Achievement of Market-Friendly Initiatives and Results Program (AMIR 2.0 Program)

Funded By U.S. Agency for International Development

Management Training Needs Assessment

Survey Questionnaire

and

Suggested Methodology for Conducting the Survey

Final Report

**Deliverable for BMI Component, Task No. 211.1.1
Contract No. 278-C-00-02-00201-00**

June 2002

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Introduction

The AMIR 2.0 Program's Business Management Initiative (BMI) plans to provide assistance to help meet the management training needs of business executives in Jordan. In order to ensure that future BMI training assistance is well-targeted and as effective as possible, the BMI component will develop appropriate methodologies for a Training Needs Assessment and use them in conducting the assessment.

These tasks are being carried out under BMI Activity No. 211.1.1. The Scope of Work for these tasks calls for developing methodologies to measure the training needs of business executives in terms of identifying the most appropriate curriculum topics, duration of programs, venue, and related elements that encourage managers' participation and willingness to pay for appropriate training. Two measurement approaches will be used: quantitative (surveys of private sector managers) and qualitative (focus groups with company managers).

Methodologies Developed

Under the quantitative section of the SOW, covering development of survey methodologies, this report presents two of the deliverables requested:

- First, a draft questionnaire (annex A) for use in a survey of private sector business managers in Jordan to obtain data about their past use of management training programs and perceived needs for future training;

- Second, suggestions for various methodologies for conducting the survey, covering appropriate sample size, and alternative ways to conduct it, such as with direct, personal interviews, phone interviews, by fax, by email, with focus group participants, or various combinations.

Under the qualitative section of the SOW, covering focus group methodologies, the deliverables requested under the SOW are provided as three separate appendices:

- First, a proposed Agenda for Focus Groups (annex B) to assess the training needs of managers, including sessions on trends in management training programs internationally, trends on training in Jordan, training needs of local private companies, and conclusions and recommendations as to priority training needs and most appropriate programs;

- Second, a presentation on "Current Trends in Management Training Approaches Internationally" (annex C) in PowerPoint format, covering major trends in curriculum, delivery approaches, skill sets emphasized, industry linkages and use of new technologies, to be presented during the focus groups;

- Third, a presentation on "Focus Group Topics for Discussion" (annex D) in PowerPoint format, listing key training issues and questions for use in stimulating discussion and drawing out participating executives on their priority training needs and particular program preferences, to be presented during the focus groups.

The deliverables listed above include all the items that are called for under the SOW section on developing methodologies for management training needs assessment.

Suggested Methodology for Conducting the Survey

This section provides suggestions for various methodologies to consider, and their pros and cons, for conducting the Training Needs Assessment (TNA) survey. Topics covered include:

- Parameters for the TNA Survey design, identifying the key research question, the target population, inclusion criteria, exclusion criteria, and appropriate sample size;

- Alternative methods to conduct the survey, such as completing the questionnaire through direct, personal interviews, phone interviews, by fax, by email, with focus group participants, or various combinations;

- Various approaches to conducting the survey, such as directly by AMIR staff, through survey research organizations (e.g. CDG) and./or using "sponsors" for the survey, such as business associations.

A. Parameters for the TNA Survey questionnaire design

The TNA survey questionnaire is intended to help meet the need for up-to-date, accurate data collected directly from companies in Jordan who will be potential clients or users of future BMI training assistance. Its methodology is based on the principle that the most reliable method for assessing needs is to ask company managers directly about their perceived needs and preferences for attending various kinds of training programs.

Survey design parameters

Guided by the key question of what the priority training needs are for private sector companies and managers in Jordan, the selection of companies to be included in the survey should be based on the following criteria:

- Research Question: "What are the priority training needs of private sector companies and managers in Jordan today?

- Target Population: Jordanian middle and senior level managers / executives of private sector companies in Jordan.

- Inclusion Criteria: Jordanian managers of private-sector companies in Jordan, preferably those that have had some experience with management training programs offered by Jordanian universities, or private training providers, either by attending programs, or familiarity with programs attended by colleagues.

- Exclusion Criteria: Managers of public-sector enterprises, non-governmental organizations, and expatriate (non-Jordanian) managers.

Questionnaire Design

In designing the questionnaire, current literature was first assessed in the field of survey design and sample selection. In the questionnaire designed, company managers are to be asked for:

- Contact Information about the respondent
- Past participation in in-house and external training programs
- Training providers used
- Functional areas in which training was provided
- Cost and duration of training
- Reasons for participating in training programs
- Quality of training courses used
- Language of instruction
- Male and female employees of the company receiving training
- Training locations in Jordan
- How training has been put to use in the company
- Future needs for training in functional areas

Selection of Respondents

The basic requirement for including company managers in the survey is that they must be Jordanian junior- or senior-level managers employed by private sector firms. A preference is that they have some experience with training programs either directly themselves, or indirectly.

The most important criterion for the selection of client firms for the survey is the principle of proportional representation. Proportionality should be applied in several ways:

- The number of respondents selected by sector or industry should be in proportion to the general number of management – level employees in Jordan's major sectors
- The companies selected to respond should be proportional in size (small, medium and large) reflecting the general distribution of company size throughout Jordan.

- The number of respondents geographically or by governorate should reflect the number of management – level employees in various governorates.

Appropriate sample size

The sample size will depend on the methods used to complete the questionnaire. That is, if direct personal interviews are used exclusively, cost and time constraints will probably

limit the size to about 100 – 150.   This would be considered adequate from a statistical perspective to give a representative sample, if the criteria above are applied. However, the use of other methods should result in a larger number of respondents, which is preferable if possible. A sample size of from 250 – 300 would be an appropriate target.

B. Alternative methods for conducting the survey

The following are various methods for conducting the survey. The goal is to ensure an adequate response rate (preferably 250 – 300) while the major constraints are cost and time.

- **Telephone interviews,** conducted by BM staff, consultants, or a survey research organization (e.g. CDG);
- **Faxing questionnaires,** to be completed and returned by fax, with analysis by AMIR staff, consultant or survey research organization;
- **E-mailing questionnaires,** to be completed and returned by e-mail with analysis by AMIR staff, consultant or survey research organization;
- **Handing out questionnaires at focus groups** and ensuring that they are completed and collected by the end, with analysis by AMIR staff/consultants;
- **Personal interviews with managers who attended focus groups,** and selected other managers, conducted and analyzed by AMIR staff/consultants;
- **Personal interviews with managers generally throughout Jordan,** with initial contact by fax or phone, conducted and analyzed by a survey research organization;
- **A combination of several methods** conducted together to improve the response rate (e.g., by fax, by email, and by handouts at focus groups).

Personal interviews tend to be the most costly and labor-intensive method, but often generate the most reliable data. Sending out questionnaires by telephone, fax and email methods are likely to result in relatively low response rates.

The most appropriate method, given the constraints, may be to use a combination. For example, fax and email, could both be used. Also, a limited number of personal interviews could be conducted by an AMIR consultant at company offices, particularly with managers who have attended focus groups (say 30 – 40) as well as with those who may have not been able to attend but are receptive to responding to the survey (another 20 – 30).

C. Alternative "sponsorship" of the survey

There are several ways the survey could be conducted under various "auspices" of different organizations, including:

- Directly under AMIR using AMIR BMI staff and consultants, to personally interview managers and/or conduct telephone interviews;

- Under the "sponsorship" of Business Associations, particularly the major associations assisted by AMIR (JABA, YEA, AWTC, JTA, BPWA), using their membership lists;

- Using survey research organizations (e.g. CDG) on behalf of AMIR 2.0.

The method most likely to ensure a large response rate and to be most cost-effective is probably to enlist the sponsorship of one or more major business associations. This is the most appropriate method (even given "survey" malaise" of many), particularly because business associations will be providing future training programs as part of their member services, and as their members are likely to be the main "client" base for future management training programs.

Annex A

Management Training Needs Assessment

Survey
Questionnaire

Date _____
*Enumerator*_____

We would be grateful for your kind cooperation in providing general information about management training that employees of your company have received during the past year.

All individual responses will be strictly confidential.   Your responses will help us to identify management training[1] needs and trends in Jordan, and potential areas for assistance.

Contact Information:

Company	:	_____
Address	:	_____
Telephone	:	_____
Fax	:	_____
E-Mail	:	_____
Contact person:		_____

Number of employees: _____

1. Have employees of your company participated during the past year in:

☐ In-house management training programs?

❑   Outside training programs?

2. If your company used outside training programs, which training provider(s) has it used?

☐ University centers   Name of center_____
☐ Business Association   Name of BA_____
☐ Private training center   Name of center_____

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[1] Management training is defined as including courses for company managers covering General Management Skills, Strategic and Business Planning, Finance and Accounting; Information Technology and Computer Skills; Marketing, Human Resource Management; Customer Services; Total Quality Management, export promotion and related topics.

3. In what area(s) was training provided?
Please check all that apply.

General Management
- Senior/Middle Management & Leadership
- Negotiating skills
- Change management
- Other _____

❑ Strategic Planning
- Strategy design
- Implementation
- Competition and Strategy
- Business, Government, and the International Economy
- Other _____

❑ Business Planning
- Designing business plans
- Implementing business plans
- Mergers & Acquisitions
- Privatizations
- Other _____

❑ Financial Management
- Accounting
- Budget planning
- Other _____

❑ Information Technology
- Basic computer skills
- Business software applications
- Internet use
- Other _____

❑ Domestic Marketing
- Advertising and Sales Promotion
- Outreach / Public relations
- Other _____

❑ Exporting
- Export marketing & research
- Export finance mechanisms

❑ Human Resource Management
- Personnel Recruitment,
- Personnel Placement, Development
- Other _____

❑ Customer Service
  - Achieving Breakthrough Service
  - Other _____

❑ Total Quality Management
  - ISO quality programs
  - Supply Chain and Inventory Management
  - Other _____

❑ Others, please specify
- E.g.: Franchising, foreign language instruction, time management.

  _____

4. The cost and duration of training courses in the past year used by your company per participant was:

	Less than ☐ JD 300	Between ☐ JD 300-500	Between ☐ JD 500-1000	More than ☐ JD 2000
1-3 days	_____	_____	_____	_____
Two weeks	_____	_____	_____	_____
Over two weeks	_____	_____	_____	_____
Total:	_____	_____	_____	_____

5. Reasons for participating in training programs:
Please check all that apply

❑ Strong need for training among employees
❑ Reasonable price of training programs
❑ Convenient times of programs
❑ Convenient locations of programs
❑ Other_____

6. Quality of training courses generally was:

☐ Excellent
☐ Very good
☐ Satisfactory
☐ Poor

7. Language of instruction was:

  □ English
  □ Arabic
  □ Mix of both
  ❑ Other

8. How many employees, both male and female, have participated in training programs in the past year?

  ❑ Number of men _____
  ❑ Number of women _____

9. In which locations in Jordan have your employees participated in training?

  ❑ **Governorates. Please Specify: _____**

  ❑ **Cities. Please specify:_____**

10. How has training been put to use in your company? Have many trainees:
Please check all that apply
  ❑ Shown improvements in productivity and efficiency
  ❑ Helped train other employees
  ❑ Received promotions within their field of expertise
  ❑ Transferred to a different department or technical field in the company
  ❑ Left the company
  ❑ Other _____

11. What are your company's future needs for training in various areas?

  □ General Management
    Specific courses: _____

  ❑ Strategic Planning
    Specific courses: _____

  ❑ Business Planning
    Specific courses: _____

  ❑ Financial Management
    Specific courses: _____

  ❑ Information Technology
    Specific courses: _____

  ❑ Marketing
    Specific courses: _____

  □ Exporting

Specific courses: _____

❑ Human Resource Management
Specific courses: _____

❑ Customer Service
Specific courses: _____

❑ Total Quality Management
Specific courses: _____

❑ Others, please specify _____

12. Please list the 3 most important areas of the above categories in order of priority.

1._____
2._____
3._____

13. What is the single most important characteristic about a training program that induces your company to participate? _____
_____

14. What is your preference for trainers?

❑ Local
❑ Foreign

Why _____
_____

Annex B
Focus Group MeetingAgenda
On
Management Training Needs in Jordan

Hosted by
AMIR 2.0 Program
Chemonics International / U.S. Agency for International Development

Amman, May ___, 2002
Irbid,   May ___, 2002
Zarka,   May ___, 2002
Karak,   May ___, 2002

- Agenda -

09.00 - 09.30 Registration, Coffee

09.30 –09.45 Welcoming Remarks and Introduction
       AMIR Representative, Business Management Initiative

09.45 – 10.15 Current Trends in Management Training Approaches Internationally
       Presenter: Kenneth Hoadley, Chemonics Int'l. Consultant

- The Growing Popularity of MBA Programs and Business Education
- Major Trends in Business Education
- New Curriculum Developments
- Training Delivery Approaches and Skill Sets
- Linkages with Industry
- Use of New Technologies

10.15 – 10.45 Current Management Training Programs Available in Jordan
       Presenter: Kenneth Hoadley

- University Programs
- Private Training Programs
- Donor-funded Programs
- In-house Company Programs
- Curriculum Developments
- Training Delivery Approaches

10 45 - 11.00 Coffee

11.00 – 12.30 Management training needs of local private firms
                          Discussion Leaders: Kenneth Hoadley, Consultant (TBD)
                          Participating corporate managers

Topics for discussion:

- Needs: What skills are most needed by me, and by my company?
            What is the best program structure (formal/casual)?
            What general content do I want (functional areas)?
            Specifically, what focus do I need (specific courses, issues?
            How will I put the training to use?
            How will I benefit, along with my company?

- Circumstances:
            What duration is most appropriate – week, month, year?
            Which schedule is right for me – part/full time, days/evenings?
            How much do programs cost, do they fit my company's budget?
            Is the program's location convenient?
            Can I give it the time it will require?

- Recommendations:
            Develop industry-university partnerships
            Focus on short-term, executive programs
            Create partnerships between local and foreign business schools
            Establish a "Human Resource Development Business Association"

12.30 - 13.00 Conclusions: Constraints, Opportunities, Delivery Mechanisms
                          Presenter: Kenneth Hoadley

- Management training needs of companies in Jordan
- Management training programs available in Jordan
- Limitations of current training programs offered in Jordan
- Constraints and attitudes to overcome among industry, universities, private training providers, government
- Key recommendations for delivery of improved business-oriented management training programs in Jordan

Annex C

Current Trends in Management Training Approaches Internationally

(PPT Presentation Attached)

Annex D

Focus Group Topics for Discussion

(PPT Presentation Attached)

AMIR 2.0 Program

Management Training Needs in Jordan

Focus Group

Topics for Discussion

Chemonics International - USAID/Jordan

L. Wellons - May 2002

Management Training Needs in Jordan

Focus Group Discussion Topics
to be Covered:

A. *Company and employee training needs*

B. *Company and employee circumstances affecting decisions on training*

C. *Potential limitations of current training programs*

D. *Potential constraints & attitudes to overcome*

E. *Recommendations for improving management training delivery in Jordan*

Management Training Needs in Jordan
Focus Group Areas for Discussion

A. Company and employee training needs

- Deciding on the most appropriate training program depends mainly on company and employee needs

Management Training Needs
Focus Group Areas for Discussion

◆ **Company and Employee Needs**

   ✔ What general skills are most needed (functional areas)?

       ◆ General management

       ◆ Strategic & business planning

       ◆ Financial management

       ◆ Information technology

       ◆ Marketing & exports

       ◆ Human Resource Management

       ◆ Customer service

       ◆ Total Quality Management

Management Training Needs
Focus Group Areas for Discussion

◆ **Company and Employee Needs**

✔ What s**pecific courses and focus do I need?**

◆ *General management*
- Senior / Middle Management & Leadership
- Negotiating skills
- Change Management

◆ *Strategic & business planning*
- Strategy design & implementation
- Competitiveness & strategy
- Mergers & acquisitions / Privatizations

Management Training Needs
Focus Group Areas for Discussion

◆ **Company and Employee Needs**

  ✔ What s**pecific courses and focus do I need?**

    ◆ *Financial management*
      - Accounting
      - Budgeting

    ◆ *Information technology*
      - Basic computer skills
      - Business software applications
      - Internet use

Management Training Needs
Focus Group Areas for Discussion

◆ **Company and Employee Needs**

   ✔ What s**pecific courses and focus do I need?**

       ◆ *Marketing & exports*
- Advertising & sales promotion
- Export marketing, trade shows, buyer visits
- Export financing, export regulatory procedures
- Outreach, Public relations

       ◆ *Human Resource Management*
- Personnel recruitment, placement
- Staff training, development

Management Training Needs
Focus Group Areas for Discussion

◆ **Company and Employee Needs**

  ✔ What s**pecific courses and focus do I need?**

      ◆ *Customer service*

        - Interactive marketing, customer care, measuring customer satisfaction, exceeding customer expectations

        - Achieving breakthrough service

      ◆*Total Quality Management*

        - Quality control, ISO 9000 series etc.

        - Supply chain & inventory management

Management Training Needs
Focus Group Areas for Discussion

◆ **Company and Employee Needs**

  ✔ What is the best program structure for me?

     ◆ Degree or non-degree programs?

     ◆ Full-time or part-time?

     ◆ Class attendance / distance learning?

     ◆ In-house or outside training programs?

     ◆ In-country or off-shore?

Management Training Needs
Focus Group Areas for Discussion

◆ **Company and Employee Needs**

✔ How will I put the training to use?

◆ Improve my performance in my technical unit?

◆ Transfer to a different technical unit?

◆ Help train other employees?

◆ Leave the company for a better job?

Management Training Needs
Focus Group Areas for Discussion

◆ **Company and Employee Needs**

    ✔ How will I benefit, along with my company?

        ◆ Improve my skills and capabilities

        ◆ Increase productivity / efficiency

        ◆ Learn teamwork

        ◆ Boost job satisfaction

B. Company and employee circumstances:

  - Deciding on the most appropriate training program
  depends also on company and employee circumstances

Management Training Needs
Focus Group Areas for Discussion

◆ **Company and Employee Circumstances**

    ✔**What length of program is most appropriate?**

        ◆ 3 -5 days

        ◆ 2 - 3 weeks

        ◆ several months

        ◆ 1 -2 years?

Management Training Needs
Focus Group Areas for Discussion

◆ **Company and Employee Circumstances**

    ✔ **Which schedule is right for me?**

        ◆ **Full-time?**

        ◆ **Part- time?**

        ◆ **Work days, Weekends?**

        ◆ **Evenings?**

Management Training Needs in Jordan
Focus Group Areas for Discussion

◆ **Company and Employee Circumstances**

Additional questions / issues:

✔ How much do programs cost, do they fit my company budget?

✔ Is the program's location convenient?

✔ Can I give it the time it will require?

Management Training Needs in Jordan
Focus Group Areas for Discussion

Additional Topics for Discussion

C. Potential limitations of current training programs offered in Jordan

- ➢ **Too academic , not practical enough?**
- ➢ **Limited connection to real needs of business?**
- ➢ **Use of memorization, not reasoning & problem solving?**
- ➢ **Focus on quantity, not quality? (on certificates, not skills)**
- ➢ **Entrepreneurial abilities not developed enough?**

Management Training Needs in Jordan
Focus Group Areas for Discussion

Additional Topics for Discussion

D. Potential constraints to overcome among industry, universities, private training providers, government

- ➢ Lack of industry/university dialogue on business needs
- ➢ Limited coordination among training providers
- ➢ Limited amount of training expertise and material available
- ➢ Lack of "real-world", hands-on training approaches
- ➢ No link between skills development and career advancement
- ➢ Perceptions that training is a cost, not an investment

Management Training Needs in Jordan
Focus Group Areas for Discussion

Additional Topics for Discussion

E. Potential recommendations for improved business-oriented management training programs in Jordan

➢ Develop industry- university partnerships to promote more practical training geared to industry requirements

➢ Focus on short-term executive programs, offered through business associations, universities & private providers

Management Training Needs in Jordan
Focus Group Areas for Discussion

Additional Topics for Discussion

E. Potential recommendations for improved business-oriented management training programs in Jordan

➢ Create partnerships between local training providers and foreign business schools to improve curricula, develop local case studies

➢ Establish a "Human Resources Development Business Association" to promote improved training programs

AMIR 2.0 Program

Management Training Needs in Jordan

Focus Group

Topics for Discussion

Chemonics International - USAID/Jordan

L. Wellons - May 2002

AMIR 2.0 Program

Current Trends

in

Management Training Approaches

Internationally

Chemonics International - USAID/Jordan

L. Wellons - May 2002

1

Introduction

Topics to be covered:

A. **The Growing Popularity of MBA Programs and Business Education**

B. **Major Trends in Business Education**

C. **New Curriculum Developments**

D. **Training Delivery Approaches and Skill Sets**

E. **Linkages with Industry**

F. **Use of New Technologies**

G. **Focus Group Areas for Discussion**

A. *The Growing Popularity of Business Education*

❑ **Spread of MBA Programs Worldwide**

   ✓ **Over 2400 MBA and related programs**

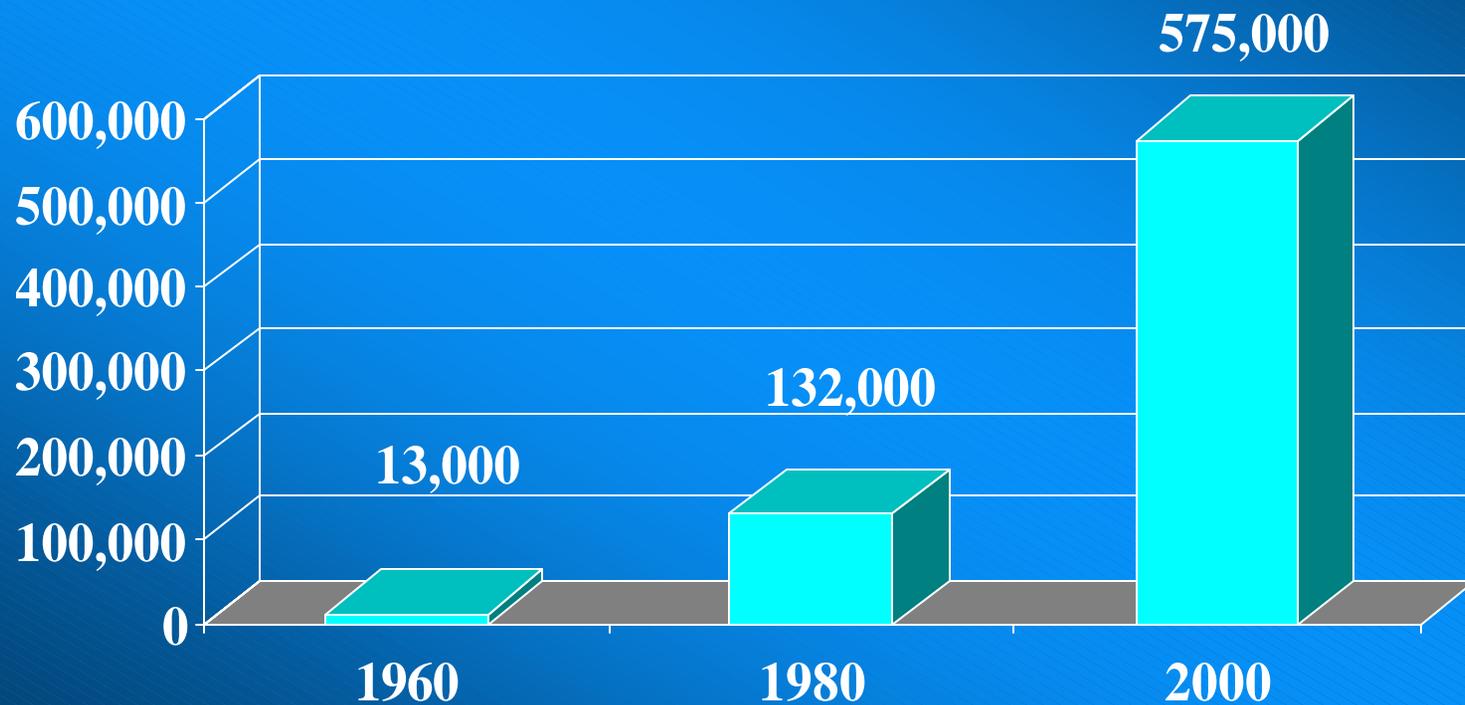   ✓ **At over 1290 universities, business schools and management colleges**

A. *The Growing Popularity of Business Education*

❑ **Growth in MBA Programs in the U.S.**

✓ **1960:**   **19**
✓ **1980:**   **220**
✓ **2002: +1,100**

A. *The Growing Popularity of Business Education*

Reasons for growing popularity

❑ **Increased productivity for companies**
  - ✓ **Improved skill sets, greater efficiency, higher job satisfaction**

❑ **Increased earnings for employees**
  - ✓ **Bachelor degree holders in the U.S. earn 96% more than those with only a high school education**
  - ✓ **MBA degree holders earn 145% more, according to the U.S. Dept. of Commerce.**

B. *Major Trends in Business Education*

❑ **Growing number and variety of degree programs**

- ◆ **MBA, Master of Business Administration**
- ◆ **EMBA, Executive Master of Business Administration**
- ◆ **MBS, Master of Business Studies**
- ◆ **MBL Master of Business Leadership**
- ◆ **M.Sc. Master of Science, Business**
- ◆ **M.A. Master of Arts, Business**
- ◆ **M.F. Master of Finance**

B. *Major Trends in Business Education*

❑ **Greater diversity in approach, and shorter programs**

- ◆ **Full-time or part-time**
- ◆ **Modular programs**
- ◆ **Distance learning / on-line studies**
- ◆ **Joint programs among B-schools in consortia**
- ◆ **Corporate Universities**
- ◆ **Continuing Professional Development (CPD)**

B. *Major Trends in Business Education*

❑ **Growing product segmentation, aimed at**

 ◆ **Various levels of experience and age**
   ❑ **Junior, Mid-level, Senior Managers, Leadership**

 ◆ **Specialized business fields**
   ❑ **Finance, Marketing, Human Resources, IT**

B. *Major Trends in Business Education*

❑ **Increasing internationalization of**

- ◆ **Curriculum content**
  - ➢ **as international business, communications, technology grow**
- ◆ **Location of schools**
  - ➢ **as MBAs increasingly are offered worldwide and on-line**
- ◆ **Diversity of schools and approaches**
  - ➢ **as international alliances, university consortia, and cross-cultural approaches grow**

B. *Major Trends in Business Education*

Summary of current trends :

❑ **There is no such thing as "an MBA" anymore**

❑ **Instead, there's a vast range of programs to chose from**

❑ **Selecting the most appropriate training depends largely on company and employee needs and circumstances (to be identified in Focus Group discussions)**

C. New Curriculum Developments

Curriculum topics to be covered:

- ❑ **First year MBA (and related program) core courses**

- ❑ **Second year elective courses**

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C. New Curriculum Developments

❑ **First Year MBA core courses provide basic analytical tools:**

  ➢ **Accounting**

  ➢ **Finance**

  ➢ **Marketing**

  ➢ **Economics**

  ➢ **Management**

  ➢ **Organizational management**

C. New Curriculum Developments

❑ **Second Year elective courses provide more in-depth knowledge of current "real-world" issues:**

Examples from Harvard Business School:

➢ **"Managing International Trade & Investment"**
➢ **"Globalization, Culture and Management"**
➢ **"Competing in the Information Age"**
➢ **"Business & the Internet: Strategy, Policy and Law"**
➢ **"Venture Capital and Private Equity Funds"**

D. *Training Delivery Approaches and Skill Sets*

MBA Training Delivery Approaches

➢ The MBA classroom is demanding, intense, dynamic, fun

➢ MBA programs use a variety of teaching methods, including

➢ Case studies - which Harvard made famous - are now widespread, and put the student in the position of a decision maker:

   ✓ Facing a challenge
   ✓ Calling upon analytical reasoning, and
   ✓ Requiring a decision about a course of action

D. *Training Delivery Approaches and Skill Sets*

MBA Training Delivery Approaches

➢ The MBA is often interactive, with student participation and "hands-on" learning

➢ Students learn from their peers, working together

➢ The goal of teaching is to create an environment where students are challenged to learn how to solve difficult, complex problems

➢ Students learn to exercise judgement, make decisions, take responsibility

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D. Training Approaches & Skill Sets

Skill Sets Emphasized in courses

- ❏ Teambuilding
- ❏ Leadership
- ❏ Decision making
- ❏ Practical skills / real world learning
- ❏ Communication skills
- ❏ Flexibility / adapting to change, and
- ❏ Use of technology

D. Training Approaches & Skill Sets

A team approach is emphasized through:

- Study groups of 5 - 7 students who jointly prepare case studies, problem sets, presentations
- Encouragement of students to participate in club activities, network building, etc.
- Special projects (e.g., developing business plan)

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D. Training Approaches & Skill Sets

Students gain real-world experience through:

- ❏ Experiential or field-based components of many courses
- ❏ Individual projects
- ❏ Faculty-sponsored research, and
- ❏ Work experience and internships with companies

E. *Linkages with Industry*

MBA and other university programs maintain close linkages with industry through:

✓ **University - industry partnerships**

✓ **Public- private partnerships**

✓ **University incubators and technology parks**

✓ **Joint venture industry-university research projects**

✓ **Faculty consulting for industry**

✓ **Students conduct field-study projects for companies**

E. *Linkages with Industry*

A university - industry partnership in the U.S. typically has the following characteristics:

✔ Regional industry leaders partner with a university on issues of joint concern such as curriculum development

✔ Courses are custom designed to meet specific needs and requirements of industry

✔ Industry and universities partner on research

✔ Industry representatives give guest lectures at universities

E. Linkages with Industry

Example of a U.S. industry-university partnership

➡ **Wharton Business School (Univ. of Pennsylvania) developed the Wharton Export Network (WEN)**

➡ **WEN is an export development outreach program, in which teams of MBA students help small-to-medium sized companies to identify and expand exports**

➡ **Wen has helped 300 companies to expand export sales**

E. Linkages with Industry

Executive Programs

- ◆ More business schools now also offer shorter, non-degree executive programs for mid and senior level managers
- ◆ Executive programs are increasingly popular and profitable for b-schools
- ◆ Programs range from 1 week to 3 months in duration
- ◆ Executive programs target managers who need to broaden their perspectives on "real world" business challenges
- ◆ More schools now offer special executive programs world wide (E.g. HBS Middle East Program, Sharm el Sheikh)

F. Use of New Technologies

Business schools use new technologies widely:

- Use of computers and the Internet by faculty and students in research & presentations

- Many courses focus on technology isses - e.g., managing supply chains, process re-engineering, managing innovation, internet commerce

- Use of technologies for distance learning, e.g., courses by satellite and internet

F. Use of New Technologies

Distance Learning*

- Over 95 universities in the U.S. now offer distance learning courses to over 3 million students
- Over 80% of students in U.S. distance learning programs already have a college degree
- About 70% of distance learning students are in non-degree programs

* Learning situation where teachers are geographically separated from students, e.g., involving use of satellite, internet courses

F. *Use of New Technologies*

Distance Learning Characteristics

- Modular courses
- Often non-degree courses, part of "life-long learning" or "continuing professional development"
- Short cycles
- Flexible curriculum and schedules
- Customized to meet needs of the individual
- Student receives information from internet, video, etc. , teacher helps student interpret the material

F. Use of New Technologies

Main distance learning technologies

➡ **Internet**

➡ **E-mail**

➡ **Two - way interactive video**

➡ **One-way pre-recorded video**

➡ **Satellite broadcasts**

➡ **Voice-mail**

➡ **Telephone**

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Focus Group Discussion Topics to be Covered:

A. Company and employee training needs

B. Company and employee circumstances affecting decisions on training to select

C. Potential limitations of current training programs

D. Potential constraints & attitudes to overcome

E. Recommendations for improving management training delivery in Jordan

AMIR 2.0 Program

Current Trends

in

Management Training Approaches

Internationally

Chemonics International - USAID/Jordan

L. Wellons - May 2002