

**UNIwersYTET WARSZAWSKI  
MIĘDZYNARODOWE CENTRUM  
ZARZĄDZANIA**



**UNIVERSITY OF WARSAW  
INTERNATIONAL POSTGRADUATE  
MANAGEMENT CENTER**

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Warsaw, Jan. 28 1998

USAID  
Washington.

Please find enclosed a copy of the Final Report related to the Award No. 181-0029-G-00-6327 for the period of Grant from September, 15, 1997 to December, 31, 1997

Yours sincerely,

Tomasz Ludwicki  
Program Coordinator

Warsaw, January 28, 1998

## Final Report

*related to the Award No. 181-0029-G-00-6327*

*for the period of the Grant: from September 15, 1996 to December 31, 1997*

### **Contribution to the target.**

This activity contributes to SO 1.3: „Private Sector Stimulated at the Firm Level”, and Intermediate Result 2.1: „Sustainable indigenous organizations provide technical assistance and training to enterprises.” This activity will contribute to the target of establishing indigenous training institutions that earn sufficient fees for a long-term survival. The major goal, which the IPMC endeavors to achieve, is institutional and financial sustainability.

In order to become a sustainable organization we shall offer new courses to fulfill changing needs of our students as well as have professors who will be able to replace any of the foreign professors. This can be done by:

- a) training of the Polish professors who shall be able to replace any of the foreign professors in the future and/or prepare new courses;
- b) developing three new courses with help from foreign professors (Marketing of Services, International Finance and Production Management).
- c) as every training and teaching institution we shall provide easy access to the up-to-date literature in our library. To improve this we will develop new accounting and library system and train the staff of offices.

Thanks to the help of the USAID, the International Postgraduate Management Center will be a sustainable organization, which will be able in offering courses for Polish managers from small and medium enterprises.

### **Activities related to the Grant:**

Development of new courses.

Sustainability of any academic institution may be enhanced thanks to the new courses that improve quality of the programs as well as are better suited to the needs of the market. One of the phenomenons of the economic life in developed countries is growing number of employees working in services. That is why, academies and practitioners pay more attentions to the issues connected with managing service businesses. One of the critical issues for any service company - small or big, is a question how market services. Because of the growing interest in such a topic among participants of our programs, we decided to develop new courses in: Marketing of Services, International Finance and Production/Operation Management, tailored to their needs.

### **Development of the Marketing of Services Course:**

In order to prepare a world-standard course we invited Prof. D. Sudharshan - associate professor in marketing from College of Commerce and Business Administration at the University of Illinois. During period from Dec. 8 to Dec. 21, Prof. D. Sudharshan with assistance of Tomasz Ludwicki - Assistant Professor at IPMC, developed an outline and a syllabus for the course in Marketing of Services. During classes of Marketing, some of the topics from the new course were co-taught by American and Polish Professors. In order to give this course more insight in Polish application of acquired knowledge - Prof. Sudharshan and Prof. Ludwicki prepared concepts of two new cases based on companies present on Polish market. Managers from Janssen and Cillag, a pharmaceutical division of Johnson and Johnson, and from an advertising agency - Marketing Inspired were interviewed. This was a basis for a developing a teaching objectives and structure of cases.

### **Development of the International Finance Course**

James A. Gentry IBE Distinguished Professor of Finance from University of Illinois, taught a course in International Finance,. The fact that one of the very best professors from UIUC accepted one invitation might be perceived as a success of our program. It also rose the position of our program in comparison to other international initiatives of UIUC.

Prof. James Gentry helped us to develop course that might be taught in the future by Prof. Mieczysław Grudziński. They prepared an outline of the course and selected cases to be discussed during class. This included development of objectives of the course, selection of readings and texts, grading policies and exams (mid and final). Beside of that, instructors have discussed cases (how to formulate problems, analyze position of the company and financial data and plan decisions) and teaching of the cases (how to lead discussion, grading policies and so on). That built up a foundation for a high quality course.

The classes took place from May, 12 to May 24, 1997. We have purchased and copied materials for the course: Case Problems in Finance by W.E. Fruhan, et. al., Selected Readings in Finance, by James A. Gentry and International Financial Markets and Institution, by Arvind K. Jain and cases. When possible, we used Polish cases and examples: Gerber Products Company: Investing in the New Poland, and Intercontinental Breweries Case based on purchase of the Polish brewery by a foreign company. During classes students acquired new knowledge and had opportunity to practice their skills as well as develop deeper understanding of the subject. The course was perceived as one of the best courses what points the result of the evaluation given by students. The course received 4,88 and teaching was evaluated on 4.94 in the 5 points scale (1-5), where 5 is the highest grade. Prof. Gentry's outstanding teaching skills and a very unique, open, stimulating approach towards students of the course made a long lasting impression on all of the participants and the Center's staff.

### **Development of the Production Management Course**

During the two weeks of December, we hosted Professor Dillip Chhajed from the University of Illinois. He came to prepare and teach a course in Production and Management Operations. After a period of great enthusiasm towards marketing, students expects more advanced knowledge now. More specialized subjects like Production Management, Operations Management, International Finance or Marketing of Services attracts a large number of students. That is why we decided to ask Prof. Dillip Chhajed to come and prepare the course tailored to our needs and the course that will meet the UIUC Standards.

After a contact initiated by Prof. Case Sprenkle, Director of the Joint MBA Program at the UIUC, we were in touch with Prof. Chhajed and established a framework of the curriculum. Dillip Chhajed with a "virtual" participation of Prof. Krzysztof Obłój and Prof. Tomasz Ludwicki prepared a new syllabus for the course. All course materials were send by mail. We also decided to buy a book for our students – a book *Goal* by E.L. Goldratt, and J. Cox.

According to opinions of our students it was a great experience to participate in this course. The evaluation of teaching and course material was also very high what ensured us that it was a well prepared and conducted. Prof. Dillip Chhajed has also met with D. Mazurek MBA, who taught course in Production Management and 5<sup>th</sup> cohort. They discussed all issues that dealt with lecturing of this course. A cooperation that was initiated at that time would help us in the future and help us in building a self-sustainable program.

#### Development of the accounting and library system.

As every teaching and training institution we shall provide easy access to up-to-date literature in our library. One of way the aids that may help in reaching this goal is reliable computer system. In addition, to improve efficiency and level of our program participants' satisfaction we shall also have tailored to our needs computer system in Dean's Office. To fulfill those goals we decided to purchase an integrated system for our office and library. (Dziekanat 2.0 and Biblioteka 1.0). Both programs were developed with a use of licensed programs and were exclusively written for International Postgraduate Management Center at University of Warsaw.

#### Training of two Polish Professors at the University of Illinois.

In order to become a sustainable organization, the International Postgraduate Management Center shall offer a new courses suited to the changing needs of participants of our programs as well as improve quality of our present courses. Thanks to our very good relations with the University of Illinois we were able to send Polish Professors for a one-semester training. With help from the USAID, we trained two Polish Professors at the University of Illinois at Urbana-Champaign by the end of December 1997.

On January 16, 1997, Aleksander Chrostowski, Assistant Professor at the University of Warsaw flew to the United States. He spent five months there - till the end of summer semester (that is till May, 23).

On August 9, 1997, Mirosław Sosnowski, Assistant Professor at the University of Warsaw flew to the United States. He stayed there till the end of autumn semester i.e. Dec. 23.

During their scholarships at the University of Illinois Prof. Sosnowski and Prof. Chrostowski upgraded their teaching skills, participated in Ph.D. and MBA classes at the UIUC to benchmark best practices, as well as to research in one of the best academic libraries in the USA.

It resulted in the following outcomes:

- gaining new knowledge and experiences;
- preparation of the new course syllabuses;
- preparation of the course materials: cases, games and new teaching methods;
- scientific development, for example: articles, participation in conferences and workshops and contacts with researchers from the UIUC and other institutions.

Training of the academic staff is one of the immanent tasks of every high school. It should be always based on experiences of the leading teaching institutions. As in many fields of science, American universities are the benchmark for other in development and conducting programs and classes. That is why, we perceive this part of the Grant as one of the most profitably in short and long term.

### **Summary**

During period covered by this report, International Postgraduate Management Center performed activities as it was scheduled in work plan.

We developed three new courses: in Marketing of Services, International Finance and Production/Operations Management. Professors from the Warsaw University had an opportunity to learn and jointly develop new curriculums. They had also a chance to acquire new teaching skills from their American colleagues. Finally, students of our Program participated in suited to their needs courses that touched issues important for Polish managers. Prof. Aleksander Chrostowski and Prof. Mirosław Sosnowski were trained at the University of Illinois at Urbana-Champaign. They participated in classes and seminars at the UIUC and had an access to one of the best academic libraries in the United States.

Finally, we developed and installed the library and accounting system. It resulted in better service for our students and easy access to our library.

Thanks to the help from the USAID, we might offer a new course developed on a world-class standard. We also improved quality of our own services. We hope that this accomplishments will help us to become a self-sustainable institution and serve needs of a business community in the future.

**Final report prepared by:**

Prof. Tomasz Ludwicki

MBA Program Coordinator

