Kelley School of Business to Help Establish M.B.A. Program in Croatia

With the help of a $320,000 grant from the U.S. State Department's Educational and Cultural Affairs Bureau, Indiana University's Kelley School of Business will assist the Republic of Croatia's four universities to establish an international-standard M.B.A. program. The Consortium of Faculties of Economics in Croatia (CFEC), which includes the University of Zagreb, the University of Split, the University of Rijeka, and the University of Osijek, will work with faculty from the Kelley School to design and implement a viable, sustainable intensive two-year M.B.A. program that will help foster a climate for economic growth and foster stability among the nations of the former Yugoslavia.

In the last decade, more than 140,000 young college-educated Croatians have left the country, a trend that has severely impacted the nation's economic growth. In mid-October, 2001, Croatian President Stjepan Mesic called together representatives of the government and the business community to discuss the need to establish a stronger link between the country's educational institutions and the pressing needs of the labor market.

One of the main problems facing Croatian enterprises is the serious lack of qualified managers, including practitioners and policymakers who are able to diagnose and solve current problems and to plan strategically for the future. In order to grow, Croatia's businesses must participate more actively and effectively in international markets, and expertise for doing so must be developed more broadly and at a higher level.

This new centralized, English-language M.B.A. program should contribute significantly to meeting these needs. Regionally based, it will play a central role in educating generations of business professionals who will form a strong network of personal and business relations. This network will be very important in building stronger economic ties among the countries of the former Yugoslavia and elsewhere. In doing so, it will make a significant contribution to stability in the region.

The program will lay the groundwork for an expanded network of faculty and graduate students in Central and Eastern Europe, a primary interest of the Kelley School for many decades. With strong partnerships already in place in Hungary and Slovenia, Croatia's neighbors, the Kelley School will be able to include the CFEC program and its faculty and students in this active regional partnership.

"With this new program in Croatia, the Kelley School is building on its considerable experience in the transition economies of Eastern Europe and in developing and implementing new degree programs to meet market needs and student expectations," says Kelley School Dean Dan Dalton.

The program will be based in Zadar, a midsized city on the Adriatic coast. The mayor of Zadar, Bozidar Kalmeta, has provided a building for the program on the campus of the University of Split's Faculty of Humanities. These facilities will be upgraded to accommodate case discussion classrooms, computers and interactive video technology, meeting rooms for M.B.A. team work, and offices for the faculty and staff of the new program.

The managers trained by the consortium's M.B.A. program will have the combination of skills indispensable to foreign enterprises, such as knowledge of the local economy, culture and norms, and internationally recognized management skills.

Croatian faculty have already traveled to the Kelley School to work with its faculty on curriculum development, experienced the delivery of this curriculum in classes, and met with key administrators to learn about the organization of a top M.B.A. program. Kelley School faculty will go to Croatia to conduct workshops and to work with

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missing or simply misfiled, and the manuscripts were stacked without any apparent order. Furthermore, although Sen had catalogued his materials, a complete list has never been found.

Once Manring had secured the approval of the Sen family, her first task was to begin identifying and cataloguing these materials on-site in the family home, working a few weeks at a time over a period of years and as often as she could take time away from her duties at IU. At the same time, she and others whom she consulted realized that microfilm was the best and most cost-efficient form of preserving these manuscripts and making them accessible to other scholars. She then obtained two major sponsors, SAMP, which had ongoing microfilming projects in the area and was able to provide a portable microfilm camera, film, and technical assistance to do the microfilming, and the local Kolkata office of the American Institute of Indian Studies (AIIS), which awarded her with a senior research fellowship.

Although Manring’s first plan was to complete all microfilming of the delicate manuscripts on-site, the house was in need of major repairs. In readying the collection to be moved, a few hundred more manuscripts were found, hidden behind a bookcase. The entire collection of catalogued and uncatalogued materials had to be carefully wrapped, boxed, and moved to Kolkata. There, the AIIS allowed her to use their guest house, which she and a team of local researchers were able convert into a makeshift darkened microfilm studio with a steady supply of electricity. Other members of the team were Hena Basu, Sundar Ganesan, Mahesh Kumar, Susmita Roy, and Bharati Roy. Working with surgical gloves and masks and using delicate paint brushes to clean off the dust, cobwebs, and bits of paper on some thousands of manuscript sheets, the team was able to complete the microfilming in just four weeks, a record time. Once filmed, each individual manuscript was then wrapped in handmade, low-acid paper, placed between pieces of strong lightweight particle board, wrapped again in traditional red cloth—a color that apparently repels insects—then tied and labeled. The original manuscripts are now back in the Sen family home in Barddhamān. Manring states that only 68 out of the hundreds of manuscripts remain unidentified. Of those, some are simply incomplete; others are fragmentary bits from different texts inappropriately bundled together.

For Manring, the project was truly an international collaboration combining U.S. and Indian resources and personnel. Most importantly, she says, SAMP’s preserving the entire collection on 46 microfilm reels “has made it possible for future scholars to have a glimpse of Sukumar Sen’s vision of Bengali literature in its entirety.” Her catalogue of the collection, which includes some material about Sen and his scholarship, is currently under prepublication review.

—RMN

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CFEC partners on other aspects of curriculum design and delivery.

Bruce Jaffee, Kelley School associate dean for academics, will serve as the project’s director, and many other faculty will participate. Establishing a successful M.B.A. program also involves creating sound administrative policies and procedures. This project will provide opportunities for Kelley School staff to be integrally involved as well.

—Global Programs Office
Kelley School of Business

Building on the University of Split campus by the Adriatic where the new M.B.A. program will be housed.