

**The Consortium
for Enhancement
of Ukrainian Management Education**

**Консорціум
із удосконалення бізнес-освіти в Україні**

**Ukraine Business Management
Strengthening Activity**

Fourth Quarter Report

October 1 – December 31, 2000

The Ukrainian business Management
Strengthening Activity funded by United States
Agency for International Development



Діяльність із удосконалення бізнес-освіти в Україні
фінансується Агентством Сполучених Штатів
Америку з міжнародного розвитку

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**Ukraine Business Management Strengthening Activity
Award No. 121-A-00-99-00701-00**

**Fourth Quarter Report
October 1 – December 31, 2000**

Submitted to

US Agency for International Development

Submitted by

**Consortium for the Enhancement of Ukrainian Management
Education
(CEUME)**

Led by the University of Minnesota

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Brief Project Description:

The project's main goal is to strengthen and empower Ukrainian management and business education programs so that they can produce a new generation of business persons prepared to lead Ukrainian businesses in the transition period and beyond. The project assists private and public Ukrainian business schools, universities and polytechnics in developing their capacity to offer effective undergraduate degree programs and non-degree "continuing education" courses. The training currently focuses on how to design and deliver contemporary undergraduate business courses and has recently increased trainings addressing post-diploma programs and short courses that are required by executives and other leaders of business. The long-term objective of the project is to institutionalize these programs in Ukrainian business schools while developing sustainable institutions for management education, training and research.

These objectives are being achieved by undertaking the following four tasks:

- creating and institutionalizing a series of management education and training workshops for faculty retraining and curriculum development;
- convening a series of national conferences on empowering Ukrainian business schools and implementing the recommendations of those conferences;
- establishing a textbook and teaching material adaptation, translation and distribution program; and
- implementing exchanges, study tours, internships and seminars abroad for both academic administrators and faculty to discover the best practices in the US and Poland that can be adapted to Ukrainian conditions.

The Mission of the Consortium for the Enhancement of Ukrainian Management Education (CEUME) is to support educational leaders, professors and other stakeholders in their efforts to enhance the current system of business and management education in Ukraine.

A. Summary of the Fourth Quarter 2000 Activity

Summary of Key Events:

Weekend Workshops and Short Courses

American, Ukrainian and Polish instructors teamed together in presenting two and three day short courses that introduced new knowledge and effective teaching methodology while demonstrating practical application of the training skills. Through the assistance of CEUME regional offices and partner educational institutions, 28 workshops were delivered in the cities of Lviv, Odessa, Kharkiv, Donetsk, Dnipropetrovsk, Ivano-Frankivsk, Ternopil and Kyiv.

Training topics included Human Resources Management, Organizational Development, Information Technology Management, International Business, Transformation and Restructuring of Enterprises, and Investment Management. Faculty of Ukrainian educational institutions, employees of business centers, NGO members, and representatives of international organizations participated. CEUME also cooperated with IBTCI and Alliance in delivering a two-week training in Managerial Accounting to an audience of over 50 leading educators and working professionals.

PDS Study Tour to Poland Twelve leading PDS administrators from the State and private educational institutions located throughout Ukraine visited Poland during the period from December 14 to 18. The main goal of study tour was to explore the best models and practices being utilized to design and deliver quality Post-Diploma Studies (PDS) programs by leading institutions in Poland. Study Tour participants learned how Polish leaders adapted and implemented new strategies and techniques in the management of their programs and how Polish colleagues are working with the business community to ensure that their institutions satisfy the changing demands of business. The study tour participants were afforded the opportunity to visit classes and meet with students and professors of PDS and other executive trainings. They were also met with graduates of the programs to learn how participation in the studies resulted in career enhancement and business successes.

USA Study Tour 2000 Six leading administrators representing state and private educational institutions located throughout Ukraine visited the USA during the period from November 8 to 15. The program focused on learning how educational institutions work together towards common goals and how educational associations bring benefits to their membership. Participants visited the University of Minnesota and St. Thomas University's Graduate School of Business to learn how these institutions benefit from association membership while delivering effective programs. They also attended the Annual Meeting of the National Association of State and Land –Grant Universities that was conducted November 11 to 15. There they received new information on various aspects of business schools operations. Of great value was information on financial management, fund-raising and organization of alumni associations, the principles of how to organize learning process in the school and how to build a system of faculty remuneration and incentives. Many noted the description of modern university library and usage of electronic resources in the educational process. Upon their return to Ukraine, the group took part in the Second CEUME National Management Education Conference and shared their experiences and new knowledge with their colleagues.

National Conference The series of roundtable discussions conducted during the first three quarters of 2000 laid the foundation for the design and implementation of the 2nd Annual National Conference, conducted in Lviv, November 16-18, 2000. The conference design incorporated the results and feedback of these roundtable discussions, summer institutes, weekend workshops and study tour programs.

Prominent representatives of the educational sector, leaders of the private sector, local government officials, and representatives of international development programs participated. During the conference, 232 participants representing 96 educational

institutions and almost 40 businesses, NGOs and other organizations worked together in designing a blueprint for the development of management education in Ukraine. The Blueprint contains a set of action plans that will guide future efforts of working towards the enhancement of management and business education systems in Ukraine.

A series of presentations was followed by workshops that discussed the key issues and finalized specific actions that individuals and institutions can take to help progress to occur. Themes of the presentations and following breakout discussion groups sessions included:

- Satisfying the Needs of the Customers
- Effective Management of Educational Institutions
- Developing and Delivering Quality Education and Training programs

The findings and conclusions of the conference will be published and widely disseminated.

During the second day of the Conference, an exhibit featured five international programs, three business incubators, and three business consulting companies engaged in providing various types business support and training. This afforded the opportunity for the conference participants to learn about benefits of these various projects and how their educational institutions can participate both on regional and national level. Exhibiting organization included Business Support Center New-Biznet, Lviv Consulting Group, Meta-Center, ACDI/VOCA, Ukrainian Foundation of Financial Development, Extension Service, Agency of Women and Youth Entrepreneurship Development, Incubator – Center State University “Lviv Polytechnic”, Western Ukrainian Center “Woman’s perspectives”, IREX, ACCELS and the Innovation and Development Center. CEUME also displayed information about the program activities and were available to answer questions.

VIII Annual Education Fair “World of Education” During October 5 to 8, CEUME participated in VIII Annual Education Fair “World of Education”, which hosted more than 200 educational exhibits, including 11 CEUME partner institutions. More than 5,000 attended the fair that featured leading educational institutions and international training opportunities. During such programs, CEUME promotes its activities to educational institutions and other training providers. It cooperates with their partner non-governmental organization, the Innovation and Development Center, in raising awareness of civic responsibility and the important role that education and the third sector play in supporting the development of a free market and democratic society.

Advisory Council The CEUME Advisory Council met on December 17. The discussions focused on the impact of CEUME activities on individual institutions and the overall management education community in Ukraine. The strategy and activities of CEUME for the upcoming year were examined. The Council also addressed the needs for continuing and expanding the program. In addition to continuing to support the development of undergraduate management education it was agreed that more focus on graduate and MBA type of education programs was required to satisfy the needs of business while

making the training institutions economically sustainable. It was recommended that special effort should also be made to work closer with Junior Achievement and business development activities. It was emphasized that CEUME trainings should not only continue to include NGO representatives but it should consider adapting and delivering special courses for this audience.

Key Outputs

Weekend Workshop Trainings CEUME weekend workshops trained 686 professors (472 women and 214 men) in the design and delivery of a variety of courses. In addition, 117 business community representatives (53 female and 64 male) received training while providing important information and feedback to Ukrainian professors learning the differences between the demands of business professionals and those of traditional students. See Appendix 1 for the schedule of these trainings. Receiving assistance were business support efforts such as WBS Business Women's League, Market Analysis and Research Fund, Humanitarian Technology Agency, Business Support Center "NewBisnet", and the Business Support Center MetaCenter. Mini-lectures were combined with other learning methods such as case study, group exercises, and interactive discussions. Summary evaluations of all workshops conducted are provided in Appendix 2 with the analysis of participants being exhibited in Appendix 3.

Post-Diploma Study Tour The agenda, which can be seen in Appendix 4, addressed specific areas of interest for the representatives of Ukrainian institutions currently offering some type of PDS programs. Participants visited the specialized programs offered at the Warsaw School of Economics and the University of Warmia and Mazury in Olsztyn to observe and discuss how educational institutions manage and implement these "certificate" programs that answer the needs of business while generating revenues critical to their institutions' sustainability. They reviewed the "best practices" of PDS programs and were provided with information that can be used in the design and implementation of PDS programs in the Ukrainian business schools. The new channels of cooperation in the area of post-diploma education between Polish and Ukrainian educational institutions were established. Participants prepared plans outlining actions that their respective institutions could follow in enhancing their PDS programs.

Study Tour to USA Study Tour to USA The leaders of a variety of Ukrainian educational institutions received important information about how specific American universities benefit from association membership. The profiles of the participants can be seen in the Appendix 5. The detailed program shown in Appendix 6 describes the agenda and activities of the study tour. The participants met with representatives of the University of Minnesota and St. Thomas Graduate School of Business to learn how the schools' effective management and quality programs benefited from association membership. The group then traveled to Texas to participate in the Annual Meeting of National Association of State and Land-Grant Colleges. Important contacts were made that potentially will lead to the development of new programs and cooperative efforts. During the CEUME National Conference, these leaders shared with their colleagues ideas and opinions on how working together through associations or other methods has the potential to improve the environment of Ukrainian education.

"Blueprint for Building Management Education in Ukraine" One of the significant outcomes of the National Conference was a Blueprint to guide the development of management education in Ukraine. The Conference Agenda, seen in Appendix 7, illustrates how the design of the conference facilitated sharing of knowledge and active, participatory discussions. A copy of general invitation can be seen in Appendix 8.

The generated Blueprint outlines individual actions and cooperative efforts that can be undertaken by the education, business and international communities. The Blueprint will be edited during the first quarter of 2001 and distributed to key leaders of organizations and interest groups located throughout Ukraine. It will also be utilized during many round-tables and forums being planned for next year that will focus on designing and implementing regional action plans.

The development of this plan was led by Rectors, pro-rectors, deans and other leaders and faculty the Ukrainian education system. This group represented 72 percent of the participants. They were joined by representatives of 16 business organizations were 4 leading Ukrainian NGOs, and 14 international, government and other types of institutions. A representative of the Ministry of Education and Science in Ukraine actively participated throughout the event. Almost 49 percent of the audience were women. A detailed analysis of the participation is included as Appendix 9. A complete listing of the attendees is available upon request from the METC in Kyiv. Their evaluation of the conference is represented in Appendix 10.

Publications and Book Distribution The demand for CEUME materials continues to grow. In addition to educational institutions, many business centers and NGOs providing business training are requesting copies of course materials and case studies. The popularity of the materials and the weekend workshops serves as a testimonial to the quality of instructors contributing to the CEUME program. The materials specially developed for the weekend workshops were highly rated by the educators, and now are available at the CEUME regional libraries. Appendix 11 provides a summary of the PBDP activity.

Through the implementation of weekend workshops, almost 2500 sets of CEUME published materials and information and 60 sets of CD-ROMs and videotapes were distributed. CEUME regional libraries being utilized by professors during research and creation of their courses increased holdings by over 4000 business texts in English, Ukrainian or Russian. Over 2000 sets of cases, catalogs, and teaching notes were distributed to faculty members utilizing the case method in their teaching process. Additionally CEUME translated and published 1000 sets of a Polish case textbook "Innovation Practice of Polish Enterprises" and 300 sets of the CEUME produced 30-minute video-case "Juice SMAK". During the 2nd National Conference CEUME distributed 300 sets of materials and information including research materials, classroom resources, Draft "Blueprints" for developing management education in Ukraine and other conference materials. During this quarter, the first issue of CEUME/IDC magazine on Business Education "Synergy" was published.

Under the PBDP program, CEUME conducted and then distributed the results of the research: "Business Education - Business view", "Business Education - Students view", and also the research conducted by the International Center for Privatization, Investment and Management, "Current State and Tendencies in Faculty Development of Business-Education Institutions". The papers exploring the relevant topics collected as a result of the 2nd Annual National Conference Call for Papers were printed and distributed. The copies of the draft "Blueprint" in Ukrainian and English have been distributed to all of the interested and involved parties for final the discussions and the input.

B. Activity Measures and Impact

CEUME events and activities continue to focus on supporting the efforts of leading administrators and educators to develop the system of business and management education in Ukraine. The Monitoring and Impact Plan of CEUME outlines the process to evaluate activities and, more importantly, identify ways those activities are impacting the content and methodology of business and management courses (METC) and the way administrators are structuring and managing their institutions (MEPP). It allows management to adjust the programming to better satisfy the needs of the targeted audience.

Management Education Training Program 1999-2000

Activity	Number of Events	Participants			TOTAL
		Faculty	Administrators	Business People	
Weekend Workshop	88	1923	264	200	2387
Summer Institute	4	484	53	34	571
Study Tour (POST - DIPLOMA STUDY TOUR)	1		12		12
TOTAL	93	2407	329	234	2970

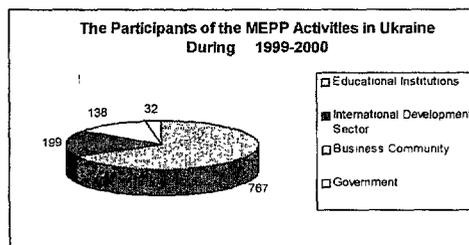
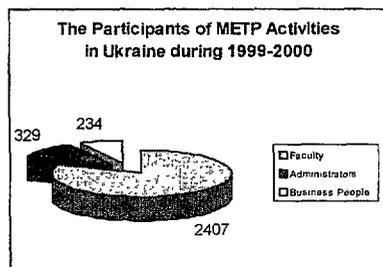
GENDER Distribution of the total number of participants 2,970 [1,222/1,748] 58.85% Female

Management Education Partnership Program 1999-2000

Activity	Number of Events	Participants				Total
		Educational Institutions	International Development Sector	Business Community	Government	
Study Tour	3	35	0	0	0	35
National Conference	3	401	145	41	13	600
Seminar	2	49	12	14	8	83
Roundtable Discussions	19	282	42	83	11	418
TOTAL	27	767	199	138	32	1136

GENDER Distribution of the total number of participants 1136 [624/512] 45% Female

Over the past two years, CEUME has hosted 88 different Weekend Workshops, 4 Summer Institutes, and 1 Study Tour devoted to Post - Diploma Studies in the framework of the Management Education Training Program. The Management Education Partnership Program implemented three Academic Study Tours to Poland and the US, three National Conferences, and 21 seminars and roundtable discussions. The below diagrams demonstrate the distribution of participants of METP and MEPP events.



The impact of all these programs can be judged mainly by the number of changes that have happened as a result of individuals participating in CEUME activities. Appendix 12 provides evidence tables that illustrate the level of these measured impacts. Both the Management Education Training Program(METP) and the Management Education Partnership Program(MEPP), which work hand in hand, can speak of positive results. Inspired by their training experiences, 373 faculty members pointed to revising 476 existing courses to incorporate Western best practices and know-how. In addition, 215 participants reported that they developed 273 new courses reflecting Western business concepts and their local versions. When asked about changes in their own teaching methods, more than one in five of the participants had returned to their institutions and introduced some of the new teaching methodologies that they had learned during CEUME activities. These new methods include interactive lecturing techniques, case studies, computer simulation games, group work, and a greater emphasis on practical assignments. Most of these changes have not been made only at the teacher's discretion, but have actually been approved at the institutional level, which represents a more sustainable and long term effect.

In regard to new institutional and international relations, a number of activities have been initiated as a result of contacts made and information received at CEUME events. Over 69 joint research projects that have developed between Ukrainian and Polish or American counterparts, and activities have inspired over 281 publications in local or international journals, and 230 local case studies and further involvement in other local or international conferences. There were 73 cases of the establishment of inter-university working groups and 33 reported examples of formalizing relations between the academic and business communities. Specific examples of institutional impacts are presented in Appendix 13.

Another important element of sustainability is the presence of a high quantity of motivated individuals working together towards common goals. The "team" must be equipped with the skills, enthusiasm, and collective influence necessary to continue the change efforts after the completion of project activities. Accordingly, CEUME is

working towards building this “critical mass” within individual institutions, within regions, and within Ukraine.

Administrative procedures and financial mechanisms have been modified to support new programs or activities. Student counseling and placement offices have been created. National accreditation and evaluation of programs have become an issue, while the introduction of Internet technologies has assumed significant dimensions. Actions are being taken to implement the mentioned changes at the level of the Ministry of Education and Science of Ukraine. For example, the Task Force headed by Prof. Nina Ushakova, the first pro-rector of the Kyiv National University of Trade and Economics, and a participant of CEUME Study Tour '99, developed recommendations to the modern curriculum structure based on the curricula of the Warsaw School of Economics, the Jagellonian Business School and the Warmia and Mazury University. These recommendations were submitted to the Ministry of Education and Science. Pending the Ministry's approval of these recommendations, they will be introduced for implementation in every higher education institutions in Ukraine.

Support to Non-Governmental Organizations

Although the Consortium for Enhancement of Ukrainian Management Education does not target NGOs, the CEUME's activities contribute to the sustainable development of Ukrainian third sector. Many beneficiaries of CEUME's activities lead various NGOs across Ukraine. Therefore they widely utilize their knowledge and skills on management, marketing, and fund-raising that they gained during the CEUME's workshops and summer institutes in everyday activities of their NGOs.

The system of high education in Ukraine does not encourage external fund-seeking activities of the faculty to conduct research. Therefore the faculty tends to benefit from their association with NGOs to raise funds for their independent research as well as curriculum development. Professors and lecturers interested in promoting new methods of market education and research are unable to operate in the old academic environment, thus they create their own independent NGOs, associated with their departments, or so-called "satellite NGOs" that would allow them to conduct innovative and independent research. That is why support of such NGOs will positively contribute to enhancement of management education.

CEUME's Management Education Training Center located in Kyiv is being established as an NGO. One of its primary goals will be to run day-to-day activities currently undertaken in order to support the development of Ukrainian management education. Current efforts and prospective activities of the Management Education Training Center will create and institutionalize a network of regional educational NGOs.

Results of previous CEUME activities:

- many of NGO representatives took part in our training sessions;
CEUME established partnership relation with the Innovation and Development Center, a leading Ukrainian NGO, and conducted jointly three National Case Study Competitions;

- created Case Study Collection and produced many educational training materials and publications (two books on Case Study Method and translation of the best Polish Cases);
- three weekend workshops on Identifying Funding Sources and Writing Proposals were conducted in 2000;
- three CEUME staff members (including two regional representatives) took part in specialized workshop organized by the International Fund Raising Group (2000);
- over 100 copies of the directory Guide to Foreign Funding Sources were distributed among CEUME weekend workshop participants and partner institution;
- CEUME works closely with the Innovation and Development Center to promote public awareness of NGO sector and enhance the role of NGOs in society.

Future activities include:

- specialized weekend workshops for educational NGOs in marketing, fundraising, and accounting;
- establishing fundraising consulting services for educators within the CEUME representative offices across Ukraine;
- registration of the Management Education Training Center as an All-Ukrainian NGO, which will continue CEUME activities after USAID funding is expired (registration documents are drafted).

C. PROJECTION FOR NEXT QUARTER (1st Quarter 2001)

Key Expected Events

A schedule of upcoming events is included as Appendix 13.

Consortium Council Meeting The CEUME management team will join Deans and representatives from the University of Minnesota, St. Thomas Graduate School of Business, Warsaw School of Economics and Olsztyn University to discuss the project's activities and provide input to the completion of the annual report and preparation of the coming year's workplan. A follow-up meeting will take place in Lviv, Ukraine sometime during early February.

Weekend Workshops Fifteen weekend workshops hosted by institutions located throughout Ukraine are being planned for the first quarter of 2001. Some trainings will focus on enhancing skills needed for teaching undergraduate business courses, while others will focus on consulting methods and the design and delivery of trainings designed for the business community.

Winter institute for Managers CEUME is working with the Kyiv Mohyla Business School, the Center for Management Development, and Kyiv Business school in developing an intensive program to be delivered in Kyiv during February 19-25, 2001. The main emphasis of the training entitled “Managing in the Age of Turbulence” is developing skills necessary to effectively manage an organization in Ukraine and the dynamic environment of the world economy. Participants will learn and share opinions with visiting speakers from businesses, consulting firms and educational institutions. The program will utilize many interactive learning techniques, such as case studies, small group and panel discussions.

Inter-Regional Coordination Meeting On February 13, leaders of regional advisory boards will convene in Kyiv to discuss the planning of activities and roundtables focused on developing and implementing plans of cooperation. These action plans will utilize the Blueprint for Building Management Education in Ukraine and will facilitate the collaboration of education and business in their joint efforts towards raising the standards and quality of education and training programs.

Internships for Faculty and Administrators Approximately ten leaders of Ukrainian management education will be hosted by Polish counterparts located in Warsaw, Olsztyn or Kharkiv. This is the first round of the CEUME Internship program that will implement 30-35 internships during 2001.

4-th International Exhibition of Educational Institutions On February 8-11, CEUME will participate in the event organized by Ministry of Education and Science of Ukraine and the Academy of Pedagogical Sciences. It will be conducted at the ExpoCenter “Olympiyskiy” located at Mateyuka Str., 4, Kyiv. This exhibition will provide an opportunity for CEUME to cooperate with the Ministry and promote and distribute the developed Blueprint to a broad spectrum of expected attendees and through the media.

Key Expected Outcomes

Workplan 2001 Input, suggestions, and guidance from meetings with USAID, key development projects, and the Consortium Council will contribute to the development of the project workplan for 2001. Additionally, the concept for extending and expanding project activities will be further refined.

Text and Materials Instructors’ preparation for workshops will result in the development of additional materials needed by Ukrainian educators. Information and lists created will contribute to the effective implementation of the book distribution activity.

Skill Development Implementation of the workshops and Winter institute will enhance the the ability of educators to deliver effective trainings and the skills of working business professionals.

Inter-Regional Coordination Plan An agreement on the goals, objectives and processes to will lead to the development of a schedule and general agendas of forums and roundtable discussions to be implemented during 2001. The findings and achievements of these meetings will serve as a foundation for the planning of the 3rd National Conference to take place in November.

Internship Contributions Each of the sponsored internships will contribute significantly to the enhancement of business and management education in Ukraine. New courses, case studies, development of new teaching or research skills, adaptation of textbooks and the establishment of university cooperation agreements are examples.

Listing of the Report Appendixes

CEUME Programs

METP

- 1. Weekend Workshops: Schedule**
- 2. Weekend Workshops: Summaries**
- 3. Weekend Workshops: General Analysis of the Participants (by Functional Area and Gender)**
- 4. Post- Diploma Studies Study Tour: Program and Report**

MEPP

- 5. Study Tour to US: Participants Profiles**
- 6. Study Tour to US: Program**
- 7. The 2nd Annual National Conference: Agenda**
- 8. The 2nd Annual National Conference: General Invitation**
- 9. The 2nd Annual National Conference: Analysis of Participation**
 - 9a. Gender Analysis**
 - 9b. Organizations participating in the Conference**
 - 9c. Representation of the Conference participants by Regions**
 - 9d. Representation of educational institutions**
- 10. The 2nd Annual National Conference: Participants Evaluation of the Conference**

PBDB

- 11. Texts and Materials: Distribution Listing**

Activity Measures and Impact

- 12. Evidence of Programs' Impact**
 - 12a. Evidence of Program Impact, MEPP/METP**
 - 12b. Evidence of Program Impact, PBDB**
- 13. Evidence of Institutional Impacts**

Upcoming Events

- 14. Schedule of 1st Quarter Activities**

Appendix 1:
Weekend Workshops: Schedule

Weekend Workshops Schedule

October 2-13

Managerial Accounting – Kyiv - Joint training conducted IBTCI, Alliance, CEUME

October 3-4

Information Technology Management – Kharkiv

October 6-7-8

Information Technology Management – Dnipropetrovsk

October 6-7-8

Marketing – Odessa

October 9-10-11

Marketing - Kyiv

October 13-14-15

Human Resource -- Donetsk

Finance – Odessa

Transformation/Restructuring of Enterprises - Kyiv

October 20-21-22

Managing a Small Business – Lviv

October 23-24-25

Managing a Small Business – Ternopil

October 25-26

Organizational Development – Odessa

October 27-28-29

Project Appraisal – Dnipropetrovsk

International Business – Kyiv

Organizational Development – Odessa

Organizational Development – Iv.-Frankivsk

Transformation/Restructuring of Enterprises – Donetsk

Human Resources – Kharkiv

November 1-2-3

Organizational Development – Ternopil

November 3-4-5

International Business – Kharkiv

November 10-11-12

Project Appraisal – Odessa

Transformation/Restructuring of Enterprises - Dnipropetrovsk

November 24-25-26

Managing a Small Business – Kharkiv
Organizational Development - Dnipropetrovsk
Information Technology Management – Donetsk

December 1-2-3

Human Resources Management - Odessa

December 6-7

Organizational Development – Kharkiv

December 8-9-10

Organizational Development – Kharkiv
International Business – Dnipropetrovsk

December 24-25-26

Operations Management – Ivano-Frankivsk

Appendix 2:
Weekend Workshops: Summaries

KYIV REGION
(Management Education and Training Center)

WHAT WE OFFERED?

Name of seminar	Marketing
Date(s) held	October 9-10-11, 2000
Location	Kyiv-Mohyla Business School
Name(s) of presenters	Kszysztof Przybylowski (Poland), William Rudelius (USA), Pavlo Sheremeta (Ukraine), Olena Maltseva (Ukraine)
Main concepts that were covered	<ul style="list-style-type: none"> • Temporary problems of the global marketing environment • Marketing strategy for Ukrainian market • Marketing research • Differentiation strategy • Merchandising • Advertising
Materials used (revision, additions)	Revision of materials, new cases, group discussions
Quality of accommodations, facilities and support from host institution:	Very good quality of the premises, multimedia projector, overheads

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
1. Kyiv Investment Management Institute	4		4
2. European University of Finance, Information Systems and Business	1		1
3. National Agrarian University	1	3	3
4. Kyiv Polytechnic Institute	2		2
5. Academy of Municipal Management	1		1
6. Ukrainian Academy of public Administration	1		1
7. Lviv Management Institute	1		1
8. Ukrainian Institute of Entrepreneurship	1	1	2
9. Academy of Labor and Social Relations	1		1
10. Kyiv National University	2		2
11. Kyiv Mohyla Business School		1	1
12. Kharkiv State Pedagogical University	1		1
13. Kharkiv State Polytechnic University		2	2
14. Kharkiv State Academy of Railway Transportation	1		1
15. Ukrainian Consulting Network (IFC)	2	3	5
TOTAL PARTICIPANTS	19	10	29
Average age and number of years of teaching experience	Average age 28-34 Number of years of teaching 5-7		
Participants responses to materials and instructions	Participants believed they could intensively use materials in their teaching.		
Assessments of the participants	Participant rated the instructors with the highest marks.		
Consequences of the seminar and remarks	Participants found seminar very useful and of the high quality. They stressed on the high competency of all instructors and high quality of the materials prepared and presented.		

WHAT WE OFFERED?

Name of seminar	ENTERPRISES TRANSFORMATION AND REENGINEERING
Date(s) held	October 13-14-15, 2000
Location	Mizhregionalna Academy of Personal Management
Name(s) of presenters	Alexander Savruk, Oksana Schegelska
Main concepts that were covered	<ul style="list-style-type: none"> ▪ Transformation Strategy ▪ World experiences in transformation ▪ Methodology of transformation ▪ Indicator's system in management ▪ Reengineering of business-process
Materials used (revision, additions)	New materials, computer presentations, schemes, charts, overhead slides, CD presentation
Quality of accommodations, facilities and support from host institution:	Accommodation was very good, used multimedia projector with lap top PC, overhead projector, screens, etc.

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
1. International Management Institute	1		1
2. Kyiv National University	1	1	2
3. Kyiv National Economic University	4	1	5
4. Ukrainian Institute of Entrepreneurship		4	4
5. Kyiv Business and Technology Institute	2		2
6. Kyiv Investment Management Institute	3		3
7. Ukrainian Academy of Public Administration	1		1
8. Kyiv State Linguistic University	1		1
9. Kyiv State Technology and Design University	1		1
10. National Agrarian University	2		2
11. Kyiv National Polytechnic University	1		1
12. Ukrainian Polytechnic College Kryvy Rig		1	1
13. Ukrainian Association of Project Management		1	1
14. Corporation "Di-Star" Poltava		1	1
15. "Domobudivelnny kombinat" Lutsk		1	1
16. Agency "Standart" Kyiv	1		1
17. Weidman Systems International Kyiv		1	1
18. "Motordetal-Pravex" Konotop	1		1
19. "Mechanichny zavod" Kremenchuk	1		1
TOTAL PARTICIPANTS	20	11	31
Average age and number of years of teaching experience	Average age of participants 38.5 Average number of years of teaching experience 7.6		
Participants responses to materials and instructions	Participants responses to the instructors were 5% «very bad», 5% - "satisfactory", 40% - «good» and 50% - "excellent". Participants evaluated seminar as follows: 9,5% gave the mark "3" 38,0% - "4" 52,5% - "5"		
Assessments of the participants	Instructors were generally satisfied by the level and activity of the participants		
Consequences of the seminar and remarks	The seminar was very successful. Participants show very high level of interest in the topic of the seminar.		

WHAT WE OFFERED?

Name of seminar	INTERNATIONAL BUSINESS
Date(s) held	October 27-28-29, 2000
Location	Kyiv-Mohyla Business School
Name(s) of presenters	Pavlo Sheremeta (Ukraine)
Main concepts that were covered	<ul style="list-style-type: none"> • Global megatrends • Global competitive advantage world countries • Who will win in 21st century • National business culture • Global business leaders • Lessons of restructuring
Materials used (revision, additions)	New materials, new cases
Quality of accommodations, facilities and support from host institution:	Very good quality of class, multimedia projector, overheads

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
16. Kyiv Investment Management Institute	3	2	5
17. European University of Finance, Information Systems and Business	1		1
18. National Agrarian University	3		3
19. Kyiv Polytechnic Institute	1		1
20. Academy of Municipal Management	1	1	2
21. Kyiv State Linguistic University	2		2
22. National Academy of Management	1		1
23. Ukrainian Institute of Entrepreneurship	2	2	4
24. Kyiv National Economic University	1		1
25. Kyiv National University	4	1	5
26. Kyiv Mohyla Business School		1	1
27. International Center of Privatization, Investments and Management	1		1
28. Kyiv Business and Technology Institute	2		2
29. Kyiv State Trade and Economy University	1		1
30. National Aviation University		2	2
31. Tavria National University	1		1
32. Mizhregional Center of Military Re-training		1	1
TOTAL PARTICIPANTS	24	10	34
Average age and number of years of teaching experience	Average age 28-34 Number of years of teaching 5-7		
Participants responses to materials and instructions	Participants believe they could intensively use materials in their teaching.		
Assessments of the participants	Participant scored instructors with the highest marks.		
Consequences of the seminar and remarks	Participants found seminar very useful and of high quality. They stressed on high competency instructor and well prepared materials.		

EASTERN REGION (KHARKIV REGIONAL OFFICE)

WHAT WE OFFERED?

Name of seminar	Information Technology Management
Date(s) held	October 3-4, 2000
Location	Kharkiv National University
Name(s) of presenters	William A. Estrem (USA) Valentina Demyanenko
Main concepts that were covered	<p>Introduction to Information Systems in Business</p> <p>Fundamentals of Information Systems</p> <p>Solving Business Problems With Information Systems</p> <p>Managerial Overview of Information Systems:</p> <p>Computer Hardware</p> <p>Computer Software</p> <p>Database Management</p> <p>Telecommunications</p> <p>Business Applications of Information Technology</p> <p>Information Systems for Managerial Decision Support</p> <p>Information Systems for Strategic Advantage</p> <p>Intranets, Extranets, and Enterprise Collaboration</p> <p>Information Systems for Business Operations</p> <p>The Internet and Electronic Commerce</p> <p>Leading and Managing the Virtual Enterprise: Management and Ethical Challenges</p>
Materials used (revision, additions)	<p>During the seminar were used:</p> <ul style="list-style-type: none"> • Video presentation about CEUME activities Materials of Summer Institute
Quality of accommodations, facilities and support from host institution:	<p>The in-kind contribution of the partner-higher educational establishment:</p> <p>The seminar was held on the basis of Kharkiv National University (Rector – prof. Bakirov V.) The University prepared 2 rooms to hold the classes, including internatroom The teaching stuff of the University provided a considerable support in the organization of the seminar, what helped to increase the efficiency of work.</p> <ul style="list-style-type: none"> • Academy gave full assistance and support in organization and conduction of the seminar. • Equipment: TV Set and Video Tape Player;

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Participating Institutions (Kharkiv region):	9	19	28
1. Partners of CEUME	6	10	16
• Kharkiv National University	3	2	5
• Kharkiv State Municipal Economy Academy	0	2	2
• Kharkiv State Economic University	1	3	4
• Kharkiv State Polytechnic University	1	1	2
• Kharkiv Institute of Business and Management	0	1	1

• KhHI "People's Ukrainian Academy"	1	1	2
2. Other participants institutions	0	3	3
• Kharkiv State Academy of Culture	0	1	1
• Kharkiv Institute of Management	0	1	1
• Kharkiv State Auto-transportation University	0	1	1
3. NGO Kharkiv Center Economic education		1	
4. NGO "Young People for Democracy"	1		2
5. Business	2	5	7
"Piranya"			
"Klondayk"			
"Telesens"			
"Khartron-Inkor, Ltd"			
Enterprises named after Frunze			
Consulting Firm "BAKS"			
"Kharkiv Initiative"			
Participating Institutions (Donetsk region)	2	0	2
• Donetsk Economic and Humanitaryum Institute	1	0	1
• Donetsk Institute of Market and Social Policy	1	0	1
TOTAL PARTICIPANTS	11	19	30

WHAT WE OFFERED?

Name of seminar	HUMAN RESOURCE
Date(s) held	27-29 October, 2000
Location	Kharkiv National University
Name(s) of presenters	Navruzov Uriy, Zhukovskaya Valentina
Main concepts that were covered	<ul style="list-style-type: none"> • Strategic management and human resource management; • Motivation • Managing performance • Measurement of performance • Performance indicators • Concept of corporate concept • Competence management. • Bonus level • Paradoxes of leadership system.
Materials used (revision, additions)	<p>During the seminar were used:</p> <ul style="list-style-type: none"> • Video presentation about CEUME activities • Materials of Summer Institute
Quality of accommodations, facilities and support from host institution:	<p>The in-kind contribution of the partner-higher educational establishment:</p> <p>The seminar was held on the basis of Kharkiv National University (Rector – prof. Bakirov V.) The University prepared room to hold the classes. The teaching staff of the University provided a considerable support in the organization of the seminar, what helped to increase the efficiency of work.</p> <p>University gave full assistance and support in organization and conduction of the seminar.</p>

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
6. Partners of CEUME	17	4	21
• Kharkiv National University	4	0	4
• Kharkiv State Municipal Economy Academy	3	0	3
• Kharkiv State Economic University	5	2	7
• Kharkiv State Polytechnic University	2	1	3
• Kharkiv Institute of Business and Management	0	1	1
• KhHI "People's Ukrainian Academy"	3	0	3
7. Other participants institutions	6	2	8
• Kharkiv State Academy of Culture	0	1	1
• University of Internal Affairs	1	0	1
• Kharkiv State Pedagogical academy	2	0	2
• Kharkiv Academy of Railway Transportation	2	0	2
• Ukrainian Engineering-Pedagogical Academy	0	1	1
• Kharkiv State Technical university of construction and architecture.	1	0	1
8. NGO "Diya"	0	0	0
9. Women Business Centers	1	0	1
TOTAL PARTICIPANTS	24	6	30

WHAT WE OFFERED?

Name of seminar	INTERNATIONAL BUSINESS
Date(s) held	3-5 November, 2000
Location	Kharkiv National University
Name(s) of presenters	Sheremeta Pavlo
Main concepts that were covered	<ul style="list-style-type: none"> • International business; • Mega-tendencies; • Globalization and intellectualization of the business; • Global competitiveness of the country; • Global competitiveness of the enterprise; • National business cultures; • Restructurization of the company. •
Materials used (revision, additions)	During the seminar were used: <ul style="list-style-type: none"> • Video presentation about CEUME activities • Materials of Summer Institute • Materials developed by the trainer
Quality of accommodations, facilities and support from host institution:	The in-kind contribution of the partner-higher educational establishment: The seminar was held on the basis of Kharkiv National University (Rector – prof. Bakirov V.) The University prepared room to hold the classes. The teaching staff of the University provided a considerable support in the organization of the seminar, what helped to increase the efficiency of work.

University gave full assistance and support in organization and conduction of the seminar.

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
10. PARTNERS OF CEUME	13	5	18
• Kharkiv National University	3	2	5
• Kharkiv State Municipal Economy Academy	1	0	1
• Kharkiv State Economic University	4	2	6
• Kharkiv State Polytechnic University	4	1	5
• Kharkiv Institute of Business and Management	0	0	0
• KhHI "People's Ukrainian Academy"	1	0	1
11. Other participants institutions	9	0	9
• Kharkiv Academy of Railway transportation	3	0	3
• Kharkiv State Pedagogical academy	3	0	3
• Kharkiv Technical University of Radio-electronics	1	0	1
• Ukrainian Academy of Banking (Kharkiv branch)	1	0	1
• Kharkiv Technical University of Auto-transportation	1	0	1
12. NGO Young People For Democracy	1	1	2
13. Business Centers "Kharkiv Center of Economic Education"	0	0	0
5. Participating Institutes (Donetsk region)	1	1	2
TOTAL PARTICIPANTS	24	7	31

WHAT WE OFFERED?

Name of seminar	Managing a Small Business
Date(s) held	November 24-26, 2000
Location	Kharkiv National University
Name(s) of presenters	Wojciech Kozlowski, Ivanna Bakushevych, Svetlana Chubakha
Main concepts that were covered	<ul style="list-style-type: none"> • Conceptual model of entrepreneurship; • Criteria for starting new business; • Model business (ideal business) for Ukraine, Poland and the USA; • Resources for small business; • Internet as a resource for entrepreneurs and management education; • Marketing in small business ; • Concept of marketing mix in small business; • Promotion and Advertising; • Financial literacy and financial Management; Government support of Small Business in Ukraine, Poland and the USA.
Materials used (revision, additions)	During the seminar were used: <ul style="list-style-type: none"> • "Starting and Development of Small Business" Manual, developed

	by trainers; <ul style="list-style-type: none"> • Slides (70); • Handouts ; • Floppy disks (Bakushevich' presentation)
Quality of accommodations, facilities and support from host institution:	The in-kind contribution of the partner-higher educational establishment: The seminar was held on the basis of Kharkiv National University (Rector – prof. Bakirov V.) The University prepared room to hold the classes. The teaching staff of the University provided a considerable support in the organization of the seminar, what helped to increase the efficiency of work. University gave full assistance and support in organization and conduction of the seminar.

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Participating Institutions (Kharkiv region):	22	8	30
1. PARTNERS OF CEUME	14	7	21
• Kharkiv National University	4	1	5
• Kharkiv State Municipal Economy Academy	3	1	4
• Kharkiv State Economic University	6	4	10
• Kharkiv State Polytechnic University	0	0	0
• Kharkiv Institute of Business and Management	0	0	0
• KhHI "People's Ukrainian Academy"	1	1	2
2. Other participants institutions	6	0	6
• University of Internal Affairs	1	0	1
• Kharkiv State Pedagogical academy	3	0	3
• Kharkiv State University of Radio Electronic	1	0	1
• Ukraine Academy of Banking (Kharkiv)	1	0	1
3. NGO	1	1	2
• Kharkiv Center of economic education	1	1	2
4. Business Centers	1	0	1
• «Business-incubator» of the Kharkiv regional organization of women «Д Я»	1	0	1
TOTAL PARTICIPANTS	22	8	30

WHAT WE OFFERED?

Name of seminar	Organizational Development
Date(s) held	6-7 December, 2000
Location	Kharkiv National University
Name(s) of presenters	Ploszaiski P., Kanischenko G.
Main concepts that were covered	<ul style="list-style-type: none"> • Strategic paradoxes – do traditional strategic theories work in a new environment • Major strategic schools of thought • Key competitive advantages, strategic positioning, and sustainability • Strategy and Organizational Development: different approaches in understanding the essence of organization and relative approaches organizational design • Key features of the organization <ul style="list-style-type: none"> ○ Organizational Mission and Vision ○ Organizational Structures ○ Organizational Cultures • People in Organization: <ul style="list-style-type: none"> ○ Understanding self in organization ○ Motivating and manipulating people ○ Groups in Organizations • Models of change <ul style="list-style-type: none"> ○ Why change affords frequently fail? ○ Economic and organizational theories of change • Leadership concepts <ul style="list-style-type: none"> ○ New roles and skills of the leader • The Organization of the Future • New Strategies for New Economy

Materials used (revision, additions)	<p>During the seminar were used:</p> <ul style="list-style-type: none"> • Materials of Summer Institute • Participants of the seminar received 2 brochures 76 sheets of copies.
Quality of accommodations, facilities and support from host institution:	<p>The in-kind contribution of the partner-higher educational establishment:</p> <p>The seminar was held on the basis of Kharkiv National University (Rector – prof. Bakirov V.) The University prepared room to hold the classes. The teaching staff of the University provided a considerable support in the organization of the seminar, what helped to increase the efficiency of work.</p> <p style="text-align: center;">University gave full assistance and support in organization and conduction of the seminar.</p>

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
TOTAL PARTICIPANTS	6	10	16

Statistic

Type of Activity (Weekend Workshops)	# of participating Institutions/ Business Centers/NGOs				Total # of Participants (Male/Female)
	Institutions	Business Centers/Business firm	NGOs	Male	Female
WW "Organization Development" December 6-7, 2000	0	16	0	10	6

AVERAGE AGE OF PARTICIPANTS.

	18-22 years	23-27 years	28-34 years	35-41 years	42-50 years	More than 51
WW "Organization Development" December 6-7, 2000	1	4	5	1	3	2

WHAT WE OFFERED?

Name of seminar	Organizational Development
Date(s) held	8-10 December, 2000
Location	Kharkiv National University
Name(s) of presenters	Ploszaiski P., Kanischenko G.
Main concepts that were covered	<p>During the three-day Organizational Development Weekend Workshop the following topics were covered:</p> <ul style="list-style-type: none"> • Organizational Development background: different approaches in understanding the essence of organization and relative approaches In the course design • Key features of the organization <ul style="list-style-type: none"> ○ Organizational Mission and Vision ○ Organizational Structures ○ Organizational Cultures • Threats and Opportunities. Do traditional organizational design approaches work in contemporary environment? • People in Organization: <ul style="list-style-type: none"> ○ Understanding self in organization ○ Motivating and manipulating people ○ Groups in Organizations • Models of change <ul style="list-style-type: none"> ○ Why change affords frequently fail? ○ Economic and organizational theories of change • Leadership concepts <ul style="list-style-type: none"> ○ New roles and skills of the leader • The Organization of the Future • New Strategies for New Economy • Teaching tools and methods: creating the reference system in a classroom.
Materials used (revision, additions)	<p>During the seminar were used:</p> <ul style="list-style-type: none"> • Materials of Summer Institute

	<ul style="list-style-type: none"> Participants of the seminar obtained 2 brochures, 76 pages of copied materials.
Quality of accommodations, facilities and support from host institution:	<p>The impact of the partner-higher educational establishment: The seminar was held on the basis of Kharkiv National University (Rector – prof. Bakirov V.) The University prepared room to hold the classes. The teaching staff of the University provided a considerable support in the organization of the seminar, what helped to increase the efficiency of work.</p> <ul style="list-style-type: none"> University gave full assistance and support in organization and conduction of the seminar.

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
14. PARTNERS OF CEUME	18	10	28
• Kharkiv National University	3	3	6
• Kharkiv State Municipal Economy Academy	4	2	5
• Kharkiv State Economic University	5	3	8
• Kharkiv State Polytechnic University	5	3	7
• Kharkiv Institute of Business and Management	0	0	0
• KhHI "People's Ukrainian Academy"	1	0	1
15. Other participants institutions	1	0	1
• Kharkiv State Pedagogical academy1	1	0	1
16. NGO	0	0	0
17. Business Centers	1	0	1
• Business-incubator “Д Я”	1	0	1
TOTAL PARTICIPANTS	20	10	30

EASTERN REGION (DONETSK REGIONAL OFFICE)

WHAT WE OFFERED?

Name of seminar	HUMAN RESOURCES MANAGEMENT
Date(s) held	October 13 – 15, 2000
Location	Donetsk (Donetsk State Management Academy)
Name(s) of presenters	Yury Navruzov
Main concepts that were covered	<p>The main topics of the course proposed were the following:</p> <ul style="list-style-type: none"> • Strategic management and human resources management; • Orientation of personnel toward organizational culture; • Aspiration for motivation and stimulation; • Resources management by means of competence development ; <p>There were also discussed how to adopt new technologies to the development of the traditional curricular.</p>
Materials used (revision, additions)	<ul style="list-style-type: none"> • Human Resources Management (CEUME issue); • Case studies (“General Electric”, “Star travel”, “Procter & Gamble”, “Business House”, “Institution of Local Government and Public Service”, “Orland”, “Master”0 and “Kiev-Rost”); • Transparencies; • Role game “Diamond of Valuables”; • Tests “Teaching style”, “ Self-appraisal of Level of Best Performance Culture”; • Auxiliary material.
Quality of accommodations, facilities and support from host institution:	Donetsk State Management Academy (hosting university) provided a training room (30 persons), equipped with flip-chart, overhead projector and screen. This room is used only for official purposes (meeting of Board of Trustees, Scientific Council, press-conferences, etc.).

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Donetsk State Management Academy	-	2	2
Donetsk State Technical University	4	3	7
Donetsk State University	4	-	4
Donetsk Economic-Humanitarian Institute	-	1	1
Donetsk State Institute of Economics and Trade	-	2	2
Donetsk State Institute of Economics and Economic Law	1	-	1
TOTAL PARTICIPANTS	9	8	17
Average age and number of years of teaching experience	32,2 is the average age of teachers 7,3 years is the average number of years of teaching experience		
Participants responses to materials and instructions	The handout kit was composed as a reasonable mixture of foreign and domestic information. All material was evaluated as quite useful and appropriate for further application in the educational process rather than in the scientific work. 47% of participants appraised the material of WW as combination new and known information, 41% of participants said that it was a new information accessible for understanding. Visual materials were used widely and were suitable to be given to students. Instructor’s work was evaluated at 4.3 according five-mark scale.		
Consequences of the seminar and remarks	The workshop was rated “good” and “very good” (75% of participants). The seminar demonstrated new methodologies of teaching of this subject for 53% of participants		

WHAT WE OFFERED?

Name of seminar	TRANSFORMATION/RESTRUCTURING OF ENTERPRISES
Date(s) held	October 27 – 29, 2000
Location	Donetsk (Donetsk State Management Academy)
Name(s) of presenters	Alexander Savruk, Oksana Schegelskaya
Main concepts that were covered	<p>The seminar proposed theme-focused workshop designed to demonstrate the best strategies and methods for transforming enterprises (through comprehensive restructuring) by management consultants from Ukrainian Center for Post-Privatization Support. This workshop provided a foundation for developing new approaches for implementing transformation strategies and for improving business processes as appropriate in the Ukrainian environment.</p> <p>The objectives of the course are:</p> <ul style="list-style-type: none"> • To demonstrate effective application of transformation strategy in today's Ukrainian economy and meaningfully bring together basic theoretical concepts already familiar to education and management professionals using advantages of mixed auditory: professors and managers of transformed enterprises or some one in a transformation process. • To address specific ways to improve business skills and business success with the help of management "tools" developed for institutionalizing change and for transforming an enterprise into an agile business. • To present numerous multinational examples and consulting projects in different industries in Ukraine as examples with specific results of the transformation. • To support the logical next steps in the development of a competitive business and can serve to motivate students and business people to innovate with products, markets and their own corporate cultures.
Materials used (revision, additions)	<ul style="list-style-type: none"> • Transformation/Restructuring of Enterprises; • Video presentation of International Financial Corporation; • Transparencies and computer presentation "Ukrainian Business: Roads to Success"; • Auxiliary printed material.
Quality of accommodations, facilities and support from host institution:	Donetsk State Management Academy (hosting university) provided a training room (capacity 40 persons), equipped with flipchart, overhead projector, computer, TV set, video recorder, screen. This room is used only for official purposes (meeting of Board of Trustees, Scientific Council, press-conferences, etc.).

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Donetsk State Management Academy	2	4	6
Donetsk State Technical University	8	1	9
Donetsk National University	4	2	6
Donetsk Economic-Humanitarian Institute	-	2	2
Donetsk Institute of Market and Social Policy	1	-	1
Donetsk State Institute of Economics and Trade	2	-	2
Lugansk Regional Institute of Management	1	-	1
Donetsk Institute of Enterprises	-	1	1
Donbass Academy of Mechanical Engineering	1	-	1
Ukrainian State Company of Restructuring	-	1	1
“Prok” Ltd	-	2	2
“Concernenergo” Joint Venture	1	-	1
“Zavod Universalnoe Oborudovanie” Joint-stock Company	1	-	1
Enterprise Support Centre	-	1	1
Regional Development Agency "Donbass"	-	1	1
TOTAL PARTICIPANTS	21	15	36
Average age and number of years of teaching experience	36,2 is the average age of teachers 7,8 years is the average number of years of teaching experience		
Participants responses to materials and instructions	The handout kit was composed as a combination of foreign and domestic information. Generally, the material was evaluated as quite useful and appropriate for further application in the study process. Visual materials were used widely and were suitable to be given to students. The most interest was raised by the video presentation “Ukrainian Business: Roads to Success”.		
Assessments of the participants	As a result of the participation in the workshop the reputation of the business teacher (54% of participants) increased and new information (71% of participants) as well as new methodological approaches that may be applied while teaching (28% of participants). It is ranked as excellent.		
Consequences of the seminar and remarks	The weekend workshop is ranked as “very good”. Donetsk State Technical University included the seminar materials in its curricular “Management” and “Financial Cost Analysis”.		

SOUTHERN REGION (ODESSA REGIONAL OFFICE)
WHAT WE OFFERED?

Name of seminar	MARKETING
Date(s) held	6-7-8 October 2000
Location	Odessa
Name(s) of presenters	Bill Rudelius, Krzysztof Przybilowski, Pavlo Sheremeta, Olena Maltseva
Main concepts that were covered	Main concepts covered were marketing, mechanisms of sales, modern trends in the enterprises marketing strategies
Materials used (revision, additions)	Computer presentations, schemes, charts, cases, role games
Quality of accommodations, facilities and support from host institution:	Accommodation was as usual, facilities used were multimedia projector with lap top PC, overhead projector, screens, flip-charts, etc. Host institution was Institute of Postdiploma Education. The seminar took place in one of the teaching rooms. All equipment was provided by RR and partly by host institution.

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Odessa State Polytechnic University	4	2	6
Institute of Postdiploma Education	2	1	3
Academy of Public Administration, Odessa Branch	3	1	4
Odessa Economic University	10	2	12
Open British University	0	1	1
Nikolayev Business Support Center	0	1	1
Kherson Business Support Center	2	0	2
Fortuna, Ltd.	2	1	3
Enterprize "SOM"	0	3	3
Farlep, Ltd.	2	0	2
Paco Links Intl.	1	0	1
Small private business	1	1	2
NGO "City Health Care Council"	0	1	1
TOTAL PARTICIPANTS	27	14	41
Average age and number of years of teaching experience	Average age of participants		38.3
	Average number of years of teaching experience		7.6
Participants responses to materials and instructors	Participants evaluated seminar as follows: 7,1% gave the mark "3" 39,3% gave the mark "4" 53,6% - "5" Participants responses to the instructors were (7 points scale): Bill Rudelius - 6,6 Krzysztof Przybylowski - 6,1 Olena Maltseva - 6,4 Pavlo Sehremeta - 6,3		
Assessments of the participants	Instructors were in general satisfied by the level and activity of the participants.		
Consequences of the seminar and remarks	The seminar was successful. Many of participants responded, that the level of the seminar was very high, spoke very good about the trainers command, there was great interest towards Ukrainian cases ("Smak"), many people ordered other cases for their teaching and mentioned they may include them into their teaching process.		

WHAT WE OFFERED?

Name of seminar	FINANCIAL MANAGEMENT
Date(s) held	13-14-15 October 2000
Location	Odessa
Name(s) of presenters	Mihaylo Kolisnyk
Main concepts that were covered	Main concept was financial management, enterprises financial activity analysis, financial reporting, etc.
Materials used (revision, additions)	Computer presentations, schemes, charts, cases, role games
Quality of accommodations, facilities and support from host institution:	Room for seminar was provided by Odessa State Economic University, facilities used were multimedia projector with lap top PC, overhead projector, screens, flip-charts, etc. The seminar took place in one of the teaching rooms. All equipment was provided by RR.

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Odessa State Polytechnic University	3	0	3
Tavria National University	1	1	2
Academy of Public Administration, Odessa Branch	2	1	3
Odessa Economic University	11	2	13
Kherson Technical University	1	1	2
Odessa Academy of Food Technologies	1	0	1
Odessa Academy of Engineering	2	0	2
Open British University	0	1	1
Odessa Economic College	1	0	1
Fortuna Ltd.	2	1	3
Nikolaev Business Support Center	0	2	2
NGO "Regional Development Institute"	1	0	1
TOTAL PARTICIPANTS	25	9	34
Average age and number of years of teaching experience	Average age of participants Average number of years of teaching experience		34.8 8.7
Participants responses to materials and instructors	Participants evaluated seminar as follows: 16,0% gave the mark "3" 32,0% gave the mark "4" 52,0% - "5" Participants evaluation of the instructor was (7 points scale): 6,3		
Assessments of the participants	Instructor was satisfied by the level of the participants		
Consequences of the seminar and remarks	The seminar was successful. Some participants marked high professional level of the trainer, his good contact with auditorium. As a consequence many teachers mentioned they have gathered new materials for their courses development		

WHAT WE OFFERED?

Name of seminar	ORGANIZATION DEVELOPMENT FOR BUSINESSES
Date(s) held	25-26 October 2000
Location	Odessa
Name(s) of presenters	Piotr Ploszajski, Gennady Kanischenko
Main concepts that were covered	Main concept was philosophy and strategy of organizations management, main trends in modern business, future planning, prognosis, etc.
Materials used (revision, additions)	Computer presentations, schemes, charts, cases
Quality of accommodations, facilities and support from host institution:	Room for seminar was provided by Business center "Na Srednefontatnskoj", facilities used were multimedia projector with lap top PC, overhead projector, screens, flip-charts, etc. The seminar took place in a conference hall. All equipment was provided by RR.

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Fortuna Ltd.	6	7	13
Consulting Center	0	2	2
Odessa Business Support Center	2	1	3
Open Stock Society "Hydrosila" (Kirovograd)	1	0	1
Evroprodukt Ltd.	1	0	1
Promptex Ltd.	0	1	1
Regional Registry Holder	1	0	1
Enterproze "Strommashina"	0	1	1
Milk Enterprise (Balta)	0	1	1
Bread Enterprise (Kulindorovo)	0	1	1
Illichovskvneshtans Ltd.	1	2	3
Closed Stock Society "OZOM"	1	2	3
Gran Ltd.	0	1	1
Farlep Ltd.	1	0	1
Lexus Ltd.	1	0	1
Small Business Association of Odessa Region	0	1	1
All-Ukrainian Labor Union for Businesses	0	1	1
Exhibition Center "Odessa House"	0	1	1
Interior-Plus Ltd.	0	1	1
NGO "Regional Development Institute"	2	0	2
NGO "Humanitarian Technologies Center"	1	0	1
Mass- media	0	1	1
Small private business	2	1	3
TOTAL PARTICIPANTS	20	25	45
Average age and number of years of teaching	Average age of participants		35.7
Participants responses to materials and instructors	Participants evaluated seminar as follows: 19,0% gave the mark "3" 57,0% gave the mark "4" 24,0% - "5" Participants evaluation of the instructors was (7 points scale): Piotr Ploschajsky - 5,9 Gennadiy Kanischenko - 6,1		
Assessments of the participants	Instructors were satisfied by the level and activity of the participants		
Consequences of the seminar and remarks	The seminar was a first attempt to collect only businesses in Odessa region. The atmosphere was very friendly. Representatives of business showed much interest in the problems. Though, the opinions varied and sometimes were controversial. Many people mentioned that their outlook has broadened after the seminar. Some were more interested in practical aspects and criticized general approaches used by trainers. Nevertheless, all of them were obviously satisfied and expressed a lot of gratitude to trainers and organizers		

WHAT WE OFFERED?

Name of seminar	ORGANIZATION DEVELOPMENT FOR ACADEMICS
Date(s) held	27-28-29 October 2000
Location	Odessa
Name(s) of presenters	Piotr Ploszajski, Gennady Kanischenko
Main concepts that were covered	Main concept was philosophy and strategy of organizations management, main trends in modern business, future planning, prognosis, etc.

Materials used (revision, additions)	Computer presentations, schemes, charts, cases
Quality of accommodations, facilities and support from host institution:	Room for seminar was provided by Odessa State Economic University, facilities used were multimedia projector with lap top PC, overhead projector, screens, flip-charts, etc. The seminar took place in a class room. All equipment was provided by RR.
Matching funds (contribution of host and partner institutions)	Host institution provided the premises

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Odessa State Economic University	13	5	18
Academy of Public Administration, Odessa Branch	2	1	3
Odessa Polytechnic University	4	0	4
Kherson Technical University	2	0	2
Odessa Academy of Food Technologies	6	1	7
Other Institutions	1	1	2
Kherson Business Support Center	1	1	2
TOTAL PARTICIPANTS	29	9	38
Average age and number of years of teaching	Average age of participants		37.4
	Average years of teaching		10,1
Participants responses to materials and instructors	Participants evaluated seminar as follows: 3,0% gave the mark "2" 3,0% gave the mark "3" 21,0% gave the mark "4" 73,0% - "5" Participants evaluation of the instructors (7 points scale) was: Piotr Ploszajski - 6,5 Gennadiy Kanischenko - 6,6		
Assessments of the participants	Instructors were satisfied by the level and activity of the participants		
Consequences of the seminar and remarks	The atmosphere was very friendly. The seminar was a success. All of the participants were obviously satisfied and expressed a lot of gratitude to trainers and organizers. They took active part in the discussions. As a consequence many participants spoke about active use of the examples presented in their teaching.		

WHAT WE OFFERED?

Name of seminar	PROJECT APPRAISAL
Date(s) held	10-11-12 November 2000
Location	Odessa
Name(s) of presenters	Mihaylo Kolisnyk, Mirosław Kowalewski
Main concepts that were covered	Main concept was strategies and technologies of project analysis, main trends in modern software for this purpose, tools for project analysis, decision making process in investments, etc.
Materials used (revision, additions)	Computer presentations, schemes, charts, cases
Quality of accommodations, facilities and support from host institution:	Room for seminar was provided by Odessa State Economic University, facilities used were multimedia projector with lap top PC, overhead projector, screens, flip-charts, etc. The

	seminar took place in a class room. All equipment was provided by RR.
Matching funds (contribution of host and partner institutions)	Host institution provided a space

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Odessa State Economic University	9	3	12
Academy of Public Administration, Odessa Branch	0	2	2
Odessa Polytechnic University	5	1	6
Kherson Technical University	1	2	3
Tavria National University	2	3	5
Odessa Academy of Food Technologies	2	0	2
Odessa Academy of Engineering	4	0	4
Institute of Market Problems	3	0	3
Nikolaev College	1	1	2
Kherson Business Support Center	0	1	1
Nikolaev Business Support Center	0	2	2
Fortuna Ltd.	1	3	4
TOTAL PARTICIPANTS	28	18	46
Average age and number of years of teaching	Average age of participants Average years of teaching		35,2 8,0
Participants responses to materials and instructors	Participants evaluated seminar as follows: 8,0% gave the mark "3" 37,0% gave the mark "4" 55,0% gave the mark "5" Participants evaluation of the instructors (7 points scale) was: Mihaylo Kolisnyk - 6,5 Myroslav Kovalewski - 6,4		
Assessments of the participants	Instructors were satisfied by the level and activity of the participants		
Consequences of the seminar and remarks	The atmosphere was very busy. The seminar was a success. All of the participants were obviously satisfied and expressed a lot of gratitude to trainers and organizers. They took active part in computer simulations. Many participants requested and received software for project analysis.		

**CENTRAL REGION (Dnipropetrovsk Regional Office)
WHAT WE OFFERED?**

Name of seminar	INFORMATION TECHNOLOGIES MANAGEMENT
Date(s) held	October 6-8, 2000
Location	Dnipropetrovsk, Dnipropetrovsk Academy of Management, Business and Law
Name(s) of presenters	Bill Estrem, Tatyana Kotukhova
Main concepts that were covered	<p>Day 1</p> <p>Session 1: Introduction to Information Systems in Business Fundamentals of Information Systems Solving Business Problems With Information Systems</p> <p>Session 2: Managerial Overview of Information Systems: Computer Hardware Computer Software Database Management Telecommunications</p> <p>Day 2</p> <p>Session 1: Business Applications of Information Technology Information Systems for Managerial Decision Support Information Systems for Strategic Advantage Intranets, Extranets, and Enterprise Collaboration Information Systems for Business Operations The Internet and Electronic Commerce</p> <p>Session 2: Leading and Managing the Virtual Enterprise: Management and Ethical Challenges</p>
Quality of accommodations, facilities and support from host institution:	<p>Host Institution (partner) – Dnipropetrovsk Academy of Management, Business and Law.</p> <p>Excellent facilities – large, comfortable, well-equipped computer class with 12 up-to-date computers. Friendly administration and very helpful staff of International Faculty ready to help while preparing and conducting the workshop.</p> <p>Double-room accommodation in the hotel “Dnipropetrovsk”, ten minutes walk from the Academy, comfortable and not expensive, breakfasts included for 10 people from 5 partner universities.</p>

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Dnipropetrovsk Academy of Management, Business and Law	2	1	3
Nikopol Institute of Management, Business and Law		1	1
Pridneprovska Academy of Building and Architecture	2	2	4
National Mining Academy of Ukraine, Dnipropetrovsk	1		1
Poltava State Agricultural Institute	3		3
Dnipropetrovsk State University	3		3
Dnipropetrovsk Finance-Economic Institute	1	1	2
Kirovograd Institute of Commerce	2	1	3
Institute for Enterneurship “Strategy”, Zhovti Vody	2		2
Cherkassy Institute of Management	1		1
BUSINESS COMMUNITY AND NGOs		2	2
TOTAL PARTICIPANTS	17	7	25

Average age and number of years of teaching experience	Average age – 32-37 Teaching experience 10-12 years
Participants responses to materials and instructions	Professors: Bill Estrem, Tatyana Kotukhova 1. Teaching skills – “7” (excellent) – 9 people, “6” (very good) –6, “5” – (good) – 4, “4” – 2 2. Subject knowledge- “7” – 9 people, “6” – 7 people, “5” – 4 3. Material introduction and discussion – “5” – 9 participants, “4” – 10, “3” – 3, “2” – 2 4. Respect to the audience – “7” – 11, “6” – 5, “5” – 4 5. Comfortable environment – “7” – 11, “6” – 6, “5” – 2, “4” – 2 6. Group method effectiveness – “7” – 1, “6” – 8, “5” – 9, “4” – 4 7. Satisfaction – “7” – 9, “6” – 8, “5” – 2, “4” – 1.
Assessments of the participants	Main purpose of the seminar – 9 out of 25 participants consider the main topic to be “the introduction of new ideas and methods of teaching”, for 10 people it was “knowledge strengthening” and 5 student considered it to be “the possibility to exchange ideas and meet colleagues”. Seminar effectiveness – 12 people marked this point as “5” (very effective), 4 as “4” (effective), 7 person as “3” (average), and 2 as not effective. Usefulness in – 14 people replied that the usefulness of the seminar was in materials and hand-out which will later help in teaching the subject, 6 – that the seminar has developed and improved their status, 2 participants considered the seminar helpful for their future work, and for 3 people it was a great possibility to meet colleagues and exchange ideas. Participation characteristic – 6 people pointed out that they listened to the lecture given by professors and 10 that they were among others participated in the discussions, 2 people asked for further explanation, 3 were among the very active students and 3 responded while being asked by the instructor. Materials – 8 participants agreed that materials were quite new but comprehensive, but most had an opinion that the materials were a good mix of old and new stuff.
Consequences of the seminar and remarks	In the “comments and remarks” section participants said that the subject of the seminar was quite useful though a lot of simplified and known material was used. The important part was an American instructor and the opportunity to get acquainted with most recent achievements in information technologies.

WHAT WE OFFERED?

Name of seminar	INVESTMENT PROJECTS APPRAISAL
Date(s) held	November 27-29, 2000
Location	Dnipropetrovsk, Dnipropetrovsk Academy of Public Administration and Local Government
Name(s) of presenters	Michailo Kolyisnyk
Main concepts that were covered	<ol style="list-style-type: none"> 1. Conception and methodology of project analysis. 2. Project analysis tools: simple interests 3. Complex interests. 4. Investment decisions 5. Is the policy of debt management of any importance? 6. Corporation obligations and options appraisal.
Quality of accommodations, facilities and support from host institution:	Host Institution (partner) – Dnipropetrovsk Academy of Public Administration and Local Government. Excellent facilities – large, comfortable, well-equipped seminar room, being given for free, although the Academy is not among

CEUME partner-institutions.
 Double-room accommodation in the hotel of Academy, five minutes walk from the Academy, comfortable and not expensive, for 10 people from 5 partner universities.

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Dnipropetrovsk Academy of Management, Business and Law	2		2
Nikopol Institute of Management, Business and Law	1	2	3
Pridneprovska Academy of Building and Architecture	2	3	5
National Mining Academy of Ukraine, Dnipropetrovsk	3	1	4
Poltava State Agricultural Institute	2	1	3
Dnipropetrovsk State University	3	1	4
Dnipropetrovsk Finance-Economic Institute	1	1	2
Institute for Enterneurship "Strategy", Zhovti Vody	2		2
Dnipropetrovsk Academy of Public Administration and Local Government	2	1	3
Zaporizhzhya State University	3		3
Dnipropetrovsk National Metallurgical Academy	2		2
Zaporizhzhya State Technical University		1	1
Cherkassy Institute of Management	1	1	2
TOTAL PARTICIPANTS	24	12	36
Average age and number of years of teaching experience	Average age – 35-40 Teaching experience 10-15 years		
Participants responses to materials and instructions	<p>Professors: Michailo Kolisnyk</p> <p>8. Teaching skills – "7" (excellent) – 15 people, "6" (very good) – 6, "5" – (good) – 5, "4" – 4</p> <p>9. Subject knowledge- "7" – 18 people, "6" – 7 people, "5" – 8, "4" – 4, "3" – 4</p> <p>10. Material introduction and discussion – "5" – 9 participants, "4" – 12, "3" – 6, "2" – 4</p> <p>11. Respect to the audience – "7" – 20, "6" – 5, "5" – 4</p> <p>12. Comfortable environment – "7" – 19, "6" – 8, "5" – 2, "4" – 2</p> <p>13. Group method effectiveness – "7" – 15, "6" – 8, "5" – 5, "4" – 4</p> <p>14. Satisfaction – "7" – 15, "6" – 6, "5" – 8, "4" – 3.</p>		
Assessments of the participants	<p>Main purpose of the seminar – 10 out of 36 participants consider the main topic to be "the introduction of new ideas and methods of teaching", for 15 people it was "knowledge strengthening" and 7 students considered it to be "the possibility to exchange ideas and meet colleagues".</p> <p>Seminar effectiveness – 10 people marked this point as "5" (very effective), 8 as "4" (effective), 7 person as "3" (average), and 7 as not effective.</p> <p>Usefulness in – 20 people replied that the usefulness of the seminar was in materials and hand-out which will later help in teaching the subject, 6 – that the seminar has developed and improved their status, 2 participants considered the seminar helpful for their future work, and for 6 people it was a great possibility to meet colleagues and exchange ideas.</p> <p>Participation characteristic – 15 people pointed out that they listened to the lecture given by professors and 10 that they were among others participated in the discussions, 5 people asked for further explanation, 3 were among the very active students and 3 responded while being asked by the instructor.</p> <p>Materials – 10 participants agreed that materials were quite new but comprehensive, but most had an opinion that the materials were a good mix of old and new stuff.</p>		

Consequences of the seminar and remarks	In the "comments and remarks" section participants said that the seminar is useful in terms of new information which could later be used in adjusting old ones and creating new disciplines connected with the topic. "Intensive, comprehensive, educative and useful for further implementation".
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WHAT WE OFFERED?

Name of seminar	TRANSFORMATION/RESTRUCTURING ENTERPRISES
Date(s) held	November 27-29, 2000
Location	Dnipropetrovsk, Pridneprovska Academy of Building and Architecture
Name(s) of presenters	Alexander Savruk, Oksana Schegelska (Ukrainian Center for Post-Privatisation Support of Enterprises)
Main concepts that were covered	<ol style="list-style-type: none"> 1. Basic notions of transformation/restructuring of the enterprises 2. Transformation strategies. 3. Transformation as implementation of management skills 4. World experience in transformation processes ("General Electric" case) 5. Methodology of transformation (CD "Ukrainian Enterprises: a way to success" distribution) 6. Transformation strategies implementation (2 cases) 7. Introduction of indicators system of organizational development management (with cases)
Quality of accommodations, facilities and support from host institution:	<p>Host Institution (partner) – Pridneprovska Academy of Building and Architecture.</p> <p>Good facilities – large, comfortable, well-equipped mini-conference room. Friendly faculty members ready to help while preparing and conducting the workshop.</p> <p>Accommodation in the small but comfortable hotel of the Academy of Public Administration located very close to Building and Architecture Academy which hosted 15 people (out of 38 participants).</p>

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Dnipropetrovsk Academy of Management, Business and Law	2	1	3
Azov Regional Institute of Management	2	1	3
Zaporizhzhya State University	2		2
Nikopol Institute of Management, Business and Law		1	1
Zhovty Vody Institute of Entrepreneurship	2	1	3
Zaporizhzhya State Technical University	3		3
Pridneprovska Academy of Building and Architecture	4	3	7
National Mining Academy of Ukraine, Dnipropetrovsk		1	1
Poltava State Agricultural Institute	1	2	3
Dnipropetrovsk State University	1		1
Dnipropetrovsk Finance-Economic Institute	1	2	3
National Metallurgical Academy of Ukraine, Dnipropetrovsk		1	1
BUSINESS COMMUNITY AND NGOs	1	6	7
TOTAL PARTICIPANTS	19	19	38
Average age and number of years of teaching experience	Average age – 30-32 Teaching experience 5-7 years		

<p>Participants responses to materials and instructions</p>	<p>Professors: Alexander Savruk</p> <p>15. Teaching skills – “7” (excellent) – 25 people, “6” (very good) – 7, “5” – (good) – 2</p> <p>16. Subject knowledge- “7” – 21 people, “6” – 6 people, “5” – 6</p> <p>17. Material introduction and discussion – “7” – 18 participants, “6” – 8, “5” – 5</p> <p>18. Respect to the audience – “7” – 28, “6” – 4, “5” – 4</p> <p>19. Comfortable environment – “7” – 20, “6” – 6, “5” – 5</p> <p>20. Group method effectiveness – “7” – 15, “6” – 9, “5” – 5, “4” – 3</p> <p>21. Satisfaction – “7” – 18, “6” – 8, “5” – 4, “4” – 4.</p> <p>Professors: Oksana Schegelskaya</p> <p>1. Teaching skills – “7” (excellent) – 10 people, “6” (very good) – 9, “5” – (good) – 6, “4”(average) – 5, “3” (rather poor) – 7</p> <p>2. Subject knowledge- “7” – 11 people, “6” – 4 people, “5” – 6, “4” – 8, “3” – 5</p> <p>3. Material introduction and discussion – “7” – 15 participants, “6” – 5, “5” – 7, “4” – 6, “3” – 2, “2” – 2</p> <p>4. Respect to the audience – “7” – 18, “6” – 8, “5” - 8</p> <p>5. Comfortable environment – “7” – 12, “6” – 8, “5” – 6, “4” – “6”</p> <p>6. Group method effectiveness – “7” – 10, “6” – 7, “5” – 3, “4” – 7, “3” – 7</p> <p>7. Satisfaction – “7” – 9, “6” – 6, “5” – 6, “4” – 8, “3” – 6.</p>
<p>Assessments of the participants</p>	<p>Main purpose of the seminar – 22 out of 38 participants consider the main topic to be “the introduction of new ideas and methods of teaching”, for 10 people it was “knowledge strengthening” and 5 students considered it to be “the possibility to exchange ideas and meet colleagues”.</p> <p>Seminar effectiveness – 20 people marked this point as “5” (very effective), 8 as “4” (effective), 4 person as “3” (average), and 4 as not effective.</p> <p>Usefulness in – 12 people replied that the usefulness of the seminar was in materials and hand-out which will later help in teaching the subject, 10 – that the seminar has developed and improved their status, 8 participants considered the seminar helpful for their future work, and for 8 people it was a great possibility to meet colleagues and exchange ideas.</p> <p>Participation characteristic – 15 people pointed out that they listened to the lecture given by professors and 10 that they were among others participated in the discussions, 6 people asked for further explanation, 5 were among the very active students and 2 responded while being asked by the instructor.</p> <p>Materials – most participants (24) agree that materials were quite new but comprehensive, others had an opinion that the materials were a good mix of old and new stuff.</p>
<p>Consequences of the seminar and remarks</p>	<p>1. “Lectures were extremely interesting and useful”</p> <p>2. “The instructors gave participants the opportunity to express their own thoughts and ideas, the discussions were very fruitful ”</p> <p>3. “Mixed audience gave a chance to listen to different opinions, both from theoretical and practical points of view”</p> <p>4. “It would be desirable to expand the duration of the seminar and quantity of hand-outs to gain more information on such a needed subject”</p>

WHAT WE OFFERED?

Name of seminar	ORGANIZATIONAL DEVELOPMENT
Date(s) held	November 24-26, 2000
Location	Dnipropetrovsk, Dnipropetrovsk National University
Name(s) of presenters	Gennady Kanischenko, Andriy Masyuk
Main concepts that were covered	<ol style="list-style-type: none"> 1. Management theory and paradox 2. Ukrainian businesses demands 3. Personality in organization 4. Formation of the organization strategy in the conditions of changing environment 5. Conflict management 6. Leadership conception 7. Changes management. 8. Organizational culture.
Quality of accommodations, facilities and support from host institution:	<p>Host Institution (active non-partner) – Dnipropetrovsk National University.</p> <p>Rather good facilities – large classroom, repaired but not equipped. Friendly staff of Economic Faculty ready to help while preparing and conducting the workshop.</p> <p>Double-room accommodation in the hotel of Dnipropetrovsk Academy of Public Administration, five minutes walk from the University, comfortable and not expensive for 4 people from 3 partner universities.</p>

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Dnipropetrovsk Academy of Management, Business and Law	2		2
Nikopol Institute of Management, Business and Law	1		1
Pridneprovska Academy of Building and Architecture	4	2	6
National Mining Academy of Ukraine, Dnipropetrovsk	1		1
Dnipropetrovsk State University	2		2
Dnipropetrovsk Academy of Public Administration		1	1
Dnipropetrovsk Finance-Economic Institute	1	2	3
Dnipropetrovsk Chemical Technological University	1	1	2
Azov Regional Institute of Management	2		2
Cherkassy Institute of Management		1	1
BUSINESS COMMUNITY AND NGOs		1	1
TOTAL PARTICIPANTS	14	8	22
Average age and number of years of teaching experience	Average age – 28-32 Teaching experience 5-10 years		

<p>Participants responses to materials and instructions</p>	<p>Professors: Gennady Kanischenko 22. Teaching skills – “7” (excellent) – 10 people, “6” (very good) –7, “5” – (good) – 1 23. Subject knowledge- “7” – 13 people, “6” – 3 people, “5” – 2 24. Material introduction and discussion – “7” – 8 participants, “6” – 7, “5” – 2, “4” – 1 25. Respect to the audience – “7” – 14, “6” – 3, “4” – 1 26. Comfortable environment – “7” – 7, “6” – 5, “5” – 2, “3” – 2, “2” – 1 27. Group method effectiveness – “7” – 4, “6” – 9, “5” – 2, “4” – 2, “3” – 1 28. Satisfaction – “7” – 8, “6” – 5, “5” – 4, “4” – 1.</p> <p>Professors: Andriy Masyuk 29. Teaching skills – “7” (excellent) – 6 people, “6” (very good) –8, “5” – (good) – 4 30. Subject knowledge- “7” – 11 people, “6” – 4 people, “5” – 3 31. Material introduction and discussion – “7” – 6 participants, “6” – 5, “5” – 3, “4” – 3, “2” – 1 32. Respect to the audience – “7” – 14, “6” – 3, “4” – 1 33. Comfortable environment – “7” – 5, “6” – 7, “5” – 2, “4” – 1, , “3” – 2, “2” – 1 34. Group method effectiveness – “7” – 4, “6” – 6, “5” – 3, “4” – 3, “3” – 1, “2” – 1 35. Satisfaction – “7” – 4, “6” – 7, “5” – 4, “4” – 2, “2” – 1.</p> <p><i>All 22 participants would recommend this seminar to their colleagues</i></p>
<p>Assessments of the participants</p>	<p>Main purpose of the seminar – 13 out of 22 participants consider the main topic to be “the introduction of new ideas and methods of teaching”, for 5 people it was “knowledge strengthening”.</p> <p>Seminar effectiveness – 5 people marked this point as “5” (very effective), 8 as “4” (effective), 3 person as “3” (average), and 2 as almost not effective.</p> <p>Usefulness in – 9 people replied that the usefulness of the seminar was in materials and hand-out which will later help in teaching the subject, 7 – that the seminar has developed and improved their status, 2 participants considered the seminar helpful for their future work.</p> <p>Participation characteristic – 4 people pointed out that they listened to the lecture given by professors and 5 that they were among others participated in the discussions, 2 people asked for further explanation, 2 were among the very active students and 5 responded while being asked by the instructor.</p> <p>Materials – 6 participants agree that materials were quite new but comprehensive, 8 had an opinion that the materials were a good mix of old and new stuff and 4 said that it was a good overview of the already known stuff.</p>
<p>Consequences of the seminar and remarks</p>	<p>In the “comments and remarks” section participants said that the participation in the seminar gave them an opportunity to differently interpret already known facts and gain new and useful information. It was also pointed out that such seminars would be extremely helpful for business audience when the specific Ukrainian business examples are given.</p>

WHAT WE OFFERED?

Name of seminar	INTERNATIONAL MANAGEMENT
Date(s) held	December 8-10, 2000
Location	Dnipropetrovsk, Dnipropetrovsk Academy of Management, Business and Law
Name(s) of presenters	Pavlo Sheremeta (Kyiv-Mohyla Business School, Dean)
Main concepts that were covered	<ul style="list-style-type: none"> 8. Global mega-tendencies <ul style="list-style-type: none"> a. International business on the edge of millenia b. Business globalization and intellectualization. 9. States' global compatibility <ul style="list-style-type: none"> a. comparative investment systems (American vs. Euro-Asian) b. national cultures of business c. restructure lessons 10. Global compatibility of enterprises and leaders. <ul style="list-style-type: none"> a. corporate culture as compatibility factor b. leaders in global business
Quality of accommodations, facilities and support from host institution:	<p>Host Institution (partner) – Dnipropetrovsk Academy of Management, Business and Law.</p> <p>Excellent facilities – large, comfortable, well-equipped classroom, that was already used during SI 2000. Friendly administration and very helpful staff of International Faculty ready to help while preparing and conducting the workshop.</p> <p>Double-room accommodation in the hotel “Dnipropetrovsk”, ten minutes walk from the Academy, comfortable and not expensive, breakfasts included for 8 people from 4 partner and 1 non-partner universities.</p>

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Dnipropetrovsk Academy of Management, Business and Law	5		5
Nikopol Institute of Management, Business and Law		1	1
Pridneprovskaya Academy of Building and Architecture	2	2	4
National Mining Academy of Ukraine, Dnipropetrovsk	2		2
Poltava State Agricultural Institute	3	1	4
Dnipropetrovsk State University	5		5
Dnipropetrovsk Finance-Economic Institute	2	1	3
Kirovograd Institute of Commerce	1		1
Dnipropetrovsk Chemical Technological University	2		2
Cherkassy State University		1	1
Cherkassy Institute of Management		1	1
BUSINESS COMMUNITY AND NGOs		2	2
TOTAL PARTICIPANTS	22	9	31
Average age and number of years of teaching experience	Average age – 32-37 Teaching experience 10-12 years		

Average age and number of years of teaching experience	Avarage age 36 Number of years of teaching 5
Participants responses to materials and instructions	Participants were satisfied with materials and instructions
Assessments of the participants	Participants were not familiar with the course of Organizational Development. But they were very active.

Appendix 3:
Weekend Workshops: General Analysis of the Participants
(by Functional Area and Gender)

<p>Participants responses to materials and instructions</p>	<p>Materials assessments Materials characteristic Professors: Pavlo Sheremeta 36. Teaching skills – “7” (excellent) – 18 people, “6” (very good) –1, “5” – (good) – 2 37. Subject knowledge- “7” – 18 people, “6” – 3 people, “5” – 1 38. Material introduction and discussion – “7” – 15 participants, “6” – 5 39. Respect to the audience – “7” – 18, “6” – 4 40. Comfortable environment – “7” – 12, “6” – 6, “5” – 4 41. Group method effectiveness – “7” – 10, “6” – 7, “5” – 3, “4” – 1 Satisfaction – “7” – 12, “6” – 7, “5” – 1, “4” – 2.</p>
<p>Assessments of the participants</p>	<p>Main purpose of the seminar – 20 out of 31 participants consider the main topic to be “the introduction of new ideas and methods of teaching”, for 3 people it was “knowledge strengthening” and 1 student considered it to be “the possibility to exchange ideas and meet colleagues”. Seminar effectiveness – 12 people marked this point as “5” (very effective), 8 as “4” (effective), 1 person as “3” (average), and 1 as not effective. Usefulness in – 14 people replied that the usefulness of the seminar was in materials and hand-out which will later help in teaching the subject, 14 – that the seminar has developed and improved their status, 6 participants considered the seminar helpful for their future work, and for 10 people it was a great possibility to meet colleagues and exchange ideas. Participation characteristic – 10 people pointed out that they listened to the lecture given by professors and 10 that they were among others participated in the discussions, 3 people asked for further explanation, 3 were among the very active students and 3 responded while being asked by the instructor. Materials – most participants (14) agree that materials were quite new but comprehensive, others had an opinion that the materials were a good mix of old and new stuff.</p>
<p>Consequences of the seminar and remarks</p>	<p>In the “comments and remarks” section participants said that the subject of the seminar was extremely useful and it might be very beneficial to conduct such kind of trainings for business audience working on international market. “Logical, comprehensive, extremely useful”, “seminar enhances individual development and professional achievements”, “excellent cases!”</p>

WESTERN REGION (Lviv Regional Office)
WHAT WE OFFERED?

Name of seminar	ORGANIZATIONAL DEVELOPMENT
Date(s) held	2000 October 27,28,29
Location	Ivano-Frankivsk, Ukrainian-Canadian Business Center
Name(s) of presenters	Andrey Masiuk, Lidiya Kushpler
Main concepts that were covered	Introduction to the course Understanding self in organizations Understanding organizations Managing change Creating organizational culture Leadership
Materials used (revision, additions)	New revised materials
Quality of accommodations, facilities and support from host institution:	Excellent facilities

WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
1. Ukrainian-Canadian Business Center	2	2	4
2. Ivano-Frankivsk University of	1	0	1
TOTAL PARTICIPANTS	3	2	5
Average age and number of years of teaching experience	Average age 30 Average number of years of teaching --3		
Participants responses to materials and instructions	Participants were satisfied with materials and instructions		
Assessments of the participants	Participants were not familiar with the course of Organizational Development. But they were very active.		

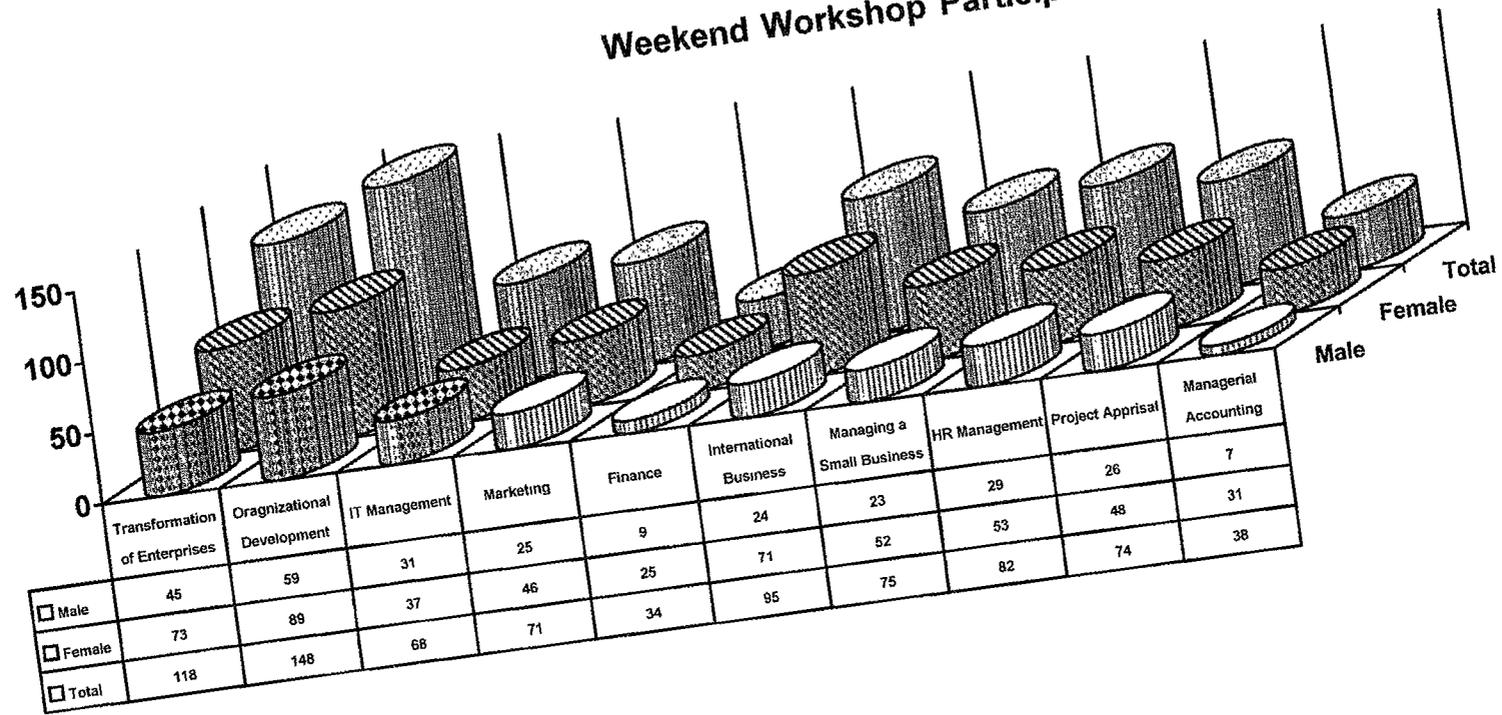
WHAT WE OFFERED?

Name of seminar	ORGANIZATIONAL DEVELOPMENT
Date(s) held	2000 October 30,31,November1
Location	Ternopil, Business Incubator Ternopilshchyn
Name(s) of presenters	Andrey Masiuk, Lidiya Kushpler
	Introduction to the course Understanding self in organizations Understanding organizations Managing change Creating organizational culture Leadership
Materials used (revision, additions)	New revised materials
Quality of accommodations, facilities and support from host institution:	Moderate quality facilities

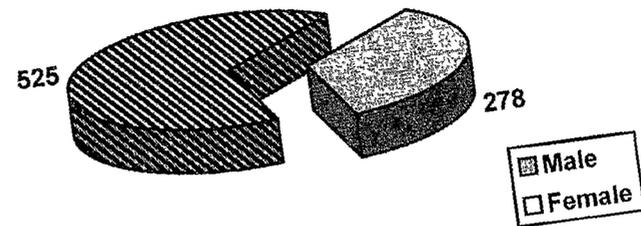
WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
3. Ternopil State I.Puliuy Technical University	6	4	10
4. Ternopil Academy of National Economy	1	1	2
5. Institute Economy and Enterprising	3	0	3
6. Rivno State Technical University		1	1
7. Zakarpatya Institute MAUP		1	1
TOTAL PARTICIPANTS	10	7	17

Weekend Workshop Participants



Summary



Appendix 4:
Post-Diploma Studies Study Tour:
Program and Report

**PDS Study Tour to Poland
Program
December 14-18, 2000**

Warsaw

December 14, 2000

- 15:05 arrival to Warsaw, bus transfer to the "Forum" hotel
- 16:00 Hotel "Forum" check-in
- 16:30 Bus transfer to the Warsaw School of Economics
- 17:00 "PDS in academic structure in Warsaw School of Economics",
presenter - Vice Rector Prof. dr hab. Edward Golachowski
room 157, Main Building
- 19:00 bus transfer to the "Bazyliszek" Restaurant

December 15, 2000

- 8:30 Bus pick-up for the Warsaw School of Economics
- 9:00 "Programing and marketing of the PDS at Warsaw School of
Economics" presenter - Prof. dr hab. Maria Romanowska,
Department of Strategic Management
- 10:30 Coffee break
- 11:00 "One year management post-diploma study program in Katowice
synarge to the Warsaw Executive MBA program"
- 12:40 Bus transfer to the "Flik" Restaurant
- 14:15 Bus transfer to the "Forum" hotel

Olsztyn

December 15, 2000

- Afternoon Arrival to Olsztyn, check-in at the hotel
- 19:00 Welcome dinner at the hotel

December 16, 2000

- 9:00 Post-Diploma Studies at the University of Warmia and Mazury in Olsztyn
Meeting with the Deputy Rector for PhD and Post-Diploma Studies,
Professor Stanis aw Achremczyk
- 10:30 Post-Diploma Studies at the College of Management and Administration
Meeting with the Dean, Professor Henryk Lelusz
- 12:00 Lunch
- 13:00 Sharing experience on the development and delivery of the Post-Diploma
Studies in Marketing and Management offered by the International
Center for Business and Public Management (Dr. S. Figiel - Director of the
ICBPM and Dr. Z. Warzocha - PDS Program Officer)
- 16:00-16:45 Meeting with the participants of the current edition of the PDS Program
in Marketing and Management

17:00 Adjourn and transfer to the hotel
19:00 Dinner

December 17, 2000

9:00 Developing the PDS implementation plan by the participants (advisors:
Dr. S. Figiel, M. Kowalewski)
12:00 Wrap-up of the ST
13:00 Lunch
15:00 Departure to Warsaw

Warsaw

December 17, 2000

18:30 Hotel "Forum" check-in
19:10 Bus transfer to the "Landa" Restaurant
21:30 Bus transfer to the "Forum" Hotel

December 18, 2000

8:45 Bus transfer to the airport

PDS STUDY TOUR TO POLAND

Date: December 14-18, 2000
Place: Warsaw, Olsztyn, Poland
Host
Organizations: Warsaw School of Economics, University of Warmia and Mazury in Olsztyn

List of

Participants: Dr. Larysa Krupska, Kharkiv National University
Prof. Ihor Tymoshenkov, Kharkiv Institute of Business and Management
Dr. Vladyslav Boloban, Donetsk State Academy of Management
Dr. Volodymyr Omelchenko, Donetsk National University
Dr. Valentyna Petrova, Dnipropetrovsk Academy of Management Business and Law
Dr. Olexander Sharov, National Mining Academy of Ukraine
Dr. Olexander Yatsenko, Institute of Post-diploma Studies
Dr. Anatoliy Kovaliov, Odesa State Economical University
Dr. Lidia Kushpler, Lviv Institute of Management
Dr. Liubov Smoliar, National University "Kyiv Polytechnic Institute"
Dr. Olena Belofastova, Kyiv Institute of Investment Management
Dr. Oleh Sharov, Institute of Economics, Management and Economical Law

CEUME

Rep: Oksana Koulakovska
Interpreter: Marta Fedyk

The group consisted of representatives of Higher Educational Institutions that are currently offering or plan to implement in the near future programs of Post Diploma Studies (PDS). The main idea of the Study Tour was to acquaint its participants with Polish experience of developing, marketing and implementing PDS programs which would help to enhance existing and develop new PDS programs in Ukraine – completely new product at the local educational market.

December 14, 2000. Meeting with Vice Rector of WSE, Prof. Edward Golachowski. The presentation has been started with a general overview of the broad range of services that the WSE is offering at the Polish market and what place PDS programs do take up in this structure. Key points made during the presentation:

- WSE has a good and extended experience in this area: the first PDS programs were offered about 30 years ago;
- Reasons the program is extremely popular at the market – actualization of knowledge as the environment changes too fast; and dynamic of changes at the employment market;
- Why the School is interested in this kind of services – first of all, it is beneficial for the professors as they have to have practical experience in order to develop and improve theoretical materials; market aspects (it is important to “participate” in and to know the market); advertising the school through its graduates; and the

last but not the least -financial aspect: PDS is one of the most “profitable” activities of the School.

- PDS programs structure and administration – decentralized organization of PDS development and implementation; new courses are initiated and developed by faculty; about 50 courses are offered /year and about 2000 students /year attend the courses; average cost of one course 2000 – 8000 zł (\$465 - \$1860).
- Budgeting

All participants received materials with description of all PDS programs the School is offering at the current moment including programs and budgets as well as general information about other services offered by the WSE. (As materials were in Polish and they were of great interest to the ST participants they asked to translate them into Ukrainian).

Vice Rector Prof. E.Golachowski, Prof. B. Radomski and A. Michalewicz joined the group for dinner so discussions were continued after the official part at the WSE.

Ideas and conclusions after the presentation: try to decentralize the system of PDS based on the faculty initiative; the curriculums and the programs itself should be more diversified and more market oriented; to develop a system of “economical” relationships between the Department and the University, new approach to the budgeting – to change the existing system (price - % to the University = income of the Department) to the new one (costs + income = price).

December 15, 2000. Meeting with Prof. Maria Romanowska, Department of Strategic Management, WSE. Prof. Romanowska’s presentation was focused on programming and marketing of PDS programs. Key points of the presentation:

- Program development and various factors that influence the process of forming the program (structure of the program, curriculums, functions of the program director and other administrators involved as well as materials development: modules, programs, handouts)
- Identifying of the potential client
- Selection of faculty for a specific program and their motivation
- Calculating the price of the course
- Collaboration with professors from other Polish and foreign higher educational institutions (the stress was made on the importance of common programs with the University of Minnesota for the WSE)
- Evaluation the program by the students

After the presentation participants received additional materials about all PDS programs and MBA program run by the WSE.

Meeting with Dr. Grazyna Lesniak-Lebkowska, MBA Program Director, WSE. During the presentation Dr. Lebkowska covered very interesting issues of one-year management post-diploma study program in Katowice synergy to the Warsaw Executive MBA program as well as general approaches to the development of “profitable” educational products at the higher educational institutions and an importance of international experience in the development of this kind of products. Key points:

- Market orientation of educational products (developing specific programs for specific segments of the market, quick reaction to any changes of the demand at the market)
- High requirements to the faculty working on PDS programs (practical experience, new teaching methods and approaches)
- Field sessions/programs for students living in other regions (on the example of Katowice PDS program)
- Keeping contacts with graduates/ alumni development (very important input of graduates to the improvement of current and development of new PDS programs)

Ideas and conclusions after the presentations: evaluation of each session (not the whole course) by students; collected presentations for the whole course (not for each session) to be hand out to students; to develop and deliver field sessions/programs; to develop specific programs for the particular companies and develop in the future joint educational product (to invite practical specialists to teach some sections of the course).

Dr. Radomski, Dr. Lesniak-Lebkowska and PDS program graduate have been invited to lunch so the discussion on why business people come to study on PDS programs what they expect and what they receive as a result was continued after the presentations.

December 16. Meeting with Prof. Stanislaw Achremczyk, Vice Rector for PhD and Post-Diploma Studies, University of Warmia and Mazury in Olsztyn. Prof. Achremczyk provided general information about the history of the University, administrative structure and the programs that the University is offering. Key points of the presentation:

- New University (established about a year ago on the base of three higher educational institutions)
- PDS programs structure and administration – different PDS programs are offered by different departments and not all of them are business programs; about 100 courses are offered /year and about 5000 students /year attend the courses; average length of the program – 300 hrs and it consists of about 10 courses
- All programs consist of blocks of subjects (philology, history – humanitarian block, etc)
- Program development – idea, materials, faculty, budget
- The State and international grants and other sources of financial support to PDS students
- Internal control of the quality of programs (students are evaluating each course)
- Budgeting

Meeting with Prof. Henryk Lelusz, Dean, College of Management and Administration, UWM. Prof. Lelusz's presentation was focused on PDS programs in business that the Collage is offering. Among other issues the presenter talked about:

- Changes in philosophy of PDS programs since they were started
- New strategies in budgeting and pricing of PDS programs
- System of state accreditation in Poland
- Motivation of both faculty and potential students
- The number and structure of the PDS programs currently run by the Collage.

Meeting with Dr. Szczepan Figiel, Director of the International Center for Business and Public Management, UWM. Dr. Figiel provided an information about establishment of the Center, its place in the infrastructure of the University and how the Center interact with other administrative units of the Institution as well as about collaboration with other partners in Poland and internationally. While describing the services offered by the Center, Dr. Figiel provided a general overview of the labor market in the region and specific groups targeted by the Center. The motivation of students and satisfying their expectations were of critical importance. The presentation was finished with the history and brief description of PDS program (the only one run by the Center). Dr. Pilarski, PDS Program Manager, ICBPM, followed up with a detail information about the PDS Program in Management and Marketing. Key points of the presentation:

- Philosophy, mission, structure and organization of the program
- Methods and techniques of teaching
- Promotion and selection of potential students
- Evaluation of the program; effectiveness of teaching and its critical factors.

All participants received sets of information about the Center and detail description of all the programs the Center is offering including PDS.

After the meeting the group met with 4 students of PDS program that shared their ideas of why they decided to come to study at PDS, why did they choose this particular institution and their impressions of the program offered by ICBPM.

At the end of the day the group had a chance to visit a class Segmenting and Positioning of the Market thought by Dr. Kozlowski and they were impressed by the interactive atmosphere of the class, active involvement of students in the discussions and modern teaching methods and techniques used by the faculty.

Ideas and conclusions: to develop a system of compensations to the faculty working on PDS programs; interesting idea of organizing courses in a summer time (June-August); to form a Supervisory Council consisting of faculty, administrators, graduates and representatives of business community; to teach primarily during week-ends and to organize field programs; new approaches to evaluating students (includes statistics about graduates – what has changed after graduating); rating of disciplines for improvement of the content of the program; to develop new system of grades and free graduation exams.

December 17. The last day was dedicated to the development of PDS programs implementation plan. Each participant made a 10-minute presentation of the implementation plan relevant to the institution he/she was representing developed based on a general plan offered by Dr. Figiel prior to the meeting. Presentations were followed with the discussion lead by Dr. Figiel and Dr. Pilarski during which all the plans were considered as a good base for the future PDS programs development in Ukraine.

Appendix 5:
Study Tour to US: Participants Profiles

Participant Profiles



Dr. Tetiana Melnyk

Cherkassi Institute of Management
Pro-rector on International Relations

- 1997 - until present - pro-rector on International relations
Cherkassi Institute of Management
- 1997 - Senior professor , Cherkassi Management Institute
- 1994-1997 - Senior professor, Charkassi State University
- 1990 - 1997 - Assistant professor , Cherkassi State Pedagogical Institute
- Chief editor of the newspaper "Academy"
- Ph.D., Biology, Institute of Physiology



Dr. Alla Voronova

International Management
 Institute (IMI - KYIV)
Director of Marketing and International Relations

- 1997- until present, Director of Marketing and International Relations, IMI
- Feb. 1994-July 1997 MBA Co-director, IMI
- Teaching experience
- Sept.1992- May 1993 Toronto, Canada. University of Toronto, Faculty of Management. Ukraine Scholar Exchange Program
- Apr.1986- Dec.1991 Scientific and Research Institute of Ukrainian Economy
- Aug.1980-Apr.1986 Research Computer center of the Ukrainian Planning Committee
- Participant of numerous international exchanges
- 1975-May1980 Kiev State University, Kiev, Ukraine, Master of Science (computer science department)
- 1999 International Management Institute, Kiev, Ukraine
MBA degree



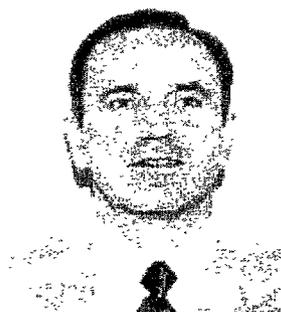
Dr. Michael Krikunov
 "Strategy" Institute for
 Entrepreneurship
Rector

- 1999 - until present, rector of "Strategy" Institute for Entrepreneurship, Zhovti Vodi.
- 1993- 1999 Pro-rector, "Strategy" Institute for Entrepreneurship, Zhovti Vodi.
- 1986 - 1993 Head of Management Dept. , "Strategy" Institute for Entrepreneurship, Zhovti Vodi.
- 1983 - 2986 R&D Institute for Industrial technologies
- Participant of numerous international trainings in management
- 1998 - 2000 Completed three projects in management consulting for business
- 1996 - 1997 - Completed eight projects in marketing research and consulting
- 1996 - started marketing Ph.D. research in field of corporate marketing recourses
- 1992 - 1997 - developed and taught courses in Marketing, Marketing basics, business ethics, public relations, entrepreneurship, consumer behavior, organizational change management...
- 1982 - 1991 - received 9 patents for inventions in field of mining technology.
- Member of editorial council for Marketing and Advertising magazine
- Member of GIS - Association of Ukraine



Dr. Nataliya Apatova
Taurida National University
after Vernadskiy
**Dean of Dean Economics
Faculty**

- 1999- present Dean Economics Faculty of Taurida National University
- 1995 – present Head Information Systems Department Taurida National University
- Associate Professor, Applied Mathematics Department of Taurida National University
- Applied Mathematics Department of Taurida National University
- Assistant
- 1998-present Manager of European Committee Project # 10304-97 “Creation of Specialization
- on Environmental Economics”
- Manager of research project “Creation the Computer Learning Courses”
- Professional Bodies: Member on International Academy of Informatisation (Moscow-New York)
- Diploma of Faculty of Economics and Management, Simferopol State University: Economist, Finance and Credit
- Certificate of Ministry of Education of Ukraine: Professor of Informational Systems - Economy Department, Kiev
- Degree: Doctor of Pedagogical Science, Russian Academy of Education, Moscow
- Certificate of Ministry of Education of USSR: Associate professor of Applied Mathematics Department, Moscow
- Degree: Candidate of Pedagogical Science, Academy of Pedagogical Science of the USSR, Moscow



Dr. Volodymyr Zabolotniy
International Center of
Privatization, Investment and
Management
Vice-president

- 1993 - until present - Vice- president of International Center of Privatization, Investment and Management
- 1992 - 1993 - Director of "Rynok - AMM", Innovation training Center
- 1990 - 1992 - Executive Director of training programs in International Center of Marketing "Rynok"
- 1987 - 1989 - Lecture, Economic Department of the Institute of Polytoogy and Management
- 1982 - 1986 - Assistant Dean of Accounting Faculty, Kyiv State Economic University
- 1981 - Graduated from Kyiv State Institute of National Economics, major - "Electronic technology for transportation of economic information"
- Author of more than 30 scientific works
- Ph.D. in statistics
- Participant of numerous international training programs in Management of educational institutions



Dr. Vyacheslav Dementyev
Donetsk State Technical
University
**Dean of Economics and
Management Faculty**

- 1993- until present - Dean of Economics and Management faculty, Donetsk State Technical University (DSTU)
- 1993 - Chief of the political economics department, DSTU
- 1988 - 1993 - Associate Professor, Donetsk Politechnical Institute, department of political economy
- 1983 - 1988 - Assistant Professor, Donetsk Politechnical Institute, department of political economy
- Ph.D. in economics
- Author of more than 40 scientific publication
- Title of Associate professor from Higher Attestation Committee of Ukraine

Appendix 6:

Study Tour US: Program

CEUME Study Tour to the United States

November 8-15,2000

REVIEW

Place MINNEAPOLIS	Date	Who spoke, Contact Info	Key Points/Issues
St. Thomas University (UST)	November 9	University of St. Thomas MPL 331, 1000 LaSalle Ave., Minneapolis, MN 55403-2005 Phone:561-962-4268 Fax: 651 962 4210 e-mail:wrudelius@stthomas.edu Coordination at UST: Bill Rudelius and Bill Estrem James P. Daniel , Vice-President of Development Ann Hubbard , Assistant Director, UST International Education Center	All eleven UST presentations focused on different aspects of three general topics: (1) developing and delivery quality education, (2) satisfying the needs of customers -- traditional and executive students -- and (3) participating in academic associations. Presentation 1: - UST mission as an “Urban University” and role of the Development Office at UST - Organization of fundraising activities at UST - The Development Department structure at UST Presentation 2: - UST international student and faculty exchanges Key findings: Some development activities can serve as a good example for fundraising campaign Ukrainian institutions Possibility to develop undergraduate student exchanges

St. Thomas University (UST)	November 9	<p>University of St. Thomas (UST)</p> <p>Theodore Fredrickson, Dean of Graduate School of Business (GSB), UST</p>	<p>Presentation:</p> <ul style="list-style-type: none"> - GSB mission, unique role and activities - Business community links - Faculty hiring policy <p>Most important: GSB organizational structure Faculty development and hiring policy</p>
St. Thomas University (UST)	November 9	<p>University of St. Thomas (UST)</p> <p>Working lunch with UST faculty and staff Michael Krikunov, Rector of "Strategy " Institute for Entrepreneurship, Ukraine Stanford Nyquist, Director of MBA Programs Roger Meyer, Director, Management Center</p>	<p>Presentations:</p> <ol style="list-style-type: none"> 1. Business education in Ukraine: current state and educational challenges 2. Staffing and teaching 400 MBA courses per year 3. Serving 20,000 participants per year in GSB Management Center <p>- Faculty development - Delivering quality programs</p> <p>All participants received package of materials about GSB MBA and executive training programs.</p> <p>Most important: Faculty development policy; Strong links with business (Advisory Board and other activities) Variety of programs at Management Center</p> <p>Key findings: To use GSB policy as an example for creating Advisory Boards Necessity to develop stronger professional links with business</p>
St. Thomas University (UST)	November 9	<p>St. Thomas University (UST)</p> <p>Martha Ballard, Director of GSB Faculty and Student Services Jeanne Buckeye, Associate Dean, GSB William Estrem, Endowed Chair in Information Technology, GSB Janice Kragness, Library Director, Charles J. Keffer Library, UST</p>	<p>Presentations:</p> <ol style="list-style-type: none"> 1. Advising and support services for GSB's part-time graduate programs 2. Regional, national, and professional accreditation programs and issues 3. E-learning in the 21st Century 4. Today's business information sources -- from hard copy to databases <p>Most important: On-line learning process via web-site The US system of accreditation of higher institutions Use of IT at GSB</p>
Minneapolis Café	November 9	<p>Working Dinner</p> <p>William Rudelius, Endowed Chair in Global Marketing, GSB Robert Kramarczuk, Associate Dean, Metropolitan State University, Zbigniew Bochniarz, Director Center for Nations in Transition, University of Minnesota</p>	<p>Graduate Programs of Metropolitan State University were presented (all participants received the brochure). Comparative table of GSB and Carlson School of Management were presented as to the accreditation AACSB system requirements.</p> <p>Key findings: Possibility to work on dual degree programs Information about accreditation criteria can be used while developing Ukrainian system</p>

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The University of Minnesota	November 10	<p>Hubert H. Humphrey Institute for Public Affairs 301 19th Avenue South Minneapolis, MN 55455</p> <p>Zbigniew Bochniarz, moderator Volodymyr Zabolotny, Vice President, International Center for Privatization, UA Kenneth Keller, Professor and former President of the UMN John Adams, Professor and Dept. Chair Victoria Mikelonis, Professor</p>	<ol style="list-style-type: none"> Welcome and introduction of the University of Minnesota (UMN) and the CNT program Re-educating the workforce in Ukraine: educating executives, business people and professionals All seven UMN presentations on November 10th focused on different aspects of effective management of educational institutions and membership in academic associations, including the following aspects: <ul style="list-style-type: none"> - Strategic development and implementation; - Mission statement and its influence on creating successful departments and centers - Research-teaching-outreach model of the UMN - Inter-institutional cooperation through associations; - Short-term and long-term oriented education; - Promotion of education and training services. <p>Most important: Creation of successful departments and centers based on the networking and faculty assessment principles Combination of research/teaching activities at the universities Recommendation: Get samples of faculty assessment reports that can be used as a model for implementation in Ukrainian universities</p>
The University of Minnesota	November 10	<p>Hubert H. Humphrey Institute for Public Affairs 301 19th Avenue South Minneapolis, MN 55455 170 Stassen Room</p> <p>Zbigniew Bochniarz, moderator John Brandl, Professor and Dean of the Humphrey Institute Margaret Carlson, Executive Director, UMN Alumni Association Sue Gens, Director, External Relations Jill Rudnitski, Director, Corporate and Foundation Relations</p>	<ol style="list-style-type: none"> Presentation of HI profiles: <ul style="list-style-type: none"> - Goals, mission, organizational structure and activities; Presentation of UMN Alumni Association <ul style="list-style-type: none"> - history, structure, annual activities - alumni clubs, data-bases Fundraising: Corporate and Foundation Relations <ul style="list-style-type: none"> - UMN policy in building university partnerships with business - Cargill case HI External Relations Department: <ul style="list-style-type: none"> - Organizational structure and functions - Relations with Alumni Association and UMN Foundation for effective fundraising <p>Most important: Well-organized system for development and fundraising campaign. Strong alumni network. Key findings: to use as an example for developing alumni associations at Ukrainian universities and develop strategy for fundraising campaigns.</p>
The University of Minnesota	November 11	<p>Carlson School of Management, Hubert H. Humphrey Institute for Public Affairs</p> <p>John Fossum, Professor Randal Zimmermann, Research Fellow Elizabeth Eull, Budget and Finance Officer</p>	<ol style="list-style-type: none"> The Evolving Business School in the 21st Century <ul style="list-style-type: none"> - US Universities - establishment, organization, funding - Presentation of Carlson School of Management - Different types of programs at CSM - Faculty development and appraisal - School's governance - Accreditation Presentation of 1999 US study tour and its follow-up activities University of Minnesota financial management <p>All participants received brochures on different programs at CSM and slides of presentation. Most important:</p>

			Detailed information on all type of activities of business school. Effectiveness of credit system. Program Structure and content of teaching Key findings: Some type of programs and credit system can be implemented in Ukrainian universities
The University of Minnesota	November 11	Hubert H. Humphrey Institute for Public Affairs 301 19 th Avenue South Minneapolis, MN 55455 Zbigniew Bochniarz , Visiting Professor and Director	Workshop summary and conclusions Group discussion on key findings namely: - Benefits of educational associations - Accreditation system, what should it be - Carlson School of Management experience with restructuring, curriculum development and participation in educational associations Key findings: Started developing the strategic vision of Building the 21 st Century Higher Management Education in Ukraine
The University of Minnesota	November 11	Working dinner at Dakota Bar Zbigniew Bochniarz Barbara Crosby , Professor (leadership courses) John Bryson , Professor (strategic planning and urban planning) Robert Kramarczuk , Associate Dean Metropolitan State University	Group discussion on possible areas of cooperation: Joint research projects, Course and faculty development, Students exchanges. Most important: Possibility to exchange opinions on different topics and establish informal contacts for future cooperation.
The University of Minnesota	November 12	Hubert H. Humphrey Institute for Public Affairs 301 19 th Avenue South Minneapolis, MN 55455 Zbigniew Bochniarz , Visiting Professor and Director	Presentation: Goals and Objectives of the Association Conference -- NASULGC 113 th Annual Meeting Exploring agenda and procedures of the Conference

SAN ANTONIO

Place	Date	Who spoke, Contact Info	Key Points/Issues
NASULGC, 113 th Annual Meeting	November 13	Commission on International Affairs Moderator: Earl D. Kellogg (Univ. of Illinois) Panelists: Montague Demment (Univ. of California) Thomas Fox , Associate Administrator (USAID) David J. Sammons (Purdue University)	Strengthening Partnerships: Commission Activities with the World Bank and USAID World Bank dialog with US Universities: - topics for collaboration; - mechanisms for collaboration - new developments New Trends from the USAID Perspective - partnerships: what makes them work Most important: During lunch time participants had possibility to be recognized and discuss Ukrainian problems with USAID representative and present their institutions
NASULGC, 113 th Annual Meeting	November 13	Commission on International Affairs Expanding the International Scope of Universities Chair: Beverly Davey (The Pen. State Univ.) Panelists: Jack Van de Water (Oregon State Univ.)	Implementing the Commission's Strategic Vision Statement - Actions to fulfill NASULGC International Strategic Vision - Promotion & tenure policy of faculty (in sense of international dimension of the courses) - Promote greater involvement of students in international experience - Every institution should establish its own niche that works for it

		<p>Ratna Ghosh (McGill Univ.) William Davey (Arizona State Univ.) Norman Peterson (Montana State Univ.)</p>	<p>Most important: Possibility to establish partnership network with U.S. universities in different areas of interest and on different levels (undergraduate, graduate, faculty exchange and joint research projects)</p>
	November 13	<p>Working lunch Thomas H. Fox, Assistant Administrator, USAID</p>	<p>New developments in USAID activities; USAID policy toward international activities of the US Universities Most important: Possibility to present some achievements of USAID projects in Ukraine</p>
NASULGC, 113 th Annual Meeting	November 13	<p>Commision on Information Technologies Moderator: Molly Corbett Broad (Univ. of North Carolina) Panelists: Reidal Roll (International Council for Open and Distance Education) David Hardy (The Open Learning Foundation, UK) Peter Swannell (Univ. of Southern Queensland, Australia)</p>	<p>Global Higher Education: Barriers and Rewards</p> <ul style="list-style-type: none"> - International presentation of issues related with IT - Increasing requirements to professional skills of trainers and teachers - Bologna Declaration and 2000 Sorbonna Declaration on IT <p>Key findings: Information received could be used as a guide for future development of IT in Ukrainian universities</p>
NASULGC, 113 th Annual Meeting	November 13	<p>Meeting with Mortimer H. Neufville, NASULGC, Executive Vice President</p>	<p>Presentation of NASULGC activity:</p> <ul style="list-style-type: none"> - mission and goals - coordinating efforts for teaching, research and public service - lobbying of interests <p>Most important: To study the NASULGC experience such as:</p> <ul style="list-style-type: none"> - Working with Congress, federal agencies, public and media for protection and lobbying the interests of universities; - Promotion the national system of education abroad - Presentation of Ukrainian Universities and their activities
NASULGC, 113 th Annual Meeting	November 13	<p>Commission on Information Technologies Introduction: C. Peter Magrath, President, NASULGC Speaker: The Honorable Johnny Isakson (U.S. House of Representatives and Vice Chair, Web-based Education Commission)</p>	<p>Web-based Education Commission: The Final Report Charting the Future of Learning in the Internet Age</p> <ul style="list-style-type: none"> - Enhance the best of traditional education - Shift from teaching to learning - Making learning any time, any place <p>Problems:</p> <ul style="list-style-type: none"> - accreditation & certification - teacher's training - property protection - online privacy <p>Key findings: This information and experience can be useful in future development of Web-based education in Ukraine</p>

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NASULGC, 113 th Annual Meeting	November 14	Council on Research Policy and Graduate Education Moderator: Linda L. Brinkley (Univ. of Memphis) Speakers: Sheila Tobias (Author and Science Education Consultant) Debbie Stine (Committee on Science, Engineering, and Public Policy)	Market Factors and Graduate Education (curriculum and degrees) - Presented information on Sloan Master's Outreach Institute related with an attempt to develop and introduce a completely new type of a degree Science Master's Degree. - Problem of science trained professionals - Tailor-made business/law modules for scientists Most important: New approach in how to meet a demand for scientists in our high-tech economy.
NASULGC, 113 th Annual Meeting	November 14	Council on Research Policy and Graduate Education Moderator: Goerge A. Hedge (Washington State University) Panelists: Terry A. Young (Texas A&M University System) Leona Fitzmaurice (Washington State University) Walter Haeussler (Texas Tech Univ.)	Analysis of the University Technology Transfer Workforce The technology transfer problems were approached from three perspectives: business, science and law. Activities of Association of University Technology Managers
NASULGC, 113 th Annual Meeting	November 14	International Agriculture Section Moderator: Harold R. Matterson Panelists: H. Dean Sutplin (Cornell Univ.) Arlen Lehnolm (Michigan St. Univ.) Devid MacKenzie (Univ. of Maryland) Bobby D. Moser (Ohio St. Univ.)	How to Mobilize and Institutionalize the Globalization of Our Universities Different approaches were presented as to international programs sustainability. International Extension Training Program. - overseas internships; - study tours; - research and extension programs have access to the best ideas all over the world Most important: Possibility to find mutual interests in developing partnership programs
NASULGC, 113 th Annual Meeting	November 13,14	Working dinners Josef A. Mestenhauser , Professor Emeritus, Educational Policy and Administration, UMN and Chair of the International Commission Task Force, NASULGC	Working discussion on cultural differences in educational policy and program development Most important: Compare approaches and get some new ideas as to improvement of Ukrainian higher education system and program development

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Appendix 7:
The 2nd Annual National Conference: Agenda

**2nd Annual International Conference
“Building Management Education in Ukraine”
November 16-18, Lviv**

**Organized by the Consortium for Enhancement
of Ukrainian Management Education (CEUME)**

A G E N D A

Thursday – November 16, 2000

Registration 13:00 – 15:00 Hotel Sputnik

I. Welcome Addresses:

- Introduction by moderator: Mick Mullay, Country Director, CEUME **15:00-15:15**
- Jim Watson, Director of Private Sector development Office, United States Agency for International Development **15:15-15:25**
- Vyacheslav Yamkoviy, Chief of the Department, Ministry of Education and Science of Ukraine **15:25-15:35**

II. CONFERENCE OVERVIEW

Mickey Mullay, Country Director, CEUME **15:45-16:00**

B r e a k **16:00-16:20**

III. PLENARY SESSION : BUSINESS AND EDUCATION **16:20-19:00**

Representative of USA Education **16:20-16:40**

Prof. John Brandl, Dean, HH Humphrey Institute, University of Minnesota

Representative of Poland Education **16:40-17:00**

Prof. Janusz Piechocki, Deputy Rector of the University of Warmia and Mazury in Olsztyn

Representatives of Ukrainian Educational Institutions: **17:00-17:40**

- Prof. Viacheslav Bruckhovetskyi, President, Kyiv Mohyla National University **17:00-17:20**
- Prof. Valeryi Bebiuk, Rector, Interregional Academy for Personnel Management **17:20-17:40**

Representative of North American Business **18:00-18:20**

- Victor Koszarny, Emergex Business Solutions

Case Study Competition –Announcement of Winners **18:20-18:40**

Olexander Sydorenko, Deputy Director, CEUME

Blueprint for New Directions - Prof. Zbigniew Bochniarz, Director, Center for Nations in Transition, Consortium for the Enhancement of Ukrainian Management Education (CEUME) **18:40- 19:00**

BUFFET DINNER **19:00-21:00**

Friday-November 17, 2000

Opening Remarks (Conference Hall) **09:00- 09:10**

BREAKOUT GROUPS **09:10-17:30**

Topical Areas:

Satisfying the needs of the customers

1. Traditional Students – Svitlana Kucherova, International Management Institute, Kyiv
Natalia Shymkova, National University Kyiv Mohyla Academy
2. Satisfying Needs of Executives and Business , Piotr Ploszajski, Warsaw School of Economics
3. Quality and Promotion of Business Education – Serhiy Gvozdirov, Lviv Institute of Management, Alla Voronova, International Management Institute, Kyiv

Effective Management of Educational Institutions

4. Operational Effectiveness of Business School- Genady Kanischenko, Center for Management Development,
5. Financial Management of Business School – Mykhailo Kolysnyk, Lviv Polytechnic State University
6. Faculty Development – Volodymyr Zabolotny, International Center for Privatization, Investment and Management

Developing and Delivering Quality Education and Training Programs

7. Course Development – Pavlo Sheremeta, Kyiv Mohyla Academy
8. Curriculum Revision and Improvement – Valerii Bebyk, Interregional Academy for Personnel Management, Andrei Masiuk, MetaManagement Consulting
9. Classroom Resources – Anatolii Mykhailovskyi, High Business School-Institute for Management, Dr. Bill Estrem, St.Thomas Graduate School of Business

BREAK: EXHIBITION

10:30 - 11:00

LUNCH

12:30 - 14:00

BREAK: EXHIBITION

15:45 - 16:00

Dinner and Entertainment

19:00 - 21:00

Saturday-November 18, 2000

Working Group Presentations

Findings, Conclusions, Recommendations

09:00 - 11:15

Moderator and Summary: Dr. Jacek Brdulak, Pro-rector, Warsaw School of Economics

Break

11:15 - 11:35

Development of National Agenda

11:35 - 12:20

Moderator and Summary: Dr. Zbigniew Bochniarz, *Director, Center for Nations in Transition, Consortium for the Enhancement of Ukrainian Management Education (CEUME)

Working Together Towards Progress

Presentations by a leader of Business, Education, and Government

Closing Comments

Mick Mullay, Country Director, CEUME

12:20 - 12:30

Appendix 8:
The 2nd Annual National Conference: General Invitation

**Consortium for Enhancement of Ukrainian Management Education
(CEUME)**

Led by the University of Minnesota

Ukraine Business Management Strengthening Activity

Mailing Address:
21/12 Luteranska, suite 35
Kyiv 01024, Ukraine

Tel / fax. 380-44-253-6618
380-44-254-0842
Email: ceume@CEUME.kiev.ua

October 12, 2000

INVITATION

for Participation in

**2nd Annual National Conference
“Building Management Education in Ukraine”**

November 16-18, 2000

Lviv, Ukraine

Kyiv – The Consortium for the Enhancement of Management Education (CEUME) and the US Agency for International Development are inviting key leaders of educational institutions, the business community, government and international experts to discuss the effectiveness of business and management education in Ukraine. Examined will be the current educational environment and the relationship between the business community and educational institutions. During the conference, participants will work together in designing a set of action plans that will guide future efforts working towards the enhancement of management and business education systems in Ukraine.

A series of presentations will be followed by workshops that will identify key issues and outline specific actions that will help progress to occur. Planned basic areas of the presentations and following break-out discussion groups sessions include:

- Satisfying the Needs of the Customers: Traditional Students and Business Community
- Effective Management of Educational Institutions
- Developing and Delivering Quality Education and Training Programs

The Conference will be hosted by “Suputnyk” Hotel, located at 116, Knyagini Olgi Street, Lviv. The Agenda and Registration Form are attached.

Your participation will greatly contribute to the success of the conference and benefits to Ukrainian management education. Please confirm your or a representative’s attendance by completing and returning the registration form before November 1st.

The US Agency for International Development is the primary sponsor. Since 1992, USAID has provided over \$1.2 billion worth of technical and humanitarian assistance in support of Ukraine’s democratic, economic, and social transition. For general information about USAID’s activities in Ukraine, call USAID’s Program Office at (044) 462-5678.

For more information about this management education project, please contact the CEUME Management and Education Training Center at (044) 253-6618.

Appendix 9:
The 2nd Annual National Conference: Analysis of Participation

9a. Gender Analysis

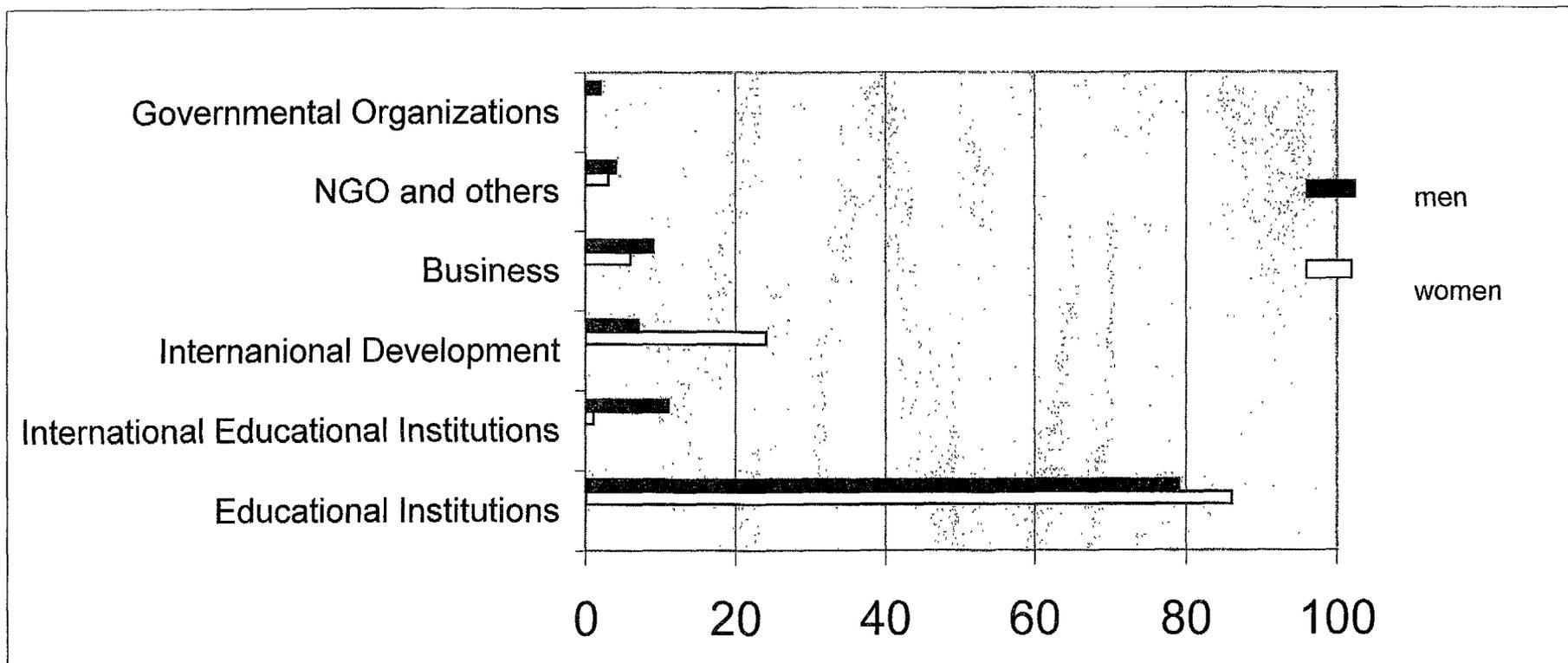
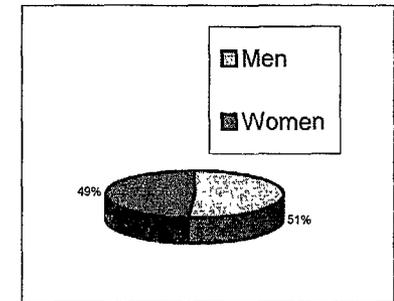
9b. Organizations represented in the Conference

9c. Representation of the Conference participants by Regions

9d. Representation of educational institutions

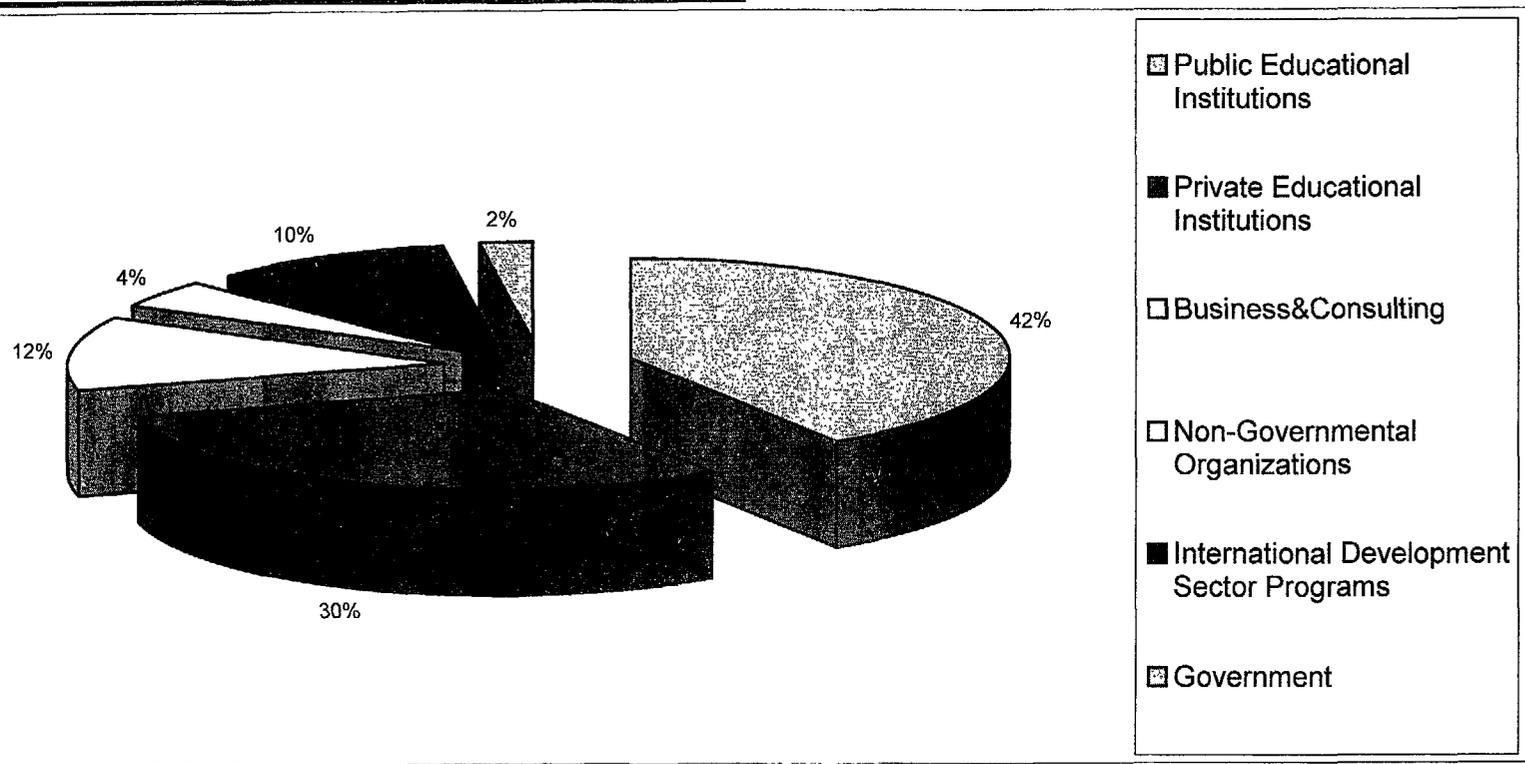
Participation in the 2nd Annual National Conference "Building Management Education in Ukraine"

Organization	Total # of Participants	Women
Educational Institutions	164	87
International Educational Institutions	12	1
Internanional Development	31	24
Business	15	6
NGO and others	7	3
Governmental Organizations	3	0
Total # of participants	232	117



**Number and Types of Organizations That Took Part in the 2nd Annual National Conference
"BUILDING MANAGEMENT EDUCATION IN UKRAINE"**

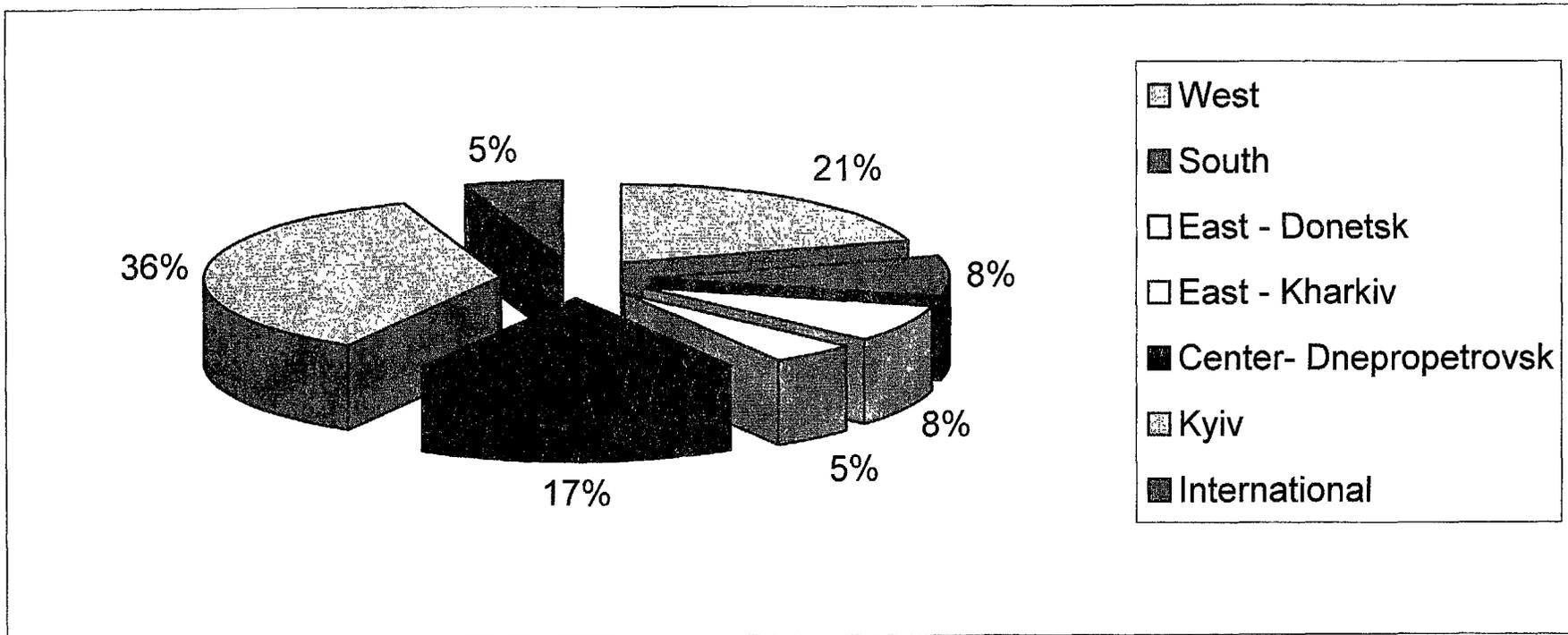
ORGANIZATION TYPE	# of Organizations
Public Educational Institutions	55
Private Educational Institutions	41
Business&Consulting	16
Non-Governmental Organizations	6
International Development Sector Programs	14
Government	3



- Public Educational Institutions
- Private Educational Institutions
- Business&Consulting
- Non-Governmental Organizations
- International Development Sector Programs
- Government

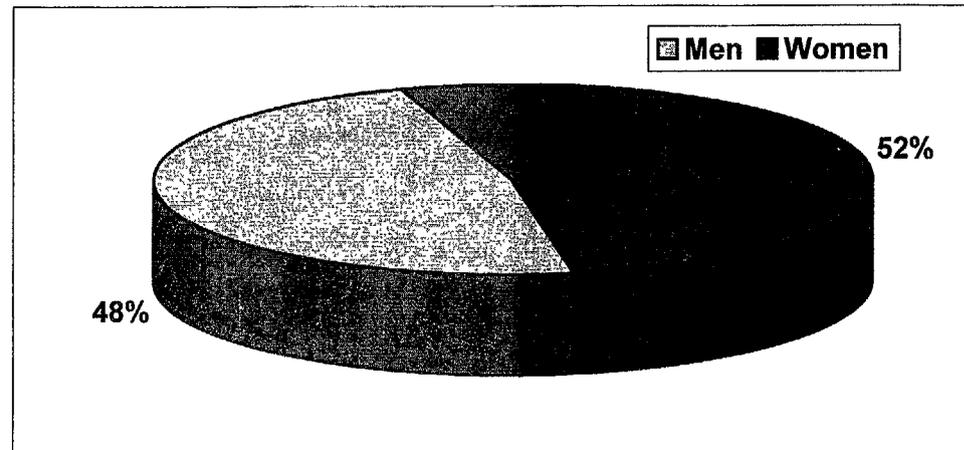
**REPRESENTATION OF PARTICIPANTS AT THE 2nd ANNUAL NATIONAL CONFERENCE "Building Management Education in Ukraine"
BY REGIONS**

REGION	NUMBER	DISTRIBUTION
West	48	21%
South	19	8%
East - Donetsk	18	8%
East - Kharkiv	11	5%
Center- Dnepropetrovsk	40	17%
Kyiv	84	34%
International	12	5%
Total	232	



**REPRESENTATION OF EDUCATIONAL INSTITUTIONS PARTICIPATING IN TH 2ND ANNUAL NATIONAL CONFERENCE
"Building Management Education in Ukraine"**

	CEUME PARTNER INSTITUTIONS	NON Partner Institutions
Top - Level Administrators: rectors, general directors, presidents	17	7
Pro-rectors; vice-presidents; deputy-directors;	28	8
Chief of Chair	19	4
Deans; Deputy Deans	15	4
Managers, Program Coord	8	
Faculty	48	6



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Appendix 10:
**The 2nd Annual National Conference: Participants Evaluation of the
Conference**

2nd Annual National Conference "Building Management Education in Ukraine"

Participants' Evaluation of the Conference

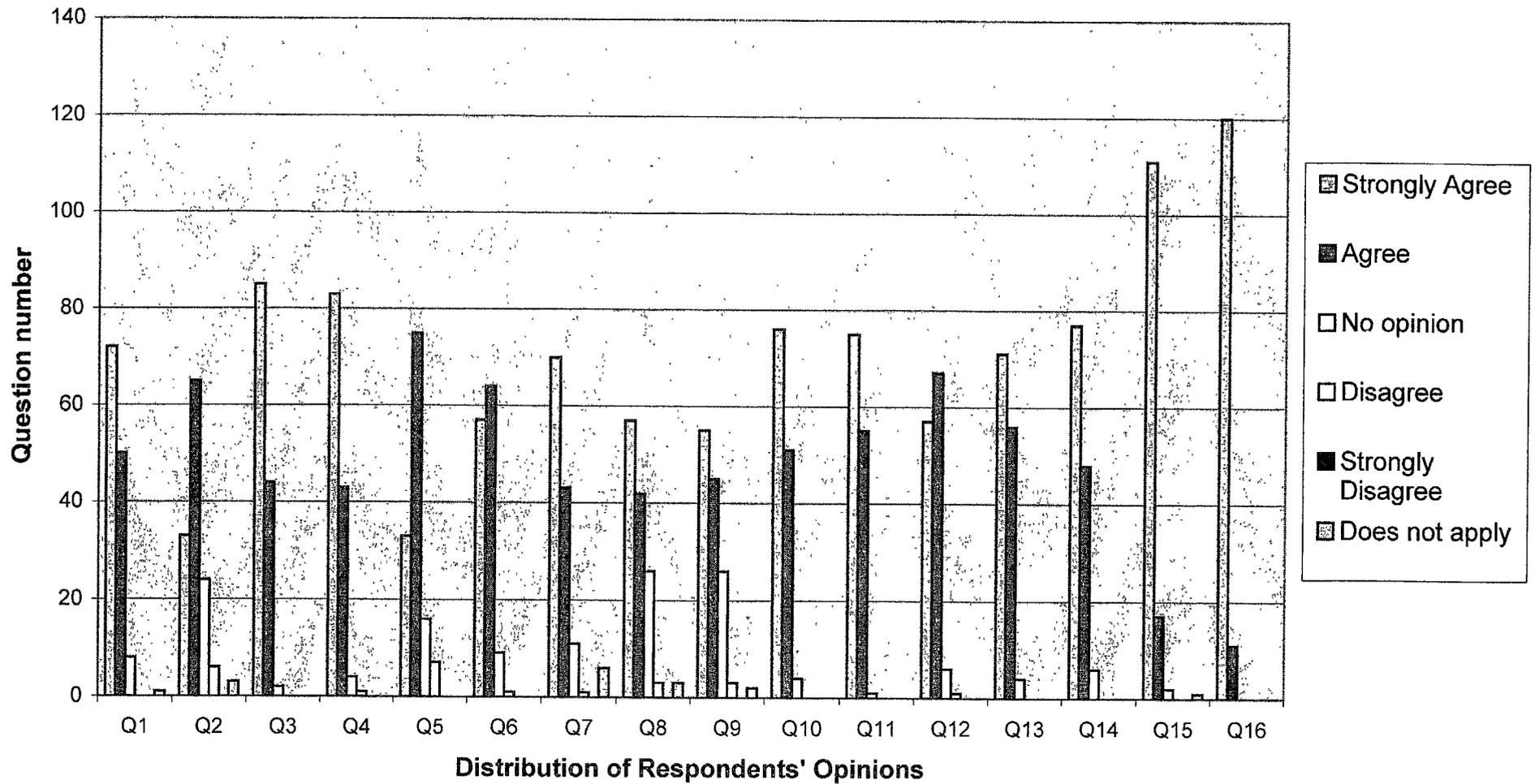
Q#	RATING ITEMS	Strongly Agree	Agree	No opinion	Disagree	Strongly Disagree	Does not apply
Q1	Program reflects the situation and needs in management and business -education in Ukraine	72	50	8			1
Q2	Program recognized the situation in the regions	33	65	24	6		3
Q3	Topics of the program are interesting for discussion	85	44	2			
Q4	Program gave you an opportunity to gain information and skills, which can be used in your activity	83	43	4	1		
Q5	Program provides an appropriate balance between theory and application	33	75	16	7		
Q6	Program facilitates the decision making process to solve the existing problems	57	64	9	1		
Q7	Program facilitates the creation of inter-university working groups	70	43	11	1		6
Q8	Participation in the Program facilitates the process of establishing an effective dialog between academic and business communities	57	42	26	3		3
Q9	Participation in the Program facilitates establishing exchanges and collaboration between Polish, American and Ukrainian management professional and institutions	55	45	26	3		2
Q10	Content of the program is up to date and relevant to the needs of participants	76	51	4			
Q11	Program of the Conference was organized effectively	75	55	1			
Q12	Speakers were well-prepared	57	67	6	1		
Q13	Materials were useful and easy to understand	71	56	4			
Q14	Logistics and services were organized effectively	77	48	6			
Q15	I will recommend this program to my colleagues and would like to participate in the future activities, which are sponsored by CEUME	111	17	2			1
Q16	Duration of the conference was optimal	120	11				

The total number of the respondents was 131.

The age information of the respondents is as follows:

age 20-30	27
age 30-40	29
age 40-50	53
age 50-60	22

**2nd Annual National Conference
"Building Management Education in Ukraine"
Post-Evaluation Survey**



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Appendix 11:
Texts and Materials: Distribution Listing

**CEUME teaching materials prepared, published and distributed within the
Publication and Book Distribution Program**

		4rd Quarter 2000 (July-September)		on 1 st 6 months of 2000	on 3- and 4-th Quarter, 2000	2000	Project to Date	
	CEUME activity / event	Title	Quantity	Quantity		Quantity	Quantity	
CEUME Materials published / distributed	Summer Institute							
	Total				1255	1255	3485	
CEUME Materials published / distributed	Weekend Workshop	IBTCI training: Managerial Accounting	260					
		Starting and Developing New Business	130					
		Organization Development and Change	250					
		New Management Strategy for New Economy	120					
		IT Management	120					
		Financial Management	80					
		Transformation and Restructuring of Ukrainian Enterprises	360					
		Identifying Funding Sources and Writing Proposals	200					
		Human Resources Management	150					
		Marketing Strategy: actual problems of teaching	75					
		International Business	150					
Investment Management and Project Appraisal	150							
Total		2045	4030	2400	6430	3050		
Materials published / distributed	Case Study materials / Cases / CD's / Video-cases	Catalogs of cases and case collections	500					
		5 best cases developed by the participants of the 3rd Case Writing Competition (published and distributed)	1000					
		5 best teaching notes developed by the participants of the 3rd Case Writing Competition (published and distributed)	500					
		Polish cases textbook "Innovation Practice of Polish Enterprises" translated into Ukrainian and published	1000					
		video-cases on "Successful experience of Ukrainian Enterprises" produced	70					
		video-copies of videocases from Barents CD "Roads to Success" produced	70					
		First video-case "Juice SMAK" produced	300					
		Total		3440		15740	15740	17100
Materials published / distributed	CEUME National Conference	NC-2000 CEUME Research - "Business Education - Faculty's view"	300					
		NC-2000 CEUME Research - "Business Education - Business view"	350					
		NC-2000 CEUME Research - "Business Education - Student's view"	350					
		NC-2000 CEUME - "Building Management-Education in Ukraine"	300					
		NC-2000 CEUME - "Business Education in Ukraine" - Blueprint (Engl. and Ukr.)	400					
		NC-2000 CEUME - Research - Teachers staff/distribution at the Business Schools in Ukraine current stage and problems	350					
	Total		2050	450	2050	2500	3190	
	CD / Electronic version courses / Video-courses		CD-course WW Management Information Systems produced	60				
			The Barents Group CD "Market-Driven change Ukrainian business: roads to success" distributed	320				
			Video-course for WW "Marketing" produced	70				
Total		450	200	720	920	1020		
Management Education Texts distributed	Western and Ukrainian/Russian texts for SI							
Total					2770	2770	3249	
Ukrainian texts published / distributed	Ukrainian Authors / Experts	IDC - Guide to Foreign Funding Sources	100					
Total			100		220	220	1220	
CEUME Research materials published	CEUME Researches	CEUME Research materials for NC-2000 - 1350 sets						
Total				500		500	500	
CEUME press		CEUME Quarterly Newsletter "Our News" (Engl. And Ukr.)	2000					
		1-st issue of CEUME/IDC established magazine on Business Education "Synergy"	2000					
		Total	4000	2800	4000	6800	7050	
Textbooks distributed for CEUME Regional / Partner Institutions' Libraries		METC Library has been supplemented with texts on major 13 Management Education subjects	600					
		Five CEUME Regional Centers Libraries received the most recent and advanced Ukrainian and Russian texts on Business Education topics	2500					
		Additionally a set of English textbooks on the SI subjects were distributed to the CEUME Regional Libraries and Universities-Partners' libraries	267					
		Total	3367	1484	6167	6631	6631	
TOTAL				9444	34322	43786	51405	

BEST AVAILABLE COPY

Appendix 12:
Evidence of Programs' Impact

Utilization of Trainings, Materials and Information

Evidence of Program Impact, MEPP/METP

All Regions - Summary

	Performance Indicators	Quantitative Evidence				
		# of Faculty Impacted		# of Courses Changed/Introduced		Institutional
		MEPP	METP	MEPP	METP	
		1	2	3	4	5
Individual	1 Revising existing course curriculum to adapt and incorporate western methods and techniques	14	430	15	547	406
	2 Developing new course curriculum reflecting western business concepts and needed local adjustments	18	234	13	296	197
	3 Using new teaching methodology in classroom, such as interactive lecturing techniques, case studies, computer simulation games, group work/assignments, practical assignments	22	529	19	528	n/a
	4 Using western resources as part of required instructional material	19	347	19	260	n/a
	5 Develop joint research projects with Ukrainian or Polish and American colleagues	23	69	n/a		58
	6 Develop publications in either local or international journals	30	281	n/a		n/a
	7 Develop local case studies (individually or jointly)	23	230	18	191	155
	8 Presenting at local or international conferences	22	186	n/a		n/a
	9 Number of businesses consulted	18	232	n/a		143
	10 Number of businesses trained	19	339	n/a		12
Institutional	1 Establishing or modifying administrative procedures in support of newly developed or revised programs and activities	N/A				48
	2 Establishing administrative and financial mechanisms to promote efficient and sustainable operation of revenue generating programs					31
	3 Establishing student counselling services					29
	4 Establishing student placement offices					20
	5 Establishing alumni associations					27
	6 Producing and implementing plans for improved business education at the host institution					36
	7 Supporting or creation of national system of evaluation or accreditation of programs.					30
	8 Introduction or more effective use of Internet technologies					52
	9 Creation of inter-university working groups					73
	10 Establishing an effective dialog between academic and business communities in Ukraine					33
	11 Establishing exchanges and collaboration between Polish and Ukrainian management training professionals					40

Utilization of Trainings, Materials and Information

Evidence of Program Impact, PBDP

All Regions - Summary

	Performance Indicators	Quantitative Evidence		
		# of Faculty	# of Courses Changed/Introduced	Institutional Level
Individual	1 Participants utilize information from received training materials in preparing classroom activities	633	482	370
	2 Participants utilize information from received training materials in their classroom	599	451	336
Institutional	1 Training materials and western style textbooks are distributed to the participating institution to increase professors access to information	N/A		44774
	2 Library holdings are increased			6631

**Appendix 13:
Evidence of Institutional Impacts**

CEUME conducts constant monitoring of the MEPP activity impact ensuring feedback from individuals who participated in the Study tours. During the Second National Conference "Building Management Education in Ukraine", the round table discussion summarizing the changes occurred in the CEUME partner institutions, representatives of those participated in the Study tour to US and Poland in October 1999 was held on November 17, 2000. ST99 participants met together to share most recent information, ideas about changes occurred at the institutions since October 1999. List of participants is attached.

CEUME STUDY TOUR TO US and POLAND
October 3-18, 1999

SUMMARY OF CHANGES

N N	<i>Institution</i>	<i>Name of ST participant</i>	<i>What was planned</i>	<i>Changes occurred by November, 2000</i>
1.	Kharkiv Institute for Business and Management	Mikhail Bondarenko Rector	<ul style="list-style-type: none"> • Further development of wide application of case methods in the teaching process; • Creation of system based on new approaches to foster cooperation and change relations with business community; • Introduction of new subjects in curricula 	<ul style="list-style-type: none"> • Activity on creation of modern economic literature on CDs library has started; • A system of distance learning is being created at the institute: the departments have developed programs and create methodological materials. • Starting this school-year enrollees are admitted without specifying their specialty (WSE experience). • Starting the second semester of 1999/2000 academic year the teaching methods that accent practical application of the theory were organized, taking the form of working in small groups; • Alumni Association is now at the process of formation
2.	Kharkiv National University	Larysa Krupskaya Dean, Post-Graduate Education Department	<ul style="list-style-type: none"> • Transformation of the Department into the Institute of Post-Diploma Studies; • To establish the business center for training entrepreneurs and business people; • To establish retraining center for unemployed people; • To retrain the faculty of the Department to increase their capacity to deliver new methodology to the students; • To expand cooperation with Polish universities; • To create an Students Placement Office and Alumni Association; 	<ul style="list-style-type: none"> • <i>Department of Professional Skills Improvement</i> at the University has been renamed into Department of Post-Graduate Education, that considerably expanded the tasks, activity directions and range of authority of the faculty; • The complex program on professional development for Kharkiv National University academic staff (including retraining program for Business and Management faculty members) for 2001-2005 has been developed. • Business Center for the professional skills improvement and re-training of the small and middle size business specialists and Center for Retraining of Temporary Unemployed Population (CRTUP) were established in September 2000 and a number of new training programs for business were developed as well; • Inter-university group with Ukrainian Institute of Entrepreneurship (Kyiv) for development a training program

				<p>for small and middle size business (short-term seminars and one-year retraining program) was established.</p> <ul style="list-style-type: none"> • The number of courses on "Finance" and "Accounting & Audit" for retraining of temporary unemployed people were reviewed by using materials and handouts received in University of Minnesota and Polish Universities • Case-methods are used widely in training
3.	Kyiv Institute of Business and Technology	<i>Olena Romanenko</i> Prorector	<ul style="list-style-type: none"> • Introduction the new course PDS next year developed jointly with American and Polish partners; • Introduction new courses in Management and Marketing jointly with 2 Polish Universities; • Development cooperation by means of signing agreements with 3 private and state Polish universities; • Introduction new PR technology; 	<ul style="list-style-type: none"> • PDS proposals agreed with CEUME have been developed and submitted for consideration to UMN • Educational process is under restructuring by introducing new syllabus on the constant basis • New course of "Polish language" was introduced recently to enhance cooperation with Polish partners through expanding possibilities of students exchange • Case-method is used widely in training
4.	High Business School, Alchevsk	<i>Olena Mykhailovska</i> Prorector	<ul style="list-style-type: none"> • Development the partnership with Polish (Nowy Sacz) educational establishment for creation electronic library and development new courses and programs; • Introduction new programs and courses for business since the beginning next academic year; • Establishment of the students placement office and Alumni Association; 	<ul style="list-style-type: none"> • A number of training courses such as finance, strategic management, marketing were revised by using materials and handouts received in University of Minnesota and Polish Universities • Curriculums were revised to increase the number of hours for individual work of students • New PC based testing system to monitor knowledge of students on the permanent basis was implemented • Facilities for Business Center were arranged • Small-group teaching method is used widely what allows to make teaching process more effective • Case-method is used widely in training of bachelors and specialists in such disciplines as "Marketing", "Strategic Management", "Finance management", etc.
5.	Kirovograd Institute of Commerce	<i>Natalia Vasilenko</i> Rector	<ul style="list-style-type: none"> • Further Development of the partnership with Polish universities; • Organization of Career Selling; • Development and introduction of two-month's course "Management of Small Business" 300 managers are targeted number of participants; 	<ul style="list-style-type: none"> • Due to cooperation with CEUME the institute was able to pass the accreditation process and introduce changes in organizational structure of the institution to work more effectively • Employment Agency "Career" was created. It is planned to organize the career forums each year • New financial mechanisms are being implemented through monetary encouragement for faculty development <p>Cooperation with "Women Business Association" in region is expanded considerably through delivery training programs for business</p>
6.	Lviv Institute	<i>Petro Yanitskii</i>	<ul style="list-style-type: none"> • Improvement of the financial aspects in activity of business 	<ul style="list-style-type: none"> • Establishment of Profit Centers (3 centers totally), creation a

	of Management	Executive Director	<ul style="list-style-type: none"> profit centers; Further development the system of continuous education; Studying the needs of business community for training and retraining and the formation of wide range the educational products for business community; Further Development of the partnership with Polish universities; 	<ul style="list-style-type: none"> new relations with business through signing cooperative agreements which foresee and give discount companies for educational services Changes in administrative structure were introduces through opening the Department of Continuous Education Alumni quarterly meetings are organized on the permanent basis
7.	Kharkiv State Economic University	<i>Galina Nazarova</i> Prorector	<ul style="list-style-type: none"> Reorganization of the Institute of Post-Graduate Education considering the experience of WSE and WMU; Implementation the project on the establishment the corporate network with departments; Further Development of the partnership with Polish universities such as Warsaw School of Economics and Warmia and Mazuria University; Further development the PC data base containing information about availability the vacant positions at enterprises of Kharkiv region; 	<ul style="list-style-type: none"> Many changes in organizational structure of the University have been done since the beginning of the year: three new departments were opened such as: Marketing, Planning and International. Plans for development of Master Studies, PDS in Management are created by using experience of WSE New Students organization such as Social Support Service, New public Employment Center was established Agreement on Cooperation development with Jagellonian University (Krakow) is prepared for signing The progress was achieved on agreement to open joint Master Program with WSE
8	Kiev Investment Management Institute	<i>Sofia Rybakova</i> Prorector	<ul style="list-style-type: none"> Introduction changes in the Institution structure; Development and delivery new programs for business people; Development cooperation with national partners in frames of Lviv Initiative; 	<ul style="list-style-type: none"> Business school was opened in June 2000 for retraining of business people using modular system of training; Center for Professional Standards Development was opened for full and part time students and retraining; Inter-university working group was established among KIMI, Dniepropetrovsk Academy of Business, Management and Law and LIM with the purpose of developing a joint MBA program MBA Program was introduced since the beginning this teaching year (September); Changes in curriculum taking the Nowy Sancs experience
9	Academy for Public Administration - Odessa Branch	<i>Valentina Krivtsova</i> Deputy Director	<ul style="list-style-type: none"> Tour to Nowy Sacz in June 2000 to exchange the experience in functioning of electronic library; Organization and introduction of MBA Program; Organization of the Students placement office; 	<ul style="list-style-type: none"> Electronic Library at the Academy was opened in September with financial support of Oblast Administration New Post-Diploma Study Program on Project Management was Developed and introduced
10	Kiev State Trade and	<i>Nina Ushakova</i>	<ul style="list-style-type: none"> Organization of consulting group on issues of the certification and standardization of tourist industry; 	<ul style="list-style-type: none"> Proposals for reducing compulsory hours in curriculum were developed by Task Force headed by KNTEU which are based

	Economic University	First Prorector,	<ul style="list-style-type: none"> • Further development specialized courses on Management of Tourist Industry; Advertising Business, Financial Management, Investment Management; • Creation of the Office on marketing issues of employment market; • Further development cooperation with Polish partners (WSE); 	<p>on experience of American and Polish universities and submitted to the Ministry of Education for getting approval.</p> <ul style="list-style-type: none"> • System which provides a diagnostics of students knowledge was developed • Changes in teaching methods were implemented through introduction of module education • Grading system was changed and proposals for implementation of credit system are under preparation by applying experience of US and Polish universities • Several new Centers were opened such as Center for Qualification improvement for working professionals, Center for Applied Research and 8 specialized programs were introduced • 6 new Masters Programs were developed and introduced • Inter-university working group with Odessa Polytechnic University for implementation the project on long-distance education on management was created
11	Institute for Economics, Management and Business Law	<i>Taras Finikov</i> First Prorector	<ul style="list-style-type: none"> • To create conditions for improvement the system of an individual work of students; • To develop and implement the technology for information support of each training course • Diversification of PR technologies; • Development cooperation with Polish institutions: WSE and Nowy Sacz for improvement capacity to offer modern teaching programs (MBA and others); 	<ul style="list-style-type: none"> • Plan for Institutional Development for three years period was prepared with special emphasize on diversification of PR technology which allows to increase the volume of students enrolment • New programs which motivate individual work faculty and students were developed • Information Center was upgraded, new standards for auditoriums taking experience of UNM were developed and implemented by opening several new computer laboratories to support the teaching process • 4 Masters Programs were revised <p>Comparative analyze of the Law on Higher Education in Poland, Ukraine, Russia and Hungary was done and book summarizing the results was issued and published</p>
12	Cherkassy Institute for Business and Management	<i>Rauf Ablyazov</i> President (Information was provided by Dr. T. Melnyk)	<ul style="list-style-type: none"> • Further development of distance learning methodology of teaching and implementation in teaching process in cooperation with a number of Ukrainian and US universities; • Further development of cooperation with American Universities in the area of introduction new programs in Business and Management ; 	<ul style="list-style-type: none"> • New strategic plan for the institution development for five years have been developed taking into consideration the experience of the University of Minnesota and using Strategic Plan of UMN for 2000-2005. • New procedures for improvement of financial management of the institution was implemented by creating department headed by Pro-rector for Finance • Business Center for earning additional funds was established • A number of new courses on Management are developed and

				<p>new courses will be introduced by the end of this year</p> <ul style="list-style-type: none">• Distance Learning Program is under development• Plan for Faculty Internships at the Alabama University are developed
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Appendix 14:
Schedule of 1st Quarter Year 2001 Activities

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The Schedule of Upcoming Events for the 1st Quarter (January – March) 2001

Program Area	Event	Title	Date	Location	Target Audience
METP	Weekend Workshop	Transformation/Restructuring of Enterprises	January 26-28	Lviv	Business
METP	Weekend Workshop	Human Resources Management	January 26-28	Dnipropetrovsk	Faculty
METP	Weekend Workshop	Managerial Accounting	January 26-28	Kyiv	Faculty
METP	Weekend Workshop	Organizational Development	January 26-28	Donetsk	Faculty
METP	Weekend Workshop	International Management	February 2-4	Odesa	Faculty
METP	Weekend Workshop	Securities	February 7, 8	Lviv	Business
PBDP	4th International Exhibition organized by the Ministry of Education and Science	"Modern Education in Ukraine - 2001".	February 8-11	Kyiv	
METP	Weekend Workshop	Transformation/Restructuring of Enterprises	February 9-11	Kharkiv	Business and Faculty
METP	Weekend Workshop	Managing a Small Business	February 9-11	Kyiv	Faculty
METP	Weekend Workshop	Project Appraisal	February 16-18	Odesa	Business
METP	Weekend Workshop	International Business	February 16-18	Dnipropetrovsk	Business
MEPP	Planning meeting	Inter-Regional Coordination Meeting – Discussions of the Action Plans	February 13	Kyiv	Leaders of Regional Advisory Boards
METP	Winter Institute	MANAGING IN AN AGE OF TURBULENCE	February 19-23	Kyiv	Business
METP	Weekend Workshop	Human Resources Management	February 23-25	Lviv	Faculty
METP	Weekend Workshop	International Accounting Standards	February 23-25	Kharkiv	Faculty
METP	Weekend Workshop	Organizational Development	February 23-25	Kyiv	Faculty
METP	Weekend Workshop	International Business	March 2-4	Lviv	Faculty
METP	Weekend Workshop	Project Appraisal	March 2-4	Donetsk	Faculty
METP	Weekend Workshop	Human Resources	March 16-18	Kyiv	Faculty
METP	Weekend Workshop	Managing a Small Business	March 16-18	Dnipropetrovsk	Business
METP	Weekend Workshop	International Accounting Standards	March 16-18	Odesa	Faculty
METP	Weekend Workshop	Marketing	March 23-25	Kharkiv	Business
METP	Weekend Workshop	Project Appraisal	March 30-April 1	Lviv	Faculty
METP	Weekend Workshop	Information Technology Management	March 30-April 1	Odesa	Faculty