

PD-ABS-287  
105072



# **Final Report**

**Management Education in Poland Project**

**Grant No. 181-G-00-94-00009**

**October 1, 1994 - January 31, 2000**



**PAM Center**

## Contents

INTRODUCTION .....	4
I. SUMMARY OF ACCOMPLISHMENTS.....	4
1. Establishing the PAM Center.....	4
2. Creating the EMBA degree program.....	5
3. Developing Management Training capability.....	5
4. Introducing Distance Learning technology.....	6
5. Building a base for new activities .....	6
Statistical Data.....	6
Success Stories.....	14
II. ACTIVITIES.....	17
1. Establishment of the PAM Center .....	17
2. Facilities and equipment .....	19
3. Faculty and staff development .....	20
University of Lodz and University of Maryland visits .....	20
Seminars and conferences .....	21
4. Executive MBA design .....	29
Aims and methods of instruction .....	29
The structure of the program .....	30
Preparatory courses .....	30
Orientation Session and Inauguration of the program .....	31
EMBA course schedule .....	31
EMBA Course List .....	31
Admission Criteria .....	33
5. EMBA Program operation .....	34
6. Developing management training .....	37
Open enrollment programs .....	38
Customized programs .....	40
Company benefits .....	41

Trainee benefits .....	41
<b>7. Management training operations .....</b>	<b>42</b>
Clients of the non-degree programs .....	43
Tailoring programs to individual needs .....	44
Organization of the training .....	44
<b>8. Distance Learning training .....</b>	<b>45</b>
Development of facilities and purchase of equipment .....	46
Faculty training .....	47
The Post-Graduate Distance Learning Program .....	48
Support for the Executive MBA and non-degree Executive Training Programs ...	50
Promotion of the PAM Center .....	51
<b>9. Other activities .....</b>	<b>52</b>
<b>The PAM Center Educational Council .....</b>	<b>52</b>
<b>Publications .....</b>	<b>53</b>
<b>Conference participation .....</b>	<b>53</b>
<b>Ties with business and public community .....</b>	<b>54</b>
<b>Honoris Causa Diploma .....</b>	<b>56</b>
<b>III. METHODS OF WORK .....</b>	<b>57</b>
<b>IV. CONTINUATION AND FUTURE .....</b>	<b>57</b>
<b>V. FISCAL REPORT .....</b>	<b>58</b>
<b>Attachments</b>	
<b>Attachment 1.</b>	
Equipment purchased for the Polish-American management center – procurements	
Equipment purchased for the Polish-American management center – USAID funds	
<b>Attachment 2.</b>	
EMBA Brochure	
<b>Attachment 3.</b>	
Mini MBA Brochure	
<b>Attachment 4.</b>	
Financial Management Program Brochure	

## **INTRODUCTION**

This project grant initially covered a four-year period, October 1, 1994 - September 30, 1998. A one year no-cost extension was granted for October 1, 1998 - September 30, 1999; and a small supplementary grant during that period resulted in a further extension through January 31, 2000. The final extension permitted the acquisition and initial use of new equipment purchased with the supplementary grant. This final report covers the entire grant period, five years and four months.

As the details in this report make abundantly clear, this project has been extraordinarily successful. All of its initial goals have been achieved, and important new initiatives have been undertaken on the basis of experience and emerging opportunities. Personnel from USAID Warsaw contributed importantly to the identification of some of these, and were kept fully informed throughout the duration of the project. The Polish-American Management Center is now permanently established as a unit of the University of Lodz. It operates on a fully self-financing basis, and continues to expand the outreach of its programs to serve new areas and clients.

## **I. SUMMARY OF ACCOMPLISHMENTS**

The following paragraphs highlight the main accomplishments of this project.

**1. Establishing the PAM Center** – The central goal of this project was the creation of a “center of excellence” for management education, affiliated with the newly-created Faculty of Management, at the University of Lodz (UL). The Center was intended to contribute to faculty and program development within the University, and to permit the creation of innovative new types of programs outside the current state-supported academic structure. This goal has been fully achieved. The PAM Center is now a permanent entity within the University, with authority to collect fees, make expenditures and conserve its financial resources from one budget period to the next. Its revenues cover all of its direct expenses, plus University overhead. The Center is headed by an

Executive Director, also a University faculty member. It has a staff of 5 full and 4 part time persons, and utilizes over 80 members of the UL faculty and others as course instructors. It operates under the supervision of the Dean of the Faculty of Management and a small internal committee, plus an external Advisory Board – The PAM Center Educational Council of business and public executives.

**2. Creating the EMBA degree program** – The two-year Executive MBA degree program offered by the PAM Center was authorized by the UL Senate on March 29, 1996. Students successfully completing this program receive a Master's Degree in Management from UL, as well as a "Certificate of Achievement" from the Robert H. Smith School of Business, University of Maryland (UM). UM faculty have participated in the design of this program from the beginning, and individual UM faculty members have collaborated with their Polish colleagues in the design of individual courses. This program now attracts 30-40 well-qualified students per year and is expected to continue indefinitely.

**3. Developing Management Training capability** – In addition to developing a high quality Executive MBA degree program, the PAM Center was intended to provide a wide range of non-degree programs, both short and longer term. In order to develop these programs, staff members had to be hired and trained in needs assessment, program design and marketing. Then initial programs had to be developed and offered, evolving over time on the basis of experience. The PAM Center now offers a variety of programs; some designed to serve the needs of particular clients, and others "open" to any qualified participant. Some of these programs are short, but may be repeated over time to reach large numbers of individuals; others serve fewer participants over a longer term period. The capability of the PAM Center to design and offer these programs is now well-established, and they continue to grow in number and variety on the basis of experience. Several thousand people were trained since 1995 and the development in this field is very dynamic.

**4. Introducing Distance Learning technology** – The PAM Center is one of the first and most important centers for Distance Learning technology in Poland. As a result of USAID support, state-of-the-art equipment has been acquired and put into operation. Technical skill has been developed, and video conferencing and internet communications are regularly used throughout the PAM Center programs. In addition, the training of outside personnel in Distance Learning techniques and pedagogy has now become a regular and important PAM Center activity. This expansion of the project beyond its original purpose was recommended by USAID Warsaw and facilitated through cooperation with the Polish Ministry of Education and the Faculty of Education at UL.

**5. Building a base for new activities** – The success of the PAM Center in achieving its original objectives has created a base for new and innovative activities, some of which are already underway. The highly successful 16-week non-degree “Mini MBA” program, currently offered several times a year in the home location, has now been extended to Warsaw. In addition, an Internet-based version, known as the “Global Mini MBA Program”, was begun in January 2000. A publication series has been established, and the first volume on “Organizational Behavior” has appeared. An extensive collection of brochures, CDs, and other materials describing the PAM Center and its activities and capabilities has been prepared; and the Center has received widespread recognition in print and broadcast media, including favorable notice in the *Country Report: Poland*, (3<sup>rd</sup> quarter 1998) prepared by the Economist Intelligence Unit.

## **Statistical Data**

The following tables of statistical data, compiled from the Quarterly Reports regularly submitted to USAID, summarized some of the accomplishments of the project in numerical terms. Each item listed in the table is explained briefly below.

## Executive MBA Program

### 1. Faculty/Staff Visits

**Table 1. Number of Maryland faculty/staff to Lodz visits**

Year 1 Oct. 1994 - Sept. 1995	Year 2 Oct. 1995 - Sept. 1996	Year 3 Oct. 1996 - Sept. 1997	Year 4 Oct. 1997 - Sept. 1998	Year 5 Oct. 1998 - Sept. 1999	Extension (4 months) Oct. 1999 – Jan. 2000
8	9	15	24	15 (4 MBA students)	3

**Total number of visits = 74**

This number refers only to live visits in Lodz, i.e. it does not include the compressed video sessions (they are presented separately below). Most of the visits lasted for 10-12 days. It is worth stressing that many professors that came to teach at the Executive MBA Program contributed a lot to other programs offered by the PAM Center or at the Faculty of Management at UL. For example some of them conducted classes for students studying at the Post-Graduate Distance Learning Program or met with people attending different managerial training. The American faculty had classes for the post-graduate (doctoral) students at UL. Most of them also accepted the invitation to be our Guest Speakers during *Breakfasts at the PAM Center* or visited and offered some training for company executives. Some of them participated in different conferences and seminars.

Regarding the students, the group that came to Lodz (4 persons) was the Robert H. Smith School of Business team of the MBA students that won the Case Competition in Maryland. They came to work as coaches with the Lodz EMBA students during our Case Competition. Then the Polish winning team visited the Robert H. Smith School of Business and had presentations for the Maryland students there. This took place in the fifth year of the Program and turned out to be a very useful and successful activity.

Altogether the total number of visits/trips was a little bigger. For example these data do not include the trips of the first PAM Center's Director to the US and back (a part of them was connected with the EMBA and other programs), and the trips of some UM faculty that participated in conferences or offered executive training within non-degree programs.

**Table 2. Number of Lodz faculty/staff to Maryland visits**

<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Extension (4 months)</b>
Oct. 1994 - Sept. 1995	Oct. 1995 - Sept. 1996	Oct. 1996 - Sept. 1997	Oct. 1997 - Sept. 1998	Oct. 1998 - Sept. 1999	Oct. 1999 - Jan. 2000
<b>3</b>	<b>18</b>	<b>16</b>	<b>12</b>	<b>14 (3 MBA students)</b>	<b>0</b>

**Total number of visits = 63**

These data represent mainly the number of the UL faculty/staff visits connected with the design and establishment of the Executive MBA Program and preparation of the syllabi. They lasted usually for two weeks which enabled the Polish faculty to get acquainted with their American colleagues, the programs offered at the Robert H. Smith School of Business and the teaching methods used at UM. The faculty attended classes and worked on their teaching materials in the libraries.

A small part of the Lodz-Maryland visits comprises the visits of the UL authorities, for example the Pro-rector of the UL and other UL officials, taking decisions concerning further development of the PAM Center and its Executive MBA Program.

**2. Compressed video classes**

**Table 3. Number of compressed video sessions and class hours**

<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Extension (4 months)</b>
Oct. 1994 - Sept. 1995	Oct. 1995 - Sept. 1996	Oct. 1996 - Sept. 1997	Oct. 1997 - Sept. 1998	Oct. 1998 - Sept. 1999	Oct. 1999 – Jan. 2000
				<b>16 sessions (54 class hours)</b>	<b>6 sessions (24 class hours)</b>

**Total number of sessions and class hours = 22 and 78 accordingly**

These data represent the compressed video sessions offered only for the Executive MBA students. Quite a few other sessions, particularly for students at the Post-Graduate Distance Learning Program were conducted as well.

The Distance Learning sessions for the EMBA students were offered regularly since October 1998. However this technology started to be used at the PAM Center a little earlier, since April 1998. The PAM Center organized the first teleconference with UM during the MTEEP Spring Project Directors' Conference in April 1998. As a result both the Polish and the American faculty and staff have gained quite a significant experience in the effective application of the technology.

The compressed video sessions were often organized after the instructors visit to Poland. It is generally easier to work with students after getting acquainted with them during live visits. The teaching methods used during such sessions were the same as during regular classes. The instructors were often using case studies, group projects and role-playing. Also a session with the American students was organized.

### 3. Enrollment

**Table 4. Number of students enrolled (number of women)**

<b>Cohort 1</b>	<b>Cohort 2</b>	<b>Cohort 3</b>	<b>Cohort 4</b>
<b>1996-1998</b>	<b>1997-1999</b>	<b>1998-2000</b>	<b>1999-2001</b>
<b>26 (6)</b>	<b>34 (12)</b>	<b>37 (7)</b>	<b>35 (9)</b>

In order to offer a high quality Executive MBA Program the policy of the PAM Center is to keep the student groups small. The students that are admitted to the Program are those that have got the best results of entrance exams and interviews.

### 4. EMBA Graduates

**Table 5. Number of EMBA graduates**

<b>Cohort 1</b>	<b>Cohort 2</b>	<b>Cohort 3</b>	<b>Cohort 4</b>
<b>1996-1998</b>	<b>1997-1999</b>	<b>1998-2000</b>	<b>1999-2001</b>
<b>24 (6)</b>	<b>30 (11)</b>	<b>-</b>	<b>-</b>

Up till now the first two cohorts of EMBA students have graduated. The numbers are smaller than the numbers of the students enrolled. This results from personal situations of some of the students, for example unexpected family or financial problems or job changes. In most of the cases the students have asked for a possibility to continue the Program with the next cohort of students, they are usually coming back.

**Management training**

**1. Customized programs**

**Table 6. Number of Customized programs and its participants (including women)**

<b>Year</b>	<b>Year 1</b> Oct. 1994 - Sept. 1995	<b>Year 2</b> Oct. 1995 -Sept. 1996	<b>Year 3</b> Oct. 1996 - Sept. 1997	<b>Year 4</b> Oct. 1997 -Sept. 1998	<b>Year 5</b> Oct. 1998 - Sept. 1999	<b>Extension</b> (4 months) Oct. 1999 -Jan. 2000
<b>Number of programs</b>	-	3	21	33	57	6
<b>Number of participants (women)</b>	-	90 (26)	415 (108)	997 (320)	991 (677)	108 (27)

**Total number of customized programs = 120**

**Total number of people trained = 2601 (1158 women)**

The PAM Center offered its first customized program in April 1995. It was a four month program, called the Management Institute for one of the big international commercial companies. Since that period the PAM Center has delivered 120 customized programs for different companies and trained over 2600 people. The programs ranged mainly from two-day training sessions (16-20 hours) to five-day sessions (40-60) hours. In a few cases they were four-month programs.

## 2. Open-Enrollment programs

Table 6. Number of Open Enrollment programs and its participants (including women)

Year	Year 1 Oct. 1994 - Sept. 1995	Year 2 Oct. 1995 -Sept. 1996	Year 3 Oct. 1996 -Sept. 1997	Year 4 Oct. 1997 -Sept. 1998	Year 5 Oct. 1998 -Sept. 1999	Extension (4 months) Oct. 1999 -Jan. 2000
Number of programs	-	13	14	11	9	4
Number of participants (women)	-	274	351 (112)	227 (91)	187 (87)	105 (43)

**Total number of open enrollment programs = 51**

**Number of people trained = 1144**

The first open enrollment program was offered at the PAM Center in October 1995. It was a Capital Markets seminar. The second program was an Investment Forum offered in November 1995. Little by little the open enrollment programs shifted from short ones to profitable long-term, usually 4-month programs, like the Mini MBA or Human Resources Management programs.

**The total number of people trained at the PAM Center both at customized and open enrollment programs (excluding the distance learning open training and seminars) amounted to 3745.**

It is worth stressing that the Pam Center co-sponsored and co-organized a few conferences and seminars.

## **Distance Learning programs**

### **1. Certificate - The Post-Graduate Distance Learning Program**

#### **Enrollment**

**Table 7. Number of students enrolled (number of women)**

<b>Cohort 1</b>	<b>Cohort 2</b>	<b>Cohort 3</b>
<b>1997-1998</b>	<b>1998-1999</b>	<b>1999-2000</b>
<b>30 (19)</b>	<b>27 (17)</b>	<b>31 (22)</b>

Similarly to the EMBA Program, in order to offer a high quality program, the student groups were kept small. The persons attending the Program were mainly teachers, which explains the high number of women participating in the Program.

#### **Graduates**

**Table 8. Number of graduates (number of women)**

<b>Cohort 1</b>	<b>Cohort 2</b>	<b>Cohort 3</b>
<b>1997-1998</b>	<b>1998-1999</b>	<b>1999-2000</b>
<b>30 (19)</b>	<b>26 (17)</b>	<b>-</b>

Up till now two cohorts of the Post-Graduate Distance Learning Program have graduated. Within the year of the program the people learn about the different multimedia technologies and their possible applications, including appropriate applications in their practical work.

## **Other activities**

### **Distance Learning conferences and seminars**

The PAM Center organized 19 conferences and seminars for the faculty and other people interested in Distance Learning. More than 700 people participated in them. Some of them were offered by the American faculty from the UM and the Prince George's Community College. One of the seminars was offered for the members of the American Chamber of Commerce in Poland. A part of the conferences and seminars was offered through the compressed video. The PAM Center organized also a few teleconferences for the students studying at the Post-Graduate Distance Learning and other programs and participated in a few international conferences and technology and educational fairs through the compressed video.

**Altogether, apart from the teleconferences organized for the Executive MBA Program, the additional number of distance learning sessions organized both with the UM and during different conferences and seminars in Poland and other countries amounted to 18, the sessions lasted for over 26 hours.**

## **Success Stories**

In addition to the overall accomplishments of the Project as described and summarized above, it has had important impact on the lives and careers of individual participants. Although it is impossible to document a large number of such cases, the following brief "success stories" are illustrative of a much larger record of experience.

The Project had a significant impact on participants of all the programs offered at the PAM Center, including the Executive MBA Program, executive training and the Post-Graduate Distance Learning Program. According to the records majority of the participants, particularly of the Executive MBA Program was promoted and obtained higher level managerial positions in the former or new company. Many students changed the jobs and are employed by big international companies, often in the

headquarters in Warsaw. Some examples of the success stories and students' and clients' opinions concerning the programs are presented below.

**MAREK SOKOŁOWSKI, EMBA graduate**

Marek Sokołowski graduated from the Technical University in Lodz in 1979 and for many years was employed by different institutions operating in the field of microprocessors and computers. Between 1979 and 1989 he was the Head of the Department for Microprocessor Systems at the Research and Development Center for Automation of Chemical Processing in Lodz Division. Then in the years 1989-1998 he was the President of the Board of Directors at Promax Sp. z o. o. – an Enterprise for Technical Progress and Implementation. Having completed the Executive MBA Program Marek Sokołowski decided to change the company he was working for to GP Batteries Poland, a part of the Gold Peak Industries Limited, one of the largest producers of batteries in the world. Marek Sokołowski became first the Sales and Marketing Director of that company and then since 1999 he is the Managing Director of GP Batteries Poland.

**PIOTR GINTER, EMBA graduate**

Piotr Ginter was working for Makro Cash and Carry in Lodz since 1994. When he entered the Program he was the Sales Manager of that Department. Just after joining the Program in 1996 he was promoted to the position of the Deputy General Manager of the Store in Lodz. Then in 1997 he was promoted again and received the position of the General Manager of the Store in Lublin. At present, since 1999 Piotr Ginter is the General Manager of the TESCO Hypermarket in Lodz. He asked us to emphasize as well was that out of the first 20 people from Makro Cash and Carry trained by the PAM Center 14 have achieved top managerial positions in Makro Cash and Carry and many other, mainly commercial companies, like Geant or Carrefour. He links both his and these people's career with the studies and training offered at the PAM Center.

**Magdalena Stępniewska, HR Manager at Makro Cash and Carry, Lodz**

“As a Human Resources Manager at Makro Cash and Carry I have cooperated with the PAM Center for 5 years now as an initiator of many training for the employees in our company as well as a participant myself. Our staff participated in a wide range of training, for example on Organizational Behavior, Creativity in Management, Team Building, Customer Care, we also took part in a customized Mini MBA Program. It should be stressed that the knowledge and experience gained by our personnel during all training programs delivered by the PAM Center has played the key role in the development of many professional careers within our company. An undeniable effect of the regular training is higher level of staff’s qualifications, higher effectiveness and better managerial skills. On the other hand, for me as the HR Manager it was a perfect way of getting to know the capabilities of the personnel better.” She also expressed an opinion that “ It is not enough to know - the basics can be learned quite quickly, but the skills of how to apply the knowledge in direct operations can only be acquired by means of professionally designed and delivered training. Cooperation with the PAM Center also provided me with the possibility of meeting outstanding instructors, and simply interacting with such persons develops personality. A true "training feast".

**Other opinions**

**Janusz Wroblewski, Director, East West Spinning**

“The courses we took were conducted in a highly professional manner. The interactive methods of training increased participants involvement in the program. Training effects can be seen in the day-to-day activities of the team. We are going to continue this type of training.”

**Ryszard Kłak, Director, Continuing Education Center, Bytom**

“The Postgraduate Long Distance Studies at the University of Lodz is the only and unique program in Poland with a complex approach towards distance learning. A great part of the program involves the use of technologies in the educational process.

Implementation of a variety of technologies (compressed video, multimedia Internet technologies) enables including the knowledge and experience of the instructors from all over the world into the program.

It is worth underlining the practical aspect of the sessions. The workshops give the students the opportunity to gain practical skills in designing and creating the didactic materials with the use of the available software.

The organization of the program and its curriculum involve the American and European experiences, modified according to the Polish needs and conditions.”

**Andrzej Litwiński, DL graduate**

“My expectations concerning the Post-Graduate Distance Learning Program were fully satisfied. Modern and excellent technical equipment, professional instructors, and the friendly atmosphere constitute significant strengths of the PAM Center.”

**Anna Nowak-Sokół, DL graduate**

“The Post-Graduate Distance Learning Program changed my professional career. I taught Polish, now I coordinate Distance Learning programs at my school in Gdansk. Soon a student from Sweden is going to get his degree in this way.”

## **II. ACTIVITIES**

### **1. Establishment of the PAM Center**

The Polish-American Management Center was established in 1995 thanks to effective cooperation between two partner institutions – the College of Business and Management (at present the Robert H. Smith School of Business) at the UM and the Faculty of Management at the UL. This partnership was made possible with financial assistance from the United States Agency for International Development (USAID).

The Robert H. Smith School of Business and the Faculty of Management at UL have been engaged in collaboration since 1994. This collaboration has taken place

within the context of an "Agreement of Cooperation" executed by President William E. Kirwan, UM, and Rector Michał Seweryński, UL, in October 1993.

The PAM Center was formally established on April 1, 1995 after a few months of preparatory work both in Poland and the US. The activities included organizational and programmatic work. Starting from April 1995 the PAM Center received its first premises and the first capital purchases were planned. Preliminary work was started on faculty development and designing of both degree and non-degree programs, including the Lodz Executive MBA Program, the Distance Learning Program and executive training courses. First links with the business sector were initiated. In October 1995 the PAM Center moved into a new expanded space and had its official opening there. The first executive training was offered in October 1995. A bank account was set up and other arrangements were made to ease the flow of funds from UM to finance program activities in Lodz.

In September 1998, during the visit of Pro-rector Marek Zirk-Sadowski, UL, at the Robert H. Smith School of Business, UM, the "Agreement of Cooperation" between both Universities was extended. In October 1998, an "Annex to the Agreement of Cooperation", concerning the cooperation between both Schools, referring particularly to the continuation of the joint Executive MBA Program was signed. The main aspects of Maryland-Lodz collaboration to be continued after the grant period included:

- General assistance with institutional, program and curriculum planning for the Lodz Executive MBA Degree Program
- Study visits to Maryland by Lodz faculty members
- Teaching and consultation by Maryland faculty for Lodz programs (including video conferencing).

At present the PAM Center is a permanent self-sustainable, well-established unit within the UL. It has its staff and cooperates both with the regular faculty at the UL and at the Robert H. Smith School of Business and with business executives from the leading Polish and international corporations and institutions.

## **2. Facilities and equipment**

One of the aims of the project was establishing a solid, self-sustainable institution offering management education at the highest possible level. This required possessing of appropriate, well-equipped premises – offices, computer laboratories and seminar and conference rooms. A vital part of the USAID funds was used to adapt the facilities obtained from the UL, for example for installation of the ISDN lines and T1 level Internet connection, and for the purchase of modern technical equipment. A part of the equipment was bought for the Faculty of Management, UL, including computers for two computer laboratories, a photocopying machine and a scanner. The main equipment, including computers for the computer laboratories (one at the PAM Center), the compressed video - teleconferencing equipment, the multimedia projectors, the servers and the voicemail systems were purchased in the form of procurements. The complete list of the equipment purchased with USAID funds is presented in Attachment 1. A significant number of books and case studies was bought with the USAID funds as well. It is worth stressing that by the termination of the Project a growing number of purchases of equipment and books and other products was covered by the PAM Center from its own revenues. An example here can be the installation of an additional ISDN line and the fire alarm and other systems.

All the equipment purchased with the USAID funds has been installed according to its destination and is indispensable for the Polish-American Management Center to continue the program goals. In particular it is indispensable for continuation and further development of the Executive MBA Program offered jointly with the Robert H. Smith School of Business, UM, the Post-Graduate Distance Learning Program, the Global Mini MBA Program and other non-degree training. The students at the PAM Center have access to all the latest technology, which helps them to enhance their managerial skills.

Thanks to the installation of the ISDN lines and some adjustments made at the UL Conference Center covered partly by the PAM Center and the USAID funds (the PAM Center is situated in that building), all the PAM Center technology can be used in the Aula and other seminar rooms at that Center.

### **3. Faculty and staff development**

Introduction of the Executive MBA and other programs required appropriate faculty and staff development. The training was carried out both through the visits of the Polish faculty and staff in the US and through seminars organized by the American faculty in Poland. A significant number of visits of the American faculty was connected with the classes offered by them within the Executive MBA and other programs. These visits and further meetings with the Lodz faculty had also a certain training effect and helped both sides continue their work on the curricula and increase the cooperation.

#### **University of Lodz and University of Maryland visits**

In 1995 - the initial period of establishment of the PAM Center the first persons fulfilling administrative positions were trained at the UM. They got acquainted with both the degree and non-degree programs and the organization and functioning of the Office of Executive Programs at the Robert H. Smith School of Business. The training encompassed the needs assessment, program design and marketing activities. Then the UL faculty were trained. All the persons responsible for particular Executive MBA courses had two-week stays at the Robert H. Smith School of Business working with their counterparts on the curricula, the methods of teaching and teaching materials. The Lodz faculty participated in different activities at the Robert H. Smith School of Business, for example in the Orientation Session and classes offered by the American faculty. They worked on their courses and teaching materials in the libraries. As a result, very personal relationships between the Lodz and Maryland faculty have been established.

A part of these visits was connected with technical training. For example the persons responsible for the technical equipment and the teleconferences at the PAM Center received a training at the Robert H. Smith School of Business and the Prince George's Community College twice. They learnt how to use the compressed video, and then working on the Global Mini MBA Program offered on the Internet, they received

some training concerning the use of the WebCT and worked on its application for the new program. Some visits of the UL authorities, including the Rectors and the Deans and other administrative officials took place as well. The full lists of visits of the Polish faculty and staff at the Robert H. Smith School of Business and the visits of the American faculty are presented in Tables 1 and 2.

## **Seminars and conferences**

The UL faculty participated in a number of seminars and conferences aiming at enhancing their knowledge and skills. A part of them was devoted to effective use of Distance Learning technologies and active and action learning methods. For example Professors Robert and Mary Helen Spear conducted two seminars on the use of Distance Learning technologies in Lodz in January 1996. The Spears' visit to Lodz spurred real interest in the use of these technologies. Nearly 125 UL faculty, staff and students were exposed to the technology and methods through their well prepared and enthusiastic presentations. Then three seminars on interactive teaching and learning methods – one in the US and two in Poland offered by Prof. Joseph A. Raelin. were organized. Prof. Joseph A. Raelin offered such a training in Maryland in 1997 and then, in February 1997, two additional seminars were organized in Lodz. for the instructors/professors from the PAM Center, the Faculty of Management and other UL faculties. The persons responsible for the degree and non-degree programs at the PAM Center participated in a number of seminars and conferences organized in Poland and the US as well. The most important included:

- International conference on “Management Education”, Lodz, December, 1995,
- Conference on “Academy of Management”, Boston, July, 1997,
- Conference on “Management and Executive Development Programs”, Florida, USA, November 1997 and 1998,
- Conference “Kadry '97”, Warsaw, April 1997,

- Conference on "Multimedia and Education", Poznań, April 1998,
- MTEEP Spring Project Directors' Conference, Olsztyn, April, 1998
- Conference on "Distance Education in Poland – Strategy and Future", Warsaw, November 1999.

**Table 9. The University of Lodz faculty and staff visits in the US**

No.	Name	Field
1.	Prof. Alicja Jaruga	Financial and Managerial Accounting
2.	Wojciech Nowak, Ph.D.	
3.	Anna Szychta, Ph.D.	
4.	Ewa Śnieżek, Ph.D.	
5.	Ewa Walińska, Ph.D.	
6.	Ewa Brzezińska, Ph.D.	Analytical and Communication Skills
7.	Jerzy Gajdka, Ph.D.	Capital Markets
8.	Mieczysław Grudziński	Financial Management
9.	Prof. Marcin Bielski	General Management

10.	Dr. Jerzy Czarnecki	
11.	Prof. Zdzisława Janowska	Human Resources Management
12.	Prof. Janusz Świerkocki	International Business
13.	Robert Kozielski, Ph.D.	Logistics Management
14.	Witold Bartkiewicz, M.Sc.	Management Information Systems, Information Technology
15.	Paweł Gontar, Ph.D.	
16.	Ryszard Kurzyjanski, Ph.D.	
17.	Zbigniew Mikurenda, M.Sc.	
18.	Anna Pamuła, Ph.D.	
19.	Prof. Jerzy Zieliński	
20.	Prof. Eugeniusz Kwiatkowski	Macroeconomics and Public Policy
21.	Prof. Anna Krajewska	Managerial Economics
22.	Elżbieta Guzek, Ph.D.	Marketing Management
23.	Krystyna Iwińska-Knop, Ph.D.	
24.	Prof. Bogdan Gregor	Marketing Research

25.	Prof. Zofia Mikołajczyk	Organizational Behavior
26.	Prof. Czesław Sikorski	
27.	Maciej Malarski, M.Sc.	Production and Operations Management
28.	Dariusz Parys, Ph.D.	Statistical Analysis for Management
29.	Edyta Gwarda-Gruszczyńska	Strategic Management
30.	Prof. Jan Jeżak	
31.	Zbigniew Matyjas, M.Sc.	
32.	Anna Bald, M.Sc.	PAM Center and UL staff
33.	Anna Bujacz, M.Sc.	
34.	Angelika Chyła	
35.	Leszek Czarny, M.Sc.	
36.	Sławomir Gurdała, M.Sc.	
37.	Maciej Kokoszko, Ph.D.	
38.	Joanna Piorunowska, M.Sc.	

39.	Prof. Marek Zirk-Sadowski, Pro-rector in charge of International Relations	UL authorities
40.	Alicja Korytkowska, Administrative Director	
41.	Jan Rydz, Deputy Administrative Director	
42.	Mariola Janas	EMBA students that won the Case Competition in Lodz
43.	Ewa Postolska	
44.	Michał Sobolewski	

**Table 10. The American faculty visits in Lodz**

No.	Name	Field
1.	Kimberly Smith, Ph.D.	Financial and Managerial Accounting
2.	Prof. Leo Ryan	Business Ethics
3.	Prof. Dan T. Ostas	Business Law
4.	Prof. Haluk Unal	Capital Markets and Financial Management

5.	Krzysztof Frelek, MBA	Group Field projects
6.	Walt Gilligan	
7.	Mark Talbot	
8.	Prof. Judy Olian	Human Resources Management
9.	Prof. Susan Feinberg	International Business
10.	Prof. Philip T. Evers	Logistics Management, Production and Operations Management
11.	Prof. William F. Huneke	Macroeconomics and Public Policy, Managerial Economics
12.	Prof. Zoltan Acs	Management
13.	Prof. George Marakas	Management Information Systems, Information Technology
14.	Prof. Mary Helen Spear	
15.	Prof. Robert Spear	
16.	Prof. Joseph P. Bailey	Marketing Management
17.	Prof. James M. Carman	
18.	Prof. Jane Frank	

19.	Prof. Robert Krapfel	
20.	Prof. Richard Durand	Marketing Research
21.	Prof. Eugene Schnell	Negotiation Skills
22.	Prof. Stephen J. Carroll	Organizational Behavior
23.	Tom Flynn	
24.	Prof. Joseph Raelin	
25.	Prof. Henry P. Sims	
26.	Prof. Pat Stocker	
27.	Prof. Frank Alt	Statistical Analysis for Management
28.	Prof. Martin J. Gannon	Strategic Management
29.	Prof. James Post	
30.	Prof. Rhonda K. Reger	
31.	Prof. Howard Frank, Dean of the Robert H. Smith School of Business	UM authorities
32.	Prof. Lee E. Preston, Director of MEP Project	

33.	Prof. Robert O. Berdahi	UM representatives
34.	Prof. Bartłomiej Kamiński	
35.	Urszula Powidzki	
36.	Herbert Rabin	
37.	Tomas Vagoun	
38.	Christopher Carswell	MBA students that won the Case Competition at UM
39.	James Sanjith	
40.	Verma Shivendra	
41.	Vivek Vaid	

It is worth stressing that quite a few UM faculty visited UL and worked at the Executive MBA Program many times (often 2-3 times or even more). In some cases, for example Prof. Lee E. Preston, Director of the Management Education in Poland (MEP) Project the visits were more frequent, usually three times a year. The UM faculty confirm their willingness to continue the visits and cooperation with the Lodz faculty in the future.

#### **4. Executive MBA design**

The political and socio-economic transformations in Poland and development of market economy created a significant need for well-trained managers and business executives. One of the basic aims of the MEP Project was creation of a part-time Executive MBA Program based on the best American standards and experience. Both the Maryland and Lodz faculty were involved in the design of the Program. The top MBA models, including the American ones and those already used in Poland and in the Czech Republic were studied. Among the American programs the R.H. Smith School of Business model and those used at other highest ranked American business schools were discussed.

The Lodz Executive MBA Program was first approved by the Council of the Faculty of Management and then by the UL Senate. The concept of the program was conformable with the "Agreement of Cooperation" signed in 1993. The basic aims and methods of instruction, the structure of the program, the EMBA course list and admission criteria are presented below.

#### **Aims and methods of instruction**

The Lodz Executive MBA is a two-year, intensive, professional program of study in management, offered together by the Robert H. Smith School of Business, UM, and the Faculty of Management, UL. It is a degree program aiming at preparing well-educated and experienced managers for increased responsibilities and career development in the quickly changing and challenging business environment.

The Executive MBA Program is organized and carried out by the Polish-American Management Center (PAM Center). It is a double language program taught in Polish and English by both Polish and American faculty and business executives from international and domestic enterprises. The American faculty participate in the delivery of the majority of the courses. The most effective action and interactive learning methods and the latest technology are used. A strong focus is on teamwork, the use of case studies, group projects and simulation games. Students participate in Group Field

Projects and have a chance to verify their knowledge and professional skills during a Case Competition judged by business executives. Students have access to all possible multimedia including advanced computer technology, T1 level Internet connection, the BBS and the voicemail system. Thanks to the acquired technology a part of the program is offered directly from the R.H. Smith School of Business with the use of the compressed video teleconferencing system.

## **The structure of the program**

The Executive MBA Program starts in September each year with preparatory courses and the Orientation Session. The classes begin in October.

The Program consists of six 10-week terms - three terms in the first year of the study and three in the second year. Students take 120 hours of courses per term (12 hours of courses per weekend), totaling 720 hours of classes. The examination sessions are held in the weekends following each term. Additional time is devoted to the initiation of the Group Field Projects (after the third term) constituting an integral part of the Program. Starting from the second year of the Program the students work on the Group Field Projects and their Master's Degree theses. One of the important parts of the Program is the Case Competition organized together with the Maryland faculty and business executives at the end of the fifth term.

## **Preparatory courses**

The students are offered three preparatory courses: English for Managers, Introduction to Accounting Systems and Internet and Computer Networking. All of them aim at helping the students acquire and develop skills necessary in their managerial work and for studying at the EMBA Program. English for Managers and Internet and Computer Networking are elective but highly recommended. Introduction to Accounting Systems is obligatory for all the students.

**Orientation Session and Inauguration of the program**

The Inauguration Ceremony takes place in September. The program includes an Orientation Session followed by an Opening Ceremony. The students are welcomed by the UL and UM representatives and business executives. A special Guest Speaker is invited as well.

**EMBA course schedule**

The courses are offered on Fridays and Saturdays in the following session schedule:

FRIDAY	SATURDAY
4:30 - 6:00 p.m.	8:30 - 10:00 a.m.
6:30 - 8:00 p.m.	10:15 - 11:45 a.m.
	12:15 - 1:45 p.m.
	2:00 - 3:30 p.m.

**EMBA Course List**

YEAR 1	YEAR 2
<b>PREPARATORY COURSES</b>	
English for Managers	
Introduction to Accounting Systems	
Internet and Computer Networking	
<i>Orientation Session</i>	

TERM 1 (Fall)	TERM 4 (Fall)
General Management Managerial Economics Financial Accounting Analytical and Communication Skills	Capital Markets Marketing Research Labor & Industrial Relations Law Production & Operations Management <i>Group Field Project</i>
TERM 2 (Winter)	TERM 5 (Winter)
Managerial Accounting Macroeconomics & Public Policy Statistical Analysis for Management Organizational Behavior	Strategic Management Financial Institutions Management Human Resources Management Logistics Management <i>Group Field Project</i> <i>Case Competition</i>
TERM 3 (Spring)	TERM 6 (Spring)
Financial Management Marketing Management Business & Finance Law Management Information Systems <i>Group Field Project</i>	International Business Special Topics in Management Integrative Business Simulation Game - Market Place <i>Group Field Project</i>

## **Admission Criteria**

### **Requirements**

- Certificate of higher education

The Program is addressed to university level graduates possessing a master's degree or its equivalent. It aims at attracting graduates from a variety of faculties (e.g. technical universities, medical academies, etc.). The program is also recommended to applicants possessing a degree in Management or Economics that graduated before 1990.

- At least two years of professional experience
- Good knowledge of English
- Positive results of entrance examinations - GMAT-type and English test

Applicants who have already passed the GMAT during the last two years and those having a TOEFL or First Certificate are exempt from these tests

- Positive interview results (the interviews are held in English)

The students are also required to prepare and defend their Master's Degree thesis written in English. A final examination covering the material from the whole Executive MBA Program has to be passed at the termination of the Program.

Students who satisfactorily complete the required course work, including the tests, exams, the Group Field Project and their Master's Degree thesis receive two documents. They receive a Master's Degree in Management, for the Executive MBA Program, from the UL and a Certificate of the Lodz Executive MBA Degree from the Robert H. Smith School of Business, UM.

A full copy of the current Lodz Executive MBA brochure is included in Attachment 2.

## **5. EMBA Program operation**

Each edition of the Executive MBA Program requires a significant amount of preparatory work and coordination. The preparatory work comprises discussions and adjustments with all the faculty and instructors involved in the program concerning the structure of the program, their participation, the EMBA course schedule, preparation of the EMBA brochure and planning of the advertising campaign. The management of the program requires then appropriate coordination of all the activities connected with offering of the program for the first and second year students and significant administrative work.

The planning of the new edition of the program starts in the beginning of each calendar year, after all the admission and graduation ceremonies. The possible changes in the program are made following the discussions and comments coming from all the instructors and conclusions deriving from analysis of evaluations of the program filled in by the students (all courses offered by all instructors are evaluated). Up till now certain changes in the course structure were made. For example due to evaluations and discussions with the faculty two courses, on Marketing Research and the other one on Management Information Systems were changed from half to full (30 hour) courses. The faculty visits as well as the advertising and financial plans are prepared as well.

All the faculty have been trained in the use of active and action learning methods. Such methods predominate at the Lodz Executive MBA Program also during classes offered with the use of the compressed video - teleconferencing equipment. The teaching methods include case studies analyses, role playing, group projects, group presentations and simulation games. The interaction is not limited only to the instructor and the students. In some cases groups of Lodz and Maryland students participated in the discussions during the teleconference sessions. Purchase of the latest technology, including the teleconferencing equipment have led to a need for additional training and cooperation between the Lodz and Maryland faculty. At present this equipment is used both for the classes for students and meetings of the faculty running such programs. In order to prepare a compressed video class well, with the use of different multimedia, the faculty usually meet together in advance and discuss and check the possibilities. It is

worth stressing that both sides have already got quite a big experience in the use of this technology, the technology has been used regularly since the beginning of October 1998.

The faculty are obliged to prepare a syllabus and teaching materials that are distributed to the students. More and more often the faculty try to use their own publications, including books and articles. The PAM Center started to support the faculty in this field by initiating a professional series of publications in Management. Up till now two of them were published, one written by Polish instructors on "Organizational Behavior", and two other will be published in the future.

One of the important parts of the Program is the Group Field Project. The projects give students an opportunity to apply what they learn to solve real managerial problems. The students prepare a study and a report on a specific problem facing a company, they work under the supervision of a faculty. Up till now the students have prepared excellent studies and reports for different both Polish and international companies. The studies focused on different fields of management including Strategic Management, Finance, Managerial Accounting, Marketing Management and Marketing Research. The Group Field Projects were carried out for such companies as: Coats Poland, Delphi Automotive Systems, Henkel Bautechnik, PZU S.A., Shell, Makro Cash and Carry, Orbis, ZPO Bytom, DOMAR, Ruch S.A., PKO BP, and other. One of the MBA students completing his program at the Robert H. Smith School of Business participated in one of the Group Field Projects with our EMBA students.

Towards the end of the EMBA program the students participate in a Case Competition. It aims at giving the students an opportunity to verify their knowledge and skills including problem solving and presentation skills. A Robert H. Smith School of Business faculty runs that Competition. First the students are divided into teams and get a short training concerning the Competition and start working on a case study. Then there are two rounds of the Competition, both are judged by business executives. The Case Competition is considered to be a very challenging and useful experience by both the students and company representatives. In 1999 the group that won the Case Competition at the Robert H. Smith School of Business came for the Case Competition

in Lodz. The American students worked as coaches with the Polish teams. The excellent level of the Polish winning team has led to an invitation for them to visit and have a presentation of their solution of the case study to the UM students. Their one-week stay was supported from the USAID grant.

Development of the program requires effective contacts with media and the business environment. Significant efforts have been made to promote the Program and to create some relations with press and television. Short spots were shown on television, for example concerning the Executive MBA Graduation Ceremonies and other events. A few press conferences concerning the Program were organized as well.

A significant influence on the Executive MBA program comes from the business environment. This refers particularly to the cooperation with the PAM Center Advisory Board (now the PAM Center Educational Council). The members of the Council have participated actively in EMBA Program. They have offered advice concerning the market needs and program design and conducted classes for students. They have also served as Guest Speakers at EMBA Inaugurations and participated in other EMBA ceremonies and events.

One should stress the strong support from the Robert H. Smith School of Business faculty during the Inauguration of the EMBA programs and Graduation ceremonies and other events. The Maryland representatives always participate in these events, usually by coming to Lodz and sometimes by meeting our students with the use of the teleconferencing technology.

Each year the PAM Center attracts a significant number of applicants (50 – 60) aiming at studying at our Program. Up till now, after the admission procedures, only one group of students was always chosen. Majority of the students is in the age range between 30 – 40 and have a few years of professional experience. There predominate students having technical, medical and other non-economic education (Master's Degree). The students usually work for big Polish and international banks, corporations and other institutions. Some examples of the companies are presented in Table 11. It is worth stressing that majority of the students is promoted both during the course of their studies, often during the first year of the Program and then after completing the

Program. Many of them change their jobs, sometimes even a few times during the course of the study.

**Table 11. Employment of the Lodz EMBA students**

<b>Examples of companies, banks and other institutions employing the students</b>	
ABB Elta	Pekao S.A.
ALCA Food	Pfizer Corporation
AstraZeneca	Philips Poland
BP Poland	Polfa Kutno
Bank Rozwoju Eksportu	Polkomtel
Bosch and Siemens	Pratt & Whitney
	Rentsch Polska
	Schwartz Farma
	Shell Polska
	Softbank
	Unilever
	VF Polska
	Zwoltex

## **6. Developing management training**

The rapidly changing business and economic environments require continuing education – expanding the knowledge and skills of business executives and raising the organizations performance level. In order to meet the needs the Polish-American Management Center is strongly involved in the non-degree management training. The idea, organization and some programs offered in this type of training are based to a big

extent on the experience of the Office of Executive Programs at the Robert H. Smith School of Business.

The PAM Center offers two types of management training: Open Enrollment Programs for individual participants and Customized Programs for companies. Their structure and content are adapted to the needs of the market. Each year a significant amount of work is directed towards designing, developing and delivering new executive and management development programs.

### **Open enrollment programs**

The PAM Center started by offering its first program on Capital Markets in October 1996. The offer was enlarged very quickly, altogether within the period of the grant the PAM Center offered 27 types of Open Enrollment Programs. The basic included:

- Mini MBA Program (108 hours)
- Global Mini MBA Program (over the Internet – 104 hours)
- Human Resources Management Program (120 hours)
- Financial Management Program (96 hours)
- Manager 2001 (104 hours)
- Leadership Institute (40 hours)
- Health Care Management (80 hours)

The programs are offered mainly by University faculty and highly-qualified trainers and business executives. Majority of the faculty involved in the programs teaches at the Executive MBA Program, which increases the level and quality of instruction. Most of them are Polish, however in some cases the training was carried out together with American instructors. This refers for example to the Leadership Institute that was based on the experience of the Office of Executive Programs at the Robert H.

Smith Schools of Business and conducted in cooperation with its faculty. The trainers have international and Polish certificates and significant experience in conducting training for companies, banks and governmental and non-governmental organizations.

Similarly to the Executive MBA Program, active and action learning methods predominate. The training activities include:

- Employment of workshops enhanced by lectures
- Active class participation in:
  - Simulation exercises
  - Decision making games
  - Team work
  - Role playing
  - Discussions and analysis of case studies
- Courses built on the synergy phenomenon, i.e. producing increased quality by interaction and inspiration
- Video aids (video camera recordings, replay exercises, and training video clips)
- Conducting participant predisposition tests allowing for type recognition.

Certain programs like the Mini MBA Program turned out to be very successful. The Mini MBA Program has been offered regularly since its first edition in February 1997. This program was also offered in a customized version for some companies and at present it has been extended to Warsaw. The success of the program and the latest technology possessed by the PAM Center enabled us to prepare an additional, distance learning version of the program. Thanks to the support from USAID a new Global Mini MBA Program, with the use of Internet and the WebCT software was started in January 2000.

## **Customized programs**

The customized company training programs are developed after an in-depth analysis of the training needs and in close cooperation with the given company. Similarly to the Open Enrollment Programs the customized ones are also conducted by University faculty including lecturers from the Executive MBA program and highly-qualified trainers and experienced business executives. The training is developed and builds upon up-to-date interactive teaching methods. All the executive training programs are evaluated by the participants.

The PAM Center has offered a big variety of customized programs. The most popular included:

- Effective Communication
- Conflict Management.
- Sales Management
- Customer Care
- Creativity in Management
- Management of Change
- Team Building
- TQM
- Stress Management
- Basic Management (Manager's ABC)
- Self-Management – Planning Your Career
- Reengineering
- Business Communication

- Assertiveness
- Leadership

The basic company and trainee benefits resulting from both the Open Enrollment and Customized Programs are presented below.

### **Company benefits**

Higher operational effectiveness and efficiency through:

- Improved employee qualifications and managerial satisfaction
- Integration of company employees and better team performance
- Improved communication and interpersonal relations
- Increased potential of solving human resource management problems
- Higher competitiveness and improved company image.

### **Trainee benefits**

- Gaining state-of-the-art management knowledge in a short period of time
- Higher operational effectiveness and improved managerial skills
- Increased personal development
- Stimulation of professional career and exchange of experience
- Satisfaction from closer interpersonal relations in the workplace.

Examples of two Open Enrollment Programs are presented in Attachments 3 and 4.

## **7. Management training operations**

The economic transformation and increasing competition in Poland and on the international markets create a big challenge and need for professional, highly-qualified managers. Leading companies appreciate and strongly support the executive training of employees and their career development. In order to satisfy their needs it is indispensable to offer the training at the highest possible level.

A very strong focus at the PAM Center was always on *professionalism*. This refers not only to the instructors and programs design but to the PAM Center staff responsible for management of the training as well. All these persons have undergone appropriate training both in Poland and in the US. The two managers of the Executive Programs visited and gained experience at the Office of Executive Programs at the Robert H. Smith School of Business in Maryland. They participated in a Conference on "Management and Executive Development Programs" in Florida, USA and in some Polish and international conferences and seminars.

The training helped the non-degree programs staff enhance their skills in designing and promoting the programs and working with the clients. Frequently new Open Enrollment Programs and Customized Training packages had to be developed. The persons responsible for the executive training have also developed a database of clients and established good relations with a big number of local, nation-wide and international companies. They have also participated in establishing the PAM Center standards.

The programs are offered mainly to middle and upper level managers. The PAM Center is interested mostly in establishing stable and long-term cooperation with the companies. In many cases we have been successful in this field. In some cases, like the Makro Cash and Carry, the PAM Center became one of its major training organizations. The PAM Center trained several Makro Cash and Carry departments throughout Poland and many entirely new and complex customized programs for this company were developed. However the focus is also on gaining new clients, each year the PAM Center attracts many new customers. The list of some of the major customers is presented below:

## **Clients of the non-degree programs**

The PAM Center provided training for a variety of companies, including:

- Coats Industrial Poland
- Delphi Automotive Systems Poland
- DT Centrum (Department Stores)
- East West Spinning
- First National Investment Fund
- Makro Cash & Carry
- LG Petro Bank S.A.
- Polish Post Office
- Polish Railway Company
- Rentsch Poland
- Shell Gas Poland
- VF Poland.

It is worth stressing that the process of designing the executive programs, particularly the customized training is very demanding and requires a lot of coordination. The programs are offered in Lodz or in a location requested by the customer (either in the company or in any training center in Poland). Sometimes two or three programs are offered in different places at the same time. The basic rules concerning tailoring the programs to the company's needs are presented below.

## **Tailoring programs to individual needs**

- With each new assignment the company characteristics and situation are analyzed
- The company needs are examined during client-trainer meetings
- Questionnaire surveys are used
- A training proposal is presented to the company
- The final – individual training project is designed and conducted
- The program is evaluated, the results are presented to the company.

## **Organization of the training**

- The training is connected with the subjects based on client needs
- The program is usually conducted in one to four days (from 8 up to 32 teaching hours)
- Training is typically provided for small groups of 16 to 20 participants
- Training is conducted by 2 to 3 trainers
- Participants receive a comprehensive set of training materials and specific course related textbooks
- The prerequisite is to isolate the trainees from their workplace, thus increasing the effectiveness of learning and allowing for freer participation in interpersonal relations
- Courses are provided in training facilities selected by the PAM Center or the client.

An example of one of the very successful customized training programs is the one on Customer Care and other different management problems offered for the Makro

Cash and Carry department in Lodz and then for a few Makro Cash and Carry departments in Poland in 1998. The program was individually designed for the company and was one of the most intensive courses prepared and delivered by the PAM Center in such a short period of time. It was designed in two versions, for the group of upper level management and sales attendants. Altogether 615 people in a two-month period (April – June 1998) were trained. Consequently, as the program turned out to be very successful the PAM Center received many other huge contracts from other companies.

Development of the non-degree training required preparation of new brochures and marketing materials. A set of new brochures designed specifically for each course was prepared. The PAM Center staff organized their stands and participated in a few Educational Fairs, for example in the Educational Fair in Lodz, it also took part in a few fairs in Poznań with the use of the teleconferencing technology.

New materials such as books and videotapes were introduced into the courses. Additionally, new multimedia presentation techniques were implemented into the program. Voicemail was introduced for the first time as a new information exchange system between the PAM Center staff, the participants and the instructors. As a result several thousand people were trained and the development of management and executive training was very dynamic.

## **8. Distance Learning training**

The Polish-American Management Center is one of the pioneers in Distance Learning technology in Poland. The activities undertaken by the PAM Center in this field comprised:

- development of facilities and purchase of appropriate equipment
- faculty training
- creation of a Post-Graduate Distance Learning Program
- support for the Executive MBA and non-degree Executive Training

Programs

- promotion of the PAM Center through participation in different conferences with the use of teleconferencing and other Distance Learning technologies.

## **Development of facilities and purchase of equipment**

Development of Distance Learning technologies was made possible thanks to purchase of equipment and appropriate installations. For example two of the ISDN lines and installations for the computer network were financed with USAID funds. At present the PAM Center has access to all possible multimedia including advanced computer technology, T1 level Internet connection, the compressed video - teleconferencing system, BBS, WebCT and the voicemail system. Some examples of the available technology are presented below (the full list of the equipment purchased with USAID funds is included in Attachment 1).

### **Basic technologies available at the PAM Center**

1. Voicemail system VM 2000 integrated with university telecommunication switch board Ericsson MD 110
  - up to 2000 voicemail boxes
  - English and Polish version (system messages)
  - three lines access
  - standard distribution users list
2. Computer network
  - Internet accesses 10 Mb/s
  - LAN (TP, category V, Fast Ethernet 100 MB/s)
  - Bulletin Board System (BBS Server)

- Internet server <http://pamctr.uni.lodz.pl>
  - WebCT server <http://webct.uni.lodz.pl>
3. Computer laboratories
- 14 MS NT Workstation (Pentium 166 MMX, multimedia), 3M multimedia projector
  - 14 MS NT Workstation (Pentium II 300, multimedia), Liesgang multimedia projector
  - CD – ROM server, scanner, printers
  - MS Office 97
4. Compressed video equipment PictureTel
- Concorde 4500
  - SwiftSite 2000 (portable)
  - three ISDN lines
  - Semi-professional equipment for video, audio, CD-ROM production.

### **Faculty training**

The Distance Learning training is based on the experience of the University of Maryland and Prince George's Community College. From the beginning of the Project the Polish faculty were trained both in Poland and the US. Professors Robert and Mary Helen Spear contributed significantly to the training of the PAM Center and UL faculty in the application of the Distance Learning technologies. The Polish staff participated in a few seminars organised by them in both countries.

## **The Post-Graduate Distance Learning Program**

The Post-Graduate Distance Learning Program came into existence at the UL in October 1997. It was established thanks to effective collaboration between the Polish-American Management Center and the Faculty of Education at the UL. It is a certificate program based on the experience of the UM and Prince George's Community College. It is a unique program in Poland directed mainly to teachers and administrators, who want to use distance education methods in their work. Similarly to the US there is a growing demand for such programs in Poland. The programs allow potential students or company employees access to firsthand, high-quality education and acquiring diplomas or job skills without the necessity of quitting current job, changing residence, or taking time out for travel to the university. They allow saving on travel and lodging costs.

Students learning by this method take advantage of specially prepared multimedia packages. The main purpose of the program is to provide the participants with knowledge about the distance learning infrastructure with the possibility of using telecommunications in the educational process such as BBS, e-mail, voicemail and compressed video technology.

The Program is offered mainly by the UL faculty. A part of it is conducted by the American faculty from the Robert H. Smith School of Business and the Prince George's Community College. The classes are offered either in Poland or with the use of the compressed video - teleconferencing system directly from the US.

Classes are divided into lectures, exercises, and self-development modules. The students use essays and multimedia packages specially prepared for the program. They remain in constant contact with their teachers and other students by means of voicemail, email, BBS, WWW and they submit their papers in this manner. The students have access and learn how to apply all the possible multimedia available at the PAM Center.

The Postgraduate Distance Education Program covers the following topics:

- Teacher's role in distance learning
- Distance learning technology
- Distance education methods
- Organization of distance education centers
- Communicating at a distance

The students are required to have a Master's Degree in some field. Each year the number of students is limited to approximately 30 people. They are graduates from different schools of university level including universities, technical universities and medical schools from all over Poland. At present the third cohort of students is studying at the Program. It is worth stressing that the Program has received significant recognition from the Ministry of Education in Poland. As a result in 1999 the PAM Center received a Grant from that Ministry for this program and further discussions were conducted concerning new forms of cooperation with the Ministry. The students structure and the places of residence of students studying at the PAM Center Post-Graduate Distance Learning Program are presented in Figure 1.

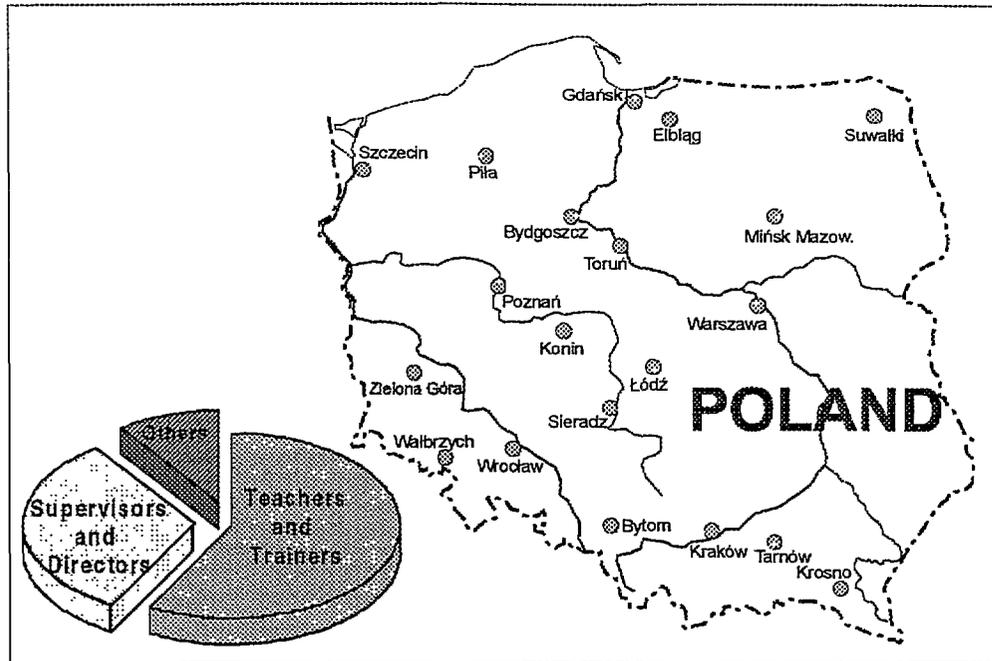


Fig. 1. The students structure and places of residence of the Post-Graduate DL students studying at the PAM Center

It is worth underlining that the base created for Distance Education at the PAM Center may be used for teaching not only in Poland but in any place in the world. One of our experiences at the PAM Center was teaching classes at Prince George's Community College in the US by Prof. Richard Profozich while staying in Poland for a year. He offered some classes for students studying at the Distance Learning Program in Lodz as well.

### **Support for the Executive MBA and non-degree Executive Training Programs**

The Executive MBA Programs and the non-degree training programs are supported by the Distance Learning technologies and methods. This refers particularly to the Executive MBA and the Global Mini MBA Programs. One of the aims of

purchasing the teleconferencing technology was to decrease the costs of education at the EMBA level. The technology enables us to save costs concerning the participation of the American faculty in the Program, for example it decreases the travelling and lodging costs. Starting from October 1998 there were often two compressed video sessions conducted from the US a week. A lot of work was also done by the PAM Center staff specializing in multimedia and DL technologies in designing and introduction of the Global Mini MBA Program. Two persons were trained and prepared a Polish version of the WebCT user's interface. They also trained all the faculty teaching at the Global Mini MBA Program and the students. They administer a special WebCT server and support all the programs in preparation of teaching materials, CDs and tapes. The PAM Center has supported also other UL units in the use of Internet based training, an example here was the support for the North-American Research and Studies Center at the UL.

### **Promotion of the PAM Center**

The PAM Center staff specializing in the Distance Learning technologies support all the promotional activities of the Center. They participate in preparation of different promotional materials – advertisements, brochures, CDs and the WWW pages. Thanks to the Distance Learning technology and experience in its application the PAM Center has also participated a few times – had presentations at different Distance Learning and Media fairs, seminars and conferences with the use of the compressed video – teleconferencing technology, without moving to any of these places. For example in 1999 the PAM Center, together with the American Chamber of Commerce in Poland, organized a seminar on Electronic Commerce conducted by Prof. Joseph Bailey from the Robert H. Smith School of Business. A part of it was offered directly to the Intertechnology Fair in Lodz. The other meetings and conferences in which the PAM Center participated included the Technology and Media Fair in Poznań and a Multipoint Conference incorporating all the major Business Schools in Poland – the PAM Center was invited to talk about its experience in the use of the teleconferencing technology in

education. All these activities help promote the PAM Center and strengthen its position on the education market.

## **9. Other activities**

### **The PAM Center Educational Council**

The Advisory Board called The PAM Center Educational Council plays a significant role in increasing the ties between the PAM Center and the business environment. It is a platform for developing mutually beneficial close cooperation with the leading Polish and international corporations and institutions. The Educational Council was created in 1996 and incorporates the CEOs and top business executives from corporations and institutions including: Amcor Poland, the American Chamber of Commerce in Poland, Curtis Group International, Delphi Automotive Systems, Hogan & Hartson, Industrial & Financial Systems, ING BSK Investment Funds, Marriott Warsaw, First National Investment Fund and Schroder Poland.

There are two types of working relationships with the members of the Educational Council. One is official in the form of Annual Meetings of the Council. The other one is held on a one-to-one basis.

The Educational Council Meetings serve as a platform for discussing changes in the business environment and the educational needs of the companies. Both an international and a Polish perspective are taken into account. A part of the discussion is devoted to the analysis of the development of the PAM Center. A PAM Center Report is presented and future directions are analyzed. The Meetings are often held in Warsaw and are hosted by one of the member companies. If it is possible special Guest Speakers - American faculty are invited. In 1999 Prof. James E. Post from Boston University served as a Guest Speaker and discussed the basic changes in Management Education in the US and other countries.

The other type of work includes individual meetings and consulting with the Educational Council members. The members are asked for their opinion and advice concerning the programs and forms of activity. They are also invited to offer classes for the Executive MBA students and have served as Guest Speakers at some PAM Center events, for example at the EMBA Inauguration Ceremonies and Breakfasts at the PAM Center. The cooperation with the Educational Council has proved to be of significant importance to the PAM Center.

## **Publications**

Offering of the Executive MBA and other programs requires preparation of appropriate teaching materials. Apart from the teaching materials for particular programs/courses, the PAM Center started its own publications. The first material on "Principles for Business, Caux Round Table" was published in 1997. Recently the PAM Center started its own publication series in Management. The first book on "Organizational Behavior" has been published in 2000 and is used both at the Executive MBA Program and other executive training. In the near future two other books should be published – they are in the process of preparation. The PAM Center published also brochures concerning its activity and the EMBA and other programs. In the next few months a new up-dated series of brochures concerning the PAM Center will be published. The PAM Center has prepared the information concerning its activity and different programs on CDs as well.

## **Conference participation**

The PAM Center was both a co-organizer of a few conferences and seminars and its staff participated actively in a number of Polish and international conferences. In the first case, the PAM Center was a co-organizer of the MTEEP Project Directors' Conference in April 1998 and an AmCham seminar in June 1999 and organized some conferences on Distance Learning Technology. With respect to the MTEEP Project Directors' Conference the PAM Center, for the first time, presented the use of the

compressed video for educational purposes – the first teleconference with the US was carried out. Also other multimedia and methods of modern education were presented. The PAM Center staff presented a few papers on the development of the Executive MBA and other programs and their sustainability. The other event was the already mentioned above seminar for the American Chamber of Commerce in Poland on Electronic Commerce. Both events turned out to be very successful and have helped to strengthen the PAM Center's position on the educational market.

Regarding the other case, all the PAM Center staff participated actively in different conferences and seminars. For example the EMBA Program Director and the DL Program Manager had a few presentations at both Polish and international conferences concerning the MBA and distance learning programs. They had a presentation at a Conference on "Education in the 21<sup>st</sup> Century" and at conferences and seminars on Distance Learning. They participated in a few conferences with the use of the compressed video technology, for example they had presentations at International Multipoint Conferences, at an International Teleconference for Business Schools in Warsaw and at Poznań and Lodz conferences. The PAM Center staff participated in a number of international fairs having presentations on the PAM Center's activity and achievements with the use of the compressed video. Some of the other conferences, for example those in Boston, Florida or Warsaw were mentioned in the above sections on the activity of the PAM Center. It should be underlined that starting from 1998 the PAM Center supported participation of a few UL faculty in different international conferences from its own revenues.

### **Ties with business and public community**

From the beginning of its operation the PAM Center was trying to establish close ties with the business and other communities particularly in the Lodz region. In order to increase the outreach the PAM Center started organizing "Breakfasts at the PAM Center" and other events. The Breakfasts were conducted by Polish and American Guest Speakers representing business, scientific or political environments. During the

grant period the PAM Center organized 24 such meetings. Among the Guest Speakers were:

- Robert Manz, Vice-President Enterprise Investors
- Roland Dwight, Director IRIS POLAND PROJECT
- Stefan Twardak, President GE Capital Poland
- Bogusław Grabowski, Advisor to the Polish Prime Minister and member of the Monetary Policy Council
- Phyllis Hodgkins, Advisor to the Ministry of Treasury, USA
- Mathew Boyce, Attache at the US Embassy in Warsaw
- Iwona Bielska, Director of the Antitrust Law Agency in Lodz
- Paweł Guziejewski, President of the Board of Directors of the Guziejewski & Albrecht Investments
- Tony Housh, Executive Director of the American Chamber of Commerce in Poland
- Pat Stocker, Associate Dean and Director of Executive Programs at the Robert H. Smith School of Business
- Martin J. Gannon, Professor of Management at the Robert H. Smith School of Business
- Henry P. Sims, Professor of Management at the Robert H. Smith School of Business
- Bogdan Gregor, Dean of the Faculty of Management at Lodz University
- Andrzej Pęczak, the Governor of Lodz
- Marek Czekalski, President of the City of Lodz.

Many distinguished guests visited the PAM Center. The PAM Center was honored by a visit of Mr. Daniel Fried, the US Ambassador to Poland in April 1998 and by Mrs. Molly Hughes, Director of the Maryland Sister States Program in September 1999 and many other top USAID executives from Washington and Warsaw. Discussions on cooperation were held with the visitors from different Business Schools, organizations and institutions, like for instance the Kościuszko Foundation and the Association Liaison Office in New York, representatives of the London Business School, etc. The contacts with the business and other communities have helped to develop the relations and ties with the communities.

It is worth underlining that the PAM Center has always tried to organize different types of support for the disadvantaged and disabled in the local region. Since 1997 the PAM Center has organized "The Christmas Giving Tree" – different products were collected and donated from companies and other institutions and private persons for the people at the shelters for lonely mothers, orphans and the disadvantaged and disabled men. The PAM Center received a very strong support in this activity from the community.

### **Honoris Causa Diploma**

On June 21, 1999 after a few months of very demanding procedures, the UL Senate voted the conferring of the Honoris Causa Diploma on Prof. Lee E. Preston. The official Ceremony took place on October 14, 1999.

It is worth stressing that the Honoris Causa Diploma is the highest award that can be given by a Polish university. It takes between six months up to one year to fulfil all the formal requirements and it is given to honor the scientific and other academic and public achievements. The University of Lodz is very proud of the fact that in this way we could honor the outstanding accomplishments of Professor Lee E. Preston in the field of Business and Economics and for his great contribution to the development of management education in Poland.

### **III. METHODS OF WORK**

This project has been carried out from the beginning through *continuous collaboration* between UM and UL personnel at every relevant level. Top administrators of both institutions have met and signed agreements; deans and department heads have developed program plans; faculty colleagues have visited each others classes and jointly prepared course syllabi; administrators and staff members have learned from each other; and a small number of student interactions have taken place, both in person and through video conferencing.

The Management Education in Poland (MEP) Project Director – Prof. Lee E. Preston initially met with the Rector and Management Dean at UL to reach a general understanding of mutual intentions and scope, and then with the Dean and a small group of UL faculty members for more detailed program planning. After appointment of the first Executive Director, major responsibility for the project was jointly shared by the Dean and Project Director, with supervision from a small UL faculty committee. Individual courses were developed during visits of UL faculty to UM; and the UM faculty member participating in the design of each course usually traveled to Poland to participate in classroom teaching and continue the collaboration. Some of these class presentations now take place through video conferencing, and email contact is maintained by individual faculty members. Other UM staff in administration, budget, etc., have also shared expertise with Polish colleagues in their respective areas. The extent of collaboration can be better appreciated from the details presented in the “Activities” section of this report (above).

### **IV. CONTINUATION AND FUTURE**

The USAID grant and all the input coming from both Universities and business communities enabled the establishment and significant development of the Polish-American Management Center. The PAM Center received a very solid programmatic and organizational base and is fully sustainable. The PAM Center has also created its

strong image and position on the education market which should enhance its further development.

The future strategy of the PAM Center focuses on the development of the programs and increased cooperation with the business environment. In particular we aim at:

- continuation of cooperation with the Robert H. Smith School of Business in conducting the Executive MBA and other programs
- development of the EMBA program and increased cooperation with the EMBA alumni
- development of the customized and open enrollment programs and introduction of new programs based on the assessment of the needs of the market
- further development of long-term relations with current clients and establishment of such relations with new enterprises
- development of distance education, including the non-degree programs based on the Internet
- development of the organizational, faculty/staff and technical base at the PAM Center.

The PAM Center is aiming at strengthening its position and image on the market as an innovative, strongly IT based "center of excellence" in management education.

## **V. FISCAL REPORT**

A complete fiscal report on the grant will be filed by the Office of Contract and Grant Accounting, University of Maryland. The amount of cost sharing contributed by the University of Lodz for the whole period of the grant (October 1, 1994 – January 31, 2000) is estimated to be \$ 1.050.000,-.

April 29, 2000

## **Attachments**

### **Attachment 1.**

- Equipment purchased for the Polish-American Management Center - Procurements
- Equipment purchased for the Polish-American Management Center - USAID funds

### **Attachment 2.**

EMBA Brochure

### **Attachment 3.**

Mini MBA Brochure

### **Attachment 4.**

Financial Management Program Brochure

## Equipment purchased for the Polish-American Management Center - Procurements

No.	Item	Identification No.	Value (\$)	Value (PLN)	Purchased by	Procurement No.	Statement
1.	Computers COMPAQ Deskpro 5100 M 850	UMCP/PAMCTR/T/1/ (1-20)	39 800,00	110 644,00	Potronics Sp. z o.o.	1	
2.	Projector MP 8030	UMCP/PAMCTR/T/ 2	7 610,97	22 832,91	ZETO S.A.	2	
3.	Projector MP 8030	UMCP/PAMCTR/T/3	7 610,97	22 832,91	ZETO S.A.	2	
4.	Overhead projector 3M-M2770	UMCP/PAMCTR/T/4	858,64	2 575,91	ZETO S.A.	2	
5.	Overhead projector 3M-9700	UMCP/PAMCTR/T/5	1 111,18	3 333,55	ZETO S.A.	2	
6.	Overhead projector 3M-9700	UMCP/PAMCTR/T/6	1 111,18	3 333,55	ZETO S.A.	2	
7.	HI-FI SONY Session 6620	UMCP/PAMCTR/T/7	1 540,62	4 621,85	ZETO S.A.	2	
8.	Panel 6650 SYGA	UMCP/PAMCTR/T/8	6 148,80	18 446,40	ZETO S.A.	2	
9.	Magnetic board	UMCP/PAMCTR/T/9/ (1-4)	2 326,60	6 979,84	ZETO S.A.	2	
10.	Magnetic board	UMCP/PAMCTR/T/10	581,66	1 744,94	ZETO S.A.	2	
11.	Sliding flipchart	UMCP/PAMCTR/T/11	625,95	1 877,85	ZETO S.A.	2	
12.	Audio equipment cabinet	UMCP/PAMCTR/T/12	760,80	2 282,41	ZETO S.A.	2	
13.	Team voice 200 I	UMCP/PAMCTR/T/13	17 258,02	51 773,54	ZETO S.A.	2	
14.	Teleconference equipment	UMCP/PAMCTR/T/14	94 876,34	328 604,20	Gandalf Sp. z o.o.	2	
15.	Computers COMPAQ Deskpro 4000 DT 5/166 (Monitor V50 & V70)	UMCP/PAMCTR/T/30/ (1-23)	50 502,00	175 015,00	Potronics Sp. z o.o.	2	
16.	Computer COMPAQ PROSIGNIA 200 5/166 + equipment	UMCP/PAMCTR/T/31	4 847,00	16 797,00	Potronics Sp. z o.o.	2	
17.	Laser Printer HP 5M	UMCP/PAMCTR/T/32	2 572,00	8 949,72	Potronics Sp. z o.o.	2	
18.	Laser Printer HP 5M	UMCP/PAMCTR/T/33	2 572,00	8 949,72	Potronics Sp. z o.o.	2	
19.	Scanner HP ScanJet 4C	UMCP/PAMCTR/T/36	1 543,00	5 370,68	Potronics Sp. z o.o.	2	
20.	Conc. 3COM HUB 100TX SuperStack II	UMCP/PAMCTR/T/37	1 793,00	6 241,03	Potronics Sp. z o.o.	2	
21.	APC Smart UPS 1000 NET Powerchute	UMCP/PAMCTR/T/38/ (1-2)	1 130,00	3 931,42	Potronics Sp. z o.o.	2	
22.	Jetdirect HP 150-X External	UMCP/PAMCTR/T/39/ (1-3)	1 156,00	4 024,80	Potronics Sp. z o.o.	2	
23.	Concentrator SuperStack II Switch 1000/24	UMCP/PAMCTR/T/40	3 171,00	11 034,38	Potronics Sp. z o.o.	2	
24.	Axis Storpoint CD-ROM 12SP Server	UMCP/PAMCTR/T/41	4 719,00	16 421,98	Potronics Sp. z o.o.	2	
25.	Option ATM Ports –ATM cart	UMCP/PAMCTR/T/42	3 526,00	12 269,78	Potronics Sp. z o.o.	2	
26.	Internetwork Novel 4.11 30-User CD Software	UMCP/PAMCTR/T/43	2 058,00	7 162,32	Potronics Sp. z o.o.	2	
27.	Table DPC	UMCP/PAMTCR/N/1	316,36	949,07	ZETO S.A.	2	
28.	Table DPH 75	UMCP/PAMTCR/N/2	183,05	549,14	ZETO S.A.	2	
29.	Table DPH 75	UMCP/PAMTCR/N/3	183,04	549,13	ZETO S.A.	2	

**Final Report MEP Project – Attachment 1.**

30.	Slide-bar 240 cm	UMCP/PAMTCR/N/4/ (1-4)	679,89	2 039,68	ZETO S.A.	2	
31.	Shelf 250 cm	UMCP/PAMTCR/N/5/ (1-5)	349,53	1 048,60	ZETO S.A.	2	
32.	Wall screen 175 x 175	UMCP/PAMTCR/N/6	329,40	988,20	ZETO S.A.	2	
33.	Wall screen WS 180	UMCP/PAMTCR/N/7	230,56	691,67	ZETO S.A.	2	
34.	Wall arm	UMCP/PAMTCR/N/8	112,45	337,34	ZETO S.A.	2	
35.	Desk 12	UMCP/PAMTCR/N/9	247,73	743,19	ZETO S.A.	2	
36.	Desk 12	UMCP/PAMTCR/N/10	247,73	743,19	ZETO S.A.	2	
37.	Desk 12	UMCP/PAMTCR/N/11	247,72	743,18	ZETO S.A.	2	
38.	Table 53	UMCP/PAMTCR/N/12	178,15	534,45	ZETO S.A.	2	
39.	Table 54	UMCP/PAMTCR/N/13	211,47	634,40	ZETO S.A.	2	
40.	Table 54	UMCP/PAMTCR/N/14	211,47	634,40	ZETO S.A.	2	
41.	Table 54	UMCP/PAMTCR/N/15	211,46	634,40	ZETO S.A.	2	
42.	Desk 55	UMCP/PAMTCR/N/16	211,47	634,40	ZETO S.A.	2	
43.	Desk 55	UMCP/PAMTCR/N/17	211,47	634,40	ZETO S.A.	2	
44.	Desk 55	UMCP/PAMTCR/N/18	211,47	634,40	ZETO S.A.	2	
45.	Desk 55	UMCP/PAMTCR/N/19	211,46	634,40	ZETO S.A.	2	
46.	Swivel chairs	UMCP/PAMTCR/N/20/(1-29)	3 209,72	9 628,87	ZETO S.A.	2	
47.	Swivel chair	UMCP/PAMTCR/N/21	110,63	332,19	ZETO S.A.	2	
48.	Swivel chairs	UMCP/PAMTCR/N/22/(1-14)	1 420,30	4 261,04	ZETO S.A.	2	
49.	Swivel chair	UMCP/PAMTCR/N/23	101,53	304,44	ZETO S.A.	2	
50.	Tables (1250 x 625)	UMCP/PAMTCR/N/24/(1-11)	2 485,67	7 456,90	ZETO S.A.	2	
51.	Table (1250 x 625)	UMCP/PAMTCR/N/25	225,95	677,96	ZETO S.A.	2	
52.	Triangular table (625 x 625 x 884)	UMCP/PAMTCR/N/26/(1-4)	1 033,00	3 099,00	ZETO S.A.	2	
53.	Wall arm W S 030	UMCP/PAMTCR/N/27	33,32	99,95	ZETO S.A.	2	
54.	Office 97 Proffes.PI. Edu.CD - Software	UMCP/PAMTCR/N/32	184,00	641,08	Potronics Sp. z o.o.	2	
55.	16 MB EDO for COMPAQ Deskpro 5100 M 850 (19 pcs.)	UMCP/PAMTCR/N/33	2 204,00	7 663,27	Potronics Sp. z o.o.	2	
56.	16 MB EDO for COMPAQ Deskpro 5100 M 850	UMCP/PAMTCR/N/34	114,00	403,37	Potronics Sp. z o.o.	2	
57.	Ink Jet Printer HP 870CX	UMCP/PAMCTR/T/34	643,00	2 237,43	Potronics Sp. z o.o.	2	
58.	Ink Jet Printer HP 870CX	UMCP/PAMCTR/T/35	643,00	2 237,43	Potronics Sp. z o.o.	2	
59.	3COM Superstack II Switch 1100 24 Port	UMCP/PAMCTR/T/15	1 528,00	5 348,48	Potronics Sp. z o.o.	3	
60.	CD Recorder YAMAHA CDR 4416S SCSI	UMCP/PAMCTR/T/16	657,70	2 302,14	Potronics Sp. z o.o.	3	
61.	Intel Camera Pack PCI	UMCP/PAMTCR/N/28	321,03	1 123,62	Potronics Sp. z o.o.	3	
62.	Intel Camera Pack PCI	UMCP/PAMTCR/N/29	321,03	1 123,62	Potronics Sp. z o.o.	3	
63.	Portable Hard Disc Drive I OMEGA 2 GB	UMCP/PAMTCR/N/30	201,10	703,94	Potronics Sp. z o.o.	3	
64.	Microsoft NT Server 4.0 - Molp AE Software	UMCP/PAMTCR/N/31	123,97	434,00	Potronics Sp. z o.o.	3	

**Final Report MEP Project – Attachment 1.**

65.	MS Windows NT Server 4.0 TSE 50-User	UMCP/PAMCTR/T/24	4 582,30	16 039,00	Potronics Sp. z o.o.	3	
66.	VHS Video/Mixer with 3 Control Monitors	UMCP/PAMCTR/T/17	11 397,57	39 894,00	Potronics Sp. z o.o.	3	
67.	Corel Draw 8.0 PL CD - Software	UMCP/PAMCTR/T/25	561,50	1 965,42	Potronics Sp. z o.o.	3	
68.	Antivirus Mcafee for NT – Software	UMCP/PAMCTR/T/26	946,30	3 312,30	Potronics Sp. z o.o.	3	
69.	Videoprojector LG ddv 820 typ 248 0248030C0000	UMCP/PAMCTR/T/18	4 857,05	19 762,92	Provideo Sp.z o.o.	3	
70.	Videoprojector LG ddv 820 typ 248 0248030C0000	UMCP/PAMCTR/T/19	4 857,05	19 762,92	Provideo Sp. z o.o.	3	
71.	Computers IBM PC 300GL	UMCP/PAMCTR/T/20/ (1-17)	27 796,70	101 900,04	American Computer Games Sp. z o.o.	3	
72.	Computers IBM PC 300GL	UMCP/PAMCTR/T/21/ (1-3)	3 702,00	13 571,16	American Computer Games Sp. z o.o.	3	
73.	Notebooks IBM TP600	UMCP/PAMCTR/T/22/ (1-2)	9 241,80	33 879,52	American Computer Games Sp. z o.o.	3	
74.	Computer IBM NETFINITY 5000 Server + equipment	UMCP/PAMCTR/T/23	8 624,00	31 614,72	American Computer Games Sp. z o.o.	3	
75.	Macromedia Director V7.0 - Software	UMCP/PAMCTR/T/27	1 557,30	5 450,96	Potronics Sp. z o.o.	3	
76.	Citrix Metaframe-50-User - License	UMCP/PAMCTR/T/28	12 501,50	43 758,00	Potronics Sp. z o.o.	3	
77.	NCD X Connect for Metaframe Server - License	UMCP/PAMCTR/T/29	2 744,90	9 608,00	Potronics Sp. z o.o.	3	
78.	UPS Smart 1400 VA Powerchute	UMCP/PAMCTR/T/45	670,00	2 780,38	Potronics Sp. z o.o.	4	
79.	32 MB RAM – COMPAQ Deskpro (24 pcs)	UMCP/PAMCTR/T/46	1 199,00	4 977,60	Potronics Sp. z o.o.	4	
80.	AXIS CD-ROM Server + Software	UMCP/PAMCTR/T/47	2 503,00	10 386,10	Potronics Sp. z o.o.	4	
81.	Server IBM NETFINITY 5000 + Monitor	UMCP/PAMCTR/T/48	8 494,00	35 249,83	Potronics Sp. z o.o.	4	
82.	Molp Win NT Server 4.0 (30 pcs)	UMCP/PAMCTR/T/49	240,00	996,00	Potronics Sp. z o.o.	4	
83.	DV-Projector LIESGANG DDV 1500 Type 252	UMCP/PAMCTR/T/50	7 590,00	31 342,15	Potronics Sp. z o.o.	4	
84.	PictureTel 550 kits P550-VI-WC-E1	UMCP/PAMCTR/T/51	3 290,00	13 876,56	Gandalf Sp. z o.o.	4	
85.	PictureTel LiveLan 3.1 FCP-E1	UMCP/PAMCTR/T/52	2 369,00	9 991,97	Gandalf Sp. z o.o.	4	
86.	<b>PictureTel SwiftSite II 760 UPG-SS760- TBR-P + upgrade</b>	UMCP/PAMCTR/T/53	8 000,00	33 742,40	Gandalf Sp. z o.o.	4	
87.	PictureTel 210 TA-C	UMCP/PAMCTR/T/54	4 980,00	21 004,64	Gandalf Sp. z o.o.	4	
88.	PictureTel SwiftSite Suitcase	UMCP/PAMCTR/T/55	330,00	1 391,87	Gandalf Sp. z o.o.	4	
	<b>TOTAL</b>		<b>415 192,53</b>	<b>1 428 746,52</b>			

## Equipment purchased for the Polish-American Management Center - USAID funds

No.	Item	Identification No.	Value (\$)	Value (PLN)	Purchased	Statement
1.	Cellular Phone NOKIA 150	PAMCTR/T/1	1 425,08	3 306,20	23.06.95	
2.	HP LaserJet 5P Printer	PAMCTR/T/2	1 276,79	2 962,16	07.03.95	
3.	Computer PROLINEA SLIN 466 M 420	PAMCTR/T/3	3 243,37	8 240,25	31.08.95	
4.	Fax Machine OKI OF-1000	PAMCTR/T/4	2 532,57	6 290,00	09.01.96	
5.	Overhead Projector 3M 9850	PAMCTR/T/5	2 869,56	7 198,00	05.01.96	
6.	Computer COMPAQ PROLINEA 575C	PAMCTR/T/6	4 914,81	13 376,90	15.12.95	
7.	Office dividers – INKA System	PAMCTR/T/7	9 007,35	29 045,90	26.05.-01.07.97	
8.	Phone Dialog 3203 ERICSSON	PAMCTR/T/8	664,94	2 172,69	04.07.97	
9.	Kitchen segment	PAMCTR/T/9	602,91	1 970,00	04.08.97	
10.	Scanner – SCAN Mark 2500	PAMCTR/T/10	9 342,31	32 566,33	20.08.97	
11.	Video Camera SVHS PANASONIC MS-5	PAMCTR/T/11	2 476,56	8 378,96	14.11.97	
12.	TV SONY 25	PAMCTR/T/12	689,82	2 333,86	14.11.97	
13.	Video Recorder SONY SLV-720	PAMCTR/T/13	576,59	1 950,78	14.11.97	
14.	Cupboard (metal) HERK 2D	PAMCTR/T/14	572,74	2 013,00	09.01.98	
15.	Binding Machine IBIMASTER 400	PAMCTR/T/15	501,12	1 695,80	14.05.98	
16.	Financial Software	PAMCTR/T/16	2 323,62	7 861,50	06.10.97	
17.	Worldgroup 3.0 NT 8-user 29057345	PAMCTR/T/17	743,52	2 613,24	14.01.98	
18.	Copying Machine XEROX 5343	PAMCTR/T/18	2 075,43	8 114,94	14.07.99	
19.	Ventilator CROWN	PAMCTR/N/1	77,15	179,00	13.07.95	
20.	Vertical Blinds	PAMCTR/N/2	424,74	1 029,99	03.10.95	
21.	Guillotine LP-36	PAMCTR/N/3	150,31	366,00	05.10.95	
22.	Conference Board	PAMCTR/N/4	121,82	303,78	09.01.96	
23.	Air moistener SILMA	PAMCTR/N/5	16,14	40,26	30.01.96	
24.	Conference Board	PAMCTR/N/6	121,82	303,78	09.01.96	
25.	Portable Screen TS/80	PAMCTR/N/7	261,77	660,81	22.02.96	
26.	Desk lamp (white)	PAMCTR/N/8	16,50	42,08	13.03.96	
27.	Desk lamp (black)	PAMCTR/N/9	16,50	42,08	13.03.96	
28.	Bathroom cabinet	PAMCTR/N/10	78,40	200,00	15.03.96	
29.	Phone PANASONIC	PAMCTR/N/11/a	171,22	436,76	19.03.96	
30.	Phone PANASONIC	PAMCTR/N/11/b	171,22	436,76	19.03.96	
31.	Refrigerator POLAR TA 60	PAMCTR/N/12	145,87	372,10	21.03.96	
32.	Wall Plan Board 90	PAMCTR/N/13	98,57	251,45	29.04.96	

33.	Clock (wall)	PAMCTR/N/14a	21,29	56,00	05.06.96
34.	Clock (wall)	PAMCTR/N/14b	21,29	56,00	05.06.96
35.	Flower case	PAMCTR/N/15	27,90	75,00	10.07.96
36.	Flower case	PAMCTR/N/16	57,65	155,00	10.07.96
37.	Office cupboard	PAMCTR/N/17	249,19	670,00	10.07.96
38.	Wall Plan Board (120x90)	PAMCTR/N/18	324,53	872,05	10.07.96
39.	Radio-tape-CD Recorder SONY + CD	PAMCTR/N/19	224,57	609,39	23.08.96
40.	Binding Machine STAR	PAMCTR/N/20	381,38	1 037,00	10.10.96
41.	Office cupboard	PAMCTR/N/21	161,04	450,00	10.12.96
42.	Flipchart – SCAR	PAMCTR/N/22	135,20	380,92	04.12.96
43.	Phone stand SIGMA TS 50	PAMCTR/N/23a	23,77	66,98	16.01.97
44.	Phone stand SIGMA TS 50	PAMCTR/N/23b	23,77	66,98	16.01.97
45.	Microwave DAEWOO	PAMCTR/N/24	152,42	429,44	08.01.97
46.	Rolodex	PAMCTR/N/25	62,21	175,28	22.01.97
47.	Swivel chair PR-06/K	PAMCTR/N/26	159,72	450,00	18.02.97
48.	Swivel chair Metro	PAMCTR/N/27a	65,66	185,00	18.02.97
49.	Swivel chair Metro	PAMCTR/N/27b	65,67	185,00	18.02.97
50.	Ladder	PAMCTR/N/28	41,94	119,01	12.04.97
51.	Cupboard AMC 4YKO4	PAMCTR/N/29a	274,52	852,78	06.05.97
52.	Cupboard AMC 4YKO4	PAMCTR/N/29b	274,52	852,78	06.05.97
53.	Cupboard AMC 4YKO4	PAMCTR/N/29c	274,52	852,78	06.05.97
54.	Coffeemaker DUO	PAMCTR/N/30	67,77	217,75	21.06.97
55.	Phone DIALOG 3202	PAMCTR/N/31a	376,83	1 231,30	14.07.97
56.	Phone DIALOG 3202	PAMCTR/N/31b	376,83	1 231,30	14.07.97
57.	Phone DIALOG 3202	PAMCTR/N/31c	376,83	1 231,29	14.07.97
58.	Glass Cabinet	PAMCTR/N/32 (a-d)	736,96	2 408,00	04.08.97
59.	Desk lamp	PAMCTR/N/33a	27,24	89,00	09.08.97
60.	Desk lamp	PAMCTR/N/33b	27,24	89,00	09.08.97
61.	Calculator CASSIO-DM 1201	PAMCTR/N/34	24,27	79,30	09.08.97
62.	Glass Cabinet	PAMCTR/N/35	184,24	602,00	19.09.97
63.	Hanging shelf	PAMCTR/N/36 (a-b)	61,21	200,00	19.09.97
64.	Cupboard	PAMCTR/N/37	137,72	450,00	19.09.97
65.	Glass Cabinet	PAMCTR/N/38a	184,24	602,00	22.09.97
66.	Glass Cabinet	PAMCTR/N/38b	184,24	602,00	22.09.97
67.	Tables	PAMCTR/N/39 (1-24)	1 964,52	6 646,56	13.10.97
68.	Chairs	PAMCTR/N/40 (1-47)	1 486,34	5 028,72	13.10.97
69.	Small table	PAMCTR/N/41	98,44	333,06	23.10.97

64

**Final Report MEP Project – Attachment 1.**

70.	Calculator CASSIO DM 1201	PAMCTR/N/42a	23,41	79,19	23.10.97
71.	Calculator CASSIO DM 1201	PAMCTR/N/42b	23,41	79,19	23.10.97
72.	Flipchart - folding	PAMCTR/N/43	221,38	749,00	23.10.97
73.	Money metal cassette	PAMCTR/N/44	35,70	120,78	19.11.97
74.	TV/Computer cabinet	PAMCTR/N/45	115,03	389,18	14.11.97
75.	Panel Case	PAMCTR/N/46	149,43	505,57	14.11.97
76.	Projector Case	PAMCTR/N/47 (a-b)	490,42	1 659,20	14.11.97
77.	Small table	PAMCTR/N/48	69,46	235,00	20.11.97
78.	Christmas Tree	PAMCTR/N/49	178,49	603,90	06.12.97
79.	Show Case	PAMCTR/N/50	321,74	1 130,57	04.12.97
80.	Hanger "STOJA"	PAMCTR/N/51 (a-b)	79,11	278,00	08.01.98
81.	Wall screen	PAMCTR/N/52	151,28	525,21	13.03.98
82.	Office desk - INKA type	PAMCTR/N/53	236,83	805,20	26.03.98
83.	Office Cupboard	PAMCTR/N/54	111,12	380,00	09.09.98
84.	Cellular phone NOKIA 8110	PAMCTR/N/55	204,81	732,00	26.11.98
85.	WordPerfect Software 6.1 Plus	PAMCTR/N/56	198,72	481,90	10.10.95
86.	Polwin Software (True type)	PAMCTR/N/57	22,64	54,90	10.10.95
87.	Language Software Module 6.1	PAMCTR/N/58	129,96	315,16	10.10.95
88.	MKS Vir Software	PAMCTR/N/59	29,61	80,52	07.06.96
89.	Windows NT 4.0 PL New Technology	PAMCTR/N/60	16,95	55,40	28.08.97
90.	Slide-bar 240 cm	PAMCTR/N/61	120,57	407,94	14.11.97
91.	Rolodex	UMCP/PAMCTR/S/1	155,00	363,00	1995
92.	Video Machine – AIWA	UMCP/PAMCTR/S/2	450,00	1 110,83	1996
93.	TV SYMPHONIC	UMCP/PAMCTR/S/3	300,00	740,55	1996
94.	Panel for Overhead Projector	UMCP/PAMCTR/S/4	750,00	1 851,38	1996
95.	Notebook - Think Pad IBM	UMCP/PAMCTR/S/5	2 000,00	4 937,00	1995
	<b>TOTAL</b>		<b>63 633,87</b>	<b>195 064,60</b>	

	\$	PLN
<b>TOTAL</b>	<b>478 826,40</b>	<b>1 623 811,12</b>



# ŁÓDŹ EXECUTIVE MBA PROGRAM

**Fifth Edition 2000 – 2002**

**For additional information**

**please contact:**

**Anna KARWOWSKA,  
Office of the EMBA Program,  
Polish-American Management Center (PAM Center),  
16/18 Kopcińskiego St, 90-232 Łódź  
Monday, Wednesday - Friday 8:00 a.m. - 4:00 p.m.  
Phone: (42) 635 49 62 or 635 49 58,  
Fax : (42) 635 49 59,  
E-mail: [lemba@kryisia.uni.lodz.pl](mailto:lemba@kryisia.uni.lodz.pl)**



**UNIVERSITY OF MARYLAND**  
**THE ROBERT H. SMITH SCHOOL OF BUSINESS**  
**USA**



**UNIVERSITY OF LODZ**  
**FACULTY OF MANAGEMENT**  
**POLAND**



**POLISH-AMERICAN MANAGEMENT CENTER**  
**(PAM CENTER)**  
**POLAND**

## **Aims and Methods of Instruction**

---

The Łódź Executive MBA is a two-year, intensive, professional program of study in management, offered together by the Robert H. Smith School of Business at University of Maryland, one of the leading business schools in the U.S. and the Faculty of Management at University of Łódź. It is a degree program aiming at preparing well-educated and experienced managers for increased responsibilities and career development in the quickly changing and challenging business environment.

The courses are taught in Polish and English by both Polish and American faculty and business executives from international and domestic enterprises. The most effective action and interactive learning methods and the latest technology are used. A strong focus is on teamwork, the use of case studies, group projects and simulation games. Students participate in Group Field Projects and have a chance to verify their knowledge and professional skills during a Case Competition judged by business executives. Students have access to all possible multimedia including advanced computer technology, T1 level Internet connection, the teleconferencing system, BBS and the voicemail system.

## **The Partners**

---

The Łódź Executive MBA Program is offered by the Polish and American faculty and business executives from the leading enterprises and institutions. All the faculty, both from the University of Łódź and the University of Maryland have a significant professional experience.

It is worth stressing the position of our American partner. The MBA Program of the Robert H. Smith School of Business at University of Maryland ranks 22<sup>nd</sup> among the MBA programs accredited by AACSB according to Business Week (there are more than 700 such programs accredited in the U.S.) and 2<sup>nd</sup> in Information Technology according to Financial Times.

Among the business executives are CEOs of leading American, global and Polish companies and institutions including Delphi Automotive Systems, IFS, ING BSK and Schroder Poland.

The Executive MBA Program is organized and carried out by the Polish-American Management Center (PAM Center) created by the University of Łódź and the University of Maryland in 1995. The PAM Center is a member of the American Chamber of Commerce in Poland.

## The Structure of the Program

The fifth edition of the Executive MBA Program starts in September, 2000 with preparatory courses and the orientation session. The classes begin in October, 2000.

The Program consists of six 10 week terms - three terms in the first year of the study (2000/2001) and three in the second year (2001/2002). Students take 120 hours of courses per term (12 hours of courses per weekend), totaling 720 hours of classes. The examination sessions are held in the weekends following each term. Additional time is devoted to the initiation of the Group Field Projects (after the third term) constituting an integral part of the Program. Starting from the second year of the Program the students work on the Group Field Projects and their Master's Degree theses.

### Preparatory Courses

The students are offered three preparatory courses: English for Managers, Introduction to Accounting Systems and Internet and Computer Networking. All of them aim at helping our students acquire and develop skills necessary in their managerial work and for studying at the EMBA Program. English for Managers and Internet and Computer Networking are elective but highly recommended. Introduction to Accounting Systems is obligatory for all the students. The cost of English for Managers and Introduction to Accounting Systems is 180 PLN per course and Internet and Computer Networking costs 160 PLN. The courses are planned as follows:

<b>English for Managers</b>	September	8, 15, 22 & 29 (4:30 - 7:45 p.m.)
<b>Introduction to Accounting Systems</b>	September	9, 16, 23 (8:30 - 11:45 a.m.) & 30 (9:30 a.m. - 12:45 p.m.)
<b>Internet and Computer Networking</b>	September	9, 16 & 23 (12:15 - 3:30 p.m.)

Applicants interested in participating in the courses are requested to fill in the Preparatory Courses Application Form (page 12).

### Orientation Session and Inauguration of the Program

The Inauguration Ceremony will take place on September 30, 2000.

The program includes:

- Orientation Session
- Opening Ceremony
- Luncheon

During the luncheon the students will be welcomed by a Guest Speaker and University and business representatives.

**EMBA Course Schedule (including the exams)**

YEAR 1	YEAR 2
TERM 1 (Fall)	TERM 4 (Fall)
October 6 - December 16, 2000	October 5 - December 22, 2001
TERM 2 (Winter)	TERM 5 (Winter)
January 5 - March 24, 2001	January 4 - March 23, 2002
TERM 3 (Spring)	TERM 6 (Spring)
April 6 - June 30, 2001	April 5 - June 29, 2002

The courses are offered on Fridays and Saturdays in the following session schedule:

FRIDAY	SATURDAY
4:30 - 6:00 p.m.	8:30 - 10:00 a.m.
6:30 - 8:00 p.m.	10:15 - 11:45 a.m.
	12:15 - 1:45 p.m.
	2:00 - 3:30 p.m.

It is envisaged to organize a second group of students studying Tuesday through Thursday from 4:30 – 6:00 p.m. and 6:30 – 8:00 p.m. Regarding the second group it may happen occasionally that in case of teleconferences – the compressed video sessions, some courses can be offered together with the weekend courses.

**Conference Rooms and Accommodation and Board**

The courses will be held at the Polish-American Management Center, 16/18 Kopcińskiego St. and at the University Postgraduate Education Center, 3 Piramowicza St. Accommodation and board are available to students at moderate prices. The University Hotel is situated in the same building as the PAM Center and cafeterias are available at both places.

**EMBA Course List**

YEAR 1	YEAR 2
<b>PREPARATORY COURSES</b>	
English for Managers Introduction to Accounting Systems Internet and Computer Networking <i>Orientation Session</i>	
<b>TERM 1 (Fall)</b>	<b>TERM 4 (Fall)</b>
General Management Managerial Economics Financial Accounting Analytical and Communication Skills	Capital Markets Marketing Research Labor & Industrial Relations Law Production & Operations Management <i>Group Field Project</i>
<b>TERM 2 (Winter)</b>	<b>TERM 5 (Winter)</b>
Managerial Accounting Macroeconomics & Public Policy Statistical Analysis for Management Organizational Behavior	Strategic Management Financial Institutions Management Human Resources Management Logistics Management <i>Group Field Project</i> <i>Case Competition</i>
<b>TERM 3 (Spring)</b>	<b>TERM 6 (Spring)</b>
Financial Management Marketing Management Business & Finance Law Management Information Systems <i>Group Field Project</i>	International Business Special Topics in Management Integrative Business Simulation Game - Market Place <i>Group Field Project</i>

## Admission Criteria

### Requirements

- **Certificate of higher education**  
The Program is addressed to university level graduates possessing a master's degree or its equivalent. We aim at attracting graduates from a variety of faculties (e.g. Technical Universities, Medical Academies, etc.). The program is also recommended to applicants possessing a degree in Management or Economics that graduated before 1990.
- **At least two years of professional experience**
- **Good knowledge of English**
- **Positive results of entrance examinations - GMAT-type and English test.**  
Applicants who have already passed the GMAT during the last two years and those having a TOEFL or First Certificate are exempt from these tests.
- **Positive interview results (the interviews will be held in English)**

### Documents

1. **Application Form** (pages 8-9 )
2. **Statement of Purpose** (1-2 pages in English explaining the applicant's reasons for entering the program and career objectives)
3. **Curriculum Vitae (in English)**
4. **Photocopy of University Diploma of master's degree level**
5. **Three photographs (passport format)**
6. **Proof of payment of the Application Fee** (90 PLN - page 11)

### Deadlines

<b>Submission of documents:</b>	<b>June 10, 2000</b>
<b>GMAT-type and English tests and interview:</b>	<b>second half of June 2000</b>

### Fees and Form of Payment

- Total costs for the two years of study will be 8,100 USD.
- First year costs are 16,900 PLN (approx. 4,000 USD), the payment should be made in PLN.  
Payment for the first year can be made in three installments.  
The first installment, 6,500 PLN should be made by October 4, 2000,  
the second installment, 6,000 PLN should be made by January 14, 2001,  
and the third installment, 4,400 PLN should be paid by March 31, 2001.  
*The installments are non-refundable after the payment deadlines.*
- The cost of preparatory courses of English for Managers and Introduction to Accounting Systems is 180 PLN per course. The cost of the course on Internet and Computer Networking is 160 PLN.  
The Preparatory Courses Payment Forms are on pages 12 and 13.  
The payment should be made by September 8, 2000.

- Application Fee is 90 PLN. The Application Fee Payment Form is on page 11.



**APPLICATION FORM<sup>1</sup>**  
**EXECUTIVE MASTER OF BUSINESS ADMINISTRATION PROGRAM**  
**Admission 2000 – 2002**

First Name:.....

Last Name: .....

**Addresses:**

**Permanent :** .....

**Mailing:**.....

.....

.....

**Phone:** .....

**Phone:**.....

**Fax:** .....

**Fax:** .....

**E-mail:** .....

**E-mail:** .....

**Place of Birth:** .....

**Father's name:** .....

**Date of Birth:** .....

**Mother's name:** .....

**Education:**

Please list below, starting with the most recent degree obtained, all educational programs attended since the beginning of your higher education.

Degree Obtained or Name of Program and Dates	Name and Location of Educational Institution

**Professional Experience:**

Date	Type of Work	Employer's Name or Organization

<sup>1</sup>Please fill the form in English

74

Present Status:

Company/Organization: .....

Job title:.....

Brief description of your responsibilities:

.....  
.....  
.....  
.....  
.....

Knowledge of Languages:

Please explain as: fluent, very good, good, poor. If you have TOEFL or First Certificate score, please write below.

Language	Reading	Speaking	Writing
English			

.....  
.....  
.....

Study Preferences (in case of having an additional weekday group):

I would like to join the following group (please mark):

- The weekend group only (Friday/Saturday)
- The weekday group (Tuesday/Wednesday/Thursday)
- Both groups are possible

List any further information or considerations relevant to your admission (you may attach a separate sheet if necessary):

.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....

I hereby agree to use and process the personal data included in this Application Form, required according to the admission procedures (conformingly to the Polish Law of August 29, 1997 on the Protection of Personal Data Dz.U. nr 133, poz. 833).

.....  
Date

.....  
Signature

**Diploma and Certificate**

Students who satisfactorily complete the required course work, including tests, exams, the Group Field Project and their Master's Degree thesis (in English) shall receive:

**a Master's Degree in Management, for the Executive MBA Program,  
from the University of Łódź**

and

**a Certificate of the Lodz Executive MBA Degree  
from the University of Maryland, the Robert H. Smith School of Business.**

The Certificate is presented below:



The Robert H. Smith School of Business  
University of Maryland

In recognition of successful completion of the course of study for

**THE LODZ EXECUTIVE MBA DEGREE**

In partnership with the University of Lodz, this

**CERTIFICATE OF ACHIEVEMENT**

is awarded to

**W Z Ó R**

Certificate# \_\_\_\_\_ presented at Lodz, Poland on \_\_\_\_\_

---

*Lee E. Preston, Director*  
**Management Education in Poland Project**

---

*Howard Frank, Dean*  
**The Robert H. Smith School of Business**

## Application Fee Payment Form

<p>Odcinek dla poczty <b>ZŁ 90,00</b> słownie: dziewięćdziesiąt złotych</p>	<p>Odcinek dla posiadacza rachunku <b>ZŁ 90,00</b> słownie: dziewięćdziesiąt złotych</p>	<p>Odcinek dla wpłacającego <b>ZŁ 90,00</b> słownie: dziewięćdziesiąt złotych</p>	<p>Odcinek dla PAM Center <b>ZŁ 90,00</b> słownie: dziewięćdziesiąt złotych</p>
<p>Wpłacający:..... ..... ..... .....</p>	<p>Wpłacający:..... ..... ..... .....</p>	<p>Wpłacający:..... ..... ..... .....</p>	<p>Wpłacający:..... ..... ..... .....</p>
<p>Polsko-Amerykańskie Centrum Zarządzania przy UŁ Podyplomowe Studia EMBA APPLICATION FEE Bank Polska Kasa Opieki S.A. II O/Łódź 10801154-5555-300-80300-111</p>	<p>Polsko-Amerykańskie Centrum Zarządzania przy UŁ Podyplomowe Studia EMBA APPLICATION FEE Bank Polska Kasa Opieki S.A. II O/Łódź 10801154-5555-300-80300-111</p>	<p>Polsko-Amerykańskie Centrum Zarządzania przy UŁ Podyplomowe Studia EMBA APPLICATION FEE Bank Polska Kasa Opieki S.A. II O/Łódź 10801154-5555-300-80300-111</p>	<p>Polsko-Amerykańskie Centrum Zarządzania przy UŁ Podyplomowe Studia EMBA APPLICATION FEE Bank Polska Kasa Opieki S.A. II O/Łódź 10801154-5555-300-80300-111</p>
<p>.....      .....</p> <p>Data                      Podpis                      Opłata</p>			

## PREPARATORY COURSES APPLICATION FORM

First Name: ..... Last name: .....

Address: ..... Phone/Fax: .....

I would like to participate in the following EMBA Preparatory Courses (please mark):

- English for Managers - 180 PLN
- Introduction to Accounting Systems - 180 PLN
- Internet and Computer Networking - 160 PLN

.....  
Signature

### Preparatory Courses Payment Forms

<p style="text-align: center;"><b>Odcinek dla poczty</b> <b>ZŁ 180,00</b> słownie: sto osiemdziesiąt złotych Wpłacający:</p> <p>..... ..... ..... .....</p> <hr/> <p style="text-align: center;">Polsko-Amerykańskie Centrum Zarządzania przy UŁ Podyplomowe Studia EMBA English for Managers Bank Polska Kasa Opieki S.A. II O/Łódź 10801154-5555-300-80300-111</p> <hr/> <p>.....      .....      .....</p> <p style="text-align: center;">Data      Podpis      Opłata</p>	<p style="text-align: center;"><b>Odcinek dla posiadacza rachunku</b> <b>ZŁ 180,00</b> słownie: sto osiemdziesiąt złotych Wpłacający:</p> <p>..... ..... ..... .....</p> <hr/> <p style="text-align: center;">Polsko-Amerykańskie Centrum Zarządzania przy UŁ Podyplomowe Studia EMBA English for Managers Bank Polska Kasa Opieki S.A. II O/Łódź 10801154-5555-300-80300-111</p> <hr/> <p>.....      .....      .....</p> <p style="text-align: center;">Data      Podpis      Opłata</p>	<p style="text-align: center;"><b>Odcinek dla wpłacającego</b> <b>ZŁ 180,00</b> słownie: sto osiemdziesiąt złotych Wpłacający:</p> <p>..... ..... ..... .....</p> <hr/> <p style="text-align: center;">Polsko-Amerykańskie Centrum Zarządzania przy UŁ Podyplomowe Studia EMBA English for Managers Bank Polska Kasa Opieki S.A. II O/Łódź 10801154-5555-300-80300-111</p> <hr/> <p>.....      .....      .....</p> <p style="text-align: center;">Data      Podpis      Opłata</p>	<p style="text-align: center;"><b>Odcinek dla PAM Center</b> <b>ZŁ 180,00</b> słownie: sto osiemdziesiąt złotych Wpłacający:</p> <p>..... ..... ..... .....</p> <hr/> <p style="text-align: center;">Polsko-Amerykańskie Centrum Zarządzania przy UŁ Podyplomowe Studia EMBA English for Managers Bank Polska Kasa Opieki S.A. II O/Łódź 10801154-5555-300-80300-111</p> <hr/> <p>.....      .....      .....</p> <p style="text-align: center;">Data      Podpis      Opłata</p>
---	--	---	---

87

<p>Odcinek dla poczty <b>ZŁ 180,00</b> słownie: sto osiemdziesiąt złotych Wpłacający:</p> <p>..... ..... .....</p> <hr/> <p>Polsko-Amerykańskie Centrum Zarządzania przy UŁ Podyplomowe Studia EMBA Introduction to Accounting Systems Bank Polska Kasa Opieki S.A. II O/Łódź 10801154-5555-300-80300-111</p> <hr/> <p>.....      .....      .....</p> <p>Data              Podpis              Oplata</p>	<p>Odcinek dla posiadacza rachunku <b>ZŁ 180,00</b> słownie: : sto osiemdziesiąt złotych Wpłacający:</p> <p>..... ..... .....</p> <hr/> <p>Polsko-Amerykańskie Centrum Zarządzania przy UŁ Podyplomowe Studia EMBA Introduction to Accounting Systems Bank Polska Kasa Opieki S.A. II O/Łódź 10801154-5555-300-80300-111</p> <hr/> <p>.....      .....      .....</p> <p>Data              Podpis              Oplata</p>	<p>Odcinek dla wpłacającego <b>ZŁ 180,00</b> słownie: : sto osiemdziesiąt złotych Wpłacający:</p> <p>..... ..... .....</p> <hr/> <p>Polsko-Amerykańskie Centrum Zarządzania przy UŁ Podyplomowe Studia EMBA Introduction to Accounting Systems Bank Polska Kasa Opieki S.A. II O/Łódź 10801154-5555-300-80300-111</p> <hr/> <p>.....      .....      .....</p> <p>Data              Podpis              Oplata</p>	<p>Odcinek dla PAM Center <b>ZŁ 180,00</b> słownie: : sto osiemdziesiąt złotych Wpłacający:</p> <p>..... ..... .....</p> <hr/> <p>Polsko-Amerykańskie Centrum Zarządzania przy UŁ Podyplomowe Studia EMBA Introduction to Accounting Systems Bank Polska Kasa Opieki S.A. II O/Łódź 10801154-5555-300-80300-111</p> <hr/> <p>.....      .....      .....</p> <p>Data              Podpis              Oplata</p>
<p>Odcinek dla poczty <b>ZŁ 160,00</b> słownie: sto sześćdziesiąt złotych Wpłacający:</p> <p>..... ..... .....</p> <hr/> <p>Polsko-Amerykańskie Centrum Zarządzania przy UŁ Podyplomowe Studia EMBA Internet and Comp. Networking Bank Polska Kasa Opieki S.A. II O/Łódź 10801154-5555-300-80300-111</p> <hr/> <p>.....      .....      .....</p> <p>Data              Podpis              Oplata</p>	<p>Odcinek dla posiadacza rachunku <b>ZŁ 160,00</b> słownie: sto sześćdziesiąt złotych Wpłacający:</p> <p>..... ..... .....</p> <hr/> <p>Polsko-Amerykańskie Centrum Zarządzania przy UŁ Podyplomowe Studia EMBA Internet and Comp. Networking Bank Polska Kasa Opieki S.A. II O/Łódź 10801154-5555-300-80300-111</p> <hr/> <p>.....      .....      .....</p> <p>Data              Podpis              Oplata</p>	<p>Odcinek dla wpłacającego <b>ZŁ 160,00</b> słownie: sto sześćdziesiąt złotych Wpłacający:</p> <p>..... ..... .....</p> <hr/> <p>Polsko-Amerykańskie Centrum Zarządzania przy UŁ Podyplomowe Studia EMBA Internet and Comp. Networking Bank Polska Kasa Opieki S.A. II O/Łódź 10801154-5555-300-80300-111</p> <hr/> <p>.....      .....      .....</p> <p>Data              Podpis              Oplata</p>	<p>Odcinek dla PAM Center <b>ZŁ 160,00</b> słownie: sto sześćdziesiąt złotych Wpłacający:</p> <p>..... ..... .....</p> <hr/> <p>Polsko Amerykańskie Centrum Zarządzania przy UŁ Podyplomowe Studia EMBA Internet and Comp. Networking Bank Polska Kasa Opieki S.A. II O/Łódź 10801154-5555-300-80300-111</p> <hr/> <p>.....      .....      .....</p> <p>Data              Podpis              Oplata</p>

**For statistical purposes only**

1. Is your company aware of your application?

- Yes                       No

2. Will your company be paying for your studies?

- Yes  
 In full                       1/2                       1/4                       Other .....
- No

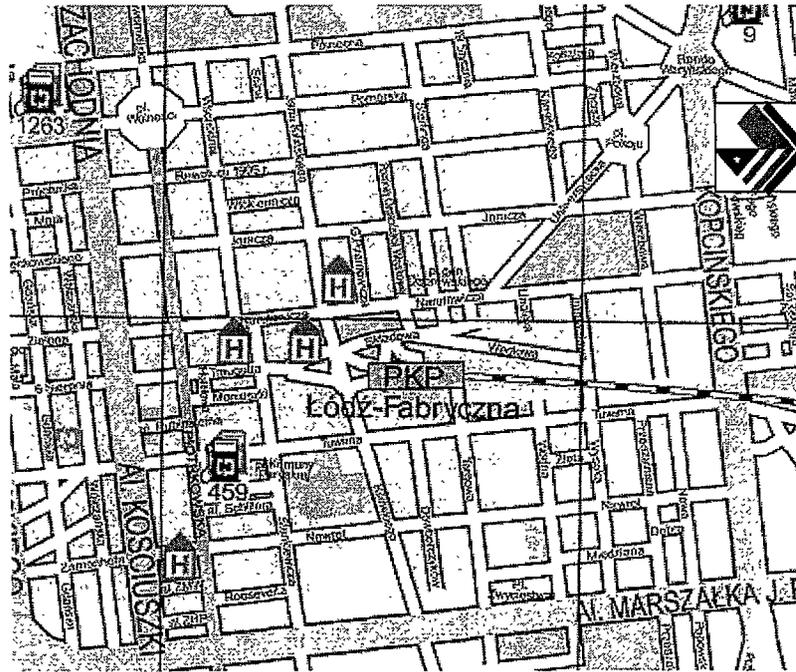
3. How did you learn about our program? (Please mark)

From:

- Friends  
     Working in business                       From the University  
     Łódź EMBA students                       Other
- TV     Radio
- Press announcement (which one?)  
     Gazeta Wyborcza                       Rzeczpospolita
- Other:

.....  
.....  
.....  
.....

Location of the PAM Center in Łódź



# Mini MBA

Why you should participate:

- Highly qualified managers are in demand in the period of economic transformation.**
- Investment in human resources is essential to organizational success.**
- Expansion of knowledge increases self-worth and enhances competitiveness in the labor market.**

## Program objectives

- Learn modern theories of management and how to apply them in your organization
- Improve managerial skills and professional qualifications
- Support career development

## Who should participate?

- Managers who need to learn about key management areas in a short period of time
- People who for various reasons would not enroll in full-time studies
- Employees of rapidly growing enterprises
- People who want to improve their options by upgrading their qualifications
- Committed and promising employees

## Who can participate?

- Managerial staff of various levels
- People wishing to move into managerial positions
- Faculty of the University of Lodz who have also been trained at the University of Maryland, under our program of scientific cooperation
- Practitioners with practical experience in business  
Lecturers for the Executive Master of Business Administration Program jointly offered by the Department of Management, UL, the PAM Center, and the Robert H. Smith School of Business, University of Maryland

## Who conducts the classes?

## Focus areas

- |  |  |
|--|--|
| <input type="checkbox"/> Integration Session     | <input type="checkbox"/> Financial Accounting        |
| <input type="checkbox"/> Organizational Behavior | <input type="checkbox"/> Managerial Accounting       |
| <input type="checkbox"/> Self Management         | <input type="checkbox"/> Finance and Capital Markets |
| <input type="checkbox"/> Marketing               | <input type="checkbox"/> Labor Law                   |
| <input type="checkbox"/> Strategic Management    | <input type="checkbox"/> Internet in Business        |

- Methodology**
- Lectures or participative learning exercises, depending upon the subject
  - Students participate in:
    - Simulations
    - Decision-making games
    - Team activities
    - Role playing
    - Discussions and case studies
  - The training is based on the synergy phenomenon, which is generating new qualities through the mutual influence and inspiration
  - Active teaching methods are supported by an extensive range of technologies: the PAM Center has an air-conditioned conference room with up-to-date audiovisual aids
- Benefits of the course**
- Acquisition of up-to-date knowledge in management in a short time
  - Development of practical managerial skills and improvement of personal qualifications
  - Acceleration of professional career
  - Increased personal efficiency
  - New experience gained through contacts with specialists
  - Meeting new people and exchange of opinions
  - A certificate issued by the PAM Center, endorsed by the University of Lodz - signed by the Dean of the Faculty of Management, UL
- Organizational information**
- The course includes 104 teaching hours divided into 27 sessions
  - The classes take place in the PAM Center conference room
  - We guarantee a comprehensive package of training materials and specialized textbooks
- Graduates' opinions**
- "Professionalism and extensive knowledge of the instructors supported by modern audiovisual aids. Despite my previous knowledge of the subject the course expanded my insight and presented new information".*
- Maria Jagodzińska**  
**Centrum Komputerowe ZETO - Lodz**
- "Mini MBA offers fundamentals of all aspects of knowledge potentially useful for the manager. It is a compressed MBA for everyone who has no time to undertake more systematic studies. Participants acquire a base which makes future individual's work in selected fields much easier".*
- Katarzyna Frycz-Zięba**  
**Shell Polska Sp. z o.o.**
- "The knowledge of effective management instruments is the primary benefit of graduating from the Mini MBA Program, obtained from outstanding lecturers, in a company of people who want to master their skills".*
- Ryszard Pasiecznik**  
**Office Centre Polska Sp. z o.o.**

## Lecturers

**Beata Bartoszezwska, M.Sc.** - assistant to the Board of Directors in *Wolczanka S.A.* Visiting fellow at the University of Linz, (Austria) and Hochschule Bremen, (Germany).

**Jarosław Bogusz, M.Sc.** - assistant at the Enterprise Management Dept., UL. Consultant on strategic management to the XII National Investment Fund "Piastr". Visiting fellow at the European Management School in Berlin, Middlesex University Business School in London and at the University in Lund (Sweden).

**Dr. Ewa Brzezinska** - adjunct at the University of Lodz. Specializes in social communication (training at the University of Texas at Arlington USA), negotiations (US DOL Certificate) and leadership. Author of the book "Social communication" and many training programs in the Organizational Behavior area. Program Manager at the Management Development Programs for the PAM Center. PAM Center lecturer at the Executive MBA.

**Dr. Mieczysław Grudzinski** - partner and Vice-president of the Competition Development Center, Ltd. in Lodz, lecturer in finance with the MBA programs of the University of Warsaw, the University of Illinois, the University of Lodz, and the University of Maryland. Adjunct at the Department of Finance in the Higher Entrepreneurship and Management School in Warsaw from 1978 - 1993, employed at the University of Lodz, and, in 1993 and 1995 with the University of Illinois at Champaign-Urbana. Lectured on finance at many institutions including the Accounting Development Foundation in the Banking Academy of Gdansk. Chairperson of the Supervisory Board of *Wolczanka S.A.*, as well as an advisor, consultant and associate to many Polish companies, banks and international corporations.

**Dr. Zbigniew Hajn** - adjunct at the Department of European Law at the UL. In the past lecturer at the University in York, visiting fellow at the University in Hull (Great Britain). Consultant on labor law for NSZZ *Solidarity* and a number of committees, for example Labor Law committee. Author and co-author of ca 30 publications, including books.

**Agata Jagielska, MA** - philologist teacher of creative methods. Author of the program *Business savoir vivre*. The graduate of the course on modern teaching techniques delivered by the Batory Foundation.

**Bożena Kowalczyk, MA** - sociologist, teacher of creative methods, trainer of PHARE program (2 year training in the UK). Co-author of training programs for Ford Foundation, USAID, PHARE and TEMPUS. Specializes in Organizational Behavior. Interested in developing active teaching methods. Co-author of the book "Team Building" and a number of articles.

## Program Content

### INTEGRATION SESSION - 4 hours

- Introduction to the schedule and general character of the program
- Introduction of participants, presentation of individual expectations and motivations
- Team building exercises

### ORGANIZATIONAL BEHAVIOR - 16 hours

The objective is to improve the efficiency of teamwork, team building and leadership skills.

- Understanding work teams
- Leadership
- Management styles
- Motivation – from concepts to applications
- Effective communication
- "The one-minute manager"-rules to praising and reproving of subordinates

### SELF MANAGEMENT – 8 hours

The objective is to support individuals in their self-improvement. This module may contain various topics:

- Business savoir vivre
- Creative thinking
- Decision making
- Stress management
- Time management

### MARKETING - 16 hours

The objective is to present marketing as an integral part of all management decisions.

- Marketing management concepts
- Determining the market orientation and market success of an enterprise
- Marketing strategy
- Marketing plan
- Marketing operations in the consumer goods, industrial goods and services market
- Organization of marketing activities in an enterprise

### STRATEGIC MANAGEMENT - 12 hours

The objective is to use strategic analysis methods to develop participants' strategic planning skills so that they can guide business operations in a market economy.

- Basic terms in strategic management
- Strategic management as a process
- Methods of strategic analysis

### FINANCIAL ACCOUNTING - 12 hours

The objective is to present basic concepts in financial accounting, the method of balance sheet's item valuation and the rules underlying the calculation of the financial result of a business entity. The students learn how to read financial statements in order to make business decisions.

- Functions, users, basic assumptions and rules in financial accounting
- Regulations in accounting and financial accounting standards
- Accounting records
- Financial statement structure
- Balance sheet construction
- Reports on cash flows
- P&L Account as a source of information on the company's performance

84

## Lecturers

*Dr. Robert Kozielski* - adjunct at the Marketing Department, UL. Visiting fellow at the University in Lund (Sweden), University in Edinburgh (Scotland), Middlesex University (London) and University of Maryland (USA). Graduate of the postgraduate studies on financial law. Trainer and lecturer. Projects for the *KLK Marketing Group*. Marketing research and cooperation with *Wolczanka SA, Texaco, Sony Music Polska, Johnson & Johnson, Gerlach S.A.* Author of ca 20 articles. PAM Center lecturer at the Executive MBA.

*Krzysztof Niedużak, MA* - sociologist, specializes in Organizational Behavior. Trainer for managers and leaders of organizations under PHARE, USAID, (DEM NET Project), OMEGA and the Marshall Foundation programs. Author of publications on marketing in NGOs.

*Dr. Anna Paszkowska-Rogacz* - Assistant professor at the Department of Psychology of Labor and Guidance, UL. Consultant to the Ministry of Labor and Social Policy. Co-author of a program for educating vocational guidance specialists commissioned by the Ministry of Labor and the European Training Foundation. Social skills trainer in the area of communication, assertiveness, leadership and team building. Author of the program "Leadership in Public Administration" developed by request from the Canadian government and the National Public Administration School. Graduate of the French Management Institute in the field of financial management, marketing and human resource management. Graduate of a course organized by the Canadian Center for Management Development in Ottawa. PAM Center lecturer at the Executive MBA.

*Dr. Anna Szychta* - adjunct at the Department of Accounting, UL. Visiting fellow at the University of Maryland (USA), The University of Justus Liebig (Germany) and Greenwich University. Projects for: *Prochnik Lodz, POLMOS Wroclaw, Drukarnia Prasowa S.A. Lodz.* Author and co-author of 5 books and ca 50 articles. PAM Center lecturer at the Executive MBA.

## PAM Center also offers

## Program Content

### MANAGERIAL ACCOUNTING - 12 hours

The objective is to present a system of accounting that supports the functions of the enterprise manager.

- Types of management accounting
- Costs - categories and types
- Cost accounting system
- Analysis of relation between cost, volume and profit
- Cost accounting and benefits for strategic decisions
- Pricing rules and calculation of unit costs
- Investment budgeting
- Global budget of a company

### FINANCE AND CAPITAL MARKETS - 12 hours

The objective is to present the fundamental principles of finance and show its links to related disciplines.

- Review of issues in corporate finance
- Time and value
- Risk and income
- Capital cost
- Structure of company capital
- Financing company equity
- Dividend policy
- Valuation of shares
- Issuance of shares
- Debt financing
- Bonds
- Swaps

### LABOR LAW - 12 hours

The objective is to analyze the labor law in terms of the enterprise and its personnel.

#### Individual labor law

- Principles and sources of the labor law
- Status of employment
- Responsibilities of the employer and employee
- Compensation for labor
- Working time
- Employee leaves
- Liability for order at work and material assets

#### Collective labor law

- Trade unions and organizations of employers
- Resolving of collective disputes
- Collective labor agreements

### INTERNET IN BUSINESS - 4 hours

This optional module aims to enhance the role of Internet as a tool for exchanging information in business.

### CUSTOMIZED MANAGEMENT DEVELOPMENT PROGRAMS

In order to meet the individual expectations of specific companies PAM Center also offers customized company training programs. These are developed after an in-depth analysis of the training needs and in close cooperation with the given company. The training builds upon up-to-date interactive teaching methods. Please call our office for more information.

**INVEST IN YOUR EMPLOYEES, YOUR FIRM  
AND, ABOVE ALL, YOURSELF.**

# FINANCIAL MANAGEMENT PROGRAM

Why this Program is for you

- The economic transformation created a need for financial personnel with up-to-date skills and training.
- The top firms in Poland are seeking financial personnel with top qualifications.
- Managers who invest in their knowledge and skills have the advantage in the labor market.

What you will gain

- Understanding and practical application of modern theories of organizational financial management that were not available in Poland before 1990
- Understanding of the new financial factors that have emerged as a result of the transformation of our economic system
- Knowledge of financial management from basic concepts to advanced issues
- Improved efficiency and effectiveness on the job
- Improved professional qualifications
- Enhanced career outlook
- A certificate issued by the PAM Center endorsed by the University of Lodz and the University of Maryland

Who should participate?

- Managers who want to acquire knowledge of key financial management areas in a short period of time
- People who deal with business finances
- CAOs
- Economic directors
- People who intend to work in the financial, economic or accounting departments of organizations

Who can participate?

- All levels of management staff
- Those wishing to move into managerial positions
- Those who want to upgrade their professional skills

Who are the lecturers?

- Faculty of the University of Lodz who have also been trained at the College of Business and Management, University of Maryland, under our program of scientific cooperation
- Practitioners with practical experience in business
- Lecturers for the Executive Master of Business Administration Program jointly offered by the Department of Management, UL, the PAM Center, and College of Business and Management, University of Maryland

Subject areas

- Accounting and Financial Management
- Time Value of Money
- Capital Budgeting
- Capital Markets in Poland
- Risk and Rate of Return
- Long Term Financial Decisions
- Cooperation between the Company and the Bank
- Financial planning and analysis
- Managing Working Capital

**Methodology**

- Lectures and classes
- During classes students participate in:
  - Team activities
  - Discussions and case studies
- Active teaching methods, supported by a rich range of technologies: the PAM Center has an air-conditioned conference room with state-of-the-art audiovisual aids
- Students are provided with a comprehensive package of training materials and a specialized textbook

**Benefits of the course**

- Acquisition of up-to-date knowledge in the area of financial management
- Development of practical skills and improved qualifications
- Enhanced career outlook
- Opportunity to meet experts and specialists
- Contact with new colleagues from different organizations
- Satisfaction with knowledge gained

**Organizational information**

- The course includes 96 teaching hours divided into 12 sessions
- Students are provided with a comprehensive package of training materials and a specialized textbook

**What do graduates say about the Program?**

*“My participation in the Program of Financial Management showed me the significant link between the science of finance and the everyday practice in the organization, it allowed me to systematize and more accurately identify the economic phenomena being of impact on the company’s financial result.”*

*Andrzej Kruk  
East West Spinning*

*“My opinion on the participation in the Program of Financial Management is very positive because of the explanation of issues provided everyday in the practical financial operations.”*

*Barbara Połońska  
Telekomunikacja Polska S.A.*

*“Because of the engagement of high class specialists who executed the Program of Financial Management in a very professional way, the participants could learn about the most recent achievements and experiences in managing company finance.”*

*Aleksy Banasiak  
Drukarnia Prasowa S.A.*

## Block of subjects:

### Lecturers:

*Dr. Mieczysław Grudzinski - partner and vice-president of the Competition Development Center, Ltd. in Lodz, lecturer in finance with the MBA programs of the University of Warsaw, the University of Illinois, the University of Lodz, and the University of Maryland. Adjunct at the Chair of Finance in the Higher Entrepreneurship and Management School in Warsaw from 1978 - 1993, employed at the University of Lodz, and, in 1993 and 1995 with the University of Illinois at Champaign-Urbana. Lectured on finance at many institutions including the Accounting Development Foundation in the Banking Academy of Gdansk. Chairperson of the Supervisory Board of Wolczanka S.A., advisor, consultant and associate to many Polish companies, banks and international corporations. PAM Center associate lecturer at the Executive MBA Program jointly offered by the Faculty of Management of the University of Lodz and the PAM Center.*

*Dr. Wojciech Nowak - adjunct at the Chair of Accounting, UL, lecturer at the Executive MBA Program jointly offered by the Faculty of Management of the University of Lodz and the PAM Center. Head of the Postgraduate Accounting and Financial Management, School, UL. Participated in training and scientific consultations in Belgium, Germany, Portugal, UK and USA. Professional and managerial experience gained at the Central Research and Development Center of Textile Machines in Lodz, the Central Research and Development Center of the Catering Industry and Food Products, the Worsted and Carding Wool Spinning mill and the University of Lodz. Visiting fellow at the University of Maryland at College Park.*

*Paweł Guziejewski - graduate of the Management and Marketing Department, UL, President of the Board of HSCB Guziejewski & Albert Securities Polska S.A. In 1993 founded and organized the first non-banking brokerage institution - Investment House Guziejewski and Albrecht S.A. seated in Lodz. In the past headed a branch of BIG S.A. Brokerage House in Lodz. Lecturer on courses and trainer in the functioning of financial markets.*

## Capital Budgeting - 8 hours

The objective of the module is to present performance standards and methods of analyzing performance of investment projects. Participants will acquire skills to evaluate the performance of an investment project.

- Estimating cash flows for investments in material assets
- Methods and evaluation criteria of material investments' performance
  - NPV - Net Present Value
  - IRR - Internal Rate of Return
  - MIRR - Modified Rate of Return
  - PI - Profitability Index
  - Payback - Return period, discounted return period
  - ARR - Accounting Rate of Return

## Risk and Rate of Return - 8 hours

The module presents the key relation between risk and the rate of return, RR determinants and consequences for financial investments. Students will be able to evaluate the rate of return in terms of risk.

- The character and method of risk measurement in financial investments
- Risk and the rate of return
- Basics in the analysis of portfolio investments

## Long Term Financial Decisions - 8 hours

The objective of the module is to present determinants and ways of financing joint stock companies in the long term. The participants will acquire skills to select the right way to finance the company's capital.

- Capital cost and structure
- The dividend policy
- Sources and methods of long term financing

## Accounting and Financial Management - 16 hours

The objective of the module is to present basic issues in financial and management accounting that have a direct impact on financial management.

- Role of accounting in financial management
- Financial and management accounting
- Financial statements (balance sheet, P&L Account, reports on cash flows, their analysis and interpretation)
- Impact of tax regulations on financial results
- Selected issues of management accounting needed in financial management

## Capital Markets in Poland - 16 hours

The objective of the module is to present issues concerning the operation of the financial market in Poland and practical experiences in taking advantage of the investment potential offered by the financial market in Poland.

- Legal aspects of the functioning of financial markets
- Classification and characteristics of the markets
- Institutions and market players
- Ways of concluding transactions
- Types and characteristics of financial instruments being traded
- The General Privatization Program and mechanisms of the National Investment Funds
- Prospects for market development
- Motivations and ways of investing in specific financial instruments on particular markets
- Rules underlying the tax on capital income

## Block of subjects:

*Dr. Jerzy Gajdka - adjunct at the Industrial Economics Department. Author of ca 40 publications at home and abroad in the field of financial management, capital markets, privatization, and information systems for production planning. Visiting fellow in Finland (Bank Postipankki), UK (Durham University Business School) and the USA (University of Maryland, University of Pittsburgh). Runs consulting activities in the field of financial management and privatization. In 1992 an adviser to the Ministry of Ownership Restructuring. From 1993 a member of the State Examination Commission for Advisers to Public Trading in Securities. PAM Center associate lecturer at the Executive MBA Program jointly offered by the Faculty of Management of the University of Lodz and the PAM Center.*

*Dr. Daniel Stos - Ph D. in economics, specializes in the finance and strategies of business entities, structural and ownership reorganizations in the economy and in management accounting. From 1990 - 1996 member of supervisory board of various companies in the macro region of Lodz. From 1995 a member of the Supervisory Board of II National Investment Fund. From 1998, vice-president of the Cooperative Business Consulting Enterprise in Lodz. Adviser to the Minister of Ownership Restructuring in the area of Banking Proceedings. Co-author of research papers for the light industry enterprises.*

*Dr. Witold Luciński - Ph.D. in economics in the field of IT applications in management. Many years of experience from working in institutions such as: Institute for the Light Industry Economics, Lodzki Bank Rozwoju S.A., and PBG S.A. Attended many seminars on banking strategies and risk in foreign operations. Holder of an international studies diploma (France) in the field of financial analysis and diagnosis of enterprises. Cooperates with an adviser of the British Government Agency ODA and a consulting firm IDI. Author and co-author of projects for enterprises. Lecturer of higher schools in Lodz.*

**And that's not all...  
the PAM Center also offers**

## Time Value of Money - 8 hours

The objective of the module is to present methods of analyzing cash flows over time. Participants will be able to distinguish and analyze the basic types of cash flows and evaluate the attractiveness of interest rates defined according to different methods.

- Present value
- Future value
- Cash flows analysis (annuity perpetuity)
- Simple, compound, nominal and real interest rate

## Managing Working Capital - 16 hours

The module aims to present problems and methods in the management of working capital and its components. Participants will as a result, be able to: distinguish and construct various working capital management models; prepare a cash budget; to use the cash and stock level optimization models; to model the amounts due policy being the most desirable from the point of view of the managed entity; to choose the most profitable form of financing the working capital.

- Managing working capital and assets
- Cash management
- Dues management
- Stock management
- Short-term financing

## Financial Analysis and Planning - 8 hours

The module aims to present the basic financial planning rules and techniques and the links between the planning process and the financial analysis system. The lecture is based on case studies.

- Planning process exposed to economic risk
- Financial planning as a tool to reduce the effects of economic risk
- Strategic objectives of the enterprise and financial planning
- Basic elements of financial analysis as a source of information for planning
- Functions of simulation models in financial planning
- Basic financial projections (P&L, balance sheet and cash flows)
- Financial planning functions in a joint stock company management system

## Cooperation between the Company and the Bank - 8 hours

The objective of the module is to introduce participants to issues in loan, deposit and service rendering operations of a commercial bank by presenting and systematizing banking products addressed both to the corporate and retail customer, presentation of the bank as a public trust institution operating on the specific market of financial services; assistance in acquiring a better knowledge about the logic underlying bank's operations and its dealings with customers.

- Bank as a product. Organization of the modern universal commercial bank
- Banking products connected with the acquisition of funds for the enterprise
- Banking products meant for investment free funds of an enterprise
- Some services related to bank's intermediation
- Credit risk and other risks in the relationship between an enterprise and a bank
- Importance of good cooperation between enterprises and banks

## Customized Management Development Courses

The PAM Center's objective is to satisfy your management development needs. We can design short- and long-term programs to address your specific concerns, including and going beyond the topics listed in this brochure. Please see our other catalogues and call our central office for more information about our custom-designed courses.

**INVEST IN YOUR EMPLOYEES, YOUR FIRM  
AND, ABOVE ALL, YOURSELF.**