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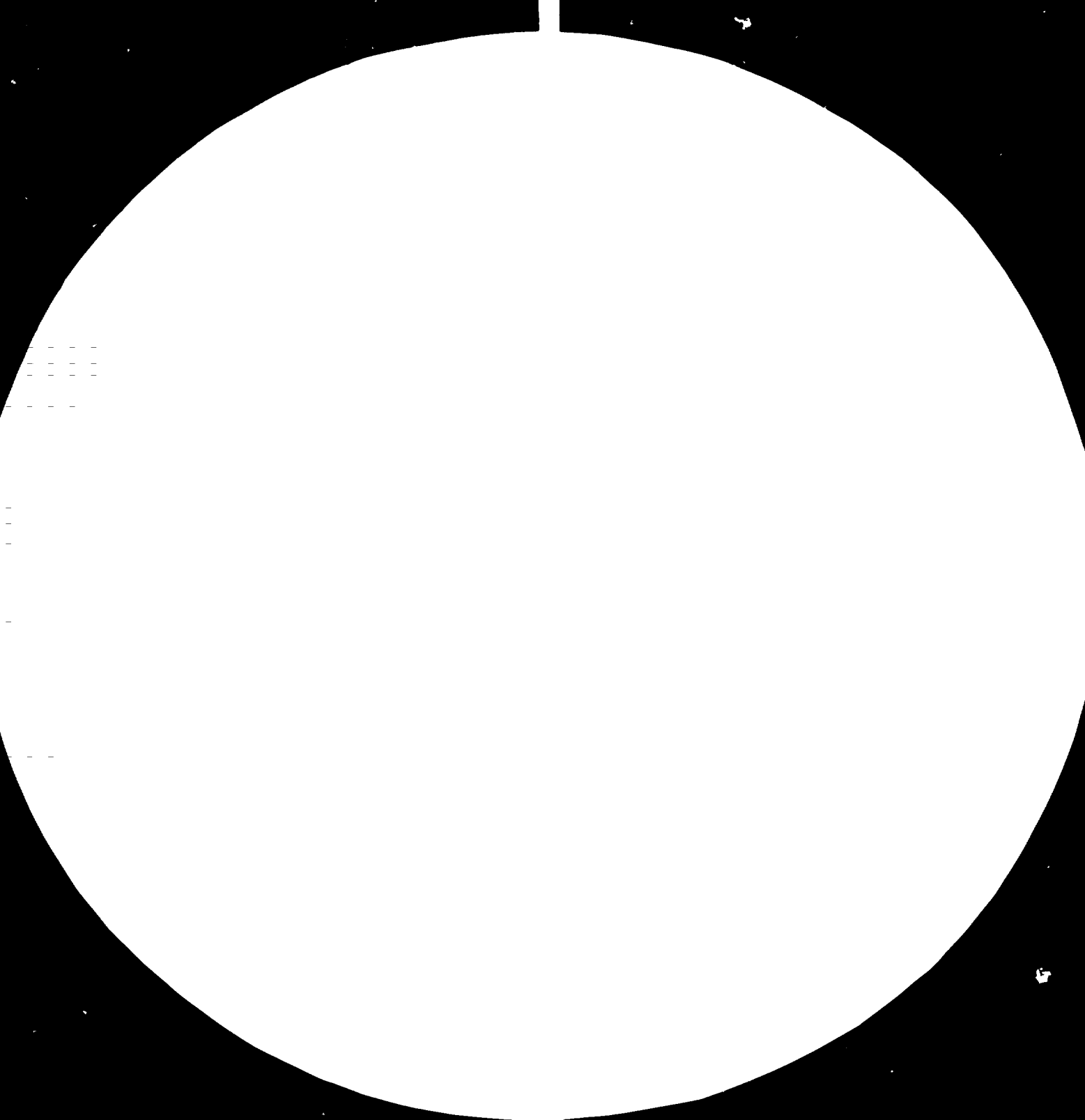
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January 1982

Hungary.

DEVELOPING A NATIONAL COMPETENCE IN HUMAN
RESOURCES DEVELOPMENT

UF/HUN/78/101

Terminal Report

Prepared for the Government of Hungary
by the United Nations Industrial Development Organization,
executing agency for the United Nations Development Programme

Based on the work of P. Mehta,
expert in behavioural science research

United Nations Industrial Development Organization
Vienna

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I

Institute for Building Economy and Organization

The Institute of Building Economy and Organisation of the Hungarian Government, Ministry of Building Industry, Budapest was chosen for a human resource and organisational development project in Hungary. The Institute selected a group of 12 internal resource persons who participated in a year long training in 1979. After the training, the participants got divided in three groups as follows:

- (i) Two of them belong to the Institute of Management of the Ministry of Building Industry. They went back to their Institute.
- (ii) Six of them were assigned to work as trainee-consultants. These resource persons initially worked in pairs in various departments of EGSZI. This arrangement continued in 1980. However, from the beginning of April 1981, these trainee-consultants have been put together in a separate Department, headed by one of them, namely, Mr Tancisz Gabor.
- (iii) A separate research group was formed under the guidance of Dr Varga Karoly. Initially there were four members in this group. One of them however, left some time ago. She has now gone back to her original job and she is no longer active in the project.

I spent time from June 28 to July 16, 1981 at EGSZI in Budapest and at the Gyor Branch of EGSZI at Gyor. During this period I conducted group and individual discussions with the members of the top management team of EGSZI, Director of the Institute of Social Science Research at Budapest and with members of the trainee consultant group, research and action research group

and the members of the action research group at Gyor. Thereafter, I, along with Dr Varga Karoly, Chief Scientific Adviser, EGSZI, visited the Institute of Psychological Research, Ruhr University, Bochum and spent some days there having discussions with the Director of the Institute, Dr Hienz Heckhausen and others. The Mission ended with debriefing discussions at the UNIDO headquarters at Vienna. Names of persons with whom discussions were held are shown in Annexure III. The following is a brief report of the discussions and the conclusions drawn from these discussions.

II

Activities of the Organisation and Action Research Group

The organisation development and action research group has been active in conducting survey type organisation research in EGSZI and in conducting a action research project at the Gyor Branch of EGSZI. Members of this group conducted achievement motivation and job enrichment training programmes for select group of officials from some departments of EGSZI; collected data on various dimensions of work involvement for feedback to the concerned people from some departments of EGSZI; also collected data on organisational culture from some departments of EGSZI for feedback to the concerned officials. The data from such analysis were fed back to the concerned people. One of the important results of such research was the conclusion that the perceived and experienced meaningfulness is an important factor for work satisfaction and internal motivation. This was more so for those employees who showed high growth need and high net hope of success.

The research results also suggested that several employees showed hidden disagreement with some policies of the organisation and felt keen disappointment

on several counts but they did not express such dissatisfaction because they thought that their expressed feelings would not in any way influence the decisions already taken by the organisation. For instance, participants in the achievement motivation and job enrichment training programmes very much wanted to complete their training and also to continue to be involved in job enrichment programme. However, this was left half-done for some reasons. They would very much like to see this programme continued.

During discussions with Dr Varga Karoly and members of his team, i raised the question regarding the desirability of collecting data in case it was not possible to give appropriate feedback and develop the necessary interventions for increasing effectiveness in the organisation. There was a feeling that more data were collected than what was either necessary or what was possible to use. It was suggested that they would like to use the data for designing appropriate interventions. This would however need the full support of the top management. On their own, the members of the team have published several research papers in various scholarly journals.

Action Research Project at Gyor Branch of EGSZI

Gyor is a small town, some 100 kms away from Budapest. There is an important branch of EGSZI there which cater to the needs of building enterprises in the surrounding counties. This is a sufficiently large branch with 70 employees on rolls. There are three departments, of which two are technical and the third is a computer centre. Of the two technical departments, one deals with production and the other with service to building enterprises. For quite some time it was being felt that the two technical departments were not pulling on well with each other. It was also revealed that the computer was overloaded at some periods and that the computer time was not being used properly.

Sometime towards the beginning of 1980, it was felt by the top management that this branch was losing its business. At this point they decided to launch an action research project there.

The Contract

Initially, there was resistance from the employees of the branch for this project which was handled by the members of Dr Varga's team. They however continued with their efforts to sensitise the heads of departments and other senior managers about the need for action research. The efforts of the research group bore fruit and a contract was signed in July 1980 for action research. The contract is between the nine senior employees, including heads of departments on one hand and the head of the branch office on the other. The three consultants, i.e. the members of the EGSZI research group are witnesses to this contract.

The contract/project aims at the following objectives:

- (a) To improve efficiency in the functioning of the various departments; and
- (b) To increase profit by increasing team functioning among the various departments, particularly between the two technical departments and the computer centre.

Activities

It was visualised in the contract that the managers and key personnel ~~XXXX~~ constituting two groups, i.e. the action group and the key persons group, would conduct various activities to help develop trust in each other, team work and readiness for using feedback for problem solving in order to increase efficiency and profits. These two groups, i.e. action group and the key persons group have been since then active with full cooperation from the consultants (Dr Varga's research team). The action group consist of nine persons and the key persons group consist of 10 persons. These persons were given two days training. These groups have conducted various activities such as follows:

- (a) Continuous problem diagnosis to understand day-to-day functioning;
- (b) Formulation of action research tasks for economising resources for regulating operations for data processing;
- (c) Implementation of the action plan; reinforcement training and discussions, setting up of controls for fulfilment of the tasks;
- (d) Instituting special rewards for performance; and
- (e) Instituting appropriate follow up actions on the results obtained from the various steps.

The Impact

Group discussions at Gyor and individual discussions with the members of action group and the key persons group revealed the following impact of the project:

1. As a result of the various activities mentioned above, there was now a more collective approach with mutual responsibility on the basis of collective work.
2. As a result of their various problem diagnosis, the EGSZI management agreed to install a new computer with increased capacity.
3. Members and/or the employees have become more aware of the social system and its relationship with the functioning of the new computer system.
4. As a result, there is now a greater realisation that the computer time has to be used more rationally resulting in better utilisation and uniform use of the computer. This was considered to be a very important achievement.
5. The tendency to solve problems and avoid fault finding has also been noticed. This also was considered as an important achievement.
6. The general involvement of the ordinary employees has also gone up as they are now consulted from time to time about the new programmes.

7. The introduction of job accounting system has led to sharing of responsibility by members of the Branch as a whole.
8. The quantum of profits has also shown an upward trend.

Suggestions for the improvement of the Action Research Project

The following suggestions were made for improvement in the action research project both in group discussions and in individual discussions.

1. There was a greater need still to increase efficiency in the inner functioning of the organisation. For example, greater regulation and control were required.
2. The obtained information should be properly organised and utilised so that the building enterprises are fully satisfied by the service of EGSZI. It was also necessary to enlarge the circle of the clients.
3. There was a need to tackle the difficult question of reward and incentive system. There is a feeling that members of various working teams do not get equal rewards. Or in some cases they get equal rewards when members put in varying degrees of work and each member do not contribute equally to the total output. Tackling of the reward question was important, because it might affect the morale of the employees which in turn will negate the advantages of the action research project.

Suggestions by the members of the Research Group at EGSZI

The members of the research group at EGSZI made the following suggestions regarding the action research project at Gyor:

1. They thought that the technical people at Gyor branch were rather busy with their technical activities and they devoted little time to the action research project.

2. They did not give negative feedback to each other.
3. They were satisfied that greater problem solving approach has now developed and that the job accounting system might be successful. However, the incentive system was a problem.
4. The top management group needs to be involved more with the action research project in order to give it further support. There was a need for development of internal support system for the project.

General Observations and Suggestions for the OD-Work

The members of the Research team headed by Dr Varga made the following points/suggestions for the working of the OD programme at EGSZI:

1. It has been pointed out that only trained psychologists can work in the area of organisation development and other allied areas. Some members of the team were not trained psychologists. This has created a sense of insecurity among them despite the fact that they have done good work.
2. There was a feeling that number of tests being used for data collection could be reduced leading to saving of time as well as resources. Corresponding facilities are needed for quick analysis of the data collected so that the same could be made to use for OD work.
3. The top management expected concrete results and increase in income for the organisation. This has not been fulfilled. The research work needs to be further augmented. This was particularly true for action research work. The research team also should be involved in OD work outside EGSZI, which in turn would help in generating income.
4. They were highly appreciative of the skills and expertise of their team leader, viz. Dr Varga Karoly. However, they felt that personal styles of various persons came in the way of developing better functional relationship with trainee-consultants and among themselves.

5. Some of the members of the trainee-consultants group were practical engineers who wanted practical results in terms of money and who were not very much interested in research.

6. There was a feeling that programs were started and data collected but they were not completed. This leads to avoidable disappointment. They were not interested in carrying out small demonstration programmes only. They were interested in conducting fullfledged OD programmes including action research. Such activities would need greater independence for the group. They thought that the group should directly report to the Director.

7. There has been no functional relationship with the trainee-consultants group during the whole of 1980 and 1981. Such lack of relationship was a significant hinderance in the way of developing OD activity in and outside the organisation.

III

The Activities of the Trainee Consultants Group

As mentioned above, six of the trainee consultants were active in teams of two each during 1980. They were working in different departments with informal consultation with each other. They conducted ^{the} following activities during 1980:

1. Developed and launched a team building programme in some building enterprises. Such enterprises have been hard hit due to changing economic conditions. Activities with them included the following:

- (a) problem diagnosis in a given building enterprise;
- (b) Data from all Hungarian enterprises obtained from the data bank with a view to combine human situation with the economic situation; and

(c) Designed help to the concerned people in the enterprises. This was based on problem diagnosis and discussions with the employees. These activities continued for the entire year in 1980. The project was mainly tried out with a Budapest building enterprise employing 1,000 workers who are in residential flat building activity. This company had not been making profit. However, the trainee-consultants claimed that as a result of their efforts the company made substantial net profit at the end of 1980. The company has now come in good position. It has now entered into a contract with the EGSZI for further work.

2. Based on the experience such as above, the trainee-consultants group planned a similar project in more building enterprises. These enterprises were selected on certain criteria with the possibility of reducing their cost and increasing their profit. This project was implemented under an experimental - control group design. Some of the results obtained from such experimental work were summarised as follows:

- (a) Given the experience, the OD training can be used for manual workers - the members of brigades.
- (b) The brigade leaders became more sensitive to the human problems of workers.
- (c) The brigades consisted of several young workers who come from the countryside from time to time. They find it difficult to adjust to the city life in Budapest resulting in high turn over among them. As a result of project-work, the turnover was reduced.
- (d) The comparison between the experimental and the control brigades revealed that the former performed better on the basis of the following criteria, viz. turnover, wages earned, amount of work done, adjustment with the team leaders, and quality of work done including creativity and cooperation among the members of the teams.

Formation of Trainee-Consultants Department

Following the experience of working separately in teams of two each, it was felt that their work would be more effective if they were put in a group/department. Consequently, a new department was formed in April 1981 consisting of six trainee-consultants with one of them as their Head. The Department is

located in Bureau II. From next year they would have a separate programme and budget and may have an income of 2 million Forints. The Department is charged with the responsibility of developing OD activity within Bureau II, which will later become an integral part of the functioning of the entire EGSZI.

Suggestions for further work

During discussions with the trainee-consultants I made the following suggestions:

1. There is a need to undertake socio-psychological research in the background of the members of brigades, particularly the young members who come from the countryside.
2. There is a need to base the OD activity on research data for which they would have to conduct research in the various problems of brigades and other branches of the building industry.
3. So far there has been only personal connections with Dr Varga Karoly and other members of the research group. There was a need for official and functional relationship between the trainee-consultants group and the research group. In fact they have to be perceived as an integral parts of the same OD programme.

The members of the trainee-consultants group made the following suggestions:

1. A question has been raised about the psychological competence of some members of the trainee-consultants group. This has resulted in a sense of insecurity in them. It was necessary to solve this problem.
2. Members of the group felt the need for further training particularly theoretical training, training in action research methodology and for comprehensive OD activities, including training for use of research for designing interventions, problem diagnosis and action planning and consultancy skills.

3. They needed further guided practical experience of HRC and OD work.

IV

Discussions with Trainee-Consultants at the Institute of Management, Ministry of Building Industry

As mentioned above, the faculty members of the Institute of Management, Ministry of Building Industry were also participants in the 1979 training programme. These two participants, viz. Mr. Robert Barlaⁱ and Mr Imre Lövey, later visited India as UNIDO Fellows to study various OD research and programmes there. These two faculty members of the Institute have been active throughout the last two years or so. They have conducted several training programmes for top to senior managers from various enterprises in the building industry. According to them, the demand for such training is increasing and their training programmes have been widely appreciated by the party circles and in the party media. They, however, thought that they needed more time for conducting research and integrating training with research activities in order to launch OD programme. They thought that they would be greatly benefited by appropriate follow up training programmes.

V

Discussions with top management of EGSZI

Discussions were held with the members of the top management of EGSZI - both in the beginning and towards the end of the mission. Mr Camilo Antonio also participated in the discussions towards the end. Discussions were also held with Dr Kalman Kulcsar, Director of the Institute of Sociological Research, Budapest. Dr Kulcsar appreciated OD research, action research and other such activities designed to increase efficiency and performance in the Organisation.

He thought that there was a great need for improving human elements in organisations in order to increase output as well as job satisfaction. He appreciated the efforts being made by the EGSZI consultants in this regard.

The following points emerged during discussions with the members of the top management team of EGSZI:

1. They have been paying more attention to technical side of the functioning of the organisation. They would very much like to pay greater attention to human and social side and to socialise people in the organisation. EGSZI was a leading institution and their employees were technically very well qualified. They therefore wanted to increase behavioural skills, to begin with, of a select group of employees in the organisation with the hope that this would trickle down in the entire organisation in due course. Dr Kecskes thought that action research should have been more emphasised which was very much needed in the organisation as well as for the building enterprises. He further thought that short practical training would be more appropriate rather than long training programmes.
2. The trainee-consultants have been working in various departments and also mobilising the employees in building enterprises. Dr Kecskes thought they lacked necessary theoretical background and therefore their efficiency was low.
3. Action research has to be built into the project.

Follow up Project

There was a need for follow up project. The top management agreed to positively consider any such follow up project proposal. They also showed their readiness to meet their part of the necessary expenditure on such a project. However, the following points emerged during discussions concerning the follow up project:

- (a) There was a need to integrate the trainee-consultants' work and the work of the action research group. This would increase efficiency of all of them.
- (b) There was a need for further training of the members of these groups in theory and practice of OD and action research.
- (c) There was a need for a comprehensive programme. Demonstration alone would not work in this regard. There is a need for structural and organisational support to these activities including appropriate incentive and reward system for research and OD personnel. There was also a need for linking OD activity with the top management.
- (d) There is a need for long-term as well as short-term action research programmes. There is a need for enforcement of professional standards and norms for OD and research activities.
- (e) The proposed resource book could be a separate project by the UNIDO. The EGSZI would certainly like to participate in the project but preparation of such a book cannot be conceived as an EGSZI project.

VI

Visit to Institute of Psychology, Ruhr University, Bochum

Dr Varga Karoly's team have used several instruments and ideas developed by the Institute of Psychology, Ruhr University, Bochum. It was therefore decided to visit this Institute to have personal discussions with the Directors and other faculty. I (alongwith Dr Varga Karoly) visited the Institute from July 17 to 22, 1981. I participated in a seminar there given by a visiting scholar from the USSR on problem-solving and in several discussions with the Director and other members of the faculty of the Institute. Their research studies have identified the importance of fear of failure, hope of success and working environments for promoting motivation and performance. Their recent work include longitudinal studies of development for achievement behaviour among children in the age group one and-a-half - three years. The studies are based on observation

of cognitive events and performance of certain tasks. They have been trying to find out how the concept of achievement develops in children. They were particularly interested in finding out relationship between success, performance and efforts.

Vii

Discussions at UNIDO Headquarters at Vienna

I visited Vienna towards the end of the Mission in the last week of July 1981 and held discussions with Dr Evstavien, Chief of Institutional Infrastructure Branch, Mr Camilo Antonio, incharge of EGSZI project and several of their colleagues. The discussions were mostly in the form of briefing and debriefing. Several ideas regarding follow up project were discussed during this short visit.

Follow up Projects

As a result of discussions at Budapest, Bochum and Vienna, several ideas were crystalised regarding follow up projects.

Suggestions for follow up project

EGSZI Follow up Project: It is suggested that UNIDO may institute steps to launch two separate follow up projects. As already mentioned above, the EGSZI management is keenly interested in having a follow up project for their human resource and organisational development project. A brief outline of such a project is suggested in Annexure I. Such a follow up project would aim at strengthening the functioning of the trainee-consultants, members of research group and others engaged in promoting human resource and organisation development activities at EGSZI and through it in the country. It has been suggested that such a follow up project would be immensely useful in further promoting this important activity in the country.

Resource Book: Another follow up project is suggested as an UNIDO project. This project should concern with development of a resource book. This project should aim at promoting human resource development, action research, small industrial development and other such projects in interested developing countries. Such a resource book would be based on the experience gained in the various projects initiated by the UNIDO in several developing countries. A brief outline of this follow up project leading to development of a resource book is given in Annexure II.

VIII

Concluding Remarks

The one-month mission in connection with the EGSZI project was indeed a rewarding experience. It helped me to renew the various professional contacts and to observe personally the functioning of activities initiated earlier in 1979 at EGSZI. I greatly benefited by my discussions with so many persons during this short mission. The Director, the Deputy Director and others at EGSZI showed keen interest in the project. I am grateful to them for their generosity and kind hospitality. I returned with this impression that there is a strong possibility of useful work in the area of human resource development and organisation development at EGSZI and through it in that country. I was also greatly benefited by my discussions at Bochum and Vienna. I am grateful to all the persons with whom I had the privilege of having discussions there. I am also thankful to several secretaries at UNIDO headquarters, Vienna and to Mrs Draxler for her prompt handling of various administrative matters. This short mission report is being presented to the UNIDO with the hope that it would be possible for them to launch follow up projects at the earliest.

Human Resource and Organisation Development Programme at
EGSZI

Follow-up Project

1. Further training - both theoretical as well as in practical methodology of action research - for the entire group, particularly for those engaged in training and action research.
2. Efforts to integrate the various activities and efforts being made in the organisation for developing human resource development and action research and organisation research activities - both in EGSZI and through them in outside building enterprises using research for feedback, setting task forces for problem solving.
3. Helping the internal participants in developing brief action research projects in EGSZI and outside and in implementing these projects under guided supervision. The feedback from such projects would be used for sharpening practical and theoretical skills.
4. Such experience would also throw out problems in terms of problem diagnosis and problem solving skills of trainee-consultants as well as other managers who would be involved in such projects.
5. Developing skills of members of socialist brigades and who are engaged in actual building activity in the building enterprise. Working with them would need certain socio-psychological research, practical participation. The participants also develop specific projects for action research and interventions with socialist brigades.
6. The involvement of top managers is very essential for any OD activity. The follow up project should be therefore directly under the administrative control of either Director or Deputy Director. Work with the top team, preparation of continuing activities; report writing.

ANNEXURE II

Development of Resource Book

UNIDO Project

The preparation of Resource Book would fulfil a practical need. The UNIDO has been instrumental in implementing several HRD and action research projects in developing countries. The proposed resource book would seek to draw lessons from such experience. It would work as a resource guide for practitioners, managers and consultants and concerned governments officials who are engaged in developing human resource development and small industrial development projects via application of behavioural science research and techniques. This will involve the following steps:

1. Review of experience, research and documents from all relevant projects and countries. It may involve the following:
 - (a) Convening of a workshop of experts and managers to pool together such experience,
 - (b) Commissioning of short studies for review of research in related areas,
 - (c) Conceptualisation from review of experience and exchange of ideas and hypotheses developed from such reviews and conceptualisation,
 - (d) Lessons to be drawn from application of techniques depending on local socio-economic and cultural conditions, and
 - (e) Culling out of insights from short-comings and success experience; development of case studies in this regard.
2. Monitoring, evaluating and feedback. Details of techniques for monitoring, evaluating and feedback from various projects.
3. The resource book would contain illustrative case studies on action research and OD activities from various countries.
4. Feedback utilisation for performance, making it a cycle. It would also detail steps for actual try out of action research project such as problem diagnosis force field analysis, hypotheses for action plan, developing continuing capability via training task force and discussion group of top management.
5. The resource book would pool steps for development of appropriate projects in concerned developing countries and steps for replicating such projects with illustrative case studies.

6. Integrating the experience of action research with other programmes and efforts of the organisation.

7. Summarising

The preparation of ^a Resource Book has to be viewed as a special project of the UNIDO. This would involve not only review, conceptualisation and exchange of ideas but actual preparation and implementation of some action research at some selected place. This would then go into the Resource Book. However, the Resource Book itself would be designed mainly to become a guide to the concerned people. It would also bring together the various experiences under the various UNIDO projects in different countries.

Persons with whom discussions were held

EGSZI Head-quarters : Top Management Group

1. Dr Gyorgy Balazs, Director, EGSZI
2. Dr Miklos Kecskes, Deputy Director, EGSZI
3. Miss Judit Havas, Head, Chief Department, EGSZI

Organisation and Action Research Group, EGSZI

4. Dr Varga Karoly, Chief Scientific Adviser
5. Miss Maria Mladenecz
6. Mr Janos Hallos
7. Mr Nandor Zettisch

Trainee-Consultant Group, EGSZI

8. Mr Tancisz Gabor, Head
9. Mr Kalman
10. Mr Hallasz Chaba
11. Mr Karachon Estvan
12. Mr Borbas Gyorgy
13. Mr Szalo Marta (no longer working)
14. Mr Bitner Laszlo

Institute of Sociological Research, Budapest

15. Prof Kalman Kulcsar, Director

Members of Action Research Group, Gyor: EGSZI

16. Mr Iszanberg Ivor, Head of Gyor Branch of EGSZI
17. Mr Sircz Gyorgy
18. Mr Orban Estvan
19. Mr Nadj
20. Mr Farandy Laszo
21. Mr Csiz Madi Chaba
22. Mr Szomore Rudolf

Ministry of Building Industry

23. Dr Somenh, Head of UNIDO Section

Participants in Achievement Motivation and Job Enrichment Programmes at EGSZI

24. Mr Szalka Janos
25. Mr Janka Janos
26. Mrs Doffek Andrasnc
27. Mrs Erik Feher
28. Mr Hermann Janos
29. Mr Gabor Deuke
30. Mrs Maria Drucker

Members of Faculty, Institute of Management Training, Ministry of Building Industry

- 31. Dr Koblens, Director
- 32. Dr Robert Barlai
- 33. Mr Imre Lovey

Institute of Psychology, Ruhr University, Bochum

- 34. Prof Heinz Heckhausen
- 35. Dr S. Kurg

UNICO Headquarters, Vienna

- 36. Dr Evstafiev, Head, Institutional Infrastructure Branch
- 37. Mr Camilo Antonio
- 38. Mr Stevens
- 39. Mr C. Winkleman
- 40. Mr C. Zimmermann
- 41. Mr Tourou



