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SOVIET UNION: ENTREPRENEURIAL MANAGEMENT
TRAINING AND SMALL BUSINESS JOINT VENTURES

ESSENTIAL TO MEETING AN IMPORTANT GOAL OF PERESTROIKA TO MANUFACTURE PRODUCTS COMPETITIVE IN WORLD MARKETS IS THE ESTABLISHMENT OF MORE INNOVATIVE ORGANIZATIONS. THEREFORE, A PRELIMINARY PROPOSAL HAS BEEN SUBMITTED FOR A COOPERATIVE PROGRAM BETWEEN THE WILLIAM C. NORRIS INSTITUTE AND THE SOVIET UNION TO HELP MEET THAT NEED.

THE PROGRAM HAS TWO THRUSTS: TRAINING ENTREPRENEURIAL MANAGERS AND THE ESTABLISHMENT OF SMALL ENTREPRENEURIAL JOINT VENTURES BETWEEN U.S. SMALL COMPANIES AND SOVIET ORGANIZATIONS.

ENTREPRENEURIAL MANAGEMENT

ENTREPRENEURIAL MANAGEMENT IS SYNONYMOUS WITH CREATIVE MANAGEMENT. ITS HALLMARK IS THE ABILITY TO COMMERCIALIZE LABORATORY RESEARCH OUTCOMES INTO PRODUCTS WHICH ARE COMPETITIVE IN A GLOBAL ECONOMY. SKILLS REQUIRED INCLUDE THOSE FOR IDENTIFYING MARKET NEEDS, SIMULTANEOUS ENGINEERING, DESIGN AND MANUFACTURING OF PRODUCTS OF HIGHEST QUALITY, LOWEST COST, IN THE SHORTEST POSSIBLE TIME, AND SELLING THEM IN WORLD MARKETS.

THESE SKILLS ARE BEST ACQUIRED AND HONED BY COMBINING TEACHING WITH ON-THE-JOB EXPERIENCE. I.E., ENTREPRENEURIAL EDUCATION AND TRAINING IS LINKED CLOSELY WITH THE START UP AND OPERATION OF CREATIVE ENTERPRISES.

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ACCORDINGLY, IT IS PROPOSED THAT AN ENTREPRENEURIAL MANAGEMENT INSTITUTE BE ESTABLISHED AS A JOINT PROGRAM BETWEEN THE SOVIET UNION AND THE WILLIAM C. NORRIS INSTITUTE. THE FOCUS WOULD BE ON TRAINING MANAGEMENT FOR CREATIVE SMALL ENTREPRENEURIAL JOINT VENTURES TO BE ESTABLISHED BETWEEN SMALL U.S. COMPANIES AND SOVIET ORGANIZATIONS.

UTILIZATION OF COMPUTER TECHNOLOGY-BASED EDUCATION:

CRITICALLY IMPORTANT TO THE SUCCESS OF THE INSTITUTE IS THE UTILIZATION OF COMPUTER TECHNOLOGY AS THE PRIMARY MODE OF DELIVERY OF THE EDUCATION AND TRAINING, BECAUSE IT IS NEITHER FEASIBLE NOR AFFORDABLE TO UTILIZE TRADITIONAL INSTRUCTOR-BASED TEACHING METHODS. ENOUGH QUALIFIED RUSSIAN SPEAKING U.S. INSTRUCTORS ARE NOT AVAILABLE, AND IT

WOULD BE TIME CONSUMING, COSTLY AND LESS THAN ONE HUNDRED PERCENT EFFECTIVE TO ATTEMPT TO PROVIDE LANGUAGE TRAINING TO U.S. INSTRUCTORS WHO OTHERWISE HAVE THE REQUIRED EXPERTISE. FURTHER, BECAUSE OF LACK OF AN ENTREPRENEURIAL CULTURE IN THE SOVIET UNION, IT ISN'T FEASIBLE AT PRESENT TO TRAIN SOVIET PERSONNEL TO PROVIDE THE INSTRUCTION.

WHAT IS FEASIBLE AND AFFORDABLE IS TO START THE INSTITUTE WITH A SMALL NUMBER OF U.S. INSTRUCTORS AND MOVE RAPIDLY WITH THE DEVELOPMENT OF COMPUTER-BASED COURSEWARE, (LESSON MATERIAL), BASED ON U.S. COURSES WHICH ARE CONVERTED TO THE RUSSIAN LANGUAGE BY SOVIET PERSONNEL.

SMALL ENTERPRISE J-V'S: INITIALLY, EMPHASIS WILL BE ON JOINT VENTURES BASED ON SOVIET RESEARCH OUTCOMES FOR TWO REASONS. ONE IS THE DESIRE OF THE SOVIET UNION TO BETTER UTILIZE ITS RESEARCH. THE OTHER IS THE CURRENT CONSTRAINTS OF U.S. EXPORT CONTROLS. PRESUMABLY, THESE WILL BE RELAXED. UNTIL THAT HAPPENS, THE OPPORTUNITIES FOR THE TRANSFER OF U.S. TECHNOLOGY FOR INNOVATIVE JOINT VENTURES ARE LIMITED.

POTENTIAL SOVIET TECHNOLOGY FOR J-V'S WILL BE IDENTIFIED BY REVIEWING SOVIET RESEARCH OUTCOMES WHICH, WITH FURTHER APPLIED RESEARCH, WOULD YIELD COMMERCIALIZED RESEARCH.

THE PROCEDURE FOR TENTATIVELY SELECTING PROMISING RESEARCH OUTCOMES WOULD BE INITIATED BY A GROUP OF U.S. SMALL BUSINESS REPRESENTATIVES VISITING THE SOVIET UNION. THEY WOULD DISCUSS, ON A FIRST-HAND BASIS, VARIOUS RESEARCH RESULTS WHICH, WITH FURTHER PROPERLY-ORIENTED APPLIED RESEARCH, WOULD RESULT IN TECHNOLOGIES WITH COMMERCIAL POTENTIAL. ALSO, EXISTING TECHNOLOGIES WOULD BE EXAMINED FOR COMMERCIAL POTENTIAL OR WHICH WOULD HAVE COMMERCIAL APPLICATION WITH ADDITIONAL APPLIED RESEARCH. ONCE THE FEASIBILITY OF AN APPLICATION IS DEMONSTRATED, THEN A JOINT VENTURE COMPANY IS ESTABLISHED.

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