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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
THIRD FOLLOW-UP

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

May 1981

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

The third two-day seminar of the Middle Management Follow-Up Program (MMFP) will be held on May 22-24, 1981, at El Salam Hotel in Heliopolis. The management topic selected for this seminar is "general management, interpersonal skills and motivational techniques." 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. Hussein H. Elsaid, Project Director and Professor of Finance,
3. John R. Schermerhorn, Chairperson and Associate Professor of Administrative Sciences, and
4. Harold K. Wilson, Assistant Professor of Administrative Sciences.

Institutional Arrangements

The 96 Egyptian managers who participated in the 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 early April, 1981. Exhibit 1 shows a copy of the letter which was mailed to each participant.

In order to continue the involvement of Egyptian professionals in the MMFP, four Egyptian faculty members from Ain Shams and Alexandria Universities were invited to participate in the third follow-up activities, subject to prior approval by U.S. AID. These Egyptian faculty members are:

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

These Egyptian faculty members will team with the SIU-C faculty in conducting the seminar. They will also participate in the evaluation of the feedback to be received from the participants and their supervisors. The addition of these Egyptian professionals proved to be valuable in the first and second follow-up activities. It enhanced the local environment focus of the MMFP.

Furthermore, consultation was conducted with the leadership of the Egypt-U.S. Business Council (JBC). Mr. Niazi I. Mostafa, Mr. Hussein Zaki, Dr. Adel Gazarine, Ms. Zenab El Nagar, and Mr. Yehia Hafez had participated in various capacities in previous follow-up activities. They will be participating in the opening and closing sessions of the third seminar.

Nature of the Seminar

The seminar will focus on issues in "general management, interpersonal skills and motivational techniques," which are of concern to Egyptian managers. These issues are based on the statements received from the first seminar's participants, as shown in Exhibit I of the MMFP Post-Activity Report, First Follow-Up. Exhibit 2 reveals an outline of the issues to be discussed in the third seminar. The SIU-C faculty members who will be involved in

conducting this seminar have developed some case situations related to these issues. This is 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 before. This is intended to: (1) achieve manageable group size for discussion purposes, and (2) provide some degree of homogeneity within each group. The SIU-C faculty members will team with the cooperating Egyptian faculty in conducting the sessions, three of which will be held concurrently.

The sessions will last for two hours each, beginning with a 5:00-7:00 p.m. session on May 22. On May 23, three sessions will be conducted starting at 9:00 a.m., 11:30 a.m., and 5:00 p.m. On May 24, only the 9:00 a.m. and 11:30 a.m. sessions will be held. The session on May 22 is in lieu of an evening session on May 24, to allow those participants who do not live in Cairo to get to their homes that same day of May 24.

Site Visits

The participants were drawn mainly from six industrial sectors. The first round of site visits concentrated on banking and engineering industries, the second follow-up visits were made to textile and tourism organizations, and the third round of site visits will focus on the construction and petroleum-petrochemicals sectors. Of the seventeen MMEP participating firms from these two sectors, thirteen are scheduled for visits. Twenty-five participants are working for these thirteen firms. The other four firms are located in Alexandria and Suez, thus, had to be excluded for the most efficient use of the

limited time available. Following are the firms to be visited during the period of May 25-28.

<u>Construction</u>	<u>Petroleum-Petrochemicals</u>
Sabbour Associates	ENPPI Engineering Company
Misr Concrete Development Co.	Egyptian General Petroleum Corporation
The Arab Contractors	Petroleum Pipelines Company
Misr Raymond For Foundation	Petrobel Oil Company
Comser International	Misr Petroleum Company
El Gomhoria General Contracting Company	Industrial Gasses Company
Industrial Engineering for Construction and Development	

During these site visits, the SIU-C faculty will meet with the participants and with their supervisors. The same modified version of the supervisors' questionnaire used during the second round of site visits will be used again during this third follow-up. In addition, a participants' questionnaire will be used this time. The information to be collected is intended to help the faculty in the evaluation of the participants' attitudes, behavioral changes, 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. Furthermore, they are designed to help the participant's and their supervisors in formulating strategies for the achievement of 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 Follow-Up Project
(618) 453-3328, 453-3307, 453-2459

Dear

As you may know the third seminar of the Middle Management Follow-Up Program (MMFP) is scheduled to take place from May 22-24, 1981. It will be held at El Salam Hotel in Heliopolis. 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 4:00 p.m. on May 22, followed by a regular session at 5:00 p.m. This is to avoid having an evening session on May 24. So please try to check in the hotel by 3:00 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 May 23, and only two sessions are planned for May 24.

Enclosed you will find: (1) four 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.

Prior to the first and second seminars, 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 Heliopolis on May 22, 1981.

With my best regards.

Sincerely,

A handwritten signature in cursive script that reads 'Hussein H. Elsaid'.

Hussein H. Elsaid
MMFP Director and
Professor of Finance

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Enclosures

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EXHIBIT 2

OUTLINE AND MODEL FOR THE THIRD SEMINAR OF THE
MIDDLE MANAGEMENT FOLLOW-UP PROGRAM

OUTLINE AND MODEL FOR THE THIRD SEMINAR OF THE
MIDDLE MANAGEMENT FOLLOW-UP PROGRAM

THEME:

PERFORMANCE = ORGANIZATIONAL DESIGN + HUMAN RESOURCES

SESSIONS:

<u>Strategic Management</u>	<u>Organizational Design</u>	<u>Human Resources</u>
Goals & Objectives	Bureaucracy & Organizational Structure	Staffing
Values & Value Systems	Organizational Change	Evaluation
Environmental Factors		Motivation
Planning Models		Development

Management Control

Desired/Actual
Performance

Centralized/
Decentralized
Control

Case Situations

1. A Decision by the Group
2. Plant Relocation
3. Egyptian Better Components Company (A, B, C, and D)
4. El Gomhoria Heavy Equipment Company

8'