Ia-103) Lima TOAID A-35, July 14, 1966, 22 pp.

Dr. Coleman, who served as Dean of the Graduate School of Business Administration in Lima, generalizes on his three years of experience there to describe an institution-building strategy utilizing a "Newly implanted institution," i.e., one which is new and draws heavily on foreign academic and administrative support in its formative years. Coleman discusses advantages of the ESAN model, including high standards, freedom to experiment, avoidance of political entanglements, and potential business community support. Disadvantages include organizational and administrative "start-up costs", possible

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sensitivities relating to nationalism or educational doctrine, problems of recruiting a qualified foreign faculty and (implicity) of assuring adequate financial support.

Topical Aspects of Institution Building

The following are short papers which provide notes on selected topics of wide interest in the process of establishing viable business schools.

1) Research and Publications

Dole A. Anderson. End of Tour Report, Chief of Party, Michigan State University Contract AIDc-1130 (School of ~~XX~~ Business Administration in Sao Paulo), Rio de Janeiro TOAID A-159, 7/25/66, 7 pp.

Includes comment on the research program and effects of a subsidized publication program.

Arthur E. Warner. Terminal Report of International Program Functions Performed by Arthur E. Warner, Sept. 8, 1958-July 7, 1960, ~~XXXXXX~~ (Michigan State University Project at the School of Business Administration in Sao Paulo), excerpts:

*"Research Program: A Report of Progress and Plans for the Future", (5 pp.).

*"Research, Case Collection and Publications Programs for School of Business Administration of Sao Paulo," (committee report, 8 pp.)

*"Research and Publications," (paper presented to the faculty of the School of Business Administration, 4 pp.).

2) Financial Problems of Private Universities

Charles E. Gilliland, Jr., End of Tour Report, Chief of Party, Washington University Contract with ICA to assist Yonsei and Korea Universities, 1959, 4 pp.

Dr. Gilliland comments on the effects of the financial problems of two private Korean Universities on the business administration faculties.