

資 料

1 帰国研修員を対象とした質問表に基づく分析

Evaluation Survey
on JICA's Study Programme

for

Hungary and Poland

April 1994

Contents

1. General aspects	3
2. Commentary to the graphic representation	4
3. Types of organization	5
4. Change of employment.....	6
5. Present position.....	6
6. Changes in situation as a result of the study courses	7
7. Applicability of the obtained knowledge	7
8. Expectations and personal interests	8
9. The training methods and trainers	8
10. The most useful topics in the courses	9
Production Management.....	9
Business Management	10
Other Courses in Economic Fields.....	11
Environmental Courses.....	12
Others	13
11. The most essential topics needed for the future	14
Production Management.....	14
Business Management	16
Other Courses in Economic Fields.....	17
Environmental Courses.....	19
Others	21
12. Comparison of 11. and 12.	22
Enclosure: Graphs 1– 15, Questionnaire	

Graphic evaluation of the data

1. General aspects

All in all 823 questionnaires have been posted; 416 to Hungary and 407 to Poland. To each questionnaire a covering letter was enclosed with a version in the native language and an anonymous envelope to send back. The complete questionnaire is added in the enclosure.

35 questionnaires have been send back due to wrong information about the addresses.

From Hungary we got 126, from Poland 87 filled in questionnaires. One third made note of their addresses.

The questionnaires were summarized in five groups according to the courses.

- Group I: Production Management
- Group II: Business Management
- Group III: Other Courses in Economic Fields
- Group IV: Environmental Courses
- Group V: Other Courses

Group III includes courses in General Transportation, Macroeconomics, General Agriculture, Financial and Fiscal Systems, Farm Produce Marketing Business and Telecommunication Management
additional in Poland courses in Agriculture Management, Human Resource Management, Tourist Development Management, Costums Techniques and Collecting, Processing and Marketing of Agricultural Products

Group IV Courses in Air Pollution, Environmental Management, Environmental Conservation
additional in Poland courses in Solid Waste Management, Nature Protection and Environmental Monitoring

Group V: Courses in Health Administration
additional in Poland courses in Hospital Administration, Government Administration, Housing, Regional Development Planning and Labour Statistics for Policy Planning

Dispersal over the five groups and the year of participation:

Group	Hungary	Poland
I	42	30
II	17	22
III	39	13
IV	25	15
V	3	7
Year		
1989	1	0
1990	25	12
1991	12	26
1992	45	23
1993	31	25
1994	12	0

2. Commentary to the graphic representation

Only results that seemed to be relevant or that illustrate differences respectively and base on a sufficient number of people will be discussed. We didn't enumerate percentages as they are shown in the graphic representation.

As far as Hungary is concerned group V with just 3 persons has been excluded from the calculations.

Abridgements in the graphs:

- Group I: Production M.
- Group II: Business M.
- Group III: Economic C.
- Group IV: Environment
- Group V: Others

3. Types of organization

3.1. Types of organization the persons belonged at the time of taking study course

Dispersion of the people over the five types of organization in the time of the course:

Government	24	11%
Governmental Organization	56	26%
Local Government	12	6%
State-operated enterprise	90	42%
Private Sector	31	15%

Graph 1

Shows according to country and group the percentage of people belonging to the particular types of organization in the time of the course.

In Hungary the participants from "State-operated Enterprises" in the courses "Production and Business Management" form about 50%, in Poland 75%.

3.2. Types of organization the ex-participants belong at present

Graph 2

Shows according to country and group the percentage of people belonging to the particular types of organization at the present time.

Making a comparison to Graph 1 one can see that participants from "Production and Business Management" courses moved from "State-operated Enterprises" to the "Private Sector". Graph 3 illustrates that fact even more.

Graph 3

Shows whether the people having changed their job (62 persons) have moved to another type of organization. Here the numbers next to the sector state the quantity of people.

In Hungary 13 of 15, in Poland 8 of 14 people changed from "State-operated Enterprises to the "Private Sector", whereas all 12 persons from Hungarian private enterprises again went to private enterprises. About other changes of organization we cannot say anything due to the small number of people.

4. Change of employment

All in all 62 of 213 persons changed their job; of them 38 (30%) in Hungary and 24 (28%) in Poland.

In Hungary 56% of the participants from "Business Management" courses and 40% from "Production Management" courses changed their working place. As far as the "Economic Courses" and the "Environmental Courses" are concerned just every fifth or sixth participant changed the organization. In Poland there are no differences between the groups with regard to the change of working place.

Concentrating now on Graph 4 one sees how many consider their change of working place as a result of the participation in the JICA program.

Graph 4

Both in Hungary and in Poland the participants from "Business Management" courses and "Environmental Courses" consider their change to 75% up to 100% influenced by the course.

On the question "How long after the participation you changed organization" 50% marked within 1 year, 30% within 2 years, 10% within 3 years and 10% abstained. Concerning the reason 15% marked "reform of the organization by privatization", 48% marked "change of employment", 29% stated other reasons and 8% abstained.

5. Present position

5.1. Level of present position

Graph 5

Shows for Hungary and Poland the dispersion of the statements concerning question 5.(1) of the questionnaire – level of present position – about the five groups.

The ex-participants from "Production and Business Management" courses mainly come from the top-management (especially in Poland), while the ex-participants from "Economic Courses" and "Environmental Courses" to a large extent come from the middle management.

5.2. Area

Concerning the question 5.(2) the data shows that participants from "Production and Business Management" courses mainly come from the "industry", especially in Poland (up to 75%). Also in the "Environmental Courses" around 25% works in this area. In the "Business Management" courses 30% persons marked "services". In group 3, the "Economic Courses" 65% come from "agriculture" and "services".

6. Changes in situation as a result of the study courses

Graph 6

Shows for Poland and Hungary, separated according to the groups, the dispersion of the answers on the questions 6.(1), 6.(2) and 6.(3) – change of position, work responsibility and working conditions.

The graphic shows that the participation in "Economic Courses" compared to other groups less often leads to a change of position, working conditions and responsibility. The participation in a "Business Management" course guarantees the best qualifications for that.

Further the participation in the courses leads more often to a change of working conditions and field of responsibility than to a higher position.

All in all 30% could change their position, for 36% the working conditions changed and 40% had a new field of responsibility.

7. Applicability of the obtained knowledge

Graph 7

Shows for Hungary and Poland, separated according to the groups, the dispersion of the answers concerning question 7. "Are you now in the position where you find it applicable to use the knowledge which is obtained through the participation in the study course? If yes, how much you find it applicable?"

Polish participants consider the acquired knowledge less applicable than the Hungarian. Especially those coming from "Production Management" courses, "Economic Courses" and "Environmental Courses" consider only some or little as applicable (70%).

The connection between the level of the present position and the applicability of the obtained knowledge shows Graph 8.

Graph 8

It is obvious that the experts are the ones who can apply their acquired knowledge worst of all. In the management the level goes hand in hand with the applicability.

Graph 9

Shows the connection between the belonging to a certain type of organization and the applicability of the knowledge.

People from "State-operated Enterprises" have the worst conditions to apply the knowledge. This is a plausible explanation for the fact that the most who changed their working place came from "State-operated Enterprises".

In Hungary people from the government have the best conditions. 80% of them consider the gained knowledge as mainly applicable.

8. Expectations, personal interests

Graph 10

Shows according to country and group to what extent the courses came up to the participants' expectations.

The Hungarian participants were more satisfied than the Polish (except course in "Business Management").

Graph 11

Shows according to country and group to what extent the content of the courses met the participants' personal interests.

9. The training methods and trainers

Graph 12

More than 50% of the Polish participants of the "Environmental Courses" are only "somewhat" and "hardly" satisfied with the training methods. All in all the great number of "somewhat" should be taken critically.

Graph 13

This graph about the satisfaction with the trainers gives a similar impression. This point has been closely discussed in the first part of the study.

10. The most useful topics in the courses

Production Management

1. Management methods and logistic

Hungary: management methods, project management, *problem-solving-methods* (4x), *5S* (3x), logistics, *production planning* (3x), *just-in-time-systems* (7x)

Poland: strategic management, 5S, the 100 Management Charts, *production planning and development* (5x), Japanese Distribution System, just-in-time systems (2x), company organization for market economy

2. Administration and finance

Hungary: investment calculation, cost-management: cost-reduction (2x)

Poland: privatization of state-oriented enterprises, *cost-accounting* (4x), financing of private enterprises, cost and fund management

3. Marketing and sales

Hungary: marketing (8x)

Poland: marketing (4x), market oriented economy

4. Information and planning, EDP

Hungary: CAD, information systems

Poland: project evaluation, statistical process control

5. Human resource management

Hungary: HRM (3x), supervisory management and training

Poland: HRM (2x), group oriented style management, supervisory training

6. Total quality management

Hungary: *TQM* (15x), *value added productivity measurement*, *value engineering*, *methods for productivity and efficiency improvement* (5x), *industrial engineering* (4x)

Poland: *TMQ* (16x), *value added productivity measurement*, *value engineering* (4x), *methods for productivity and efficiency improvement* (5x), industrial engineering, total productivity maintenance

7. Company visits**8. Japanese management, organization and society****9. Others**

Hungary: new product development (3x)

Poland: new techniques of products launching, maintenance (2x), designing of manufacturing systems

Business Management**1. Management methods and logistic**

Hungary: innovation management, strategic management (2x), product management, just-in-time systems, international comparison of business management

Poland: strategic management (2x)

2. Administration and finance

Hungary: financial systems, cost analysis (2x), accounting/auditing (2x)

Poland: financial management, cost and fund management (2x), pricing policy, fund and finance, profit and reinvestment, corporate finance, money market, personal administration

3. Marketing and sales

Hungary: *marketing methods* (8x), *sales management* (3x), market economy

Poland: *marketing methods* (4x), general competition roles in market economy, market economy and distribution

4. Information and planning, EDP

Poland: information and planning, corporate planning and strategy (2x)

5. Human resource management

Hungary: HRM (2x), personell management, in-house training

Poland: HRM (2x), labour-management

6. Total quality management

Hungary: productivity improvement (2x), *value added analysis* (3x)

Poland: *TQM* (4x), productivity improvement

7. Case studies, study tours

8. Japanese management, organization and society

Other Courses in Economic Fields

1. Logistic

Hungary: distribution systems (3x)

Poland: distribution systems of agricultural products in Japan (2x)

2 Administration and finance

Hungary: general orientation on governmental administration in Japan (2x), privatization of JR (4x), investment financing, financing of development projects, agricultural finance, subsidizing of agriculture, the role and activity of Bank in Japan, public private cooperation in financing, fiscal investment, Japanese treasury system, international taxation, cost control and analysis

Poland: privatization of transport sector, administration of Japanese agriculture, decision making in transport investment, financial management

3. Marketing and sales, PR

Hungary: marketing (3x), Japanese system of food marketing (2x), *farm wholesale market systems* (9x), agricultural product marketing, marketing channels, marketing and trading of agricultural products, the way of marketing through consumer cooperation, PR

Poland: marketing

4. Information and Planning, EDP

Hungary: *information systems* (collecting and supply of agricultural market information) 4x, develop strategy planning, automated systems, computerized technics

Poland: strategic planning on the MAFF level

5. Cooperatives

Hungary: activity and type of co-operatives, cooperatives 3x, voluntary organization of farmers and consumers

Poland: cooperatives

6. Study tours

7. Japanese management, organization and society

8. Others

Hungary: cultivation techniques of farms (especially plant protection), rail transit, the development of human resources, industrial policy in Japan, the role of the SME's in the economic development, agricultural advisory system in Japan

Poland: railways in particular environment, high speed train systems, coordination of governmental organization activities, growth policy, international telecommunication business, modern technology of food processing, management and regulatory policy of Japan MPT, Nippons Automated Cargo Clearance System, Hozei Areas System

Environmental Courses

1. Environmental administration

Hungary: environmental administration (2x), waterworks administration, waste disposal administration, (industrial air pollution) states and local administration systems – connection with state administration and local municipalities

2. Monitoring

Hungary: Air Pollution Monitoring Telemeter System (3x), Environmental Impact Assessment, evaluation and interpretation of environmental data

Poland: Environmental Impact Assessment (2x), environmental pollution monitoring

3. Air, water and industrial pollution control

Hungary: *air quality measuring* (3x), *air quality simulation modelling*, *water pollution control* (2x), *industrial pollution control* (2x), *protection of water quality* (3x)

Poland: air quality measuring, SO/NO treatment technology, industrial pollution control

4. Environmental policy

Hungary: *legislation scheme* (the level of enforcement) (3x), the role of local government in environmental protection, cooperation between local government and citizens in solid waste management, national and regional

systems of air pollution control, environmental law, water quality control policies

Poland: legal principles concerning protection of environment, rules for industry-government contacts, pollution control methods by laws and ordinances, regulations for environmental protection, environmental policy for local government,

5. Solid waste management

Hungary: SWM (3x), waste-water related environmental issues, industrial waste-water treatment

Poland: technical solutions in SWM (2x), waste management and treatment

6. Others

Hungary: economical considerations (2x), environmental planning, desulphurization technologies for power production, flue-gas purification for CO, energy in Industry: energy supply, influence on energy consumption, computer using in this area

Poland: national park management, modern power generation in Japan

Others

Hungary

Health administration: maternal and child health program in Japan, field study to the frontline of public health services

Poland:

Labour statistics for policy planning: employment and unemployment statistical surveys, concept and organization of Labour Force Survey

Regional development planning: town management financing

Health : Japan health care system, health promotion and nutrition, environmental health and hygiene

11. The most essential topics needed for the future

Production Management

1. Management methods and logistic

Hungary: *management methods*, management techniques in transport companies, management of transport systems, inventory management, inventory reduction, logistics, *just-in time systems* (2x), computer support of JIT production systems, short and long term planning, time consumption, organizing the administrative work in smaller companies (in the offices and between the offices and workshops), telecommunication project management and organization, project management in informatics

Poland: management methods (2x): production and operation management (esp. qualitative methods as mathematical programming, decision analysis), economy tools of management, methods of profit distribution, *risk management* (5x): new aspects of development of industry in time of recession, restructurisation methods of companies, adopting the organization structure to market economy

2. Administration and finance

Hungary: financial and accounting systems, cost management and analysis, *cost controlling and accounting* (2x), cost reduction, cash-flow management, dealing with financial problems, return of investment,

Poland: financial status evaluation methods, *cost controlling and accounting* (3x), cutting costs, methods of finance activity supporting, methods and sources of financing private enterprises, investment policy in Japanese companies, Japanese approach to accounting, finance of projects by the government, projects financed by the World Bank,

3. Marketing and sales

Hungary: *marketing methods and strategies* (4x), market research, purchasing, market segmentation, telecommunication marketing

Poland: *marketing* (3x), market research, sales promotion, competitive strategies

4. Information and planning, EDP

Hungary: *information systems* (integrated and open), information system application for decision making, *decision techniques*, decision supporting systems, influence of telecommunication and information technology, methods of *computer application*, application of computer in production planning and scheduling, computer and telematic techniques in transportation companies,

from EDI (Electronic Data Interchange) to EDII (Enterprise Data Integration) –to change the corporate culture with the continuous improvement from the manual data processing to a full EDP, research and developing strategies, *production planning* (2x), planning methods in public utility,

Poland: organizing information flow, formulate company mission and strategic planning systems and control realisation, computerized techniques in accounting and planning, strategic planning, production planning (2x)

5. Human resource management

Hungary: HRM (3x), communication between different management levels and employees, social responsibility of entrepreneurs, involvement of employees, selection and staff development programs

Poland: HRM (2x), management communication, managing and motivating people (exercises and simulations)

6. Total quality management

Hungary: *TQM* (2x), quality management in Informatics, quality assurance (2x), computer aided quality assurance, *improvement of effectiveness in production* (5x), industrial engineering problems, standardization ISO 9000, 9002

Poland: *TQM* (5x), *value engineering* (3x), industrial engineering, *productivity improvement methods* (3x), statistic process controll, statistic quality management

7. Others

Hungary: improvement of products concerning buses and coaches, the role of government in the development of economy (official system, information, economical trends, rules and laws and regulations), main ideas and principles of companies culture (philosophy and strategy), environmental aspects of production (2x)

Poland: organization of maintenance in non-ferrous metallurgical companies, influence of raw materials on effectiveness of industry, working on image of industrial firms, organization of work on Japanese Drilling Rig, industrial relations in Japan, government and municipal housing policy, new technology in construction industry

Business Management

1. Management methods and logistic

Hungary: management methods, introducing 5S in the service industry, project management, hotel organizational theory, foreign trade strategy and promotion, ways of conducting business negotiations, bank management

Poland: trade management, production management, management strategies, logistic aspects, just-in-time concept, organization of distribution networks for goods and services, practical aspects of management in changing environment, foreign trade (negotiations, analysis of terms of trade), organization and management to improve motorway system, operation of public service companies to market economy

2. Administration and finance

Hungary: privatization techniques in Japan, business finance, ratio analysis (balance sheet, cash-flow), bonus systems at small firms, corporate finance, "How to finance an enterprise" (bank-affairs, capital raising, development), sponsoring activities, financial planning at small firms, foreign direct investment, EDP as key factor of retail banking

Poland: privatization (of railways) 2x, financial management, corporate finance, business finance, cost-benefit-analysis in highway engineering

3. Marketing and sales, PR

Hungary: marketing (2x), marketing strategy, trends in marketing communication, modern marketing methods found on points of sale (2x), methods of market research, price strategies, evaluation of competitiveness in the service industries, management of sale forces, PR, evaluation of the effects of PR, sales skills, sales management, sales promotion, advertising (budget, media, print production in Japan)

Poland: marketing (4x), marketing strategy (3x), marketing of investment goods, advertisement techniques, strategic market planning, capital market, foreign trade marketing

4. Information and planning, EDP

Hungary: computerization of marketing actions, operating information technology, improvement of a computerized environment, advanced information systems and methods

Poland: corporate government information draft system

5. Human resource management

Hungary: HRM (2x), training methods, system of in-house training

Poland: HRM (3x), corporation systems

6. Quality management

Hungary: TQM (2x), quality circles, productivity movement

7. Case studies

8. Others

Hungary: commercial policy

Poland: industrial policy in Japan (2x), achieving reliability- dividing monopolists, electric power business and franchising, modern technology, modern signaling & telecommunication equipment in railway application

Other Courses in Economic Fields

1. Management methods and logistic

Hungary: product management, production systems (e.g. intergration of agricultural production and food industry), logistic, logistics and packaging of farm products, distribution systems, distribution channels

Poland: strategy for telecommunication development (management and planning), combined transport development in the sea-land transport chain (organization)

2. Administration and finance

Hungary: tax administration, government administration, taxation system (2x), international taxation - handling of double taxation treaties, retail banking, project financing, transportation financing (construction, operation), investment policy, importance of foreign direct investments, export financing insurance system

Poland: organization of administration, improvement of administration activity, financial management (macro and micro), financing instrument in transport, system of financial support of agriculture, tariff policy: accounting and billing systems between the network operators and costumers, financial aspects of research in agriculture

3. Marketing and sales, PR

Hungary: marketing strategy, marketing techniques, Japanese marketing practices, methods of marketing–studies, market information collection, direct marketing (cooperations), animals feed marketing, sales promotion, PR methods, publicity–efficiency in the consumption of foodstuff, macroeconomy, methods of export promotion (2x), development of the export sector, the Japanese merchandise exchange, export enhancement measures, export-oriented policy

Poland: marketing, methods of examining of market needs, information acquisition techniques in the process of market research, "Agriculture Stock" – organization of the market, the current state and prospects of trade with agriculture products between Poland and Japan

4. Information and planning, EDP

Hungary: land use – land reform, information technology in Japan, information technology in banking business, executive's information systems, strategic planning, product development, application of new technology, technical innovation

Poland: management information systems, computer systems as NACCS

5. Human resource management

Hungary: human development by teamwork, education and training methods for part time farmers (low level of agricultural knowledge), train staffing management, vocational rehabilitation of disadvantaged people – vocational training for labour market – relations in labour affairs – non-governmental labour exchange, consumer cooperations (how to organize, how to maintain)

Poland: human resource development

6. Quality management

Hungary: quality management, quality improvement, the role of TQC

7. Transport and traffic

Hungary: safety traffic measures, computerized traffic control, organization of road transportation, the organization of bus services: the operation of bus companies – fare collections, high technology solutions (advanced urban public transport systems, high speed rail)

Poland: traffic engineering, choice of railways restructuring concept, joint-venture approach as a way of increasing development and operation capabilities, organization of high-speed railways systems, unit cost calculation and data transmission within railway enterprises, ownership restructuring of railways

including privatization, development of non-transport activities within railways

8. Policies

Hungary: safeguarding of interests in the agriculture in Japan, international and regional agrar policy, industrial policy, international relationships, industrial development program, joint projects in business and in research-education

Poland: government policy in free market, ecological transport policy – social and political acceptance for economic, coordination of governmental organization activity, coordination between government (state and local) and private companies

9. Specials

Hungary: the role of industrial parks in the economic and industrial development, agricultural machinery, modern food technology, the role of biotechnology in food research (protein engineering, gene manipulation, fementation of bioactive compounds, as enzymes), R&D information of technical development in agriculture, organizing an agricultural cooperative under unsupported conditions, the most recent plant protection techniques, study the work of some experiment stations

Poland: hydroponics in vegetables and flower production, preservation and processing of agricultural products, production and technology of agricultural small machinery, organization and activity of agricultural cooperatives, the plant protection in the 21st century – ideas and preparation

Environmental Courses

1. Administration and finance

Hungary: financial evaluation of projects, evaluation techniques for the administration, privatization of water services

Poland: cost benefit analysis, ways of financing and auditing proecological plants

2. Monitoring

Hungary: *Environmental Impact Assessment* (how to make it, how to use it) (3x), elements of risk/hazard assessment, environmental protection monitoring system (telemetric system, collecting and processing data)

Poland: monitoring systems, development of monitoring systems, monitoring system at different firms and technology

3. Air, water and industrial pollution control

Hungary: water-analysis, water-qualification, tools of water pollution control, examination of water population/plankton, neustron, macroinvertebrates etc.; problems of underground water contamination, connection of soil- and underground water contamination, geological and hydrogeological backgrounds; new equipment for reducing NOx and CO2 emission

Poland: non-polluting energy sources, air control structure, total quality management, quality assurance systems, quality assurance plan and procedures

4. Environmental policy

Hungary: collaboration between governmental and non governmental organizations, policy and environment, enforcement of laws and regulations, industrial pollution regulations, environmental law and its enforcement, priority list setting up by governmental organizations, developing communication practises to improve dialogue with the communities in case of environmental risks

Poland: legal principles of environmental protection

5. Solid waste management

Hungary: hazardous waste management, methods for waste-management (advantages and disadvantages), waste treatment and recycling, *wastewater treatment technology* (4x), selective waste collection, dangerous waste incineration

Poland: SWM (2x), utilization of wastes, methodology of solid waste management in developing countries, way of economic evaluation of municipal SWM systems, new methods of slop water treatment, water treatment plant

6. Others

Hungary: flood disaster prevention, nuclear power plant prevention, restoration and preservation of decorative parts of historical architectural monuments, current methods of monument preservation, restoration of ecological activity of wetlands, gardening and landscaping, ecological activity of local government, energy conservation and renewable energy sources: methods and practices, organizing hungarian energy auditing system, transport development, feasibility studies, evaluation of the standard of the new technologies

Poland: health care in the most hazardous industrial areas, conservation and use of natural resources, most recent achievements concerning technology (2x), geographical information systems, methods of negotiations with citizens

during preparing environmental plants like incinerations, composting plants, sewage treatment plants

Others

Hungary

Health and hospital administration: hospital and medical management, international connections, informatics, mother and infant care, cancer research, health education programs in schools, nourishment education in different risk groups of patients (overweight, high blood pressure disease, diabetes)

Poland

Health- and hospital administration: human resource management, health care management, health insurance systems, health promotion, environmental health and hygiene, mother and child care study programme, law for health care

Labour statistics for policy planning: evaluation and prediction of labour market needs, training needs assessment, training and retraining as an active measure for labour market management, customized training – tailored training, incentives for employees

Regional development planning: town and region management

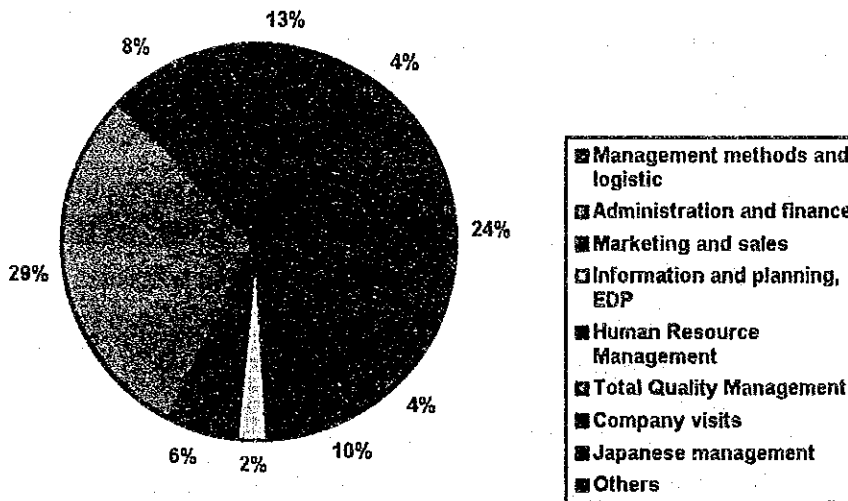
Government administration: economic growth and its determinants, development of high technology industry at the end of the 20th century, promotion of the creation of new kinds of industry, tax policy of the state, tasks and functioning of think-thank consultative bodies, improvement of legislation process, decision making procedures in small business and big corporation

Housing: management in architecture, more specific knowledge on economics, a working period at a design office, meetings with architects

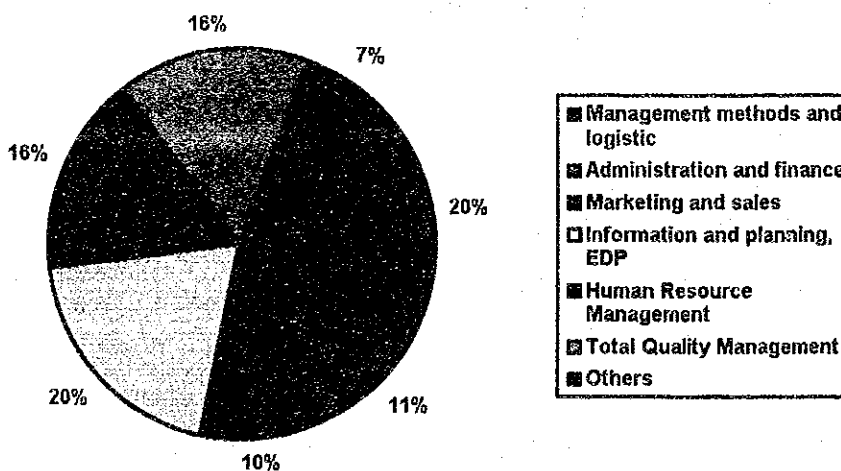
12. Comparison of 11. and 12.

Production Management

Hungary: The most useful topics in the course

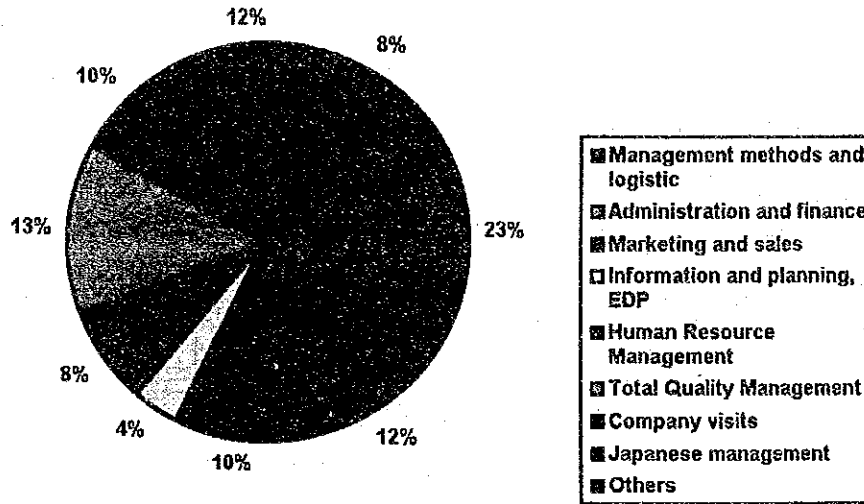


Hungary: Most essential topics needed for the future

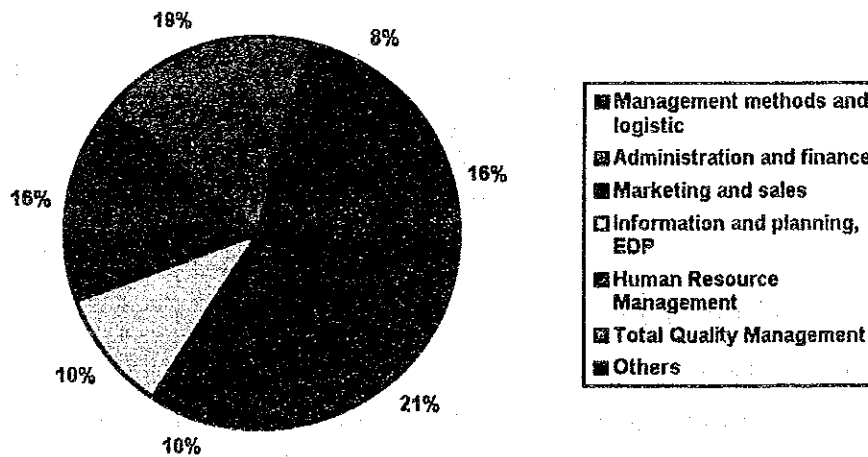


Production Management

Poland: The most useful topics in the course



Poland: Most essential topics needed for the future



Business Management

Hungary

The most useful topics in the course – the most essential topics needed for the future

Management methods and logistic	15 %	16 %
Administration and finance	12 %	23 %
Marketing and sales	30 %	26 %
Information and planning, EDP		13 %
Human Resource Management	9 %	9 %
Total Quality Management	12 %	12 %
Study tours	7 %	
Japanese mangagement	15 %	
Case studies		7 %
Others		15 %

Poland

The most useful topics in the course – the most essential topics needed for the future

Management methods and logistic	6 %	16 %
Administration and finance	23 %	35 %
Marketing and sales	16 %	23 %
Information and planning, EDP	10 %	2 %
Human Resource Management	10%	8 %
Total Quality Management	16 %	
Study tours	6 %	
Japanese mangagement	13 %	
Case studies		6 %
Others		10 %

Other Courses in Economic Fields

Hungary

The most useful topics in the course – the most essential topics needed for the future

Management methods and logistic	4 %	11 %
Administration and finance	21 %	19 %
Marketing and sales, PR	29 %	23 %
Information and planning, EDP	9 %	11 %
Cooperatives	8 %	
Study tours	12 %	
Japanese management	7 %	
Others, specials	10 %	13 %
Human Resource Management		5 %
Total Quality Management		4 %
Transport and traffic		7 %
Policies		7 %

Poland

The most useful topics in the course – the most essential topics needed for the future

Management methods and logistic	10 %	8 %
Administration and finance	20 %	26 %
Marketing and sales, PR	5 %	15 %
Information and planning, EDP	5 %	8 %
Cooperatives	5 %	
Study tours	10 %	
Japanese management	5 %	
Others, specials	40 %	
Human Resource Management		4 %
Transport and traffic		12 %
Policies		19 %

Environmental Courses

Hungary

The most useful topics in the course – the most essential topics needed for the future

Environmental administration	14 %	
Administration and finance		6 %
Monitoring	11 %	14 %
Air, water and industrial pollution controll	30 %	22 %
Envrionmental policy	20 %	11 %
Solid Waste Management	11 %	25 %
Others	14 %	22 %

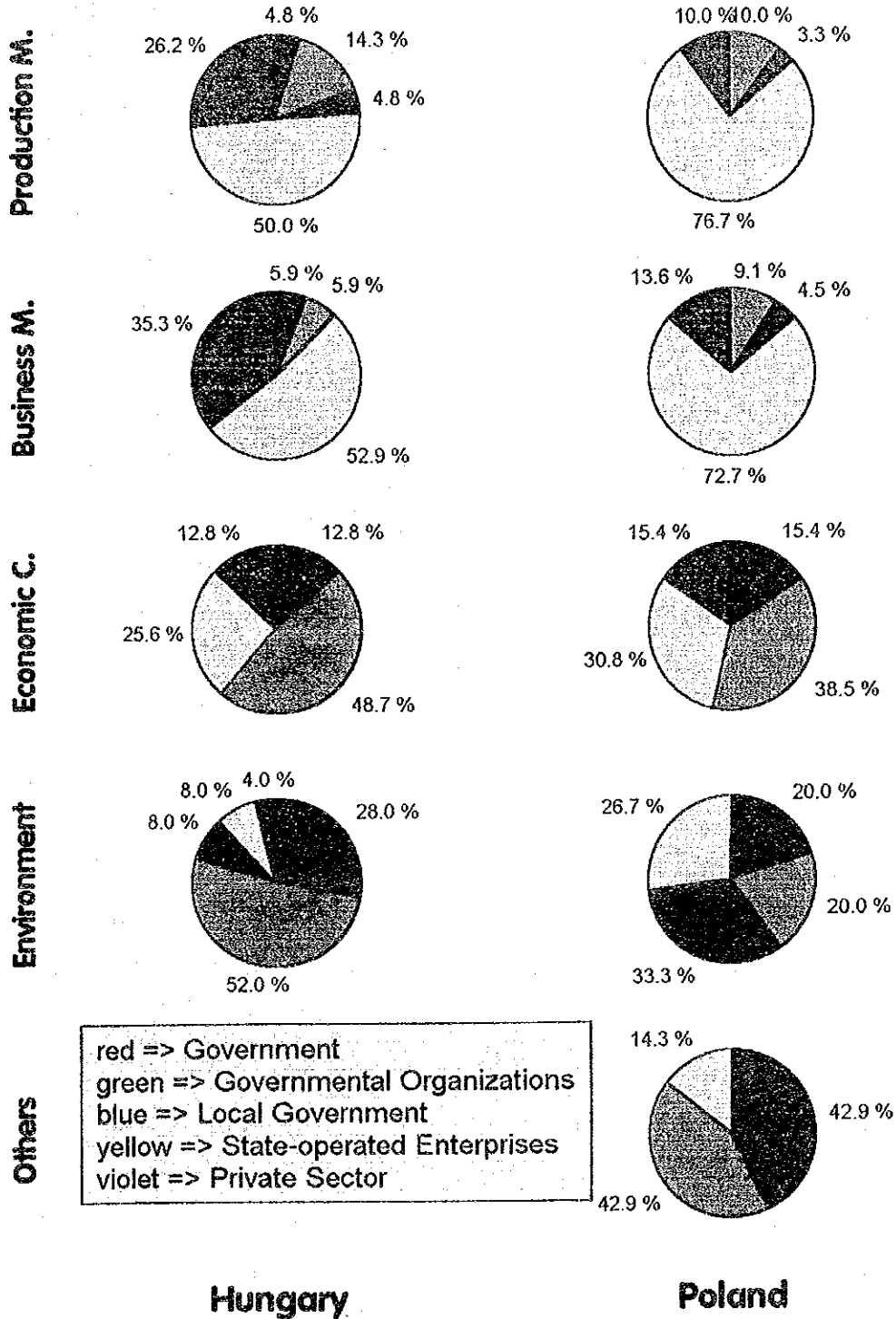
Poland

The most useful topics in the course – the most essential topics needed for the future

Administration and finance		8 %
Monitoring	17 %	13 %
Air, water and industrial pollution controll	17 %	21 %
Envrionmental policy	30 %	4 %
Solid Waste Management	24 %	29 %
Others	12 %	25 %

Types of organizations

the persons belonged at the time of taking study course

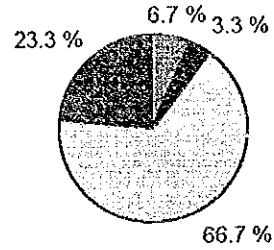
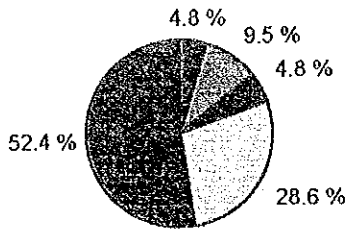


Graph 1

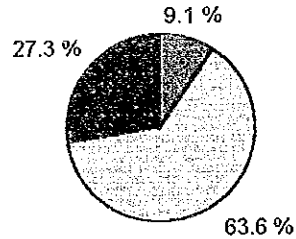
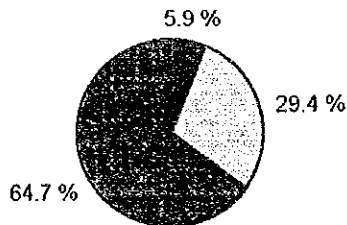
Types of organizations

the ex-participants belong at present

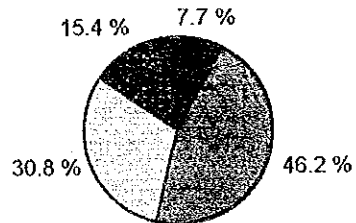
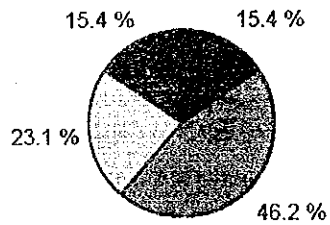
Production M.



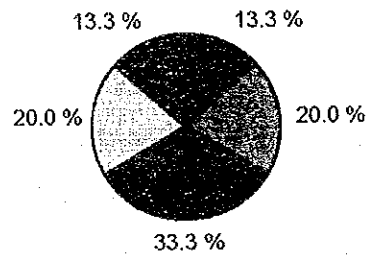
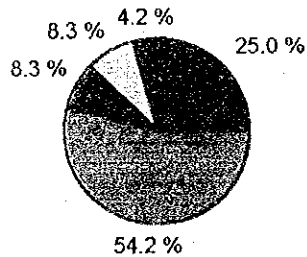
Business M.



Economic C.

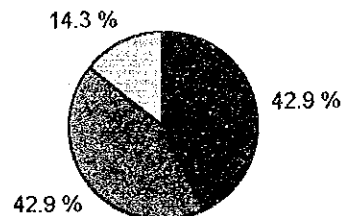


Environment



Others

red => Government
 green => Governmental Organizations
 blue => Local Government
 yellow => State-operated Enterprises
 violet => Private Sector

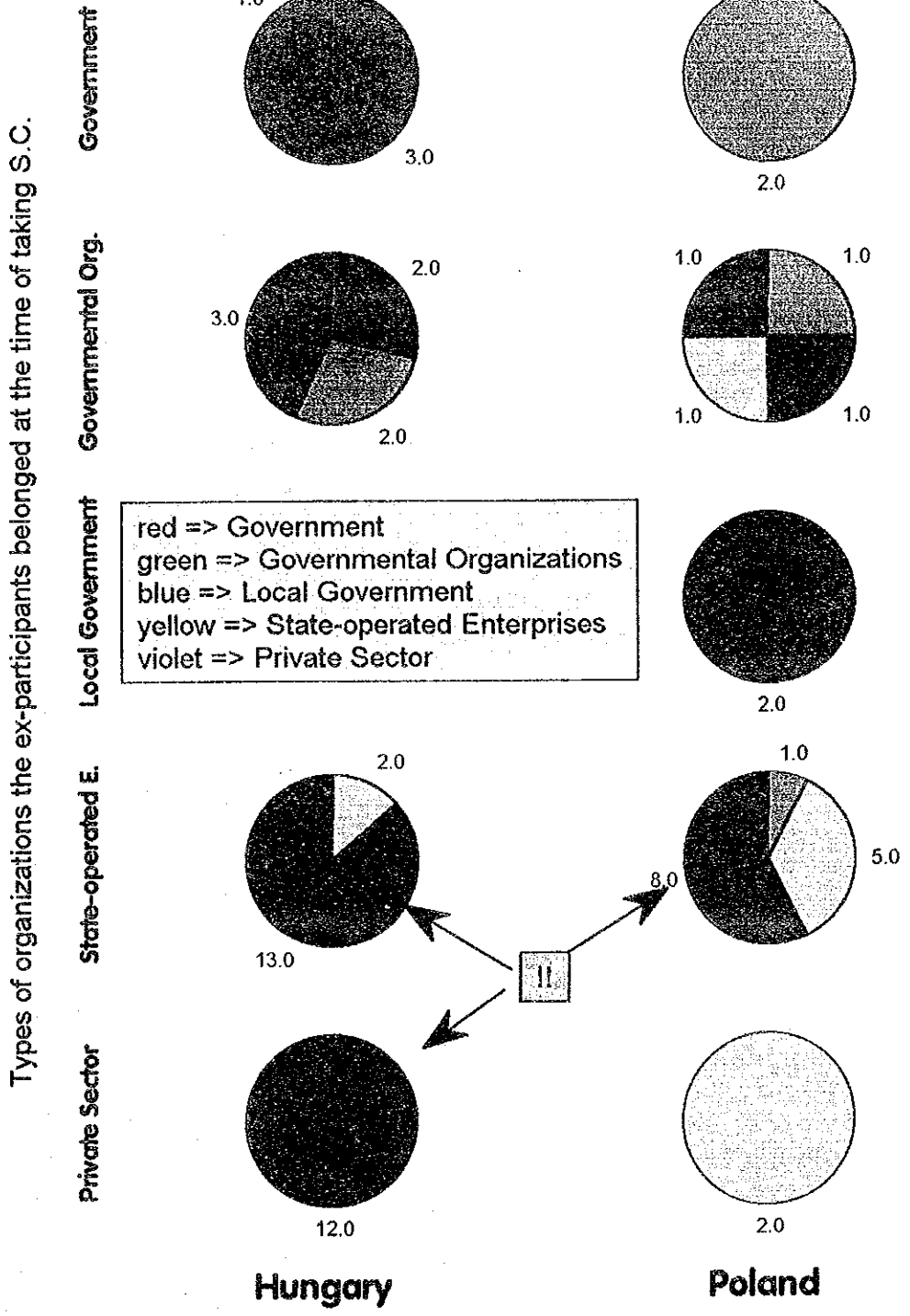


Hungary

Poland

Graph 2

Change type of organization

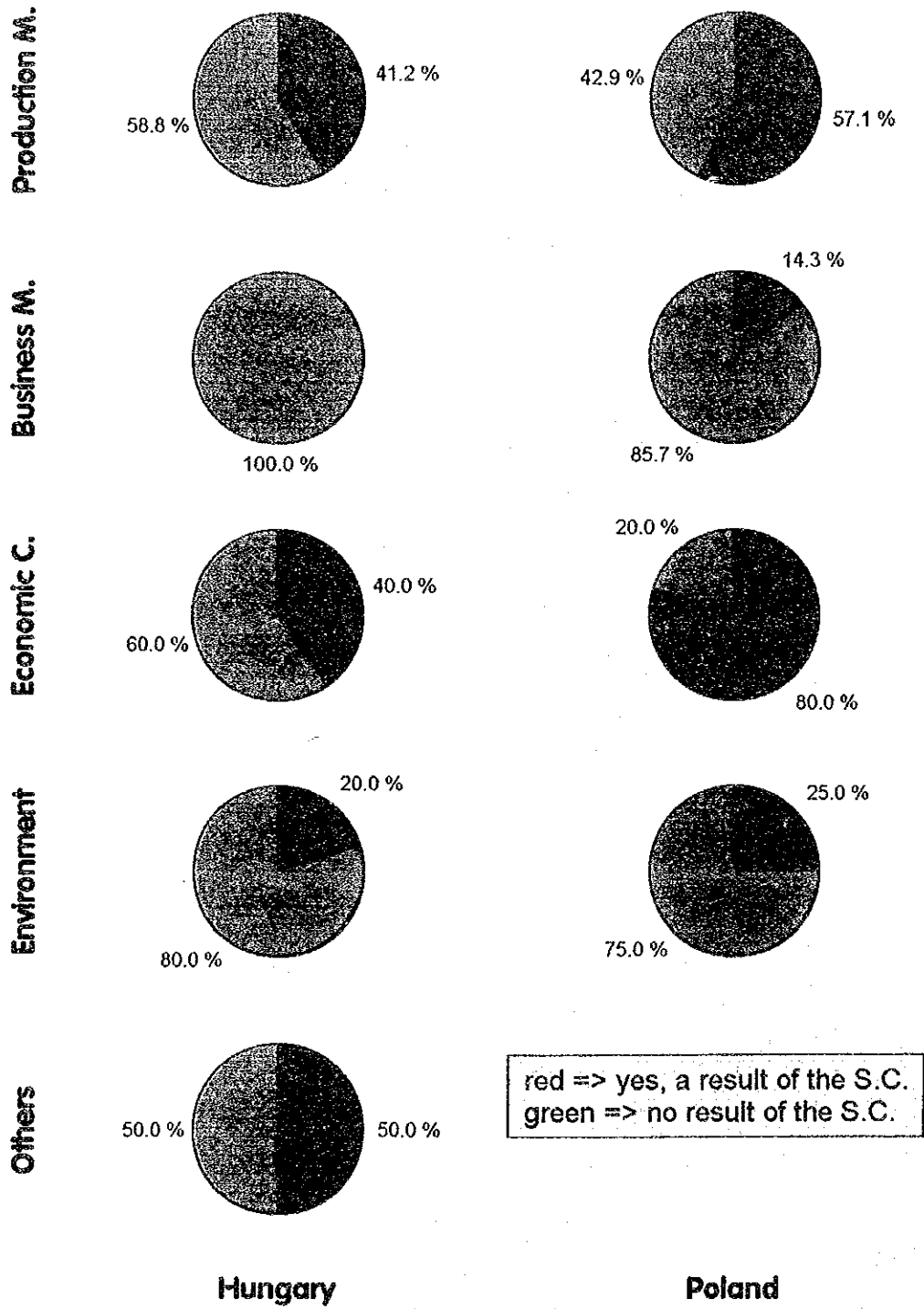


Types of organizations the ex-participants belong at present

Graph 3

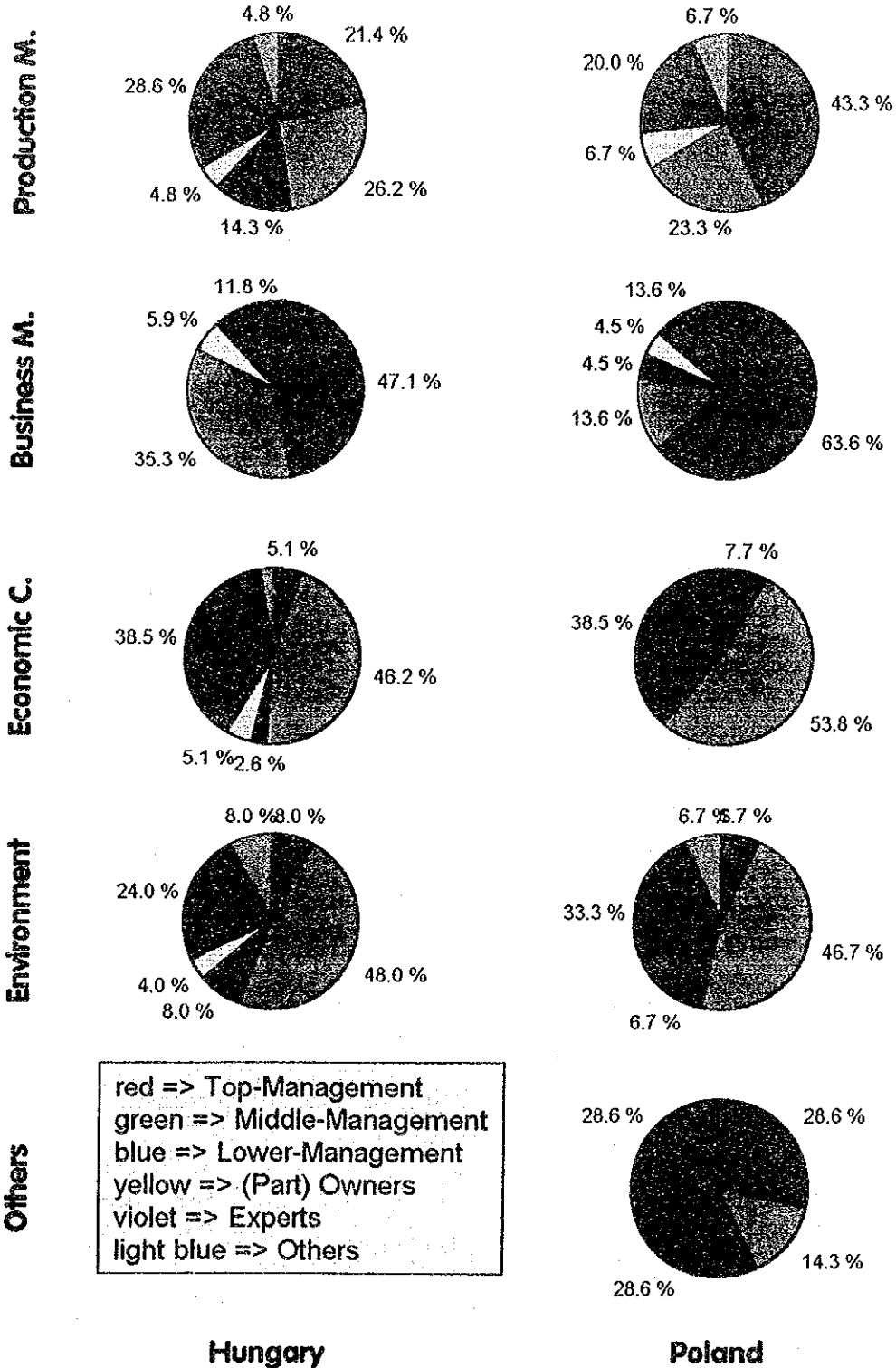
Change of employment

as a result of the study course



Graph 4

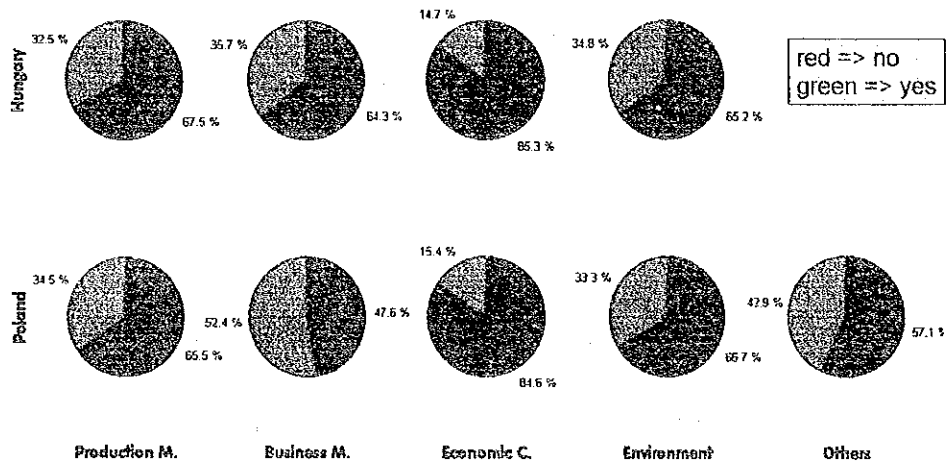
Level of present position



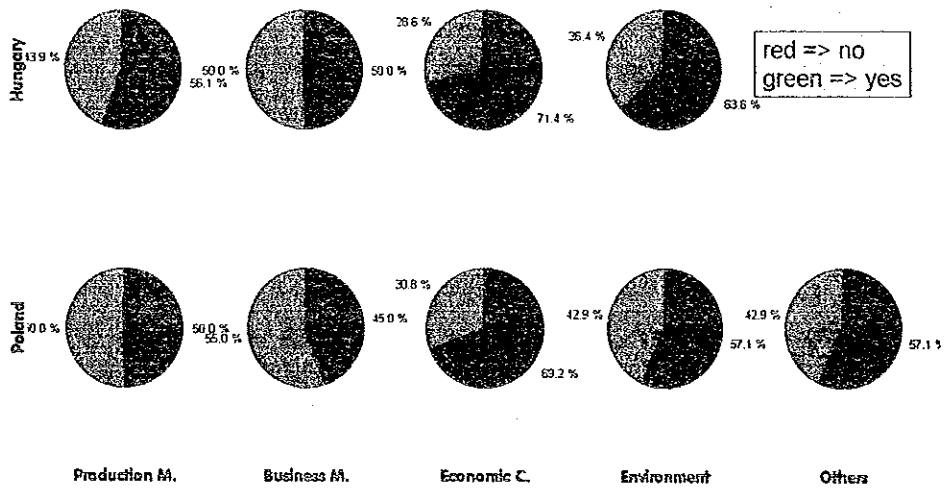
Graph 5

Changes in situation as a result of the study course

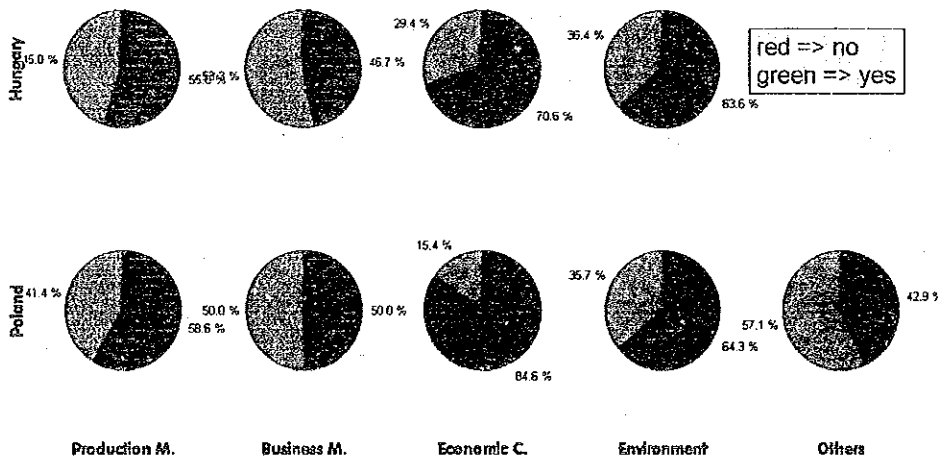
Change of position



Change of work responsibility

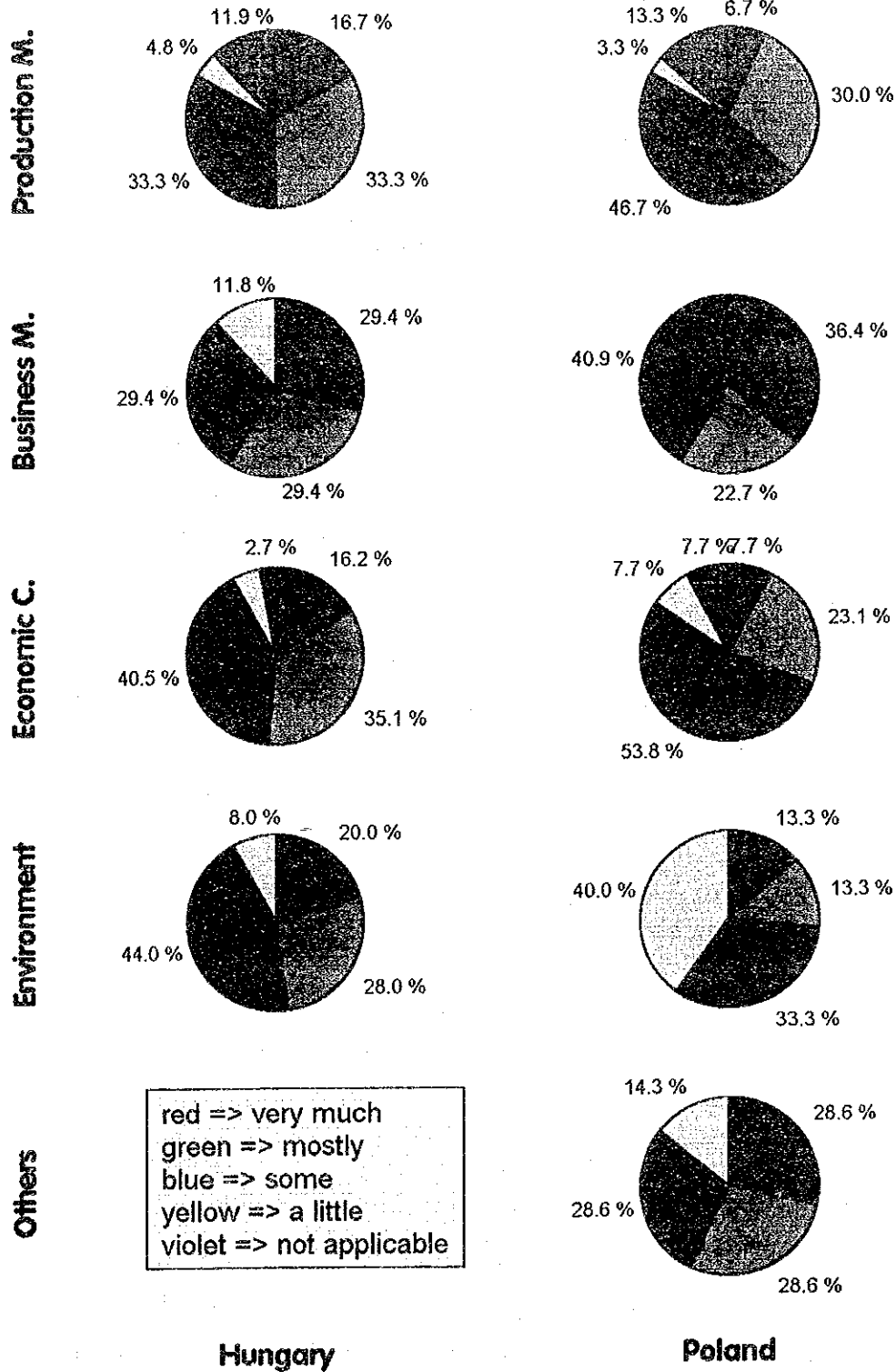


Change of working conditions



Graph 6

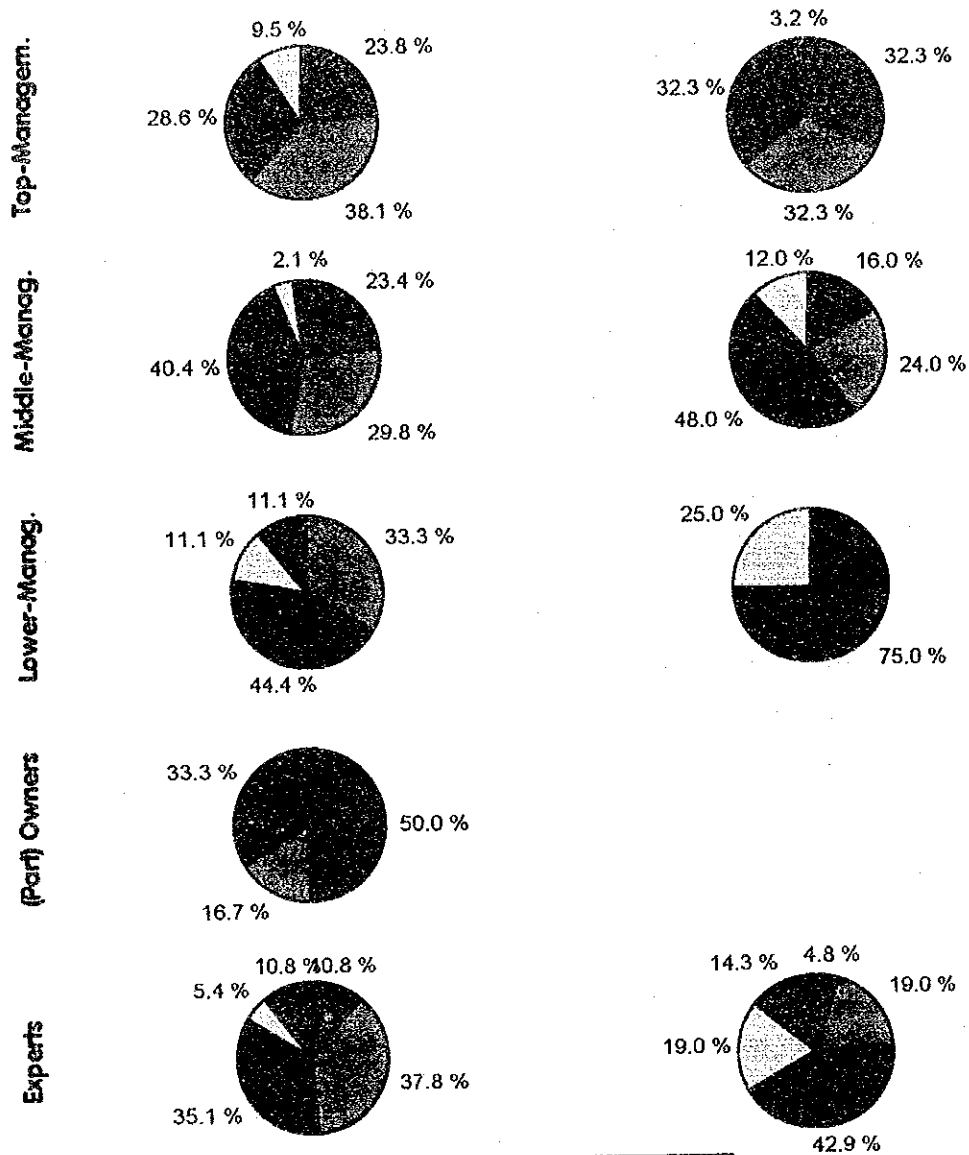
Applicability of the knowledge



Graph 7

Applicability of the knowledge

for the different levels of the present positions



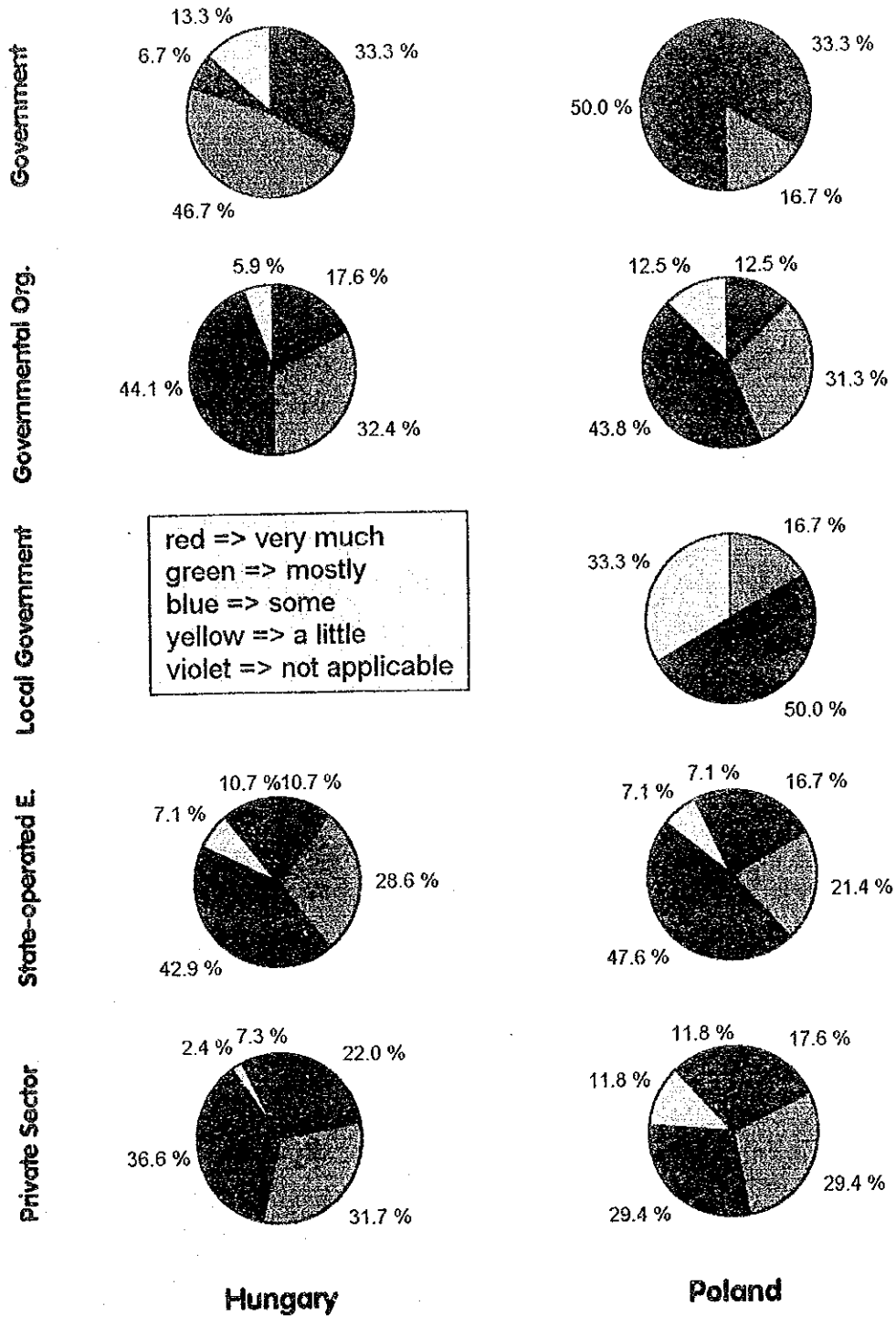
red => very much
green => mostly
blue => some
yellow => a little
violet => not applicable

Hungary

Poland

Graph 8

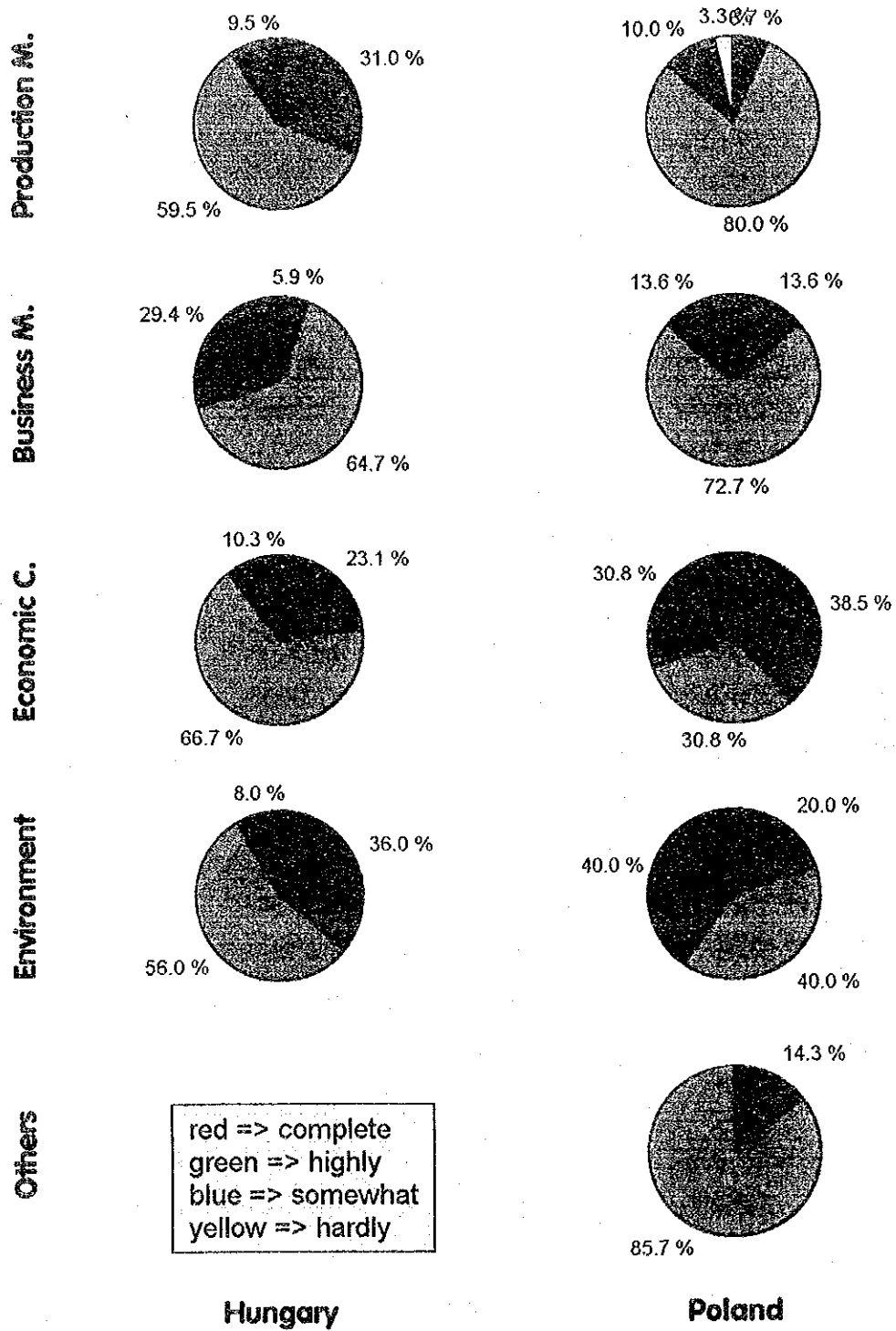
Applicability of the knowledge in the different types of organizations



Graph 9

Expectations

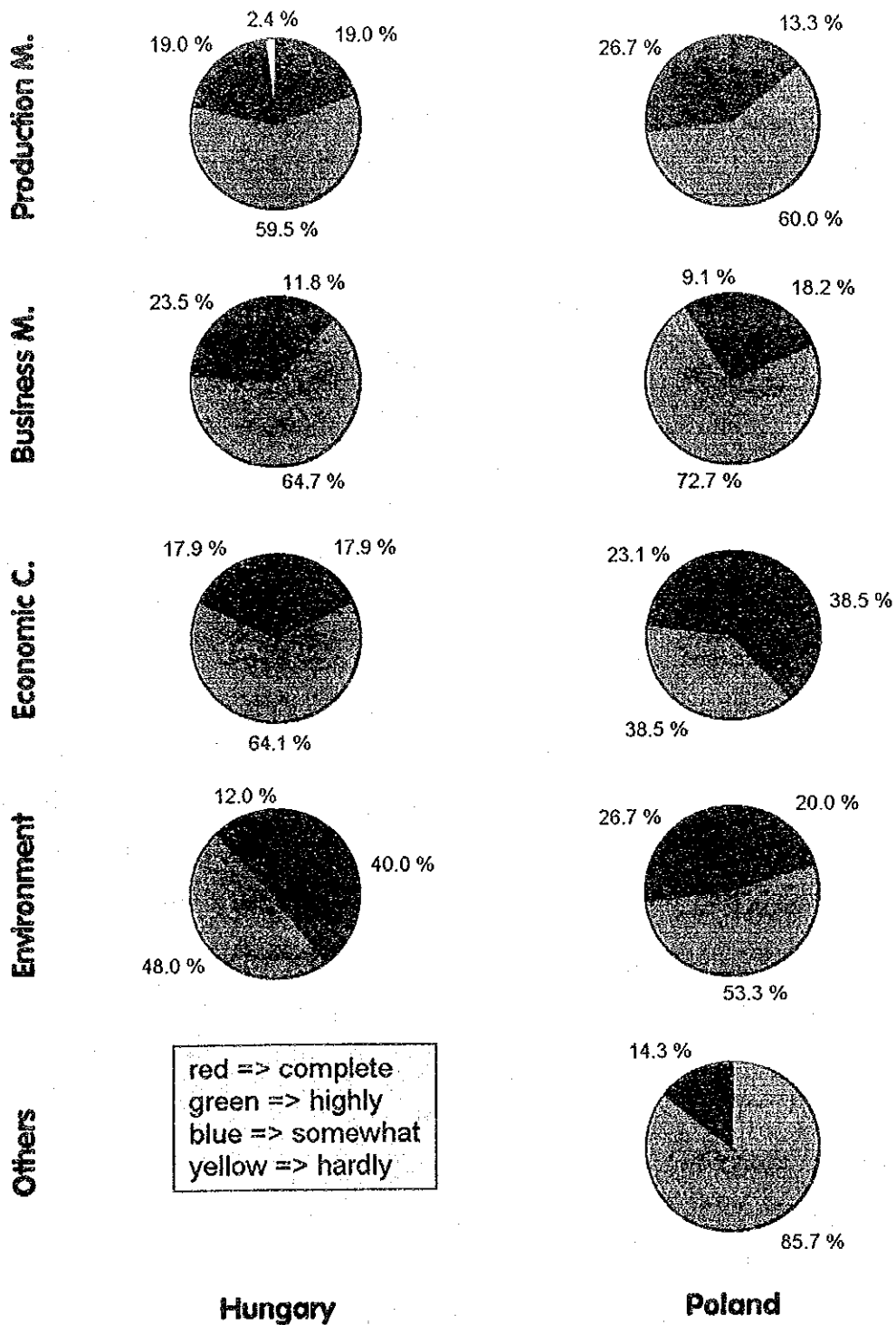
"Were your expectations of this study course fulfilled?"



Graph 10

Personal interests

"Did the contents of the study course meet your personal interests?"

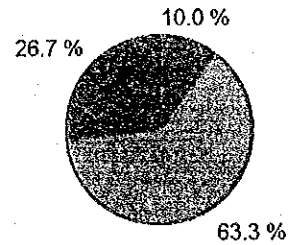
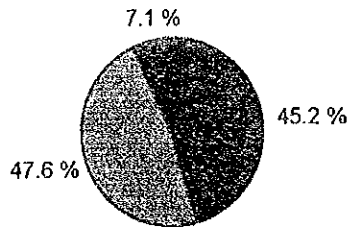


Graph 11

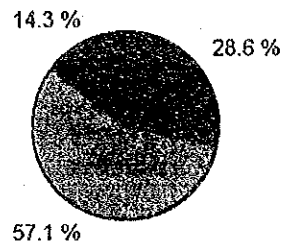
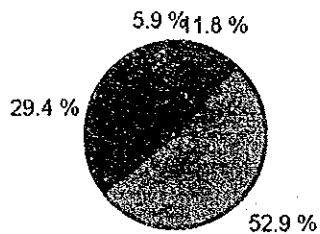
The training methods

"Have you been satisfied with the training methods?"

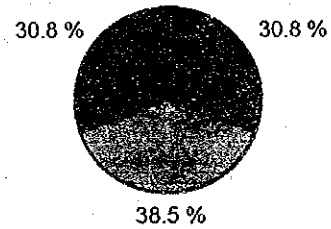
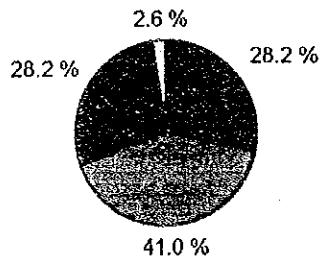
Production M.



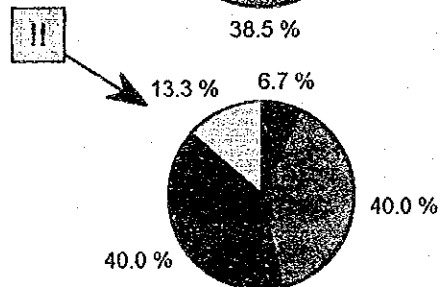
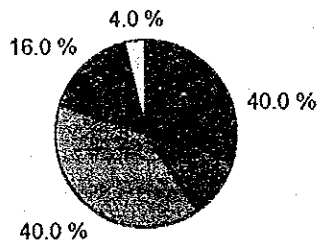
Business M.



Economic C.

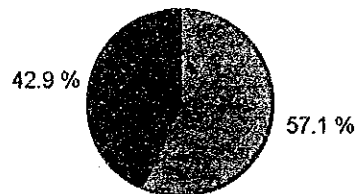


Environment



Others

red => complete
green => highly
blue => somewhat
yellow => hardly
violet => not at all



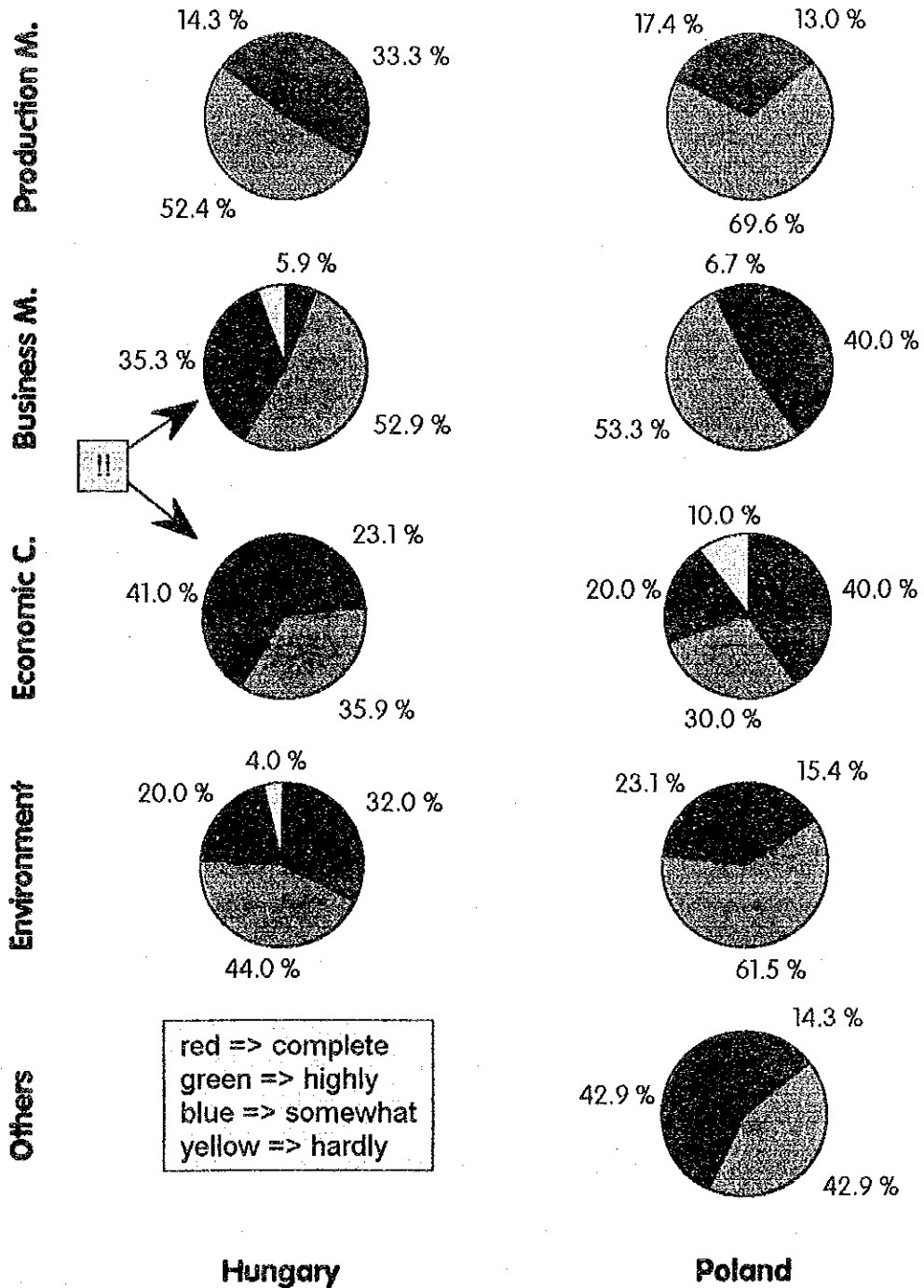
Hungary

Poland

Graph 12

The trainers

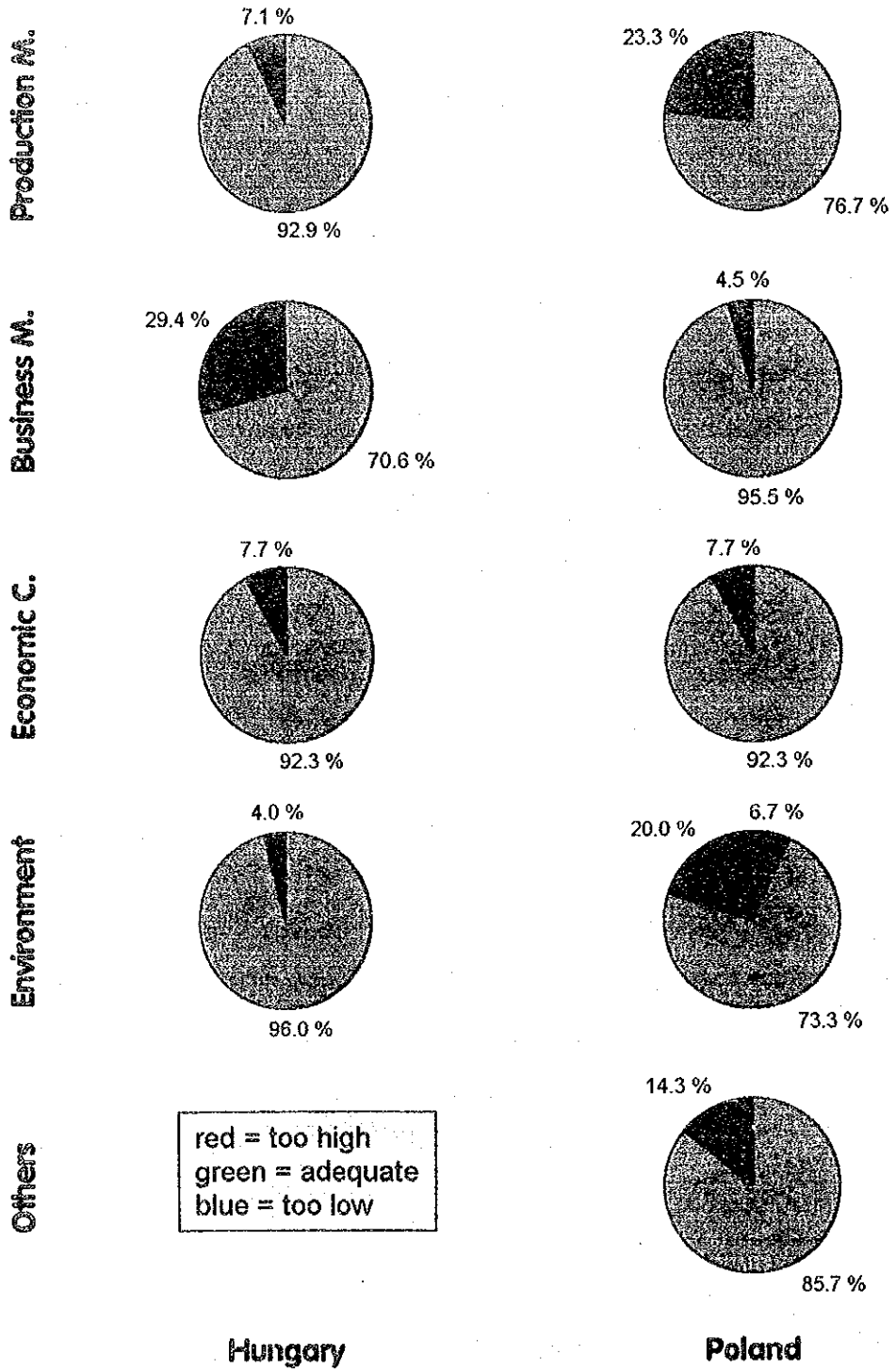
"Have you been satisfied with the trainers?"



Graph 13

The level of the study courses

"How did you find the level of the study course?"

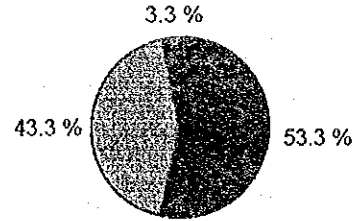
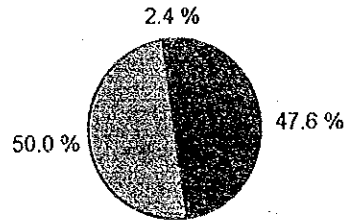


Graph 14

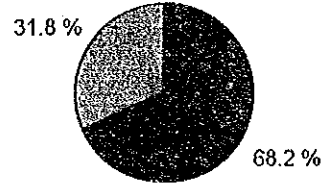
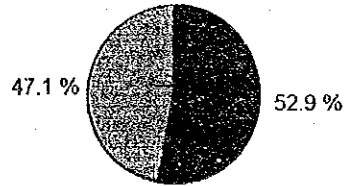
Personality development

"Did the study course also influence the development of your personality?"

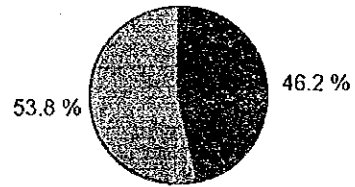
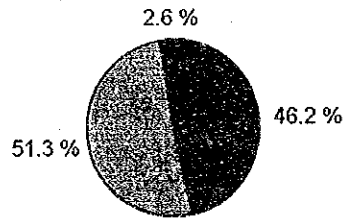
Production M.



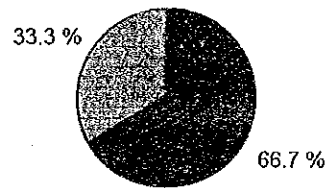
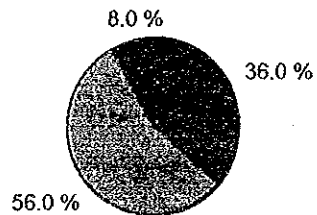
Business M.



Economic C.

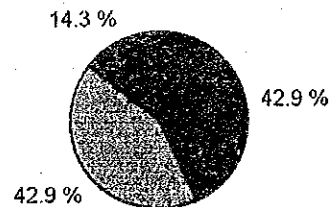


Environment



Others

red => very much
green => somewhat
blue => not at all



Hungary

Poland

Graph 15

SAMPLE

Country: _____

QUESTIONNAIRE FOR FUTURE STUDY COURSES IN JAPAN

This questionnaire will be processed only for the improvement of future JICA Study courses; it will not be used for any other purpose.

1. (1) Subject of Study Course taken: _____
(2) Duration of Study Course: _____ Weeks
(3) Participation in the year _____
2. Type of organization you belonged at the time of taking Study Course (Please tick)
<1> Government
<2> Governmental Organization
<3> Local Government
<4> State-operated Enterprise
<5> Private Sector
3. Type of organization you belong at present
<1> Government
<2> Governmental Organization
<3> Local Government
<4> State-operated Enterprise
<5> Private Sector
4. If you have changed organization since your participation in the Study Course:
(1) How long after the participation you changed organization.
within <1> <2> <3> <4> years
(2) Please state the reason:
<a> Reform of the organization by privatization
 Change of employment
<c> Others: _____
5. Present Position
(1) Level of present Position:
<a> Top-Management Middle-Management <c> Lower-Management
<d> Owner (Part-owner) <e> Expert <f> Others: _____
(2) Area:
<a> Industry Agriculture <c> Services <d> Trade
<e> Others: _____
(3) Activity:
<a> Management Research <c> PR & Marketing <d> Accounting
<e> EDP <f> Engineering <g> Production <h> Training
<i> Others: _____

(4) The field of your specialization: _____

6. Changes in your situation as a result of the Study Course:

- | | | |
|--|---------|--------|
| (1) Change of position: | <a> Yes | No |
| (2) Change of work responsibility | <a> Yes | No |
| (3) Change of working conditions (including salary): | <a> Yes | No |
| (4) Change of employment: | <a> Yes | No |

7. Are you now in the position where you find it applicable to use the knowledge which is obtained through the participation in the Study Course?

<1> Yes

How much you find it applicable?

<a> Very Much Mostly <c> Some <d> A Little

<2> No

What is the reason?

8. What were the most useful topics for your work in the Study Course?

9. Were your expectations of this study course fulfilled?

<1> Completely <2> Highly <3> Somewhat <4> Hardly <5> Not at all

10. Did these contents of the Study Course meet your personal interests?

<1> Completely <2> Highly <3> Somewhat <4> Hardly <5> Not at all

11. Have you been satisfied with the training methods?

<1> Completely <2> Highly <3> Somewhat <4> Hardly <5> Not at all

12. Have you been satisfied with the trainers?

<1> Completely <2> Highly <3> Somewhat <4> Hardly <5> Not at all

13. How did you find the level of the Study Course:

<1> Too high <2> Adequate <c> Too low

14. Did the Study Course also influence the development of your personality?

<1> Very much <2> Somewhat <3> Not at all

15. Do you think the Study Programme in Japan can contribute to the economic reform of your country?

<1> Yes: Please describe concretely why and how:

<2> No

16. If you have some knowledge or experience of the Study/Training Programme in your expertise organized by other organization, please describe the positive and negative aspects of JICA's Programme compared with them (curriculum, level, methodology etc.)

+	-

18. Is there any possibility for organizing the Study Programme in your country with the support of Japanese experts?

Please describe some ideas for possible and useful Study Programme.

19. For the further improvement of the Study Course, please suggest below, what should be the most essential study topic(s) in the field of your specialization?

Thank you very much for your cooperation.

JICA

110