



**TOGETHER**  
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## OCCASION

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25 p.  
people

19579

**SUB-CONTRACTORS FINAL REPORT ON  
DEVELOPMENT OF POLISH MANAGERS COURSE IN  
WARSAW 23-28 FEBRUARY 1992**

**UNIDO CONTRACT NUMBER 92/020  
PROJECT NUMBER TF/POL/90/902  
TF/POI/90/911**

### Accommodation

The Training Center of Plant Breeding and Acclimatization Institute Hotel, Radzikow, 05-870 Blonie, 00-950 Warsaw is situated 27km away from the centre of Warsaw. It is approached by Road 2 leading from Warsaw to Poznan. The centre is located 1km north of this road in the direction of Zaborowek. Radzikow is the rural location at which the Plant Breeding and Acclimatization Institute (IHAR) has been founded. The place is an oasis of peace and fresh air. It is quiet and course participants are not easily distracted.

The hotel has accommodation for one hundred and twenty guests in single, double rooms and suites. Each room is equipped with a bath and a toilet. The hotel offers a cafeteria with two hundred places, a banquet hall, a laundry, a table-tennis hall and a solarium on a terrace with fine views over the vicinity.

The Radzikow Training Center organises local and international training courses, foreign language courses and scientific conferences. There are two large meeting rooms with full audio-visual equipment and 100m from the hotel there is a newsstand where newspapers, cigarettes, cosmetics and souvenirs can be bought, and a shop with groceries and household supplies.

The centre was found to be very quiet and sufficiently distant from Warsaw Centre so as not to distract the course participants.

26 March 1992

*Final Report on Polish Managers Course in Warsaw  
23 - 28 February 1992*

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**Daily Timetable**

0800	Breakfast
0900 - 0950	Lecture 1
0950 - 1000	Break
1000 - 1050	Lecture 2
1050 - 1100	Coffee
1100 - 1150	Lecture 3
1150 - 1200	Break
1200 - 1300	Lecture 4
1300 - 1400	Lunch
1400 - 1450	Lecture 5
1450 - 1500	Break
1500 - 1550	Lecture 6
1550 - 1600	Coffee
1600 - 1650	Lecture 7
1650 - 1700	Break
1700 - 1800	Lecture 8
1800 - 2000	Dinner
2000 - 2050	Lecture 9/Group Discussion
2050 - 2100	Break
2100 - 2200	Group Discussion/Seminar

UNIDO contractual requirement : 6 x 45 mins  
for 5 working days : 22.5 hours contract terms  
CETT provided : 40.5 hours

## **Development of Polish Managers**

The following topics were covered :

### **The Nature of Management**

- Management Functions
- The Skill Needs of Managers
- The Manager's Job in Practice
- What Effective General Managers really do

### **The Organisation in its Environment**

#### **Corporate Planning and Strategy**

- Introduction
- Planning a Definition
- What should an Organisation Plan?
- Different Levels of Planning
- Corporate Strategic Planning
- Functional Planning
- Types of Plans
- Managing Change
- Assessing Key Changes to be Made
- Analysis of Personnel Capability to Change
- Development of a Plan for Implementing Change
- Preparation and Involvement of Staff for Change
- Evaluation Criteria

#### **Communications and Management Information Systems**

- Introduction
- Communication
- Communication Channels
- Effective Communications

### **Information Technology**

- The Computer Past, Present and Future
- The Nature of Information
- Information and Decision-making
- Microcomputers, Minicomputers and Mainframes
- Roms, Rams and Chips
- Using Software on a Computer
- Word Processing
- Spreadsheets

### **Marketing**

- Introduction
- Functions of Marketing
- The Marketing Mix
- The Product
- Pricing
- Distribution
- Advertising and Selling
- The Market
- Market Segmentation
- Market Research
- Test Marketing
- Marketing Strategy
- Marketing Organisation

### **Production**

- Production Planning and Control
- Materials Management
- Quality Control and Assurance

### **The Personnel Management Function**

- Introduction
- Personnel Management: a Definition
- The Functions of Personnel Management
- Employment Legislation
- The Future of Personnel Management

### **Leadership**

- Leadership: a Definition
- Theories of Leadership
- Motivation
- Management and Motivation

### **Exporting**

- Rules and Regulations
- Establishing Contacts
- Determining a Market
- Product Specifications
- Negotiations Payment, Letters of Credit

Course Participants

<b>Aparator</b>	Z Olszewski Z Cybulski K Piotrowski	Trade Director Production Director Director of Administration
<b>Bumar-Fablok</b>	Z Debski J Syska T Burakowski	Managing Director Marketing & Development Director Financial Director
<b>Bumar-Labedy</b>	J Jedruch M Musial E Urbanska-Furtak	Technical Director Head of Marketing Marketing Specialist
<b>Elektromontaz</b>	A Halkiewicz M Gromaszek E Pokwapisz K Smal	Director Director Manager Manager
<b>Krosnolen</b>	J Niezgoda K Bigos P Junka	Director of Polical Economy Chief Accountant Production Director
<b>Mera-Elzab</b>	J Janoska J Malok	Financial Director Marketing Director
<b>Pomorska Odlewnia</b>	D Wisniewska J Szczublewski K Tolla	Financial Director Head of Marketing Head of Operations
<b>WZT Elemis</b>	J Okrasa J Steo J Kozlowski	Director Trade and Marketing Director Specialist in Marketing
<b>Zremb-Famabud</b>	R Konarski T Gajczyk T Zywatko	Organisations Manager Marketing Specialist Section Head



### Course Evaluation

The UNIDO questionnaire on feedback from course participants indicated that a quarter of the course participants had benefitted "very much" from the course (please see Appendix). All the remaining had benefitted a significant amount. All course participants considered that the course had been very well or well organised and that the course material was well prepared and communicated. No-one considered that the course was in any way average or below average.

The course that was best received was Professor Obluj's Corporate Planning and Strategy which included many case studies where more than half of the course participants considered that they had benefitted very much. CVs were not possible to obtain from certain lecturers. A cv is regarded as a private matter and it is offensive to ask for one. All our lecturers were the best in the country and as mentioned before, all had international experience.

All the course topics were considered useful or very useful. Only Information Technology was perceived by a few to be average.

For follow-up courses 44% considered that cost accounting would be very useful.

52% thought that a course of "Negotiating with Banks" would be beneficial. 92% would strongly or very strongly recommend the course to other managers. All (100%) were satisfied or very satisfied with the meals and accommodation.

### Comments and Observations

The course participants enjoyed the course by and large and appreciated the intensity of the programme. All the Directors will be important in any restructuring programme but the younger Directors (aged below forty) and Managers interacted with the lecturers much more, the older participants tended to take notes.

If Polish companies are to adapt to free-market foundations then the hierarchical structures may have to become more flexible. There may be some value in flattening the "pyramid of power". It may be too early for Matrix management at this moment but at the course the lecturers and CET did try to outline this concept.

The other positive item is the entrepreneurial spirit which seems to be present in most Polish Managers, though this activity must be harnessed in medium to large organisations. Activities such as Simpson Desert were very well received and found to be most enjoyable but only a few of the younger participants took the initiative in handling the group's priorities. The strength of the participants must be their determination, stamina and ability to withstand extremely difficult, if not impossible, conditions. The weakness may be that they look for direction and appear to have little drive. There was a reluctance to complete any assignments - the ladies present were more conscientious about set tasks.

The overall attitude in group discussions was enthusiastic and positive. There was a distinct feeling of embarking into "unchartered territory" and some of the older Directors felt less comfortable about this. CET introduced the best available Polish-speaking international lecturers into the course. All the lecturers had experience in the West.

As compared with the other Managers from the West, the Poles have a "lateral thinking" capability that will be interesting to develop.

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Appendix

**UNIDO QUESTIONNAIRE RESULTS ANALYSIS**

**UK/UNIDO PILOT RESTRUCTURING PROJECT**

**MANAGEMENT DEVELOPMENT PROGRAMME**



7 From the following list of topics that was covered during the course, which course(s) would you like to attend, if a follow up course is given: (pls give priority order, if not interested write NI)

- Management, organization & its environment
- Corporate Planning & Strategy.
- Marketing
- Production Management
- Inventory Management
- Personnel Management
- Leadership & motivation
- Exporting
- Information Technology & MIS


8 From the following new topics, which we may cover in the future, which courses interest you most and you would like to attend?

- a) very interested,      b) interested,
- c) marginally interested      d) not interested

- Cost accounting
- Financial Control
- Quality Control
- Negotiating with Banks & Government
- Handling redundancies


9 Would you recommend the course you just followed to other Polish Managers?

- a) YES very strongly    b) YES strongly.    c) just recommend
- d) Not recommend (pls give reason).....

10 Was the accommodation and meal arrangements to your satisfaction?

- a) YES fully satisfied    b) Satisfied    c) marginally satisfied
- d) Not satisfied (give reasons).....

11 What I liked Most about this Course was:

12 What I liked least about this Course was:

13 Additional comments (If any):

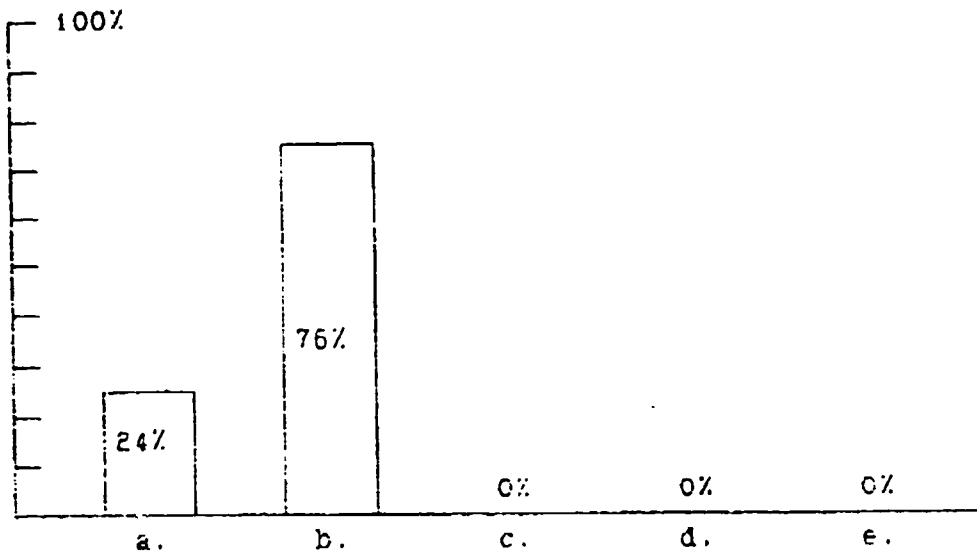
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(date)

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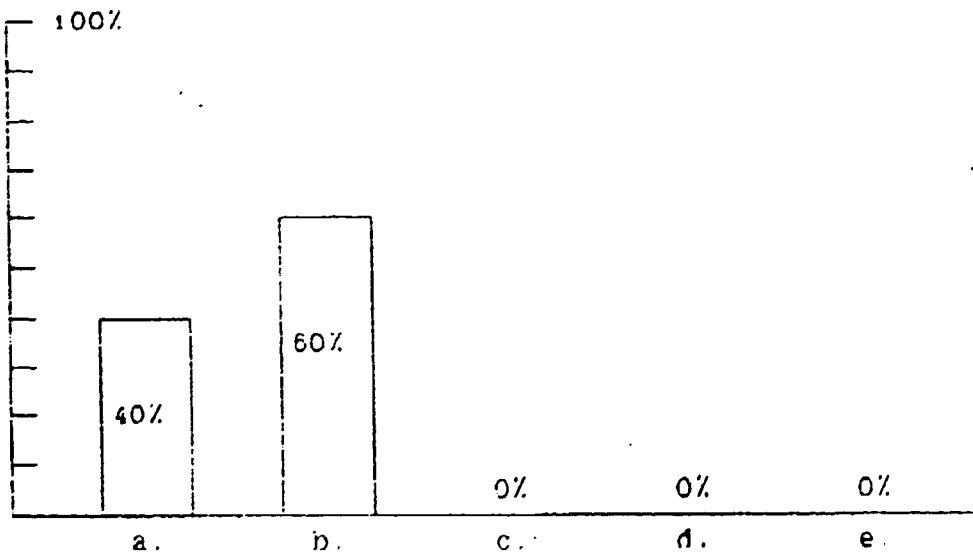
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QUESTION 1



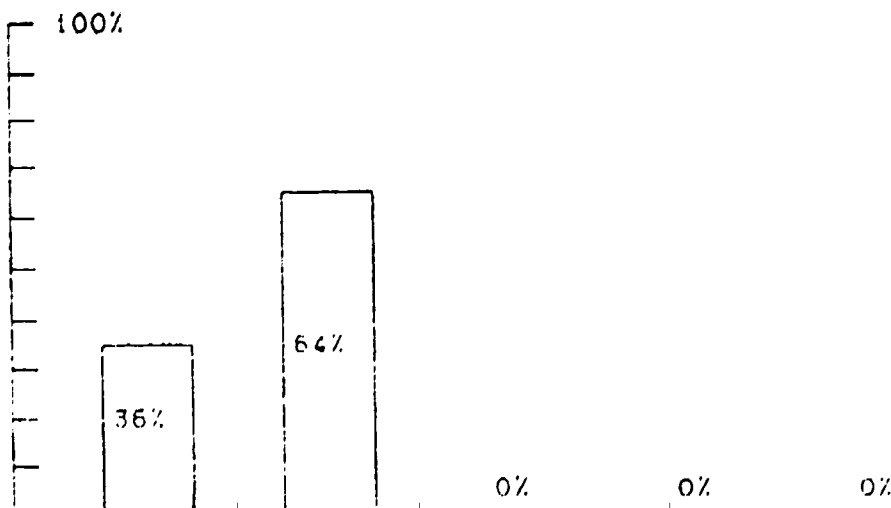
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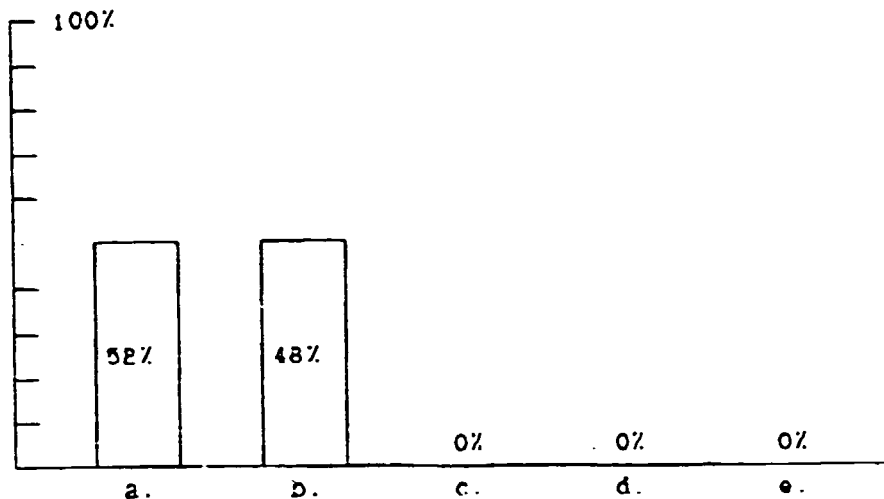
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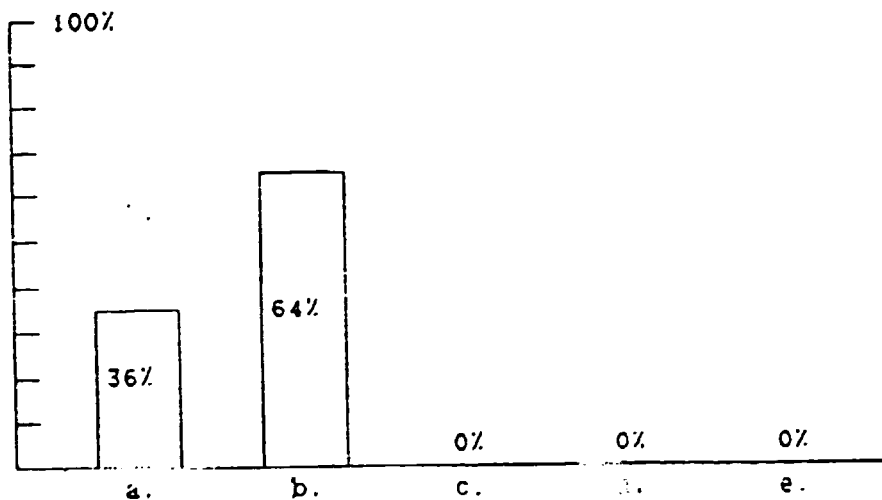
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QUESTION 4



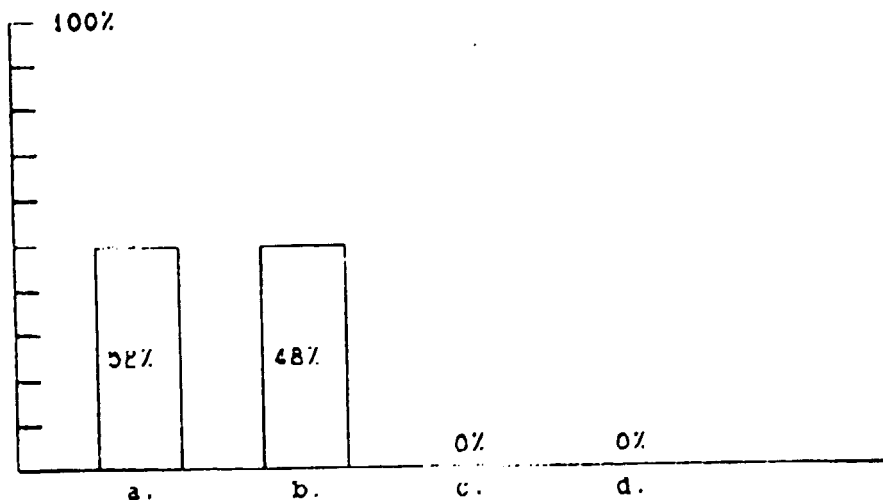
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QUESTION 5



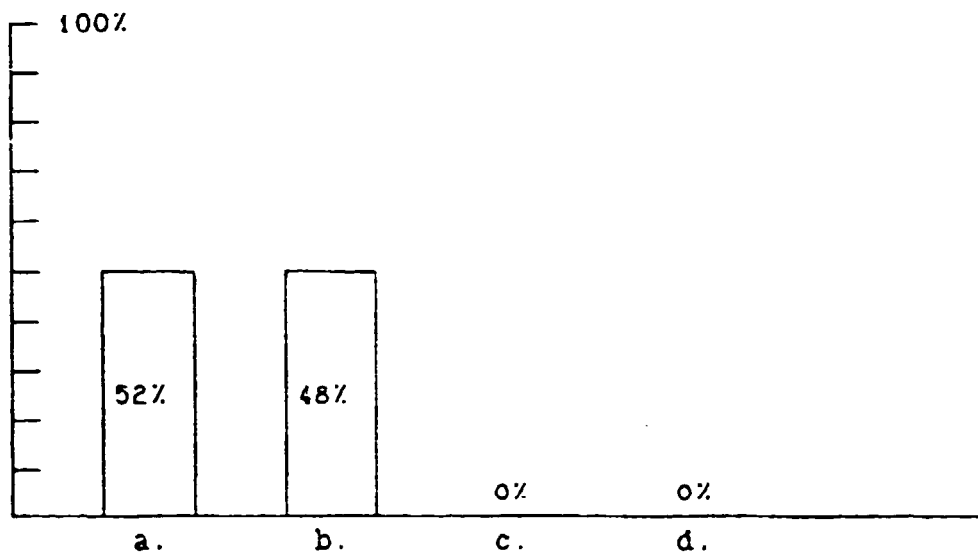
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QUESTION 6 Management, organization & its environment



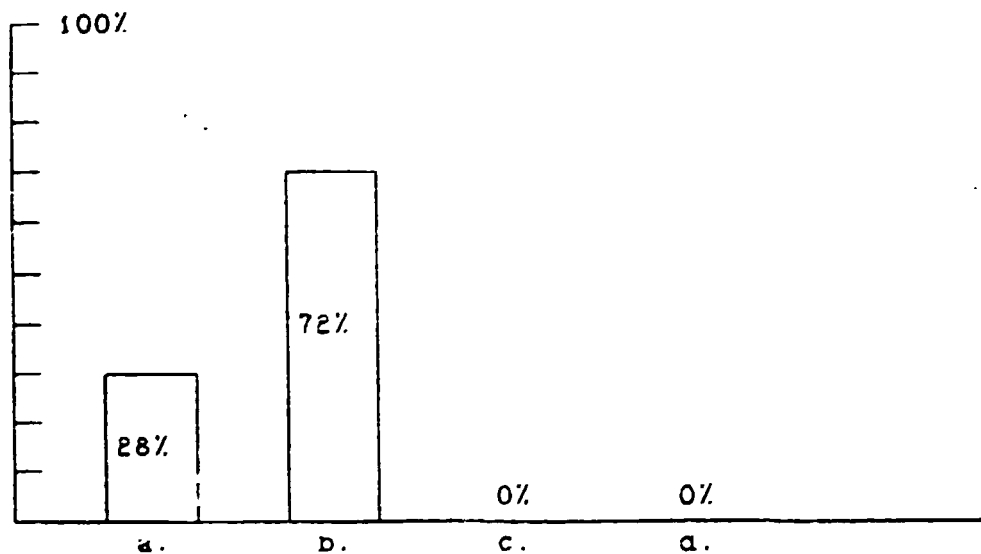
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QUESTION 6 Corporate Planning & Strategy



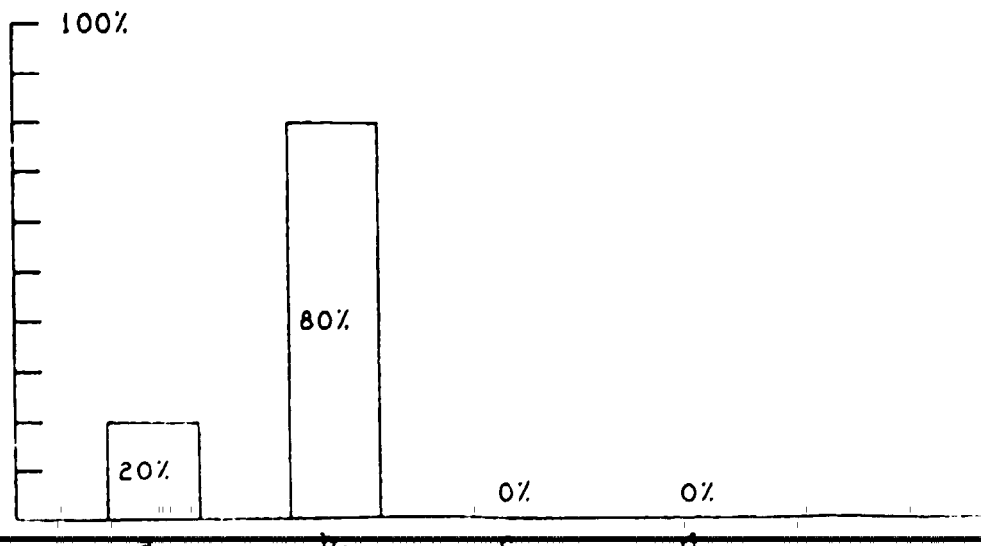
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QUESTION 6 Marketing



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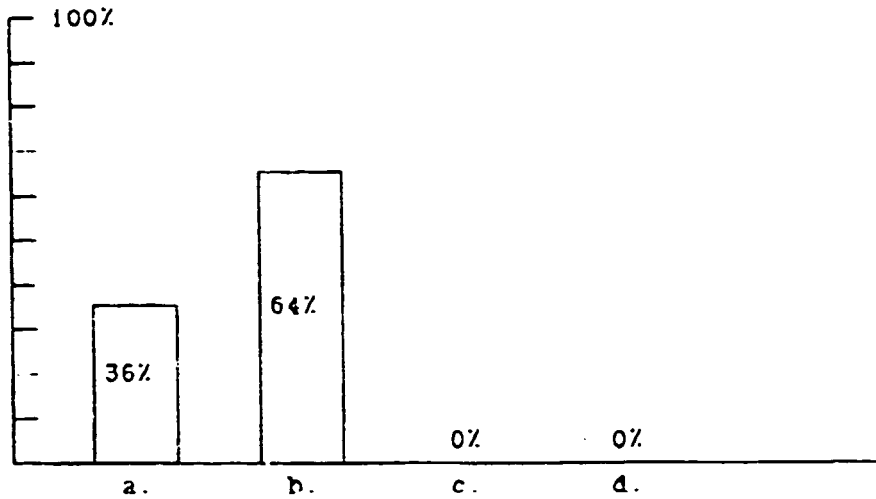
QUESTION 6 Production Management



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6d	-	0

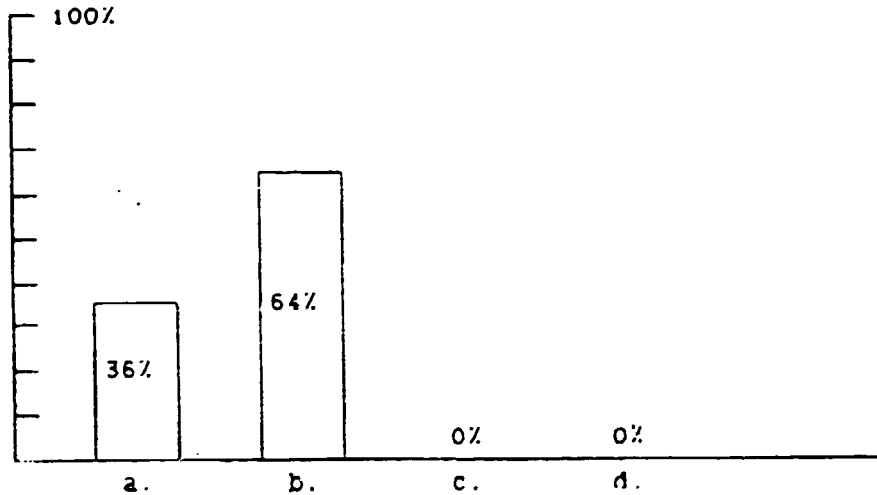


QUESTION 6 Personnel Management



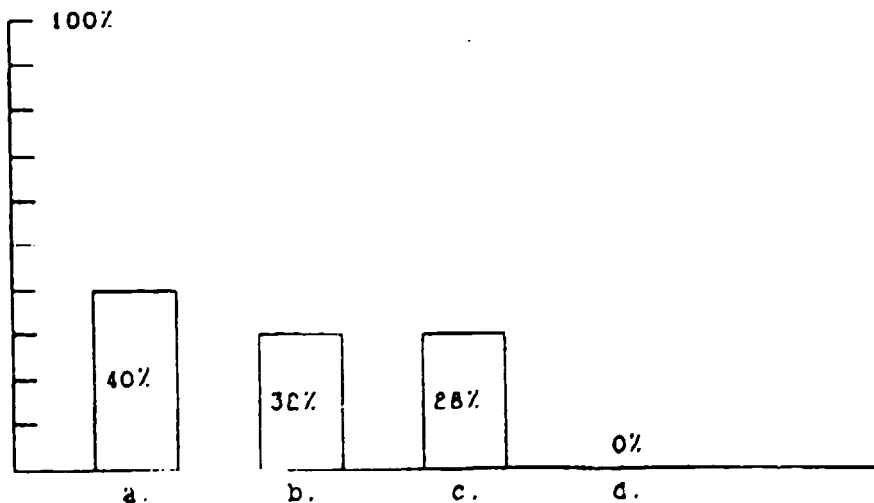
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QUESTION 6 Leadership & motivation



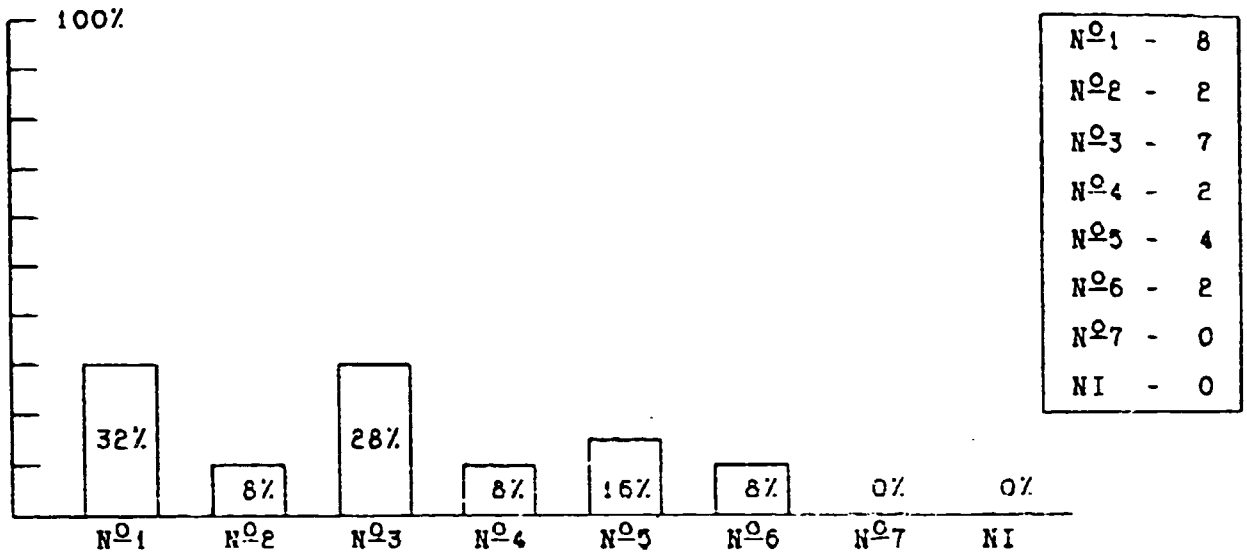
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QUESTION 6 Information Technology & MIS

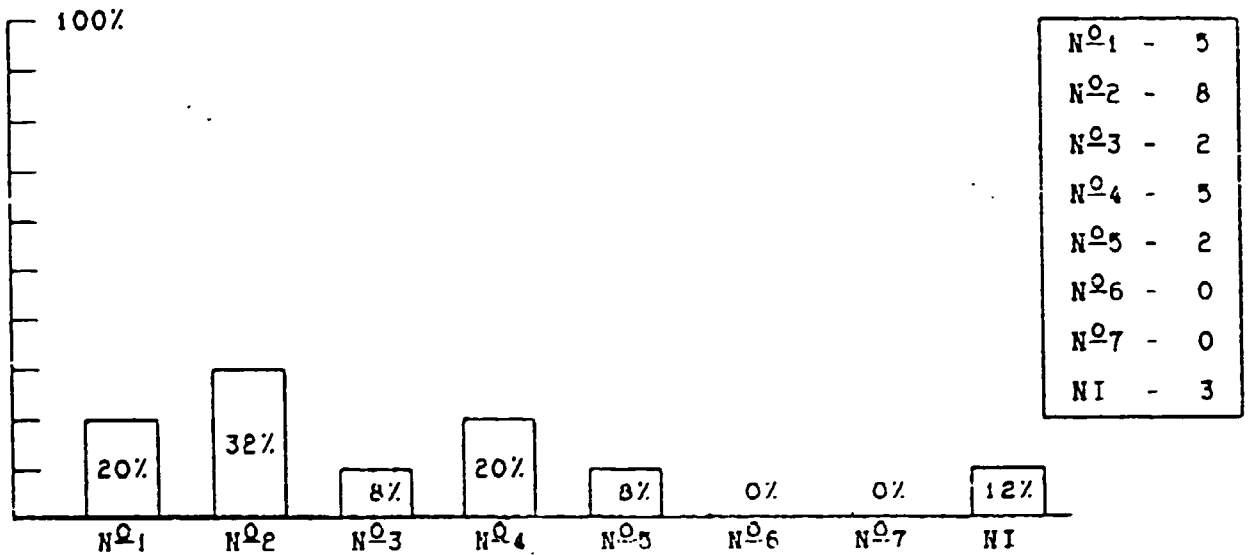


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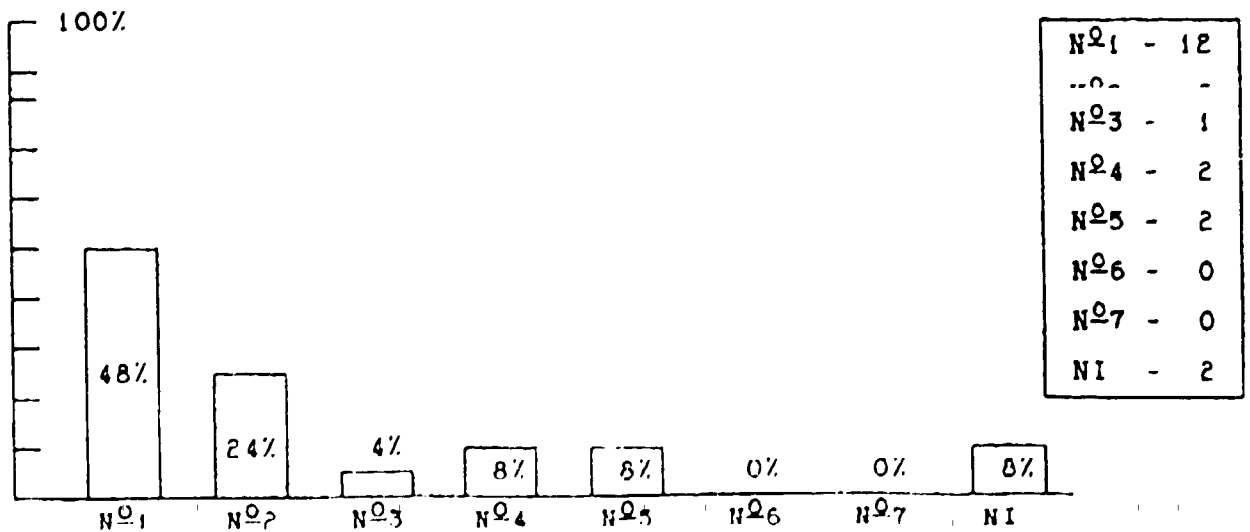
QUESTION 7 (1) Management, organization & its environment



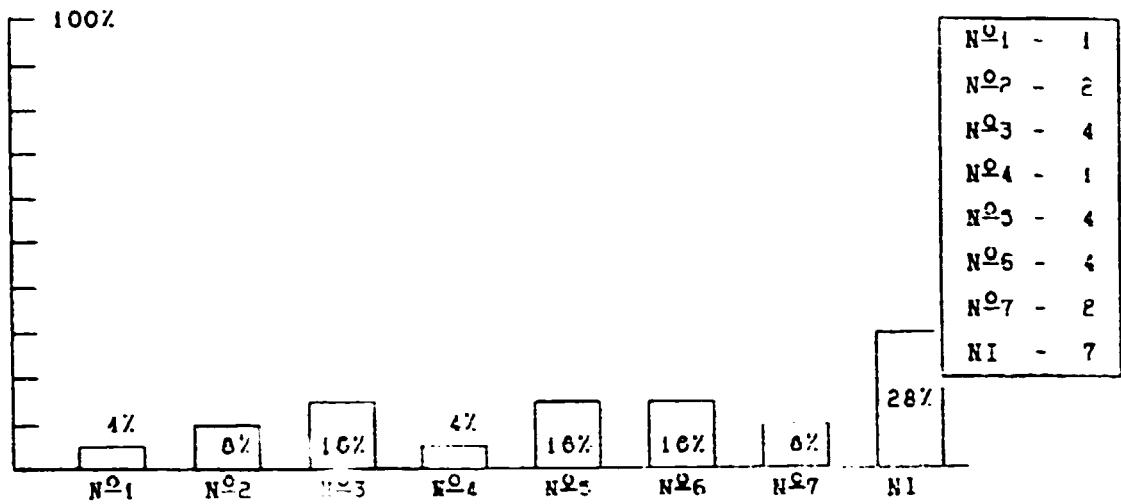
QUESTION 7 (2) Corporate Planning & Strategy



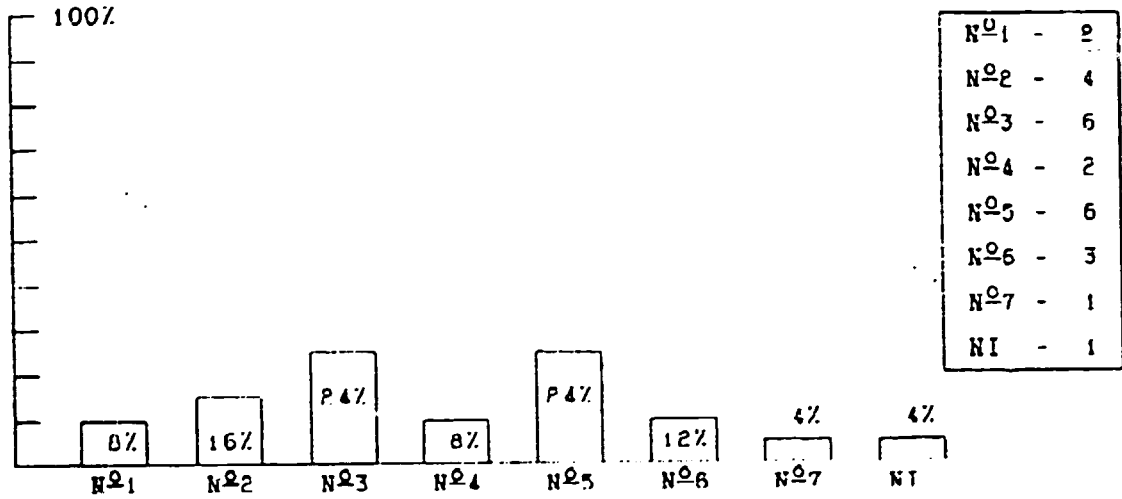
QUESTION 7 (3) Marketing



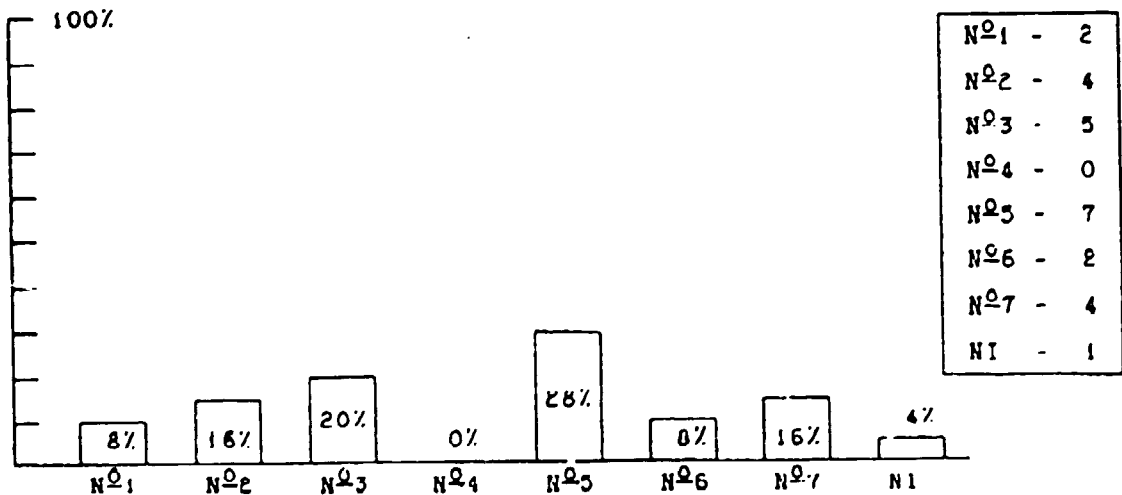
QUESTION 7 (4) Production Management



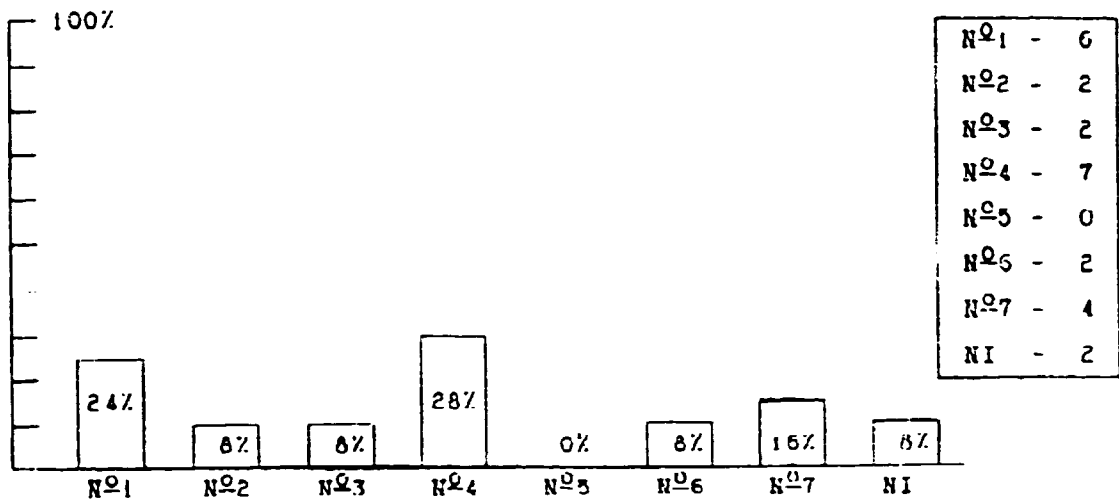
QUESTION 7 (5) Personnel Management



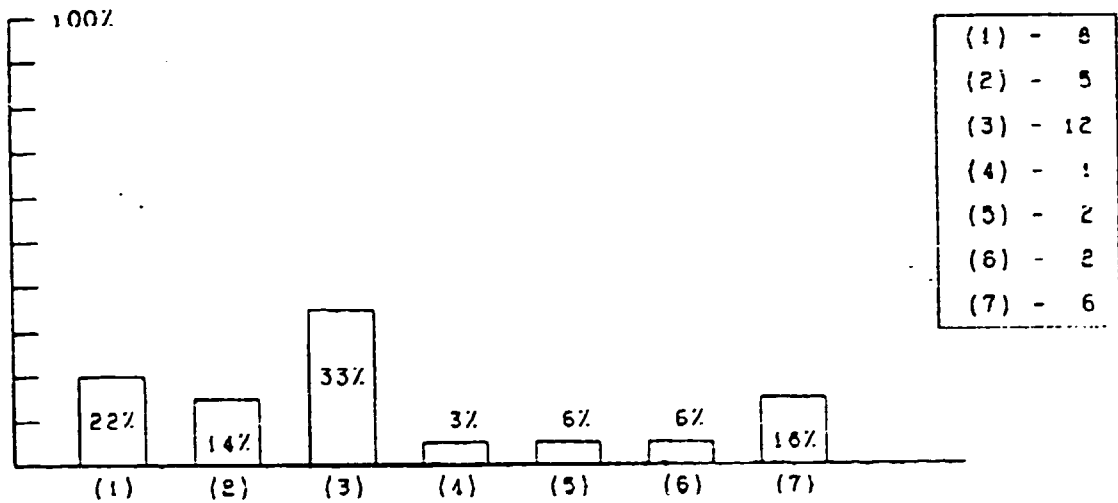
QUESTION 7 (6) Leadership & motivation



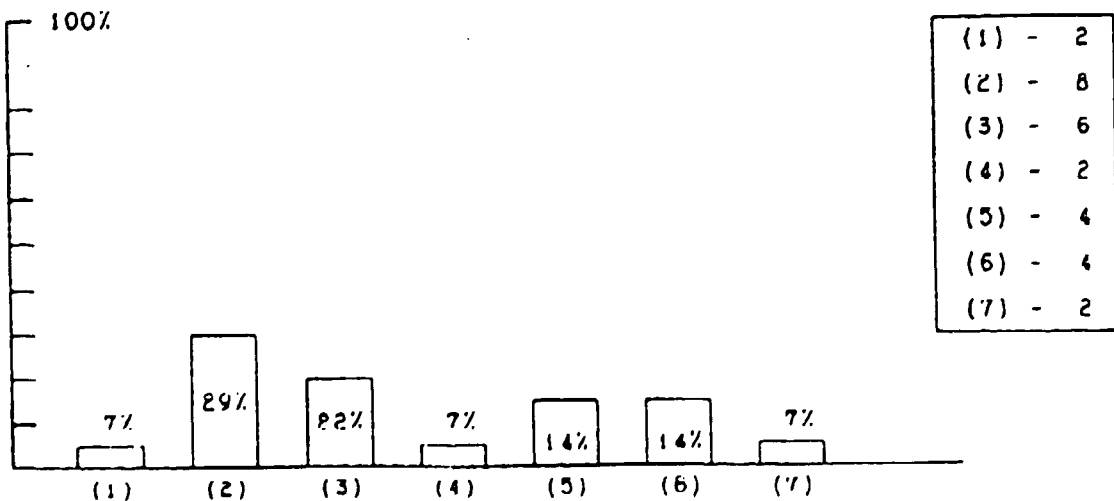
QUESTION 7 (7) Information Technology & MIA



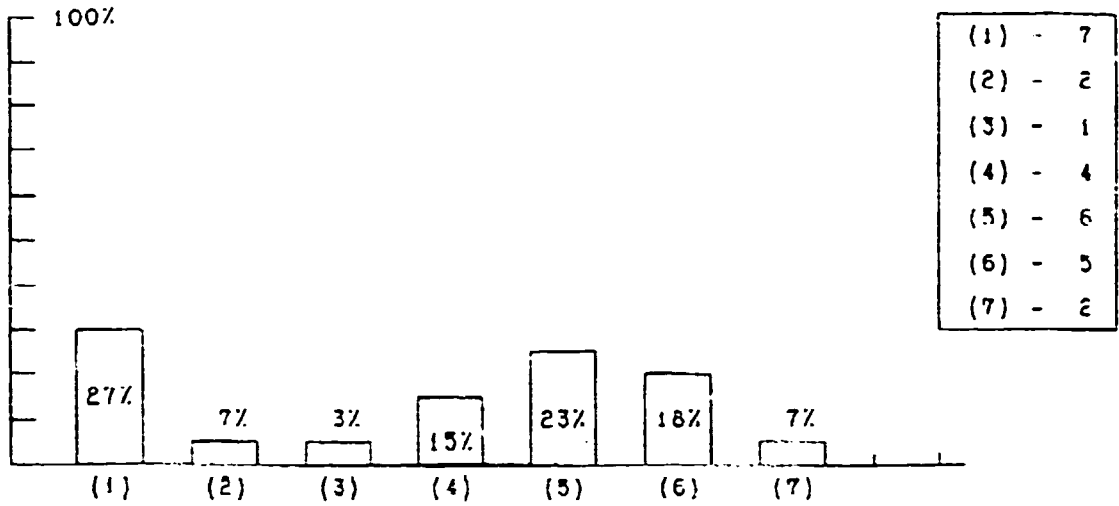
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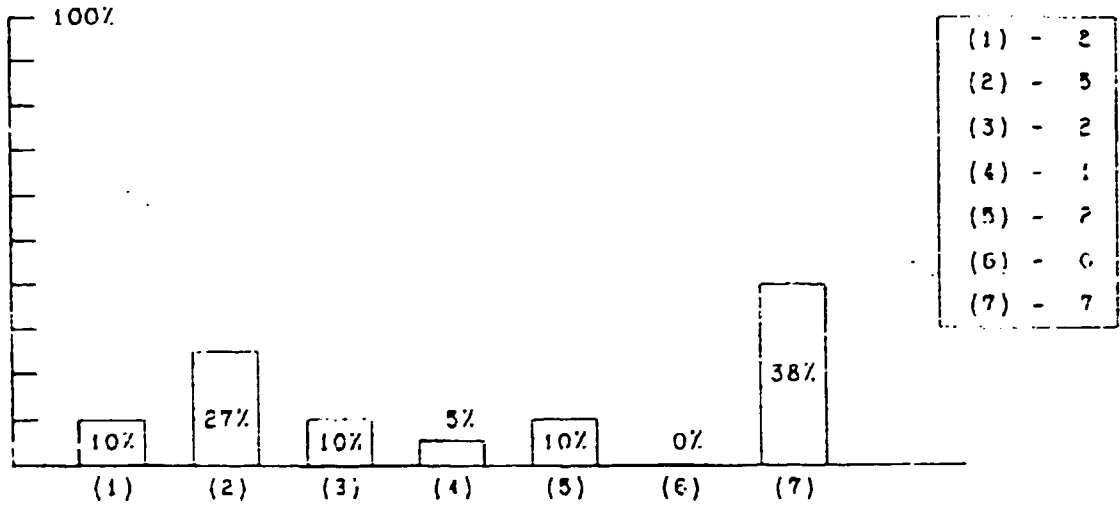
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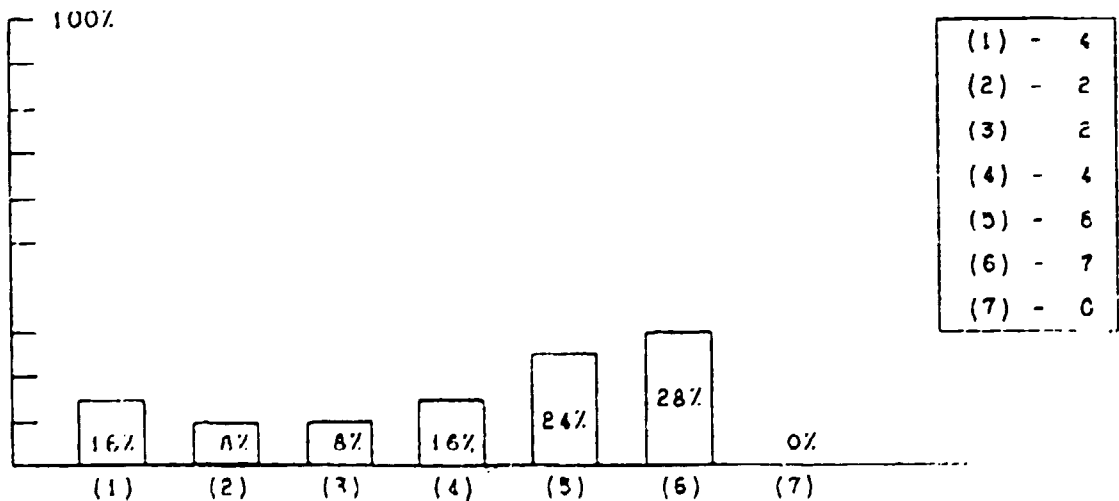
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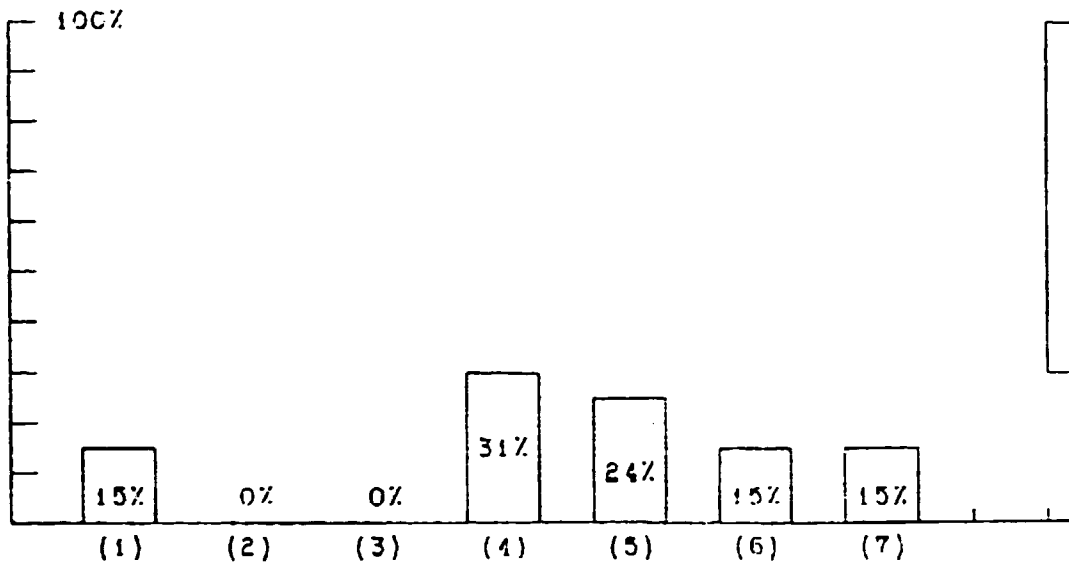
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QUESTION 7 NUMBER 5

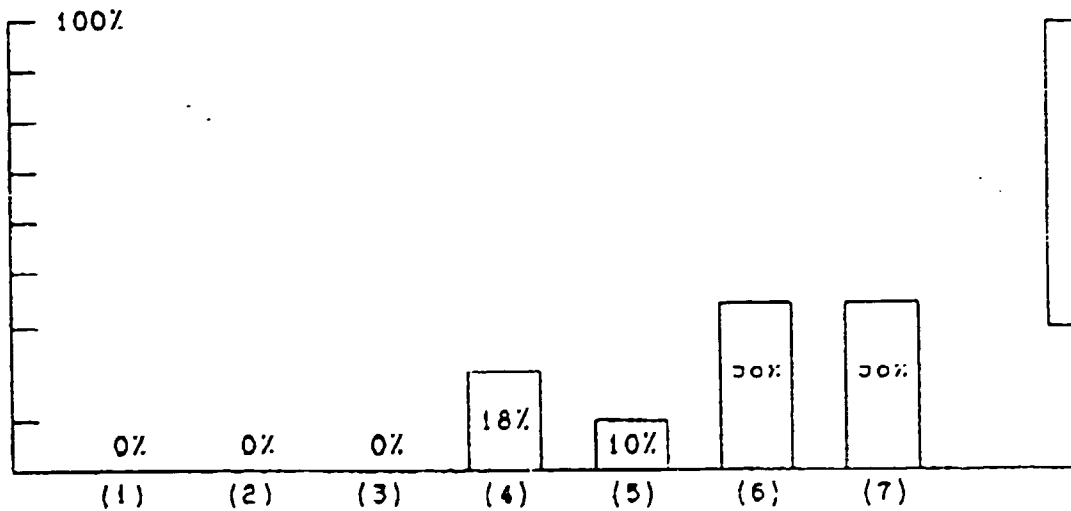


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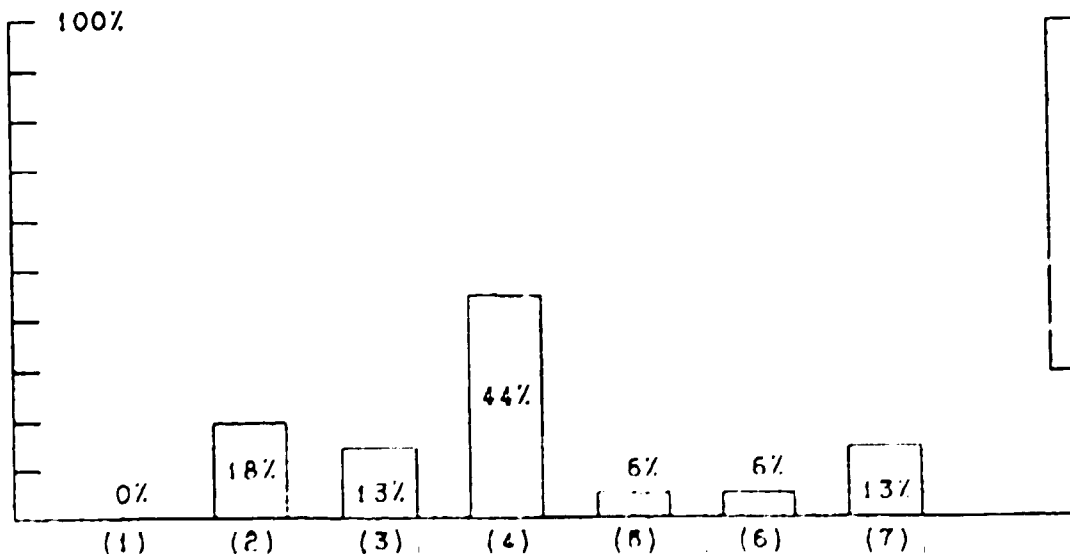
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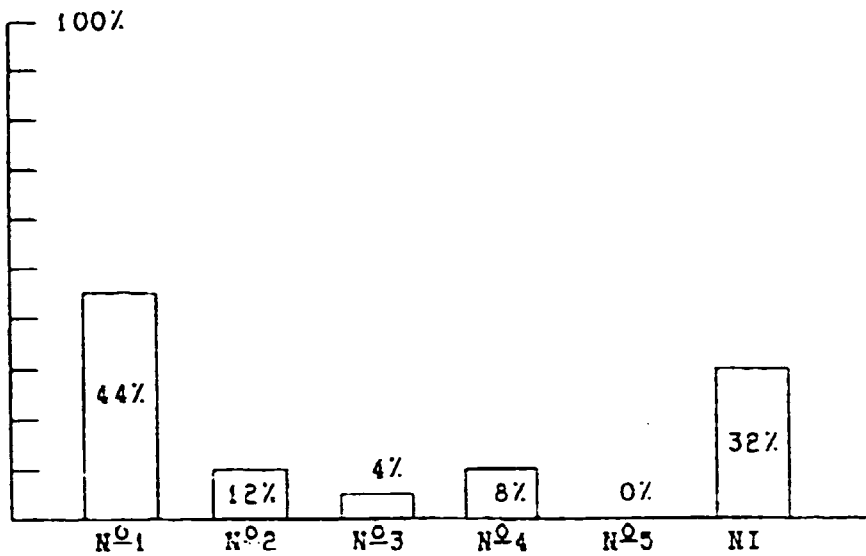
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(7)	-	4

QUESTION 7 NI



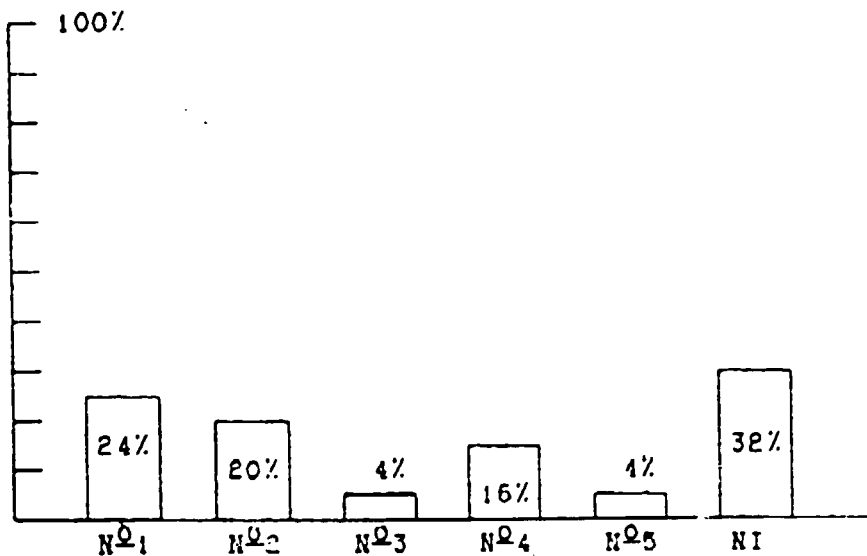
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(4)	-	7
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(6)	-	1
(7)	-	2

QUESTION 8 (1) Cost accounting



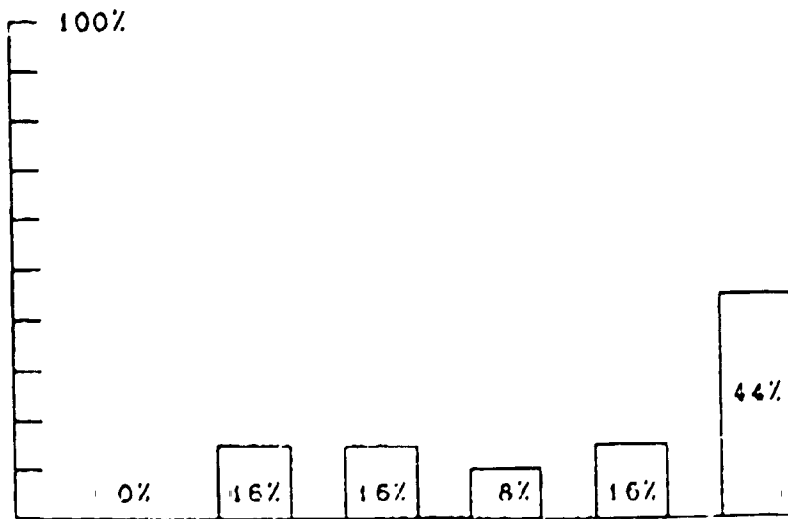
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N04	- 2
N05	- 0
NI	- 8

QUESTION 8 (2) Financial Control



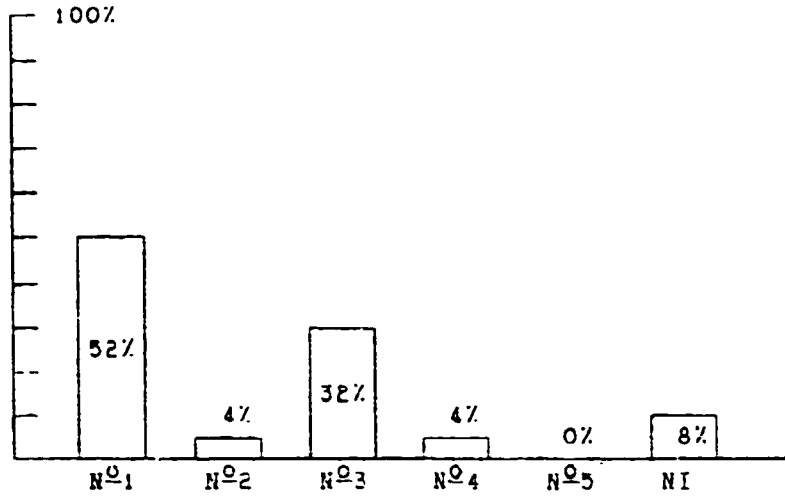
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QUESTION 8 (3) Quality Control



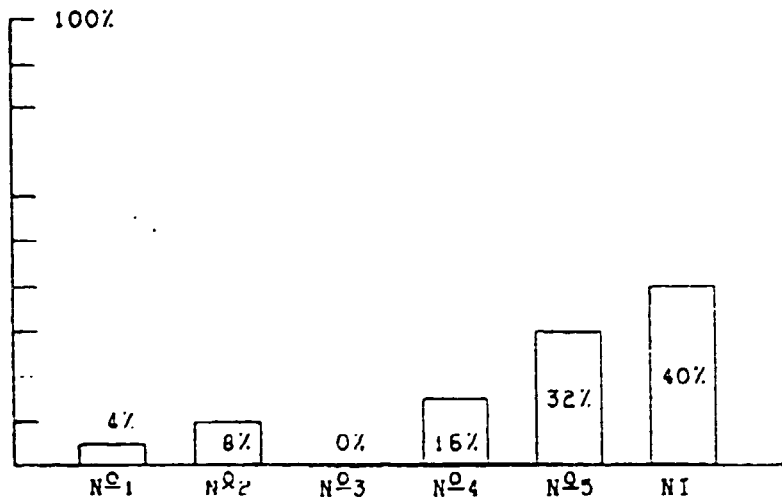
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N05	- 4
NI	- 11

QUESTION 8 (4) Negotiating with Banks & Government



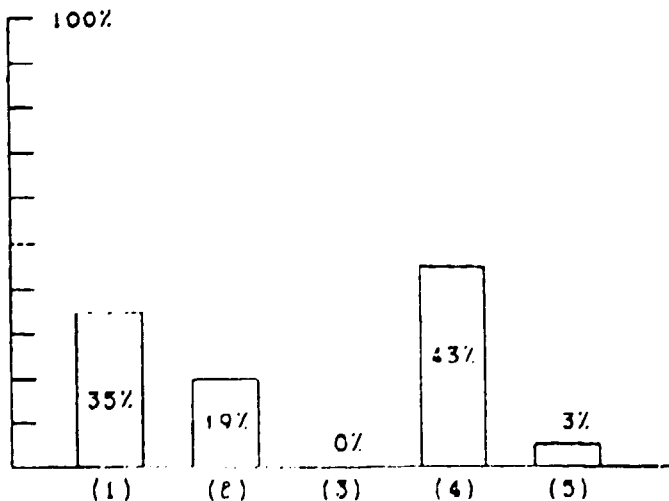
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N°5	- 0
NI	- 2

QUESTION 8 (5) Handling redundancies



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N°3	- 0
N°4	- 4
N°5	- 8
NI	- 10

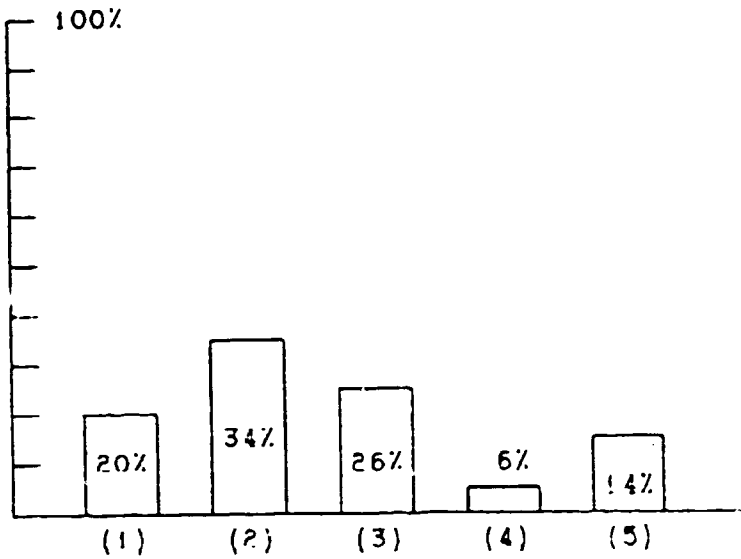
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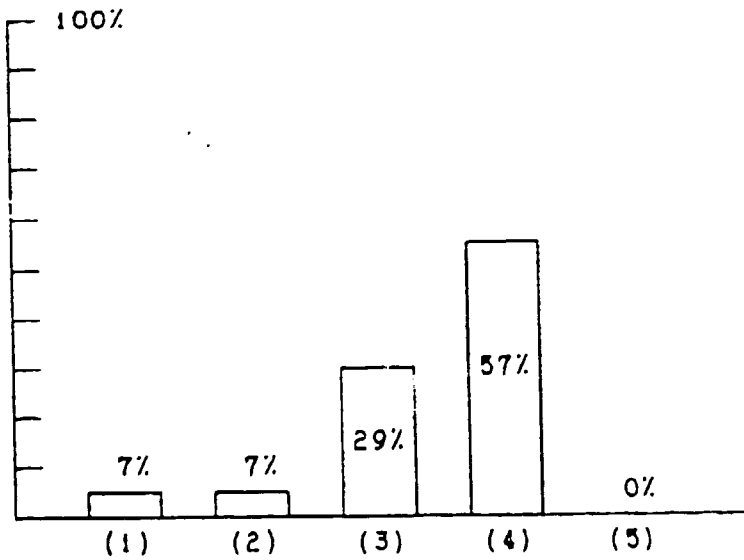


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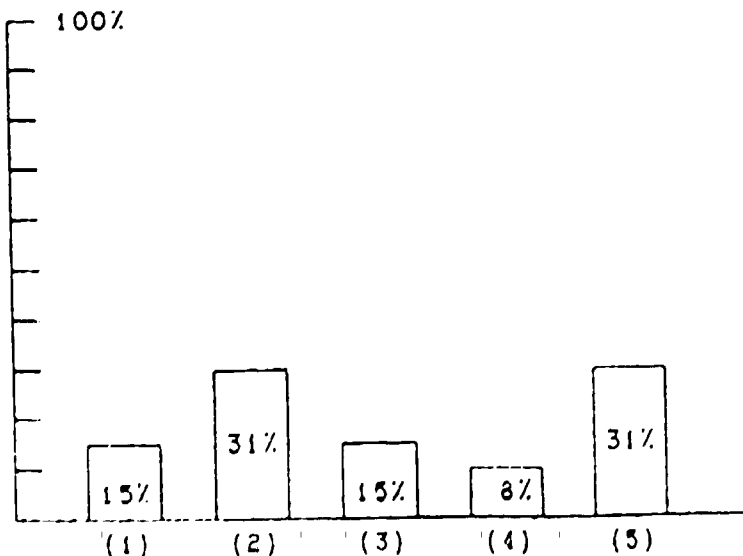
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QUESTION 8 NUMBER 3



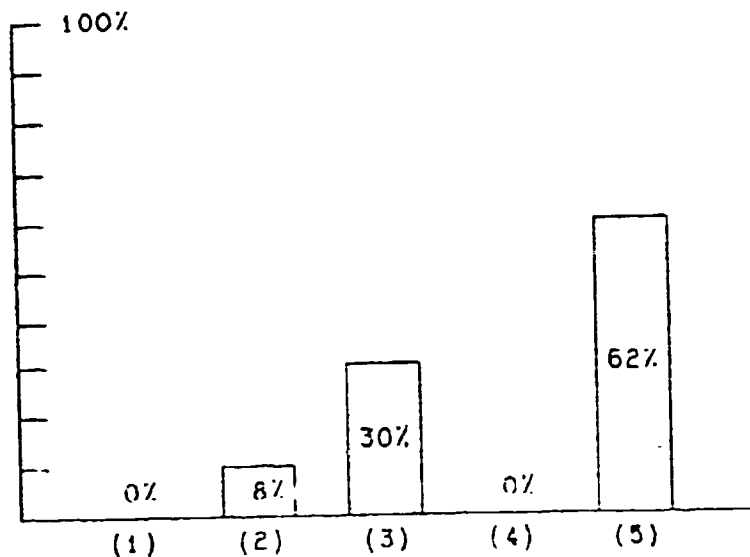
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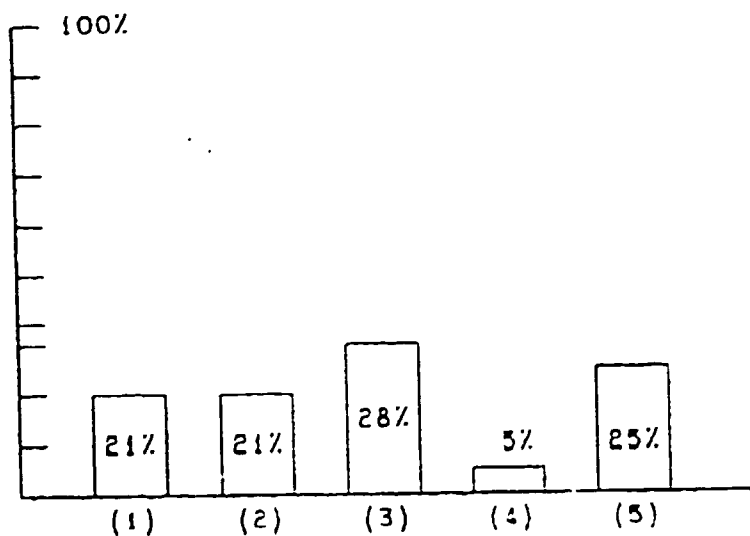
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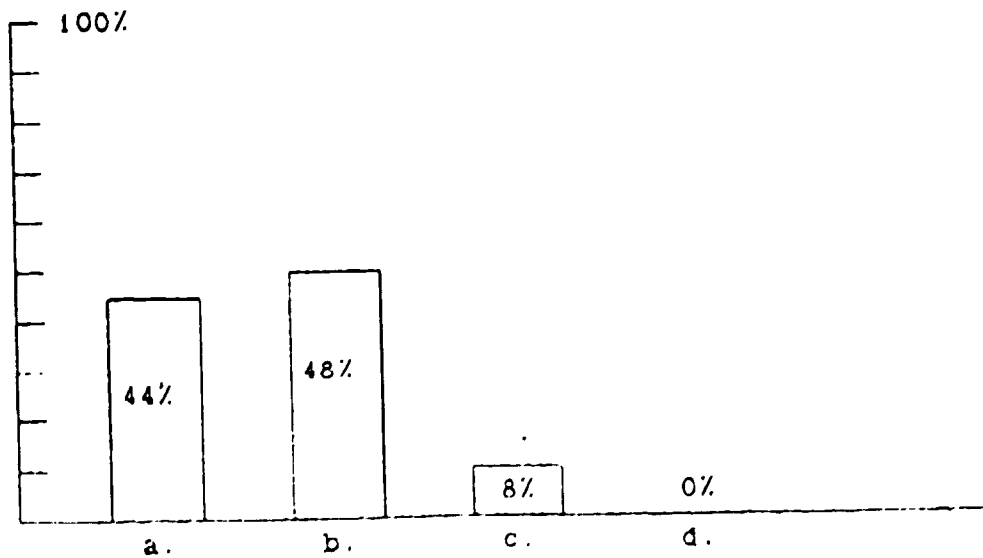
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QUESTION 8 NI



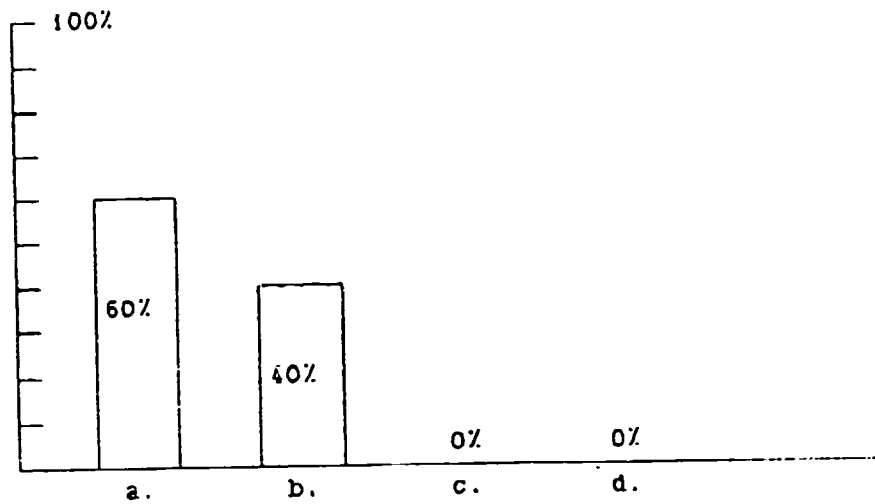
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(4)	-	2
(5)	-	10

QUESTION 9



1a	-	11
1b	-	12
1c	-	2
1d	-	0

QUESTION 10



Ea	-	15
2b	-	10
2c	-	0
2d	-	0