



business-related English as a second language and western business concepts in Chernivtsi, Ukraine. A fundamental objective of this project is to encourage Ukrainians to participate as instructors, as the centre will eventually become self-sustaining and will be staffed by Ukrainian administration and teachers.

The Centre for Second Language Instruction at the University of Saskatchewan sent a three-person planning mission to Ukraine to determine curriculum and materials development. Between May and September 1992, three English teachers and two MBA students from the University of Saskatchewan will work at the Chernivtsi Centre and establish a pool of potential Ukrainian itinerant teachers and teaching assistants. From September to April 1993, one English teacher will remain in Ukraine to continue teaching and local teachers will be employed to assist with instruction. The period May 1993 to April 1994 will continue to offer English and business classes, but will also develop a strategy to raise revenues in order to ensure the centre's economic sustainability without Canadian financial assistance. Energies would also be directed at determining a strategy for the expansion of this program into other regions of Ukraine and Eastern Europe.

**5. Student LEADER Project  
University of Western Ontario  
18 February 1992 to 30 June 1992**

This project provided funding for 50 Western Business School students to teach a four week introductory business course to up to 500 local students, managers and entrepreneurs. The main focus of instruction was: basic finance; marketing; joint ventures; and general management. The course was taught in May 1992. This project has a regional outlook and instruction took place at institutions in Moscow (Russia), Riga (Latvia), Vilnius (Lithuania), Minsk (Belarus), and Dnipropetrovsk (Ukraine).

A certain number of the 50 students were assigned to participate in a casewriting exercise reflecting the current economic conditions in the area. These case studies

will be integrated into Western's undergraduate and MBA programs in the following academic year.

**6. Canada-CIS Management Education, Program: Phase I,  
Faculty of Management, University of Manitoba  
07 October 1992 to 31 March 1994**

The funding for this project provides for assistance in the development of management education programs at one Russian and one Ukrainian university.

Four Canadian professors per year of the two year project will visit each of the selected universities, teaching MBA level courses in Western-market functioning (eg. capital markets, financial institutions, or financial theory).

The second portion of this assistance will provide the opportunity for four professors per year from each of the selected institutions to travel to Canada for instruction in Western management theory and practice. This instruction will be comprised of a combination of lectures and internships with Canadian businesses.

**7. East/West Enterprise 1992  
Faculty of Administrative Studies  
York University**

This is the most recent in a series of projects undertaken by the Centre of Entrepreneurship, York University. The project had a regional focus, providing funding for a four week training course and subsequent three week internship for fifty-five delegates from Russia, Ukraine and the Baltic States. The delegates included business managers as well as business administration faculty and government economic development personnel.

The main objectives of the program are: to reinforce and support renewal of management education in the former Soviet republics and to expand business contact between Canadian, East European and Baltic companies.

Those delegates from the business man-

agement sector are instructed in aspects of corporate networking. The economic development delegates studied how market economies function and how governments can support and encourage them. The faculty training focuses on management and entrepreneurship education.

**VII. HUMAN RESOURCE PARTNERSHIPS**

**1. Policy Mentor Program  
Institute of Public Administration of Canada**

This project provides funding to assist with the development of government administration in Ukraine and the reform of the public sector in Russia. Approximately fifty advisors will be placed in Russia and Ukraine. The placements of the advisors will be from two to twelve months depending on the needs of the ministries and availability of Canadian experts. It is expected that a large number of advisors will be placed in a critical mass of activities at the national ministry level with some advisors also being placed at subnational levels of government. For maximum effectiveness, a small number of longer term senior advisors will be placed in strategic ministries/policy areas to assist with policy re-formulation and institutional strengthening while simultaneously identifying specific needs to be served by shorter term specialists.

The advisors will: provide policy and programs/systems advice in key areas and ministries identified by the recipient countries; assist with training of government officials in public sector management; assist with institutional and administrative reform; and, begin the process of developing partnerships between Canadian and recipient government institutions.

**2. Human Resource Development Program, Canadian Bureau for International Education**

This project provides funding for Canadians who have developed their own proposals to support democratization and market reforms in the countries of the former Soviet Union, the Baltic states and countries of Central and