

PD-ABE-501

ISA 78371

PROGRAM REPORT

**FOURTH QUARTER:
April 1 to June 30, 1992**

for

**Management and Economics Education
for Central and Eastern Europe
Project No. 180-0029
U.S.A.I.D. Grant No. EUR-0029-G-00-1051-00**

from the

**Partners in Economics and Management:
The Humphrey Institute of Public Affairs
Department of Agriculture and Applied Economics
Carlson School of Management
of
The University of Minnesota
and
Land O'Lakes, Inc.
Sparks Companies, Inc.
The American Trust for Agriculture in Poland**

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Partners in Economics and Management
A.I.D. Grant No. EUR-0029-G-00-1051-00
4th Quarter Report: Period Ending 6/30/92

Overview

A high level of effort was maintained by all members of Partners in Economics and Management (PEM) during the fourth quarter of the first project year. During this period, nine university-level management and economics courses were conducted through the training center at the Warsaw School of Economics and 14 applied management and technical training seminars were held at the second training center established at the Olsztyn University of Agriculture and Technology. Participation in PEM's fourth quarter training activities totalled over 1,100 Polish trainees. When these participants are added with those trained during previous quarters, a total of 2,578 Polish instructors, students, farmers, managers and entrepreneurs have received training under the PEM project.

Progress As Measured Against Stated Objectives

The project's progress as measured against the quantitative objectives established by the Implementation Plan for year one compares favorably as follows:

GOAL: In MARKET ECONOMICS - 11 courses in market economics for 220 participants;

ACTUAL: 14 courses were conducted for a total of 899 participants;

GOAL: In BASIC MANAGEMENT - 9 courses in business management for 360 participants;

ACTUAL: 9 courses were conducted for a total of 899 participants;

GOAL: For APPLIED MANAGEMENT - 39 courses and seminars conducted for 800 participants;

ACTUAL: 32 courses and seminars were conducted for 875 participants.

For additional quantitative data, please refer to Appendix A.

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University-level Training Program

Courses in both economics and management were conducted at the Warsaw School of Economics through the Polish-American Center for Economics and Management. In April and May nine courses were held in economics and management for 722 participants.

In business management, Carlson School of Management faculty conducted courses in the following areas: general management and strategy, risk management and insurance, and human resource management. Conceptually, these courses made up the third cycle of the management curriculum for first-year training. The total number of participants that attended these courses were 291.

For market economics, six courses covered the following topics: cost-benefit analysis, financial markets and banking, economic growth and business fluctuations, environmental economics, public finance and expenditures, and economic development and trade. All of the economics courses were well attended and significant interest was shown by the WSE faculty and many of these topics will be introduced into the regular WSE curriculum next fall.

Again, it should be noted that these courses have been instrumental in forming a number of partnerships between Minnesota and mostly WSE faculty. The basis of these partnerships is a commitment to co-teaching next fall in Poland and pursuing joint research projects of mutual interest. According to Dr. Radomski's report, a total of 14 partnerships have been formed between American and Polish professors. (see Appendix B, Part F)

Applied Management Training Program

All applied management and technical training courses have been conducted through the training center established by PEM in cooperation with the Olsztyn University of Agriculture and Technology. The training center is called the Kortowo School of Agribusiness.

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Land O'Lakes conducted two five-day seminars and one seven-day seminar during this quarter in Olsztyn. The first seminar was held April 26 - May 3, the second, June 8-16, and the third, June 13-17, 1992. The topics were Food Plant Operations, Cooperatives: Principles and Practices, and Introduction to Advanced Marketing and Logistics Principles, respectively. Participation totalled 73 for all courses. For a more detailed report, please refer to Appendix C.

Sparks Companies conducted four, three-day seminars which were also conducted in Olsztyn. The four sessions were divided between two topics, Agribusiness Management and Privatization and Marketing and Agribusiness Management. The seminars for the first topic were conducted on May 18-20 and May 21-22, and for the second, June 29 - July 1 and July 2-4, 1992. A total of 137 individuals participated in all seminars. For a more detailed report, please refer to Appendix D.

The American Trust for Agriculture in Poland (ATAP) continued to provide logistical, marketing and recruitment services for courses and seminars conducted by Land O'Lakes and Sparks Companies through their in-country organization, the Foundation for the Development of Polish Agriculture (FDPA). In addition to these supporting activities, FDPA sponsored seven courses of their own. Two courses were held on Sales, Marketing and Small Business Management for Small Manufacturers, two seminars dealt with Sales, Marketing and Planning for Managers, one course was held on Marketing and Sales Force Management, one seminar on Marketing Extension Services, and a course that was very well received was conducted on Marketing and Management for Women Managers. 169 trainees participated in these courses. For a more detailed report, please refer to Appendix E.

APPENDICES

- A. Quantitative Data on PEM Activities
- B. Report #2 on Economics and Management Courses
by Dr. Bogdan Radomski
- C. Land O'Lakes Report
- D. Sparks Companies Report
- E. ATAP/FDPA Report

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APPENDIX A

Quantitative Data on PEM Activities

Worksheet for Quantitative Data - AID Projects: Central and Eastern Europe

Institution: University of Minnesota

7/8/91 -

Quarter: 6/30/92

Contact Person Regarding this Report Randal J. Zimmermann

Project Component Management Training and Economics Education in Poland

TOTAL PROJECTED STUDENT CONTACT HOURS THIS YEAR QUARTER: 957

STUDENT CONTACT HOURS	MANAGEMENT EDUCATION	ECONOMICS EDUCATION	CONSULTATION	OTHER	EDUCATION VIA MEDIA SOURCES	LOCATION
	Actual	Actual	Actual	Actual	Actual	
Project Sustainability (Training Faculty/Trainers)	170	108				Primarily in Warsaw; also in Bialystok & Lublin
Students (Traditional)	190	246				Warsaw
Government Officials (1)		112				Warsaw
Business Community/ Business Managers (1)	71	60				Warsaw
Journalists - Media						
Other Groups/Individuals						
Other Groups/Individuals						
Other Groups/Individuals						

COMMENTS: (1) Contact hours for Government Officials and Business Community/Business Managers is estimated; data was not collected separately between the two groups.

Worksheet for Quantitative Data - AID Projects: Central and Eastern Europe

Institution: University of Minnesota

7/8/91 -

Project Component: Management Training & Economics Education in PolandQuarter: 6/30/92

Contact Person Regarding this Report

Randal J. ZimmermannTOTAL ~~PROJECTED~~ STUDENT CONTACT HOURS THIS QUARTER: YEAR

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STUDENT CONTACT HOURS	MANAGEMENT EDUCATION	ECONOMICS EDUCATION	CONSULTATION	OTHER Applied Management Training (1)	EDUCATION VIA MEDIA SOURCES	LOCATION
	Actual	Actual	Actual	Actual	Actual	
Project Sustainability (Training Faculty/Trainers)	<input type="text"/>	<input type="text"/>	<input type="text"/>	56	<input type="text"/>	University of Agriculture & Technology in Olsztyn
Students (Traditional)	<input type="text"/>	<input type="text"/>	<input type="text"/>	11	<input type="text"/>	Olsztyn
Government Officials	<input type="text"/>	<input type="text"/>	<input type="text"/>	131	<input type="text"/>	Olsztyn
Business Community/ Business Managers	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Journalists - Media	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Other Groups/Individuals Agribusiness & Small Business Mgrs	<input type="text"/>	<input type="text"/>	<input type="text"/>	335	<input type="text"/>	Olsztyn
Other Groups/Individuals Farm related Personnel	<input type="text"/>	<input type="text"/>	<input type="text"/>	265	<input type="text"/>	Olsztyn
Other Groups/Individuals	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	

COMMENTS:

(1) Seminars conducted by Land O'Lakes, Sparks Companies, and the American Trust for Agriculture in Poland via its affiliate, the Foundation for the Development of Polish Agriculture.

SUMMARY PARTICIPATION DATA IN PEM ACTIVITIES - YEAR ONE¹

	QTR 1	QTR 2	QTR 3	QTR 4	TOTALS
MANAGEMENT					
Faculty	-	19	111	103	233
Students	-	50	286	161	497
Managers	-	16	-	27	43
Consultations	-	31	-	-	31
ECONOMICS					
Faculty	-	-	171	134	305
Students	-	-	297	297	594
LAND O'LAKES	-	45	51	73	169
SPARKS COMPANIES	-	90	75	137	302
ATAP/FDPA	-	95	140	169	404
TOTALS =	-	346	1131	1101	2578

¹ Data on Management and Economics participation is taken from Report #2, Attachment B, and participation for Land O'Lakes, Sparks Companies, and ATAP/FDPA is taken from reports contained in the attachments and those submitted under earlier quarterly reports.

APPENDIX B

**Report #2 on Economics and Management
Courses
by Dr. Bogdan Radomski**

R E P O R T # 2

ON

IMPLEMENTATION OF THE PROJECT FOR MANAGEMENT AND ECONOMIC
EDUCATION in January - May 1992.

U.S.A.I.D. Grant No. EUR - 0029 - G 00 -1051 - 00
PROJECT NO.180 - 0029

IMPLEMENTATION OF TRAINING PROGRAMS ON MANAGEMENT
AND APPLIED ECONOMICS -
JANUARY 1992 - MAY 1992.

* * *

The Project's implementation activities started with three courses on management in December 1991 at the Warsaw School of Economics. The detailed evaluation of that part of the program was given in Report # 1 of January 20, 1992.

This is Report # 2 on the Project's implementation activities for the period of time February 1992 - May 1992. During this period the training program on management was underway and the training program on applied economics had begun.

The implementation program extended to new universities and institutions in 1992. New universities joined our program and more participants attended the courses offered in our Program. All the courses were taught by professors of the University of Minnesota from the Carlson School of Management, Agri-Economic Department and Hubert Humphrey Institute of Public Affairs.

This Report presents detailed data on every course participants' attendance, the number of teaching hours per course, students' grade report and other activities of the American professors. There is also a summary of the annual activities on the end of this Report.

This Report contains also evaluations of the American professors' academic performance done by various groups of the participants. The evaluations were conducted on a basis of questionnaires issued to the participants.

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The Report consists of the following parts:

- Part A. LIST OF THE COURSES ON MANAGEMENT AND APPLIED ECONOMICS PRESENTED TO POLISH PARTICIPANTS IN 1992.
- Part B. LIST OF THE POLISH UNIVERSITIES AND ACADEMIC INSTITUTIONS THAT PARTICIPATED IN THE PROJECTS'S ACTIVITIES.
- Part C. THE POLISH PARTICIPANTS.
- Part D. DATA ON THE NUMBER OF PARTICIPANTS ATTENDING THE COURSES, PARTICIPATING UNIVERSITIES, AND THE NUMBER OF TEACHING HOURS.
- Part E. EVALUATION OF THE AMERICAN PROFESSORS' PERFORMANCE LECTURING MANAGERIAL COURSES.
- Part F. DATA ON THE NUMBER OF PARTICIPANTS ATTENDING THE COURSES, UNIVERSITIES PARTICIPATED IN THE APPLIED ECONOMICS PROGRAM.
- Part G. EVALUATION OF THE AMERICAN PROFESSORS' PERFORMANCE ON LECTURING COURSES ON APPLIED ECONOMICS.
- Part H. DATA ABOUT POLISH PARTICIPANTS.

**PART A -
LIST OF THE COURSES ON MANAGEMENT AND APPLIED ECONOMICS
PRESENTED TO POLISH PARTICIPANTS IN 1992**

COURSES IN MANAGEMENT

- Marketing Management and Strategy
- Distribution and Transportation Management
- Operations and Production Management Process
- Risk Management and Insurance
- General Management and Strategy
- Human Resource Management

COURSES IN APPLIED ECONOMICS

- U.S. and European Economic Policy
- Applied Econometrics Methods of Economic Data Analysis
- Applied Mathematical Programming
- Market and Prices
- Microeconomic Approaches to Political Behavior,
- Labor Economics
- Finance and Expenditures by Subnational Governments
- Regional Economics,
- Benefit - Cost Analysis
- Financial Markets and Banking,
- Economic Growth and Business Fluctuations
- Environmental Economics
- Public Finance and Expenditures
- Economic Development and Trade.

* * *

**PART B -
LIST OF THE POLISH UNIVERSITIES AND ACADEMIC INSTITUTIONS
THAT PARTICIPATED IN THE PROJECT'S ACTIVITIES.**

The following universities delegated their faculty members and students to participate in the program in management in December 1991:

- THE WARSAW SCHOOL OF ECONOMICS, WARSAW
- THE UNIVERSITY OF MARIA CURIE-SKLODOWSKA OF LUBLIN, LUBLIN
- THE BIALYSTOK POLYTECHNIC, BIALYSTOK,
- THE FILIAL UNIVERSITY OF WARSAW, BIALYSTOK

The program has been extended at other Polish universities and academic institutions and as a result, the following universities participated in the Project's activities in 1992 :

- THE WARSAW SCHOOL OF ECONOMICS, WARSAW
- THE UNIVERSITY OF MARIA CURIE-SKLODOWSKA OF LUBLIN, LUBLIN
- THE FILIAL UNIVERSITY OF MARIA-CURIE SKLODOWSKA OF LUBLIN, RZESZOW

- THE UNIVERSITY OF WARSAW, WARSAW
- THE FILIAL UNIVERSITY OF WARSAW, BIALYSTOK
- THE BIALYSTOK POLYTECHNIC, BIALYSTOK
- THE AGRO-TECHNICAL ACADEMY OF OLSZTYN, OLSZTYN
- THE WARSAW AGRICULTURE ACADEMY, WARSAW
- THE ACADEMY OF ECONOMICS OF KATOWICE, KATOWICE
- THE WARSAW POLYTECHNIC, WARSAW

* * *

PART C THE POLISH PARTICIPANTS

This part of the Report contains data on the number of participants attending the courses offered in this Program. There are data on the faculty members, students and managers. The participants were classed according to their professional activities or academic status.

The faculty members were recruited from various departments of the Warsaw School of Economics in Warsaw and the Academy of Economics in Katowice and from the departments of Economics of the Białystok Polytechnic, the University of Warsaw and its filial branch in Białystok, the University of Maria-Curie Skłodowska in Lublin and its filial branch in Rzeszów, from Agro-Economic departments at the Warsaw Agricultural Academy, and from the Agro-Technical Academy of Olsztyn.

The students came from the Warsaw School of Economics, the Warsaw Agricultural Academy, the University of Warsaw in Warsaw and from the Warsaw Polytechnic.

The managers participated on the basis of the Agreement between our Project and the Agency for Industrial Development sponsored by the Polish Government.

Universities	Faculty members	Students	Managers	Total
Warsaw School of Economics	22	188	-	210
University of Lublin in Lublin	28		-	28
University of Lublin in Rzeszów	2		-	2
University of Warsaw in Warsaw	-	15	-	15
University of Warsaw in Białystok	8	-	-	8
Białystok Polytechnic	9	26	-	35
Warsaw Agricultural Academy in Warsaw	14	12	-	26
Agro-Technical Academy in Olsztyn	3	-	-	3
Warsaw Polytechnic	-	5	-	5
Academy of Economics in Katowice	2	-	-	2
Agency for Industrial Development	-	-	23	23
Other Institutions and Companies	-	-	20	20
TOTAL	88	246	43	377

PART D

DATA ON THE NUMBER OF THE PARTICIPANTS ATTENDING THE COURSES, PARTICIPATING UNIVERSITIES, AND THE NUMBER OF TEACHING HOURS.

Courses in the Managerial Training Program were offered to three groups of the participants: the faculty members, the graduate students, and the managers.

The faculty members were invited to attend these course in order to learn how to develop the curricula on management in a market economy. The American professors instructed them about the contents of the topics in management, didactic methodology, and the courses facilitating with teaching materials, cases, and software. There were two groups of the faculty members, one group where the courses were taught in English and the second one, where the courses were taught in Polish.

The graduate students attended these courses in order to extend their knowledgeability on management in a modern market economy. These courses on market economy were especially valuable for the graduate students. Those students were taught economics of a command - rationed, centrally planned system and due to their advancement in studies they will not have many opportunities to study management in a market economy before their graduation. This was their only opportunity to study this subject matter.

The managers attended these courses to improve their professional skills in management. There was a only training program in management for managers organized jointly with the Polish Government Agency for Industrial Development.

Part "D" of the Report contains data on the size of each group of the participants attending the courses on management, the number of participants attending each course and the number of teaching hours by every professor per course per group.

1. The Course.
"MARKETING MANAGEMENT AND STRATEGY"

University	Faculty members	Students	Managers	Total
I. Course taught in English				
Warsaw School of Economics	6	116	-	122
University of Warsaw	-	10	-	10
Warsaw Academy of Agriculture	-	12	-	12
Total I	6	138	-	144
II. Course translated into Polish				
Warsaw School of Economics	2	-	-	2
Białystok Polytechnic	8	-	-	8
University of Lublin	6	-	-	6
Agro-Technical Academy, Olsztyn	1	-	-	1
Warsaw Academy of Agriculture	14	-	-	14
University of Lublin at Rzeszów	3	-	-	3
Total II.	34	-	-	34
TOTAL I + II	40	138	-	178
Teaching hours	26	20	-	46
Consultations hrs	-	-	2	2
Total hours	-	-	-	48

2.The Course

"DISTRIBUTION - LOGISTICS AND TRANSPORTATION MANAGEMENT"

University	Faculties	Students	Managers	Total
I.Course taught in English				
Warsaw School of Economics	2	42	-	44
Warsaw Academy of Agriculture	-	5	-	5
University of Warsaw	-	6	-	6
Total I.	2	53	-	55
II.Course translated into Polish				
Warsaw School of Economics	1	-	-	1
Białystok Polytechnic	8	-	-	8
University of Lublin	7	-	-	7
Warsaw Academy of Agriculture	12	-	-	12
Agro-Technical Academy, Olsztyn	1	-	-	1
University of Lublin at Rzeszów	3	-	-	3
TOTAL II	32	-	-	32
TOTAL I + II	34	53	-	87
Teaching hours	22	20	-	42
Consultations hrs	-	-	4	4
Total hours	-	-	-	46

3. The Course
" OPERATIONS AND PRODUCTION MANAGEMENT"

University	Faculties	Students	Managers	Total
I. Course taught in English				
Warsaw School of Economics	-	80	-	80
Warsaw Academy of Agriculture	-	8	-	8
University of Warsaw	-	6	-	6
Polytechnic of Warsaw	-	1	-	1
Total I.	-	95	-	95
II. Course translated into Polish				
Warsaw School of Economics	-	-	-	-
University of Lublin	15	-	-	15
Polytechnic of Bialystok	6	-	-	6
Agro-Technical Academy, Olsztyn	1	-	-	1
Warsaw Academy of Agriculture	12	-	-	12
University of Lublin at Rzeszów	2	-	-	2
Total II.	36	-	-	36
TOTAL I + II	36	95	-	131
Teaching hours	8	20	-	28
Consultations hrs	-	-	-	6
Total hours	-	-	6	34

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4. The Course

" RISK MANAGEMENT AND INSURANCE "

University	Faculties	Students	Managers	Total
I. Course taught in English				
Warsaw School of Economics	-	63	4	67
Warsaw Academy of Agriculture	-	-	-	-
University of Warsaw	1	3	-	4
Polytechnic of Warsaw	-	2	-	2
Total I.	1	68	4	73
II. Course translated into Polish				
Warsaw School of Economics	1	-	-	1
University of Lublin	19	-	-	19
Polytechnic of Białystok	8	-	-	8
Agro-Technical Academy, Olsztyn	3	-	-	3
Warsaw Academy of Agriculture	-	-	-	-
University of Lublin at Rzeszów	2	-	-	2
Agency for Industrial Development	-	-	23	23
Total II.	33	-	23	56
TOTAL I + II	34	68	27	129
Teaching hours	10	20	15	45

5. The Course
" GENERAL MANAGEMENT AND STRATEGY "

University	Faculties	Students	Managers	Total
I. Course taught in English				
Warsaw School of Economics	3	49	-	52
Warsaw Academy of Agriculture	-	1	-	1
University of Warsaw	-	-	-	-
Polytechnic of Warsaw	-	2	-	2
Total I.	3	52	-	55
II. Course translated into Polish				
Warsaw School of Economics	-	-	-	-
University of Lublin	19	-	-	19
Polytechnic of Białystok	8	-	-	8
Agro-Technical Academy, Olsztyn	3	-	-	3
Warsaw Academy of Agriculture	-	-	-	-
University of Lublin at Rzeszów	2	-	-	2
Total II.	32	-	-	32
TOTAL I + II	35	52	-	87
Teaching hours	16	20	-	36
Consultations hrs	-	-	-	6
Total hours	-	-	-	42

6. The Course
" HUMAN RESOURCE MANAGEMENT "

University	Faculties	Students	Managers	Total
I. Course taught in English				
Warsaw School of Economics	3	41	-	44
Warsaw Academy of Agriculture	-	-	-	-
University of Warsaw	-	-	-	-
Polytechnic of Warsaw	-	-	-	-
Total I.	3	41	-	44
II. Course translated into Polish				
Warsaw School of Economics	1	-	-	1
University of Lublin	17	-	-	17
Polytechnic of Białystok	8	-	-	8
Agro-Technical Academy, Olsztyn	3	-	-	3
Warsaw Academy of Agriculture	-	-	-	-
University of Lublin at Rzeszów	2	-	-	2
Total II.	31	-	-	31
TOTAL I + II	34	41	-	75
Teaching hours	16	20	-	36
Consultations	-	-	-	6
Total hours	-	-	-	42

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THE SUMMARY OF ATTENDACE ON COURSES IN MANAGEMENT.

Course	Faculty members	Students	Managers	Total
Marketing management and strategic	40	138	-	178
Distribution Logistics & Transportation	34	53	-	87
Operations & Production management	37	95	-	132
Risk Management & Insurance	34	68	27	129
General management & Strategy	35	52	-	87
Human resources management	34	41	-	75
TOTAL COURSE PARTICIPATION	214	447	27	688

Part E.

EVALUATION OF THE AMERICAN PROFESSORS' PERFORMANCE
LECTURING MANAGERIAL COURSES.

All of the participants were asked to evaluate the courses in management they attended. They were asked to evaluate: the contents of the courses in terms of advancement of knowledge, didactic methods and applicability of these courses for their academic or managerial activities.

The question: the lecturer's competence can be interpreted as how much of the contents of the course was new to the participants, and how knowledgeable was the lecturer on that topic.

The question: the lecture's pedagogical skills is to translate into the attractiveness of a course presentation to the audience in terms of using different didactic methods as in comparison to the method they are being taught in their universities in Poland.

The question: the course attractiveness for the participants is to be understood in the following way: the attractiveness for the faculty members means how this particular course could be applied to their curriculum development, for the students: how they extended their knowledge on this subject matter and for the managers: how much they could improve their managerial skills:

The response sample of the faculty members was too small for proper evaluation of the courses in Management to be made, hence most of evaluations were done by the students.

1. The Course:

"MARKETING MANAGEMENT AND STRATEGY".

Evaluation

LECTURER'S COMPETENCE:

- 81% students recognized his competence as excellent
- 16% students recognized his competence as very good
- 3% students recognized his competence as good

LECTURER'S PEDAGOGICAL SKILLS

- 68% students recognized his skills as excellent
- 23% students recognized his skills as very good
- 9% students recognized his skills as good

THE COURSE'S ATTRACTIVENESS FOR THE PARTICIPANTS

- 45% students considered the course as extremely interesting
- 47% students considered the course as very interesting

THE TOTAL NUMBER OF TEACHING HOURS AND OTHER ACTIVITIES
OF THE PROFESSORS OF MANAGEMENT.

Course	students	WSE Faculty members	Other Faculty members	meetings & consultat	Total hrs per Course
Marketing	20	16	10	2	48
Logistics	20	12	10	4	46
Operations management	20	-	8	6	34
Risk management	20	2	8	15	45
Strategic management	20	8	8	6	42
Human resource management	20	10	6	6	42
TOTAL	120	48	50	39	257

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- 6% students considered the course as interesting
- 2% students considered the course as not interesting

The most frequently expressed opinion by the faculty members and by the students was that the lectures on marketing were delivered in a very practical manner and the knowledge and skills obtained through this course could be applied to immediate practical use.

Students have been taught for 20 hours. The course schedule included lecturing and individual students' class work. 52 students have written a Marketing Plan under the American professor's supervision. Some of them were presented during classes on marketing.

The students were graded for their class work and were awarded the following grades:

A	19 students
B+	12 students
B	7 students
C+	7 students
C	5 students
Total	52 students

The Polish Faculty members were instructed in writing, conducting and evaluating case studies on Marketing. The first case was prepared jointly by an American professor and his Polish partner. That case study was demonstrated during the class meeting with Faculty members and students. A group of 8 Polish Faculty members agreed to work on a set of 8-10 case studies that are to be published by the University Press and are to make up a part of the students study materials.

2. The Course:

"DISTRIBUTION - TRANSPORTATION - LOGISTICS MANAGEMENT"-

Evaluation

LECTURER'S COMPETENCE

- 57% students recognized his competence as excellent
- 36% students recognized his competence as very good
- 7% students recognized his competence as good

LECTURER'S PEDAGOGICAL SKILLS

- 39% students recognized his skills as excellent
- 51% students recognized his skills as very good
- 10% students recognized his skills as good

THE COURSE ATTRACTIVENESS FOR PARTICIPANTS

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- 43% students considered the course as extremely interesting
- 23% students considered the course as very interesting
- 32% students considered the course as interesting

Many of our students both from a group that was taught only in English and from the group where courses were translated into Polish stressed that the lecturer always kept in mind that he presented the problems to an audience who were not native English language speakers. They also stressed that the courses had a very practical approach even if many of the students had never learned about that topic before.

The course on "Distribution- Transportation- Logistics Management" was taught for 20 hours. The 28 students took the examination. They have been graded as follows:

A	5 students
B+	3 students
B	6 students
C+	3 students
C	8 students
Failed	3 students
<u>Total</u>	<u>28 students</u>

The Logistics course for our faculty members was presented in the way that it is taught in the USA. Computer simulations and case studies were used. The course has been presented under the assumption that both an American professor and his Polish partner will present that course during the next academic year.

3. The Course:

"THE OPERATION AND PRODUCTION MANAGEMENT"-

Evaluation

LECTURES'S COMPETENCE

- 55% students recognized his competence as excellent
- 34% students recognized his competence as very good
- 11% students recognized his competence as good

LECTURER'S PEDAGOGICAL SKILLS

- 22% students recognized his skills as excellent
- 33% students recognized his skills as very good
- 23% students recognized his skills as good
- 22% students recognized his skills as satisfactorily.

THE COURSE ATTRACTIVENESS FOR THE PARTICIPANTS

- 23% students recognized the Course as very interesting
- 22 % students recognized the Course as interesting
- 33 % students recognized the Course as not much interesting

The course on "Operations and Production Management" was taught for 20 hours. The 35 students took the examination. They have been graded as follows:

A	none
B+	5 students
B	18 students
C+	12 students
C	none
Failed	none

Total	35 students

4. The Course:
"RISK MANAGEMENT AND INSURANCE"

Evaluation

LECTURER'S COMPETENCE:

- 90% students recognized his competence as excellent
- 10% students recognized his competence as very good

LECTURER'S PEDAGOGICAL SKILLS:

- 29% students recognized his skills as excellent
- 36% students recognized his skills as very good
- 31% students recognized his skills as good
- 4% students recognized his skills as satisfactory

THE COURSE ATTRACTIVENESS FOR THE PARTICIPANTS:

- 36% students considered the course as extremely interesting
- 44% students considered the course as very interesting
- 15% students considered the course as interesting
- 5% students considered the course as not interesting

The students have been taught for 20 hours. The course schedule included lecturing and independent students' class work. 68 students attended the Risk Management and Insurance course. 17 students out of them have been working on a case study what was sine qua non condition for getting a grade. The students also have written short

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papers which were also evaluated and the results were included to their final grades.

The students were graded for their class work and cases and were awarded with the following grades:

A	6 students
B+	3 students
B	4 students
C+	2 students
C	2 students
<hr/>	
Total	17 students

Faculty members - Evaluation.

LECTURER'S COMPETENCE:

- 100% participants recognized his competence as excellent

LECTURER'S PEDAGOGICAL SKILLS:

- 84% participants recognized his skills as excellent
- 8% participants recognized his skills as very good
- 8% participants recognized his skills as good

THE COURSE ATTRACTIVENESS FOR THE FACULTY MEMBERS:

- 84% participants considered the course as extremely interesting
- 8% participants considered the course as very interesting
- 8% participants considered the course as interesting

EXECUTIVES (AGENCY FOR INDUSTRY DEVELOPMENT)

Evaluation

LECTURER'S COMPETENCE:

- 54% participants recognized his competence as excellent,
- 23% participants recognized his competence as very good,
- 23% participants recognized his competence as good,

LECTURER'S PEDAGOGICAL SKILLS:

- 31% participants recognized his skills as excellent
- 31% participants recognized his skills as very good
- 15% participants recognized his skills as good
- 23% participants recognized his skills as satisfactory

THE COURSE ATTRACTIVENESS FOR THE FACULTY MEMBERS:

- 31% participants considered the course as extremely interesting
- 8% participants considered the course as very interesting
- 23% participants considered the course as interesting
- 38% participants considered the course as not interesting

PERCENTAGE OF EXECUTIVES WHO ARE GOING TO USE UP DELIVERED KNOWLEDGE:

- 67% will use it up for sure,
- 8% will probably use it up.
- 25% will not take advantage of this Course,

5. The Course:

"GENERAL MANAGEMENT AND STRATEGY"

Students - Evaluation

LECTURER'S COMPETENCE:

- 81% participants recognized his competence as excellent
- 14% participants recognized his competence as very good
- 5% participants recognized his competence as satisfactory

LECTURER'S PEDAGOGICAL SKILLS:

- 40% participants recognized his skills as excellent
- 36% participants recognized his skills as very good
- 24% participants recognized his skills as good

THE COURSE ATTRACTIVENESS FOR THE FACULTY MEMBERS:

- 43% participants considered the course as extremely interesting
- 33% participants considered the course as very interesting
- 19% participants considered the course as interesting
- 5% participants considered the course as not interesting

Faculty Members-Evaluation

LECTURER'S COMPETENCE:

- 100% participants recognized his competence as excellent

LECTURER'S PEDAGOGICAL SKILLS:

- 70% participants recognized his skills as excellent
- 15% participants recognized his skills as very good
- 15% participants recognized his skills as good

THE COURSE ATTRACTIVENESS FOR THE FACULTY MEMBERS:

- 40% participants considered the course as extremely interesting
- 40% participants considered the course as very interesting
- 20% participants considered the course as interesting

Students have been taught the general management course for 20 hours. The course schedule included lecturing and individual students' class work. 49 students attended this Course and 27 of them decided to write an essay under American professor's supervision.

The students were graded for their class work and were awarded with the following grades:

A	6 students
B+	9 students
B	8 students
C+	4 students
C	none

Total	27 students

6. The Course:

"HUMAN RESOURCE MANAGEMENT"

Students-Evaluation:

LECTURER'S COMPETENCE:

- 50% participants recognized his competence as excellent
- 29% participants recognized his competence as very good
- 21% participants recognized his competence as good

LECTURER'S PEDAGOGICAL SKILLS:

- 35% participants recognized his skills as excellent
- 55% participants recognized his skills as very good
- 10% participants recognized his skills as good

THE COURSE ATTRACTIVENESS FOR THE PARTICIPANTS:

- 25% participants recognized the Course as very interesting
- 35 % participants recognized the Course as interesting
- 40 % participants recognized the Course as not much interesting

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Faculty members-Evaluation

LECTURER'S COMPETENCE:

- 100% faculty members recognized his competence as excellent

LECTURER'S PEDAGOGICAL SKILLS:

- 60% faculty members recognized his skills as excellent
- 40% faculty members recognized his skills as very good

THE COURSE ATTRACTIVENESS FOR THE FACULTY MEMBERS:

- 70% faculty members considered the course as extremely interesting
- 30% faculty members considered the course as very interesting

The course on "Human Resource Management" was taught for 20 hours. 17 students took the examination .

They have been graded as follows:

A	4 students
B+	1 student
B	6 students
C+	4 students
C	2 students
Failed	none

Total	17 students

The problem which has been exposed during this course was that these subjects are not taught at the Warsaw School of Economics and very seldom are they taught anywhere else in Poland. Consequently, it was not easy to evaluate such course presentations.

D. OTHER MEETINGS AND ACTIVITIES

The Professor of Marketing had the following additional meetings on top of his teaching obligations :

- a meeting with the Rector of the Warsaw School of Economics,
- a meeting with the dean of the Home Trade Faculty of the Warsaw School of Economics on the methodology of teaching marketing courses,
- a meeting with a chairman of the department of marketing of foreign trade dedicated on teaching methods related to marketing.

The Professor of Operations Management had the following meetings while staying in Warsaw:

- a meeting with a production manager of a battery factory in Piastów,
- a meeting with General Manager and Production Manager at consumer electronic company in Warsaw.

The Professor of Risk Management and Insurance had the following meetings while staying in Warsaw:

- at the Ministry of Finance, Department of Banking System and Financial Institutions,
- at Amplico Insurance Company (the American-Polish joint venture)
- at Warta Insurance Company (one of two biggest insurance companies in Poland)

The Professor of General Management and Strategy met with:

- meetings with the Warsaw School of Economics faculty members
- participations in the faculty meetings of the Warsaw School of Economics.

The Professor of Human Recourse Management had the following meetings with:

- member of the Center of Methodology for Economic Studies,
- the Chair of Labor Economics at the Warsaw School of Economics
- the head of Chair of Labor Sociology at the Warsaw School Economics.

Those meetings allowed The American professors to get acquainted with current problems of restructuring the Polish economy an advancement in management and capacities of Polish managers.

PART F
DATA ON THE NUMBER OF PARTICIPANTS ATTENDING THE COURSES, UNIVERSITIES
PARTICIPATED IN THE APPLIED ECONOMICS PROGRAM.

Since February 1992 we have begun the implementation of the applied economics program for faculty members and students.

The American professors from the University of Minnesota performed their program in Poland in the following way:

- they had three days sessions on curricula development for the faculty members of the universities from Lublin and its filial branch in Rzeszów, the Białystok Polytechnic, the filial branch of the University of Warsaw at Białystok, the Agro-Technical Academy at Olsztyn and the Academy of Economics at Katowice. All these sessions were translated into Polish. In our tables it is listed under position: "faculty members".
- they had meetings and seminars on curricula development and economic questions with the faculty members of the Warsaw School of Economics. The American professors were either invited to the faculty meetings of the various departments of the Warsaw School of Economics or they had individual meeting with their Polish colleagues. Many of those activities were done in English, however some of them were translated into Polish. In our tables it is listed under "consultations".
- the American professors taught Polish students economics courses which were optional for Polish students, however, many of them chose these courses for credit. These courses were taught in English only. In our tables it is listed under "students".
- In addition to the academic activities of the American professors, they also had some other meetings on their own request. They had meetings either with the Warsaw School of Economics' Rectors, representatives of the Polish businessmen, politicians, members of Polish Senate and professors of the Warsaw School of Economics and other universities. In our tables it is listed under "consultations".

1. The Course.
THE US AND EUROPEAN ECONOMIC POLICY.

University	Faculty members	Students	Total
Warsaw School of Economics	-	65	65
University of Warsaw	-	6	6
Warsaw Polytechnic	-	4	4
Warsaw Academy of Agriculture	-	5	5
Białystok Polytechnic	8	-	8
University of Lublin	15	-	15
University of Lublin at Rzeszów	2	-	2
Agro-Technical Academy, Olsztyn	-	-	-
TOTAL	25	80	105
Teaching hours	6	18	24
Consultations hrs	-	-	20
TOTAL HRS	-	-	44

ADDITIONAL ACTIVITIES

- Two sessions with the research staff of the Institute of World Economy. The research institute of the Warsaw School of Economics. (7 staff members participated each time)
- Two sessions with research staff of the Institute of Developing Countries. The research institute of the Warsaw School of Economics. (6 staff members participated each time)
- A seminar for the faculty members of the Department of International Economic Relations at the Warsaw School of Economics. (12 staff members participated)
- Two seminars with staff members of the Department of Agriculture of the Warsaw School of Economics. (13 staff members participated)
- A lecture for the staff of the State Institute of National Economy Economic Planning (a Polish Government institution)

(60 staff members attended)

2. The Course.

APPLIED ECONOMETRICS METHODS OF ECONOMIC DATA ANALYSIS

University	Faculty members	Students	Total
Warsaw School of Economics	-	6	6
University of Warsaw	-	2	2
Warsaw Polytechnic	-	1	1
Białystok Polytechnic	7	-	7
University of Lublin at Lublin	10	-	10
University of Lublin at Rzeszów	1	-	1
Total	18	9	27
Teaching hours hrs	6	18	24
Consultations	-	-	10
TOTAL HRS	-	-	34

ADDITIONAL ACTIVITIES

- two seminars with faculty members of the Econometrics Institute of the Warsaw School of Economics,
- a seminar with a faculty members of a Department of Agriculture,
- a meeting with Deputy Rector of the warsaw school of Economics
- individual consultations with students and faculty members of the Warsaw School of Economics.

3. The Course.

APPLIED MATHEMATICAL PROGRAMMING

University	Faculty members	Students	Total
Warsaw School of Economics	-	6	6
University of Warsaw	-	2	2
Warsaw Polytechnic	-	2	2
Białystok Polytechnic	3	-	3
University of Lublin	3	-	3
University of Lublin at Rzeszów	1	-	1
TOTAL	7	10	17
Teaching hours	6	18	24
Consultations hrs	-	-	6
TOTAL HRS	-	-	30

ADDITIONAL ACTIVITIES

- two seminars with the faculty members of the Econometrics Institute of the Warsaw School of Economics (15 persons participated),
- seminar with the faculty members of the Department of Agriculture of the Warsaw School of Economics (10 persons participated).

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4. The Course.

MARKETS AND PRICES

University	Faculty members	Students	Total
Warsaw School of Economics	-	14	14
University of Warsaw	-	6	6
Warsaw Agricultural Academy	-	2	2
Warsaw Polytechnic	-	1	1
Polytechnic of Białystok	8	-	8
University of Lublin	10	-	10
University of Lublin at Rzeszów	2	-	2
Total	20	23	43
Teaching hours	6	20	26
Consultations	-	-	8
TOTAL HRS	-	-	34

ADDITIONAL ACTIVITIES

- meeting at the Department of Economics of Consumption of the Warsaw School of Economics (7 faculty members attended),
- meeting at the Department of Economics of Agriculture of the Warsaw School of Economics (20 faculty members attended)
- meeting with the executives from the Polish-American Extension Project (3 executives attended).
- meeting at the Research Institute of the Developing Countries of the Warsaw School of Economics,
- lecture for the faculty members and students of the

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- Department of the Economics of Consumption of the Warsaw School of Economics (40 students and faculty members attended)
 - consultation at the State Institute of Food Economy (the Polish Government institution).

5. The Course.

MICROECONOMIC APPROACHES TO POLITICAL BEHAVIOR

University	Faculty members	Students	Total
Warsaw School of Economics,	-	15	15
University of Warsaw	-	6	6
Warsaw Polytechnic	-	-	-
Warsaw Agricultural Academy	-	2	2
Białystok Polytechnic	8	20	28
University of Lublin	10	-	10
University of Lublin at Rzeszów	1	-	1
Agro-Technical Academy of Olsztyn	1	-	1
TOTAL	20	43	63
Teaching hours	6	26	32
Consultations hrs	-	-	8
TOTAL HRS	-	-	40

ADDITIONAL MEETINGS

- lectures at the Białystok Polytechnic for post graduate students 20 students - 6 hours of teaching,
- meeting with a chairman of the Department of Sociology

- of the Warsaw School of Economics.
- meeting at the Department of Economics of the Warsaw School of Economics.
- meeting with the US AID mission at the US Embassy in Warsaw.
- meeting with the Rector of the Warsaw School of Economics.

6. The Course.

LABOR ECONOMICS

University	Faculty members	Students	Total
Warsaw School of Economics	-	9	9
University of Warsaw	-	5	5
Warsaw Polytechnic	-	2	2
Warsaw Academy of Agriculture	5	4	9
University of Lublin at Lublin	13	-	13
Polytechnic of Białystok	8	20	28
University of Lublin at Rzeszów	2	-	2
Agro-Technical Academy at Olsztyn	1	-	1
TOTAL	29	40	69
Teaching hrs	8	20	28
Consultations hrs	-	-	20
TOTAL HRS	-	-	48

ADDITIONAL MEETINGS

- meetings with the faculty members of the Department of Labor of the Warsaw School of Economics, (10 faculty members attended)
- meeting with the Rector of the Warsaw School of Economics.
- meeting at the US AID mission at the US Embassy to Poland.

- meeting at the Department of Sociology of the Warsaw School of Economics.

7. The Course.

FINANCE AND EXPENDITURES BY SUBNATIONAL GOVERNMENTS

University	Faculty members	Students	Total
Warsaw School of Economics	-	18	18
University of Warsaw	-	2	2
Warsaw Polytechnic	-	1	1
Warsaw Academy of Agriculture	-	2	2
Białystok Polytechnic	8	26	34
University of Lublin at Lublin	13	-	13
University of Lublin at Rzeszów	2	-	2
Agro-Technical Academy of Olsztyn	2	-	2
TOTAL	25	49	74
Teaching hours	6	20	26
Consultations	-	-	6
TOTAL HRS	-	-	32

ADDITIONAL ACTIVITIES

meeting at the Department of Urban Economic Planning of the Warsaw School of Economics, (11 faculty members attended)
 - meeting at the Department of Economic Policy of the Warsaw School of Economics, (7 faculty members attended)

8. The Course.

REGIONAL ECONOMICS

University	Faculty members	Students	Total
Warsaw School of Economics	-	14	14
University of Warsaw	-	3	3
Warsaw Polytechnic	-	-	-
Warsaw Agriculture Academy	3	-	3
Białystok Polytechnic	8	26	34
University of Lublin at Lublin	12	-	12
University of Lublin at Rzeszów	2	-	2
Agro-Technical Academy at Olsztyn	2	-	2
TOTAL	27	43	70
Teaching hours	6	20	26
Consultations	-	-	8
TOTAL HRS	-	-	34

ADDITIONAL ACTIVITIES

- lectures at the Białystok Polytechnic for post-graduate students
20 students - 6 teaching hours
- meeting at the Department of Economic Geography of the Warsaw School of Economics, (8 faculty members attended)
- meeting at the Department of Urban Economic Planning of the Warsaw School of Economics, (6 faculty members attended)

9. The Course.

BENEFIT - COST ANALYSIS.

University	Faculty members	Students	Total
Warsaw School of Economics	-	54	54
University of Warsaw	-	2	2
Warsaw Polytechnic	-	3	-
Warsaw Academy of Agriculture	-	-	-
Bialystok Polytechnic	8	-	8
University of Lublin at Lublin	8	-	8
University of Lublin at Rzeszow	2	-	2
Agro-Technical Academy at Olsztyn	2	-	2
TOTAL	20	59	79
Teaching hours	6	16	22
Consultations	-	-	16
TOTAL HRS	-	-	38

ADDITIONAL ACTIVITIES

There was two jointly taught lectures with a Polish professor for Polish students.

The other activities:

- meeting with Senator Andrzej Celinski
- meeting with an economic adviser to the President of Poland
Mr Andrzej Kozakiewicz
- meeting with Minister of Labor and Social Welfare
Mr. Andrzej Kropiwnicki
- meeting with the Rector of the Warsaw School of Economics
- meeting at the Institute of Urban Economics of the Warsaw School of Economics
- a meeting at the American Embassy

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- a meeting at the Ministry of Privatization
- a meeting at the Chair of Production Economics of the Warsaw School of Economics.

10. The Course.

FINANCIAL MARKETS AND BANKING

University	Faculty members	Students	Total
Warsaw School of Economics	1	154	155
University of Warsaw	-	4	4
Warsaw Polytechnic	-	2	2
Warsaw Academy of Agriculture	2	-	2
Bialystok Polytechnic	8	-	8
University of Lublin at Lublin	8	-	8
University of Lublin at Rzeszów	2	-	2
Agro-Technical Academy at Olsztyn	2	-	2
TOTAL	23	160	183
Teaching hours	10	18	28
Consultations	-	-	20
TOTAL HRS	-	-	48

ADDITIONAL ACTIVITIES

- meeting at the National Bank of Poland
- meeting at the Bank of Agriculture
- meeting at the Agrobank
- meeting at Polish Savings Bank
- meeting at the Department of Finance of the Warsaw School of

Economics

- meeting with the Rector of the Warsaw School of Economics
- meeting at the American Embassy
- meeting in the Ministry of Privatization.

11. The Course.

ECONOMIC GROWTH AND BUSINESS FLUCTUATIONS

University members	Faculty	Students	Total
Warsaw School of Economics	2	48	50
University of Warsaw	-	2	2
Warsaw Polytechnic	-	-	-
Warsaw Academy of Agriculture	-	-	-
Bialystok Polytechnic	8	-	8
University of Lublin at Lublin	11	-	11
University of Lublin at Rzeszow	2	-	2
Agro-Technical Academy at Olsztyn	3	-	3
TOTAL	26	50	76
Teaching hours	6	20	26
Consultations	-	-	10
TOTAL HRS	-	-	36

ADDITIONAL ACTIVITIES

- meeting at the Department of Economics of the Warsaw School of

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- Economics
- meeting at the National Bank of Poland
 - meeting at the American Embassy

12. The Course.

ENVIRONMENTAL ECONOMICS

University	Faculty members	Students	Total
Warsaw School of Economics	-	-	-
University of Warsaw	-	-	-
Warsaw Polytechnic	-	-	-
Warsaw Academy of Agriculture	-	-	-
Bialystok Polytechnic	8	-	8
University of Lublin at Lublin	8	-	8
University of Lublin at Rzeszow	2	-	2
Agro-Technical Academy at Olsztyn	3	-	3
TOTAL	21	-	21
Teaching hours	24	-	24
Consultations	-	-	22
TOTAL HRS	-	-	46

This professor had not the regular courses with students at the Warsaw School of Economics. She received a proposal to visit the Bialystok Polytechnic, because a Department of Environment is located there.

There were the following meeting in Warsaw

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- meeting in the Ministry of Environment at the Departments of Water Economy, Department of Air Economy, Department of Forestry meeting with the Rector of the Warsaw School of Economics
- meeting at the American Embassy

13. The Course.

PUBLIC FINANCE AND EXPENDITURES

University	Faculty members	Students	Total
Warsaw School of Economics	-	17	17
University of Warsaw	-	-	-
Warsaw Polytechnic	-	-	-
Warsaw Academy of Agriculture	-	-	-
Białystok Polytechnic	7	-	7
University of Lublin at Lublin	10	-	10
University of Lublin at Rzeszów	2	-	2
Agro-Technical Academy at Olsztyn	3	-	3
Economic Academy of Katowice	2	-	2
TOTAL	24	17	41
Teaching hours	6	16	22
Consultations	-	-	10
TOTAL HRS	-	-	32

ADDITIONAL ACTIVITIES

- meeting in the Ministry of Finances in the Department of

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- Direct Taxes
- meeting in the Ministry of Privatization
 - meeting in the American Embassy
 - meeting at the Foundation for Development of Polish Agriculture
 - two meetings with the Rector of the Warsaw School of Economics
 - meetings with faculty members of the Economic Academy in Katowice

14. The Course.

ECONOMIC DEVELOPMENT AND TRADE

University	Faculty members	Students	Total
Warsaw School of Economics	-	11	11
University of Warsaw	-	-	-
Warsaw Polytechnic	-	-	-
Warsaw Academy of Agriculture	-	-	-
Bialystok Polytechnic	5	-	5
University of Lublin at Lublin	8	-	8
University of Lublin at Rzeszow	2	-	2
Agro-Technical Academy at Olsztyn	3	-	3
Economic Academy at Katowice	2	-	2
TOTAL	20	11	31
Teaching hours	6	16	22
Consultations	-	-	8
TOTAL HRS	-	-	30

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ADDITIONAL ACTIVITIES

- two meetings with the Rector of the Warsaw School of Economics
- meeting in the Ministry of Finance in the Department of Direct Taxes.
- meeting in the Ministry of Privatization
- meeting at the Foundation for Development of Polish Agriculture
- meeting at the American Embassy

PART G.

EVALUATION OF THE AMERICAN PROFESSORS' PERFORMANCE ON LECTURING COURSES ON APPLIED ECONOMICS.

All the participants were asked to evaluate the courses on applied economics which they attended on. A formula of evaluation was the same as for evaluation of the management courses. The participants were asked to evaluate: contents of the courses in a sense of advancement of knowledge in that subject, and didactic methods.

1. The Course.

THE U. S. AND EUROPEAN ECONOMIC POLICY.

The students evaluation.

A. IMPORTANCE OF THIS COURSE FOR THEIR GRADUATE PROGRAM STUDIES.

- 33,3 % of the students considered this course as of great importance
- 26,6 % of the students considered this course as very important
- 26,6 % of the students considered this course as important
- 13,5 % of the students considered this course as not much important

B. DEGREE OF THE KNOWLEDGEABILITY OF THE COURSE.

- 53,3 % of the students considered its knowledgeability as excellent
- 46,7 % of the students considered its knowledgeability as very good

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 66,7 % of the students considered his skills as excellent
- 33,3 % of the students considered his skills as very good

D. DEGREE OF SATISFACTION OBTAINED FROM THE COURSE.

- 68,8 % of the students obtained very high satisfaction
- 32,2 % of the students obtained high satisfaction

There were 20 students attending this course on: "the USA and European Economic Policy." This course was optional for them. However, 42 students decided to take a test for credit.

The following results were obtained from that test:

17 students were graded with	A
12 students were graded with	B+
8 students were graded with	B
4 students were graded with	C+
1 student was graded with	C

The faculty members evaluation.

A. DEGREE OF THE KNOWLEDGEABILITY OF THE COURSE.

- 71,6 % of the faculty members considered its knowledgeability as excellent
- 28,4 % of the faculty members considered its knowledgeability as very good

B. DEGREE OF THE INTEREST IN THE COURSE.

- 57,1% of the faculty members considered their interest as very high
- 14,3% of the faculty members considered their interest as high
- 28,6% of the faculty members considered their interest as moderate

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 85,7 % of the faculty members considered his skills as excellent
- 14,3 % of the faculty members considered his skills as very good.

2. The Course.

APPLIED ECONOMETRIC METHODS OF ECONOMIC DATA ANALYSIS.

The students evaluation.

A. IMPORTANCE OF THIS COURSE FOR THEIR GRADUATE PROGRAM STUDIES.

- 14,3 % of the students considered this course as very important
- 71,4 % of the students considered this course as important
- 14,3 % of the students considered this course as not much important

B. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 57,1 % of the students considered its knowledgeability as excellent
- 28,6 % of the students considered its knowledgeability as very good
- 14,3 % of the students considered its knowledgeability as good

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 57,1 % of the students considered his skills as excellent
- 43,9 % of the students considered his skills as very good

D. DEGREE OF SATISFACTION OBTAINED FROM THIS COURSE.

- 71,4 % of the students obtained very high satisfaction
- 14,3 % of the students obtained high satisfaction
- 14,3 % of the students obtained moderate satisfaction

The scheduled examination on that course was canceled due to a bomb threat at the Warsaw School of Economics. The students strongly recommended continuation of his courses in the next year.

The faculty members evaluation.

A. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 83,3 % of the faculty members considered its knowledgeability as excellent
- 16,7 % of the faculty members considered its knowledgeability as very good

B. DEGREE OF INTEREST IN THE COURSE.

- 50 % of the faculty members considered their interest as very high
- 33,3 % of the faculty members considered their interest as high
- 16,7 % of the faculty members considered their interest as moderate

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 50,0 % of the faculty members considered his skills as excellent
- 50,0 % of the faculty members considered his skills as very good

Most of the faculty members suggested to invite the professor to continue his lecturing on that topics in Poland on the next academic year.

3. The Course.

APPLIED MATHEMATICAL PROGRAMMING.

The students evaluation.

A. IMPORTANCE OF THIS COURSE FOR THEIR GRADUATE PROGRAM STUDIES.

- 28,6 % of the students considered this course as very important
- 28,6 % of the students considered this course as important
- 42,8% of the students considered this course as of some importance

B. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 42,9 % of the students considered its knowledgeability as excellent
- 57,1 % of the students considered its knowledgeability as high

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 85,7 % of the students considered his skills as excellent
- 14,3 % of the students considered his skills as very good

The Faculty members evaluation.

A. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 71,4 % of the faculty members considered its knowledgeability as excellent
- 38,6 % of the faculty members considered its knowledgeability as very good.

B. DEGREE OF INTEREST IN THE COURSE.

- 57,1% of the faculty members considered their interest as very high
- 42,9% of the faculty members considered their interest as high

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 85,7 % of the faculty members considered his skills as an excellent
- 14,3 % of the faculty members considered his skills as very good

4. The Course.

MARKET AND PROCES.

The students evaluation.

A. IMPORTANCE OF THIS COURSE FOR THEIR GRADUATE PROGRAM STUDIES.

- 7,2% of the students recognized this course as of great importance
- 50,0% of the students recognized this course as very important
- 28,5% of the students recognized this course as of some importance
- 14,3% of the students recognized this course as not important

B. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 85,7 % of the students considered its knowledgeability as excellent
- 14,3 % of the students considered its knowledgeability as very good

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 35,7 % of the students considered his skills as excellent
- 64,3 % of the students considered his skills as very good

D. DEGREE OF SATISFACTION OBTAINED FROM THE COURSE.

- 57,2 % of the students considered their satisfaction as very high
- 42,8 % of the students considered their satisfaction as high

9 students decided to take this course for credits. The results were as follows:

3 students were graded with A
4 students were graded with B+
2 students were graded with B

The faculty members evaluation.

A. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 87,5 % of the faculty members considered its knowledgeability as excellent
- 12,5 % of the faculty members considered its knowledgeability as very good

B. DEGREE OF INTEREST IN THE COURSE.

- 50 % of the faculty members considered their interest as very high
- 50 % of the faculty members considered their interest as high

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 87,5 of the faculty members considered his skills as excellent
- 12,5 of the faculty members considered his skills as very good

5.The Course.

MICROECONOMIC APPROACHES TO POLITICAL BEHAVIOUR.

The students evaluation.

A. IMPORTANCE OF THIS COURSE FOR THEIR GRADUATE PROGRAM OF STUDIES.

- 7,7 % of the students considered this course as of great importance
- 84,6 % of the students considered this course as important
- 7,7 % of the students considered this course as of some importance

B. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 46,2 % of the students considered its knowledgeability as excellent
- 53,8 % of the students considered its knowledgeability as very good

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 23,1 % of the students considered his skills as excellent
- 38,4 % of the students considered his skills as very good
- 30,8 % of the students considered his skills as good enough
- 7,7 % of the students considered his skills as not good

D. DEGREE OF SATISFACTION OBTAINED FROM THIS COURSE.

- 7,7 % of the students obtained very high satisfaction
- 53,8 % of the students obtained high satisfaction
- 38,5 % of the students obtained moderate satisfaction

This course was optional for the students, however 11 students decided to take this course for credits. The results are as follows:

1 student was graded with	A
2 students were graded with	B
8 students were graded with	C

The faculty members evaluation.

A. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 50 % of the faculty members considered its knowledgeability as excellent
- 50 % of the faculty members considered its knowledgeability as very good

B. DEGREE OF INTEREST OF THE COURSE.

- 50 % of the faculty members considered their interest as very high
- 50 % of the faculty members considered their interest as high

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 50 % of the faculty members considered his skills as excellent
- 50 % of the faculty members considered his skills as very good

6. The Course.

LABOR ECONOMICS.

The students' evaluation.

A. IMPORTANCE OF THIS COURSE FOR THEIR GRADUATE PROGRAM OF STUDIES.

- 50,0 % of the students considered this course as of great importance
- 35,7 % of the students considered this course as important
- 14,3 % of the students considered this course as of some importance

B. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 64,3 % of the students considered its knowledgeability as excellent
- 28,6 % of the students considered its knowledgeability as very good
- 7,1 % of the students considered its knowledgeability as good

C. THE PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 71,4 % of the students considered his skills as excellent
- 28,6 % of the students considered his skills as very good

D. THE DEGREE OF SATISFACTION OBTAINED FROM THIS COURSE.

- 71,4 % of the students obtained very high satisfaction
- 21,4 % of the students obtained high satisfaction
- 7,2 % of the students obtained moderate satisfaction

There were no students who decided to take this course for credits.

The faculty members evaluation.

A. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 57,1 % of the faculty members considered its knowledgeability as excellent
- 42,9 % of the faculty members considered its knowledgeability as high

B. DEGREE OF THE INTEREST OF THE COURSE.

- 57,1 % of the faculty members considered their interest as very high
- 28,6 % of the faculty members considered their interest as high
- 14,3 % of the faculty members considered their interest as moderate

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 71,4 % of the faculty members considered his skills as excellent
- 14,3 % of the faculty members considered his skills as very good
- 14,3 % of the faculty members considered his skills as good

7. The Course.

FINANCE AND EXPENDITURES BY SUBNATIONAL GOVERNMENTS.

The students evaluation.

A. IMPORTANCE OF THIS COURSE FOR THEIR GRADUATE PROGRAM OF STUDIES.

- 25,0 % of the students considered this course as of great importance
- 41,3 % of the students considered this course as important
- 33,3 % of the students considered this course as not very important

B. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 91,7 % of the students considered its knowledgeability as excellent
- 8,3 % of the students considered its knowledgeability as high

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 74,8 % of the students considered his skills as excellent
- 25,2 % of the students considered his skills as very good

D. DEGREE OF SATISFACTION OBTAINED FROM THIS COURSE.

- 41,7 % of the students obtained very high satisfaction
- 58,3 % of the students obtained high satisfaction

7 students decided to take examination for credit

1 student was graded with	A
1 student was graded with	B
3 students were graded with	C
2 students failed	D

The faculty members evaluation.

A. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 85,7 % of the faculty members considered its knowledgeability as very high
- 14,3 % of the faculty members considered its knowledgeability as high

B. DEGREE OF INTEREST OF THE COURSE.

- 64,3 % of the faculty members considered their interest as very high

- 28,6 % of the faculty members considered their interest as high
- 7,1 % of the faculty members considered their interest as moderate

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 71,4 % of the faculty members considered his skills excellent
- 28,6 % of the faculty members considered his skills as very good

8. The Course.

REGIONAL ECONOMICS.

The students evaluation.

A. IMPORTANCE OF THIS COURSE FOR THEIR GRADUATE PROGRAM OF STUDIES.

- 28,6 % of the students considered this course as of great importance
- 42,8 % of the students considered this course as important
- 28,6 % of the students considered this course as of some importance

B. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 42,8 % of the students recognized its knowledgeability as very high
- 57,2 % of the students recognized its knowledgeability as high

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 57,1 % of the students recognized his skills as excellent
- 28,6 % of the students recognized his skills as very good
- 14,3 % of the students recognized his skills as good

D. DEGREE OF SATISFACTION OBTAINED FROM THIS COURSE.

- 42,8 % of the students obtained very high satisfaction
- 28,6 % of the students obtained high satisfaction
- 28,6 % of the students obtained moderate satisfaction

5 students decided to take this course for examination. The results were as follows:

1 students was graded with	B+
1 students was graded with	B
2 students were graded with	C
1 students failed	D

The Faculty members evaluation.

A. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 77,8 % of the faculty members considered its knowledgeability as excellent
- 22,2 % of the faculty members considered its knowledgeability as high

B. THE DEGREE OF THE INTEREST OF THE COURSE.

- 61,1 % of the faculty members considered their interest as very high
- 38,9 % of the faculty members considered their interest as high

C. THE PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 72,2 % of the faculty members considered his skills as excellent
- 27,8 % of the faculty members considered his skills as very good.

9. The Course.

BENEFIT - COST ANALYSIS.

The students' evaluation.

A. IMPORTANCE OF THIS COURSE FOR THEIR GRADUATE PROGRAM OF STUDIES.

- 25,0 % of the students considered this course as of great importance
- 12.5 % of the students considered this course as important
- 50,0 % of the students considered this course as of some importance
- 12.5 % of the students considered this course as not important

B. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 37.5% of the students considered its knowledgeability as very high
- 62.5% of the students considered its knowledgeability as high

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 65,0 % of the students considered his skills as excellent
- 35.0 % of the students considered his skills as very good

D. DEGREE OF SATISFACTION OBTAINED FROM THIS COURSE.

- 50% of the students obtained very high satisfaction
- 50% of the students obtained high satisfaction

There were 4 students who decided to take this course for credits.
The results were as follows:

- 1 student was graded with B+
- 2 students were graded with ... B
- 1 student was graded with C+

The faculty members' evaluation.

A. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 100% of faculty members considered its knowledgeability as excellent

B. DEGREE OF INTEREST IN THE COURSE.

- 50% of faculty members considered their interest as very high
- 40% of faculty members considered their interest as high
- 10% of faculty members considered their interest as moderate

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 80% of faculty members considered his skills as excellent
- 10% of faculty members considered his skills as very good
- 10% of faculty members considered his skills as good

10. The Course.

FINANACIAL MARKETS AAND BANKING.

The students' evaluation.

A. IMPORTANCE OF THIS COURSE FOR THEIR GRADUATE PROGRAM OF STUDIES.

- 56 % of the students considered this course as of great importance
- 12 % of the students considered this course as important
- 20 % of the students considered this course as of some importance
- 12 % of the students considered this course as not important

B. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 60% of the students considered its knowledgeability as very high
- 40% of the students considered its knowledgeability as high

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 44 % of the students considered his skills as excellent
- 44 % of the students considered his skills as very good
- 12 % of the students considered his skills as good

D. DEGREE OF SATISFACTION OBTAINED FROM THIS COURSE.

- 32 % of the students obtained very high satisfaction
- 64 % of the students obtained high satisfaction
- 4 % of the students obtained moderate satisfaction

There were 13 students who decided to take this course for credits. The results were as follows:

8 students were graded with A
3 students were graded with B
2 students were graded with C

The faculty members' evaluation.

A. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 81.9% of faculty members considered its knowledgeability as excellent

- 18.1% of faculty members considered its knowledgeability as very good

B. DEGREE OF INTEREST OF THE COURSE.

- 36.4 % of faculty members considered their interest as very high
- 54.5 % of faculty members considered their interest as high
- 9.1 % of faculty members considered their interest as moderate

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 63.7 % of faculty members considered his skills as excellent
- 36.3 % of faculty members considered his skills as very good

11. The Course.

ECONOMIC GROWTH AND BUSINESS FLUCTUATIONS.

The students' evaluation.

A. IMPORTANCE OF THIS COURSE FOR THEIR GRADUATE PROGRAM OF STUDIES.

- 25 % of the students considered this course as of great importance
- 50 % of the students considered this course as important
- 25 % of the students considered this course as not important

B. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 93.75% of the students considered its knowledgeability as excellent
- 6.25% of the students considered its knowledgeability as high

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 81.25% of the students considered his skills as excellent
- 18.75% of the students considered his skills as very good

D. DEGREE OF SATISFACTION OBTAINED FROM THIS COURSE.

- 75 % of the students obtained very high satisfaction
- 25 % of the students obtained high satisfaction

The faculty members' evaluation.

A. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 94.1 % of faculty members considered its knowledgeability as excellent
- 5.9 % of faculty members considered its knowledgeability as high

B. DEGREE OF INTEREST IN THE COURSE.

- 76.4% of faculty members considered their interest as very high
- 11.8% of faculty members considered their interest as high
- 11.8% of faculty members considered their interest as moderate

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 88.2% of faculty members considered his skills as excellent
- 11.8% of faculty members considered his skills as very good

12. The Course.

ENVIRONMENTAL ECONOMICS.

The faculty members' evaluation.

A. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 81.25% of faculty members considered its knowledgeability as excellent
- 18.75% of faculty members considered its knowledgeability very good

B. DEGREE OF INTEREST IN THE COURSE.

- 62.5% of faculty members considered their interest as very high
- 37.5% of faculty members considered their interest as high

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 75% of faculty members considered it as excellent
- 25% of faculty members considered it as very good

13. The Course.

PUBLIC FINANCE AND EXPENDITURES.

The students' evaluation

A. IMPORTANCE OF THIS FOR THEIR GRADUATE PROGRAM OF STUDIES.

- 11.1% of the students considered this course as of great importance
- 55.5% of the students considered this course as important
- 33.4% of the students considered this course as of some importance

B. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 88.8% of the students considered its knowledgeability as excellent
- 11.2% of the students considered its knowledgeability as very good

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 66.6% of the students considered his skills as excellent
- 33.4% of the students considered his skills as very good

D. DEGREE OF SATISFACTION OBTAINED FROM THIS COURSE.

- 11.1% of the students obtained very high satisfaction
- 77.7% of the students obtained high satisfaction
- 11.1% of the students obtained moderate satisfaction

The faculty members' evaluation.

A. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 85% of faculty members considered its knowledgeability as excellent
- 15% of faculty members considered its knowledgeability as very good

B. DEGREE OF INTEREST IN THE COURSE.

- 85% of faculty members considered their interest as very high
- 15% of faculty members considered their interest as high

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 80% of the faculty members considered its knowledgeability as excellent
- 15% of the faculty members considered its knowledgeability as very good
- 5% of the faculty members considered its knowledgeability as good

14. The Course.

ECONOMIC DEVELOPMENT AND TRADE.

The students' evaluation.

A. IMPORTANCE OF THIS COURSE FOR THEIR GRADUATE PROGRAM OF STUDIES.

- 16.6% of the students considered this course as of great importance
- 66.8% of the students considered this course as important
- 16.6% of the students considered this course as not important

B. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 100% of the students considered its knowledgeability as excellent

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 83.3% of the students considered his skills as excellent
- 16.7% of the students considered his skills as very good

D. DEGREE OF SATISFACTION OBTAINED FROM THIS COURSE.

- 50,0 % of the students obtained very high satisfaction
- 33.4 % of the students obtained high satisfaction
- 16.6 % of the students obtained moderate satisfaction

The faculty members evaluation.

A. DEGREE OF KNOWLEDGEABILITY OF THE COURSE.

- 100 % of faculty members considered its knowledgeability as excellent

B. DEGREE OF INTEREST IN THE COURSE.

- 100 % of faculty members considered their interest as very high

C. PEDAGOGICAL SKILLS OF THE PROFESSOR.

- 94.44% of faculty members considered his skills as excellent
- 5.56% of faculty members considered his skills as very good

THE SUMMARY OF ATTENDANCE ON THE COURSES ON APPLIED ECONOMICS.

Course	Faculty members	Students	Total
1. US and European Economic Policy	25	80	105
2. Applied econometrics methods	18	9	27
3. Applied mathematical programming	7	10	17
4. Market and Prices	20	23	43
5. Microeconomic approaches to political behavior	20	43	63
6. Labor economics	29	40	49
7. Finance and expenditures by subnational governments	25	49	74
8. Regional economics	27	43	70
9. Benefit-cost analysis	20	59	79
10. Financial markets and banking	23	160	183
11. Economic growth and business fluctuations	26	50	76
12. Environmental economics	21	-	21
13. Public finance and expenditures	24	17	41
14. Economic development and trade	20	11	31
TOTAL	305	594	899

THE TOTAL NUMBER OF TEACHING HOURS AND OTHER ACTIVITIES OF
THE AMERICAN PROFESSORS OF THE APPLIED ECONOMICS.

Course	Faculty members	Students	Other meetings	Total
1. The US and European Economic Policy	6	18	20	44
2. Applied econometrics	6	18	10	34
3. Applied mathematics	6	18	6	30
4. Market and prices	6	20	8	34
5. Microeconomic approaches to political behavior	6	20	8	34
6. Labor economics	8	20	20	48
7. Finance and expenditures by subnational governments	6	20	6	32
8. Regional economics	6	20	8	34
9. Benefit-cost analysis	6	16	16	38
10. Financial markets and banking	10	18	20	48
11. Economic growth and business fluctuations	6	20	10	36
12. Environmental economics	24	-	22	44
13. Public finance and expenditures	6	16	10	32
14. Economic development and trade	6	16	8	30
TOTAL HRS	108	240	172	520

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Part H.
DATA ABOUT POLISH PARTICIPANTS.

The Faculty members from the University of Maria Curie-Skłodowska of Lublin at Lublin:

1. Barbara Brylska	Ph.D. - Associate Professor
2. Włodzimierz Ciseł	Ph.D. - Associate Professor
3. Joanna Dąbrowska	M.Sc. - Senior Assistant
4. Marta Dolecka	M.Sc. - Senior Assistant
5. Barbara Gorczyca	Ph.D. - Associate Professor
6. Tamara Golbarczyk	M.Sc. - Senior Assistant
7. Bogusław Gulski	M.Sc. - Senior Assistant
8. Barbara Jenczewska	Ph.D. - Associate Professor
9. Krzysztof Kępa	M.Sc. - Senior Assistant
10. Jarosław Kuśpit	M.Sc. - Senior Assistant
11. Jan Matraszek	Ph.D. - Associate Professor
12. Janusz Naskiewicz	Ph.D. - Associate Professor
13. Andrzej Nieradka	M.Sc. - Senior Assistant
14. Ewa Oleksiejczuk	M.Sc. - Senior Assistant
15. Anna Uleksiejczuk	M.Sc. - Senior Assistant
16. Janusz Pawlak	Ph.D. - Associate Professor
17. Marek Pokarowski	M.Sc. - Senior Assistant
18. Krystyna Raduj	Ph.D. - Assistant Professor
19. Genowefa Sobczyk	Ph.D. - Associate Professor
20. Mieczysław Sobczyk	Ph.D. - Associate Professor
21. Jolanta Szolno-Koguc	M.Sc. - Senior Assistant
22. Barbara Stelmasiak	Ph.D. - Associate Professor
23. Jerzy Stelmasiak	Ph.D. - Associate Professor
24. Janina Szubstarska	Ph.D. - Associate Professor
25. Marek Tkaczuk	M.Sc. - Senior Assistant
26. Halina Urbańska	Ph.D. - Associate Professor
27. Krystyna Zinczuk	Ph.D. - Associate Professor
28. Mikołaj Zinczuk	Ph.D. - Associate Professor

The Faculty members of the Białystok Polytechnic at Białystok

1. Anna Bojarska	M.Sc. Ing. - Senior Assistant
2. Henryk Bronakowski	Ph.D. - Associate Professor
3. Maciej Cygler	M.Sc. Ing. - Senior Assistant
4. Olga Gierba	M.Sc. Ing. - Senior Assistant
5. Anna Linowska	M.Sc. Ing. - Senior Assistant
6. Bazyli Poskrobko	Ph.D. - Associate Professor
7. Zbigniew Róg	Ph.D. - Professor
8. Mirosław Serwin	Ph.D. - Professor

9. Kazimierz Grugutis	Ph.D. - a consultant at private consulting company
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A filial University of Warsaw at Białystok:

1. Remata Borkowska	M.Sc. - Senior Assistant
2. Małgorzata Chróścik	M.Sc. - Senior Assistant
3. Dariusz Kiełczewski	M.Sc. - Senior Assistant
4. Mestiw Kostka	Ph.D. - Professor
5. Leszek Kupiec	Ph.D. - Professor
6. Ewa Łapińska	M.Sc. - Senior Assistant
7. Wiktor Punkiel	Ph.D. - Associate Professor
8. Stanisław Wrzosek	Ph.D. - Associate Professor

The Faculty members of the Warsaw School of Agriculture -
Szkola Główna Gospodarstwa Wiejskiego, Warsaw.

1. Jerzy Buliński	Ph.D. Ing. - Associate Professor
2. Jan W. Cieślak	Ph.D. Ing. - Associate Professor
3. Andrzej Chochowski	Ph.D. Ing. - Associate Professor
4. Stanisław Gach	Ph.D. Ing. - Associate Professor
5. Jacek Klonowski	M.Sc. Ing. - Senior Assistant
6. Antoni Leonik	M.Sc. Ing. - Senior Assistant
7. Maciej Miszczak	Ph.D. Ing. - Associate Professor
8. Tomasz Nurek	M.Sc. Ing. - Senior Assistant
9. Bogdan Romanowski	M.Sc. Ing. - Senior Assistant
10. Michał Sypuła	M.Sc. Ing. - Senior Assistant
11. Czesław Waszkiewicz	Ph.D. Ing. - Associate Professor
12. Elżbieta Waszkiewicz	M.Sc. Ing. - Senior Assistant
13. Dariusz Wierzbicki	M.Sc. Ing. - Senior Assistant
14. Stanisław Wolski	M.Sc. Ing. - Senior Assistant

The Warsaw School of Economics faculty members.

1. Julian Daszkowski	Ph.D. - Associate Professor
2. Tomasz Dołegowski	M.Sc. - Senior Assistant
3. Zbigniew Dworzecki	Ph.D. - Associate Professor
4. Łukasz Gębski	M.Sc. - Senior Assistant
5. Jacek Glinka	M.Sc. - Junior Assistant
6. Marta Gołajewska	M.Sc. - Senior Assistant
7. Grzegorz Kaczor	M.Sc. - Senior Assistant
8. Joanna Kisiel	M.Sc. - Junior Assistant
9. Agnieszka Kochaniec	M.Sc. - Senior Assistant
10. Grażyna Kołynicz	M.Sc. - Senior Assistant
11. Włodzimierz Kuciński	Ph.D. - Associate Professor
12. Eleonora Ludwiczynska	Ph.D. - Associate Professor
13. Jolanta Mazur	Ph.D. - Associate Professor
14. Jadwiga Pietrasik	M.Sc. - Senior Assistant
15. Jan Pindakiewicz	Ph.D. - Associate Professor
16. Maria Romanowska	Ph.D. - Associate Professor
17. Krzysztof Rutkowski	Ph.D. - Associate Professor
18. Honorata Sosnowska	Ph.D. - Associate Professor
19. Ewa Syczewska	Ph.D. - Associate Professor

20. Andrzej Sznajder	Ph.D. - Professor
21. Grzegorz Szulczewski	Ph.D. - Associate Professor
22. Jacek Tomaszewski	M.Sc. - Junior Assistant

The faculty members of Economic Academy in Katowice

1. Irena Pyka	Ph.D. - Associate Professor
2. Joanna Zabińska	Ph.D. - Associate Professor

The faculty members of filial Maria Curie-Skłodowska University in Rzeszów.

1. Władysław Filar	Ph.D. - Associate Professor
2. Krystyna Sieniawska	Ph.D. - Associate Professor

The faculty members of Agricultural Academy in Olsztyn.

1. Hanna Pałach	Ph.D. - Associate Professor
2. Roman Hryciuk	Ph.D. - Associate Professor
3. Władysław Zakrzewski	Ph.D. - Associate Professor

Part F.

POLISH - AMERICAN JOINT TEACHING COURSES.

This is a list of the Polish faculty members who would like to teach courses in management or in applied economics together with American professors. These courses will be offered for Polish students of economics or management in the next academic year. We expect that there will a 30 academic hrs course offered jointly by a Polish and American professor. This course will be either compulsory or optional for Polish students. The American professor will assist to Polish professor in course design, case preparations and software selection if necessary.

A. THE WARSAW SCHOOL OF ECONOMICS faculty members and their proposed partners in teaching from THE UNIVERSITY OF MINNESOTA:

1. Lukasz Gębski, M.Sc	Prof. P. Rosko - Management
2. Marek Góra, Ph.D.	Prof. M. Kleiner - Labor Economics
3. Joanna Kisiel, M.Sc.	Prof. B. Erickson - Strategic Management
4. Andrzej Kowalski, Ph.D.	Prof. H. von Witzke - Economics
5. Ireneusz Nykowski, Ph.D.	Prof. J. Apland - Mathematics
6. Krzysztof Przybułowski, M.Sc	Prof. W. Rudelius - Marketing
7. Włodzimierz Rębisz, Ph.D.	Prof. T. Roe - Economics
8. Krzysztof Rutkowski, Ph.D.	Prof. F. Baier - Transportation
9. Ewa Syczewska, Ph.D.	Prof. Y. Tsur - Econometrics
10. Grażyna Swiderska, Ph.D.	Prof. G. Duke - Accounting

11. Alojzy Zalewski, Ph.D. Prof. J. Brandl - Economics.

B. THE UNIVERSITY OF MARIA CURIE - SKŁODOWSKA AT LUBLIN faculty members and their proposed partners in teaching from THE UNIVERSITY OF MINNESOTA.

1. Barbara Gorczyca, Ph.D. - Prof. B. Erickson - Strategic Management
2. Włodzimierz Cisieł, Ph.D. - Prof. G. Pederson - Economics
3. Andrzej Nieradka, M.Sc - Prof. P. Rosko - Management

Part G.

ANNUAL PROGRAM'S EVALUATION. THE 1991\1992 FINAL REPORT.

The general Program's purpose was to provide Polish educators, and managers with general education in market economy and managerial training in order to create an intellectual capacity to support market reforms in Poland. The Partners for Economics and Management (PEM) have been exclusively assembled for this Project.

The Program activities were conducted at the Warsaw School of Economics in Warsaw and at Agro-Technical Academy of Olsztyn at Olsztyn in 1991\1992 year.

The Program conducted at the Agro-Technical Academy in Olsztyn was concentrated on managerial training, mostly. The Program conducted at the Warsaw School of Economics in Warsaw was concentrated on academic curricula development in economics and management.

This Report is about the Program activities conducted at the Warsaw School of Economics in 1991\1992 year.

A. POLISH UNIVERSITIES PARTICIPATED IN THE PROGRAM.

The following universities participated in the Program activities conducted at the Warsaw School of Economics in 1991\1992 year:

- the Warsaw School of Economics, Warsaw,
- the University of Maria Curie-Skłodowska at Lublin, Lublin,
- the filial University of Maria Curie-Skłodowska at Rzeszów, Rzeszów
- the Białystok Polytechnic at Białystok, Białystok,
- the University of Warsaw , Warsaw,
- the filial University of Warsaw at Białystok, Białystok,
- the Agro-Technical Academy at Olsztyn, Olsztyn,
- the Warsaw Agriculture Academy, Warsaw,
- the Warsaw Polytechnic, Warsaw,
- the Academy of Economics of Katowice, Katowice.

Originally, the Program implementation activities were started with three universities and one filial university branch in December 1991. There were: the Warsaw School of Economics, the University of Maria-Curie Skłodowska at Lublin, the Białystok Polytechnic, the

University of Warsaw at Warsaw and the filial University of Warsaw at Białystok.

In 1992, due to better promotion of the Program, its activities were extended on the Warsaw Agriculture University, the filial University of Maria Curie-Skłodowska of Lublin at Rzeszów, the Agro-Technical Academy at Olsztyn and the Academy of Economics in Katowice.

Finally, there were 8 universities and 2 of their filial branches participating in the Project. There was also a Polish Government institution: the Agency for Industrial Development which participated in the Project activities in 1992 year.

B. THE POLISH PARTICIPANTS.

There were the following numbers of participants attending the Program activities in 1991\1992 year:

University	Faculty members	Students	Managers	TOTAL
Warsaw School of Economics	22	188	-	21
Polytechnic of Białystok	9	26	-	35
University of M. Curie-Skłodowska at Lublin	28	-	-	28
University of Warsaw-filial branch in Białystok	8	-	-	8
University of Warsaw, Warsaw	-	15	-	15
Warsaw Agricultural Academy	14	12	-	26
University of Maria Curie-Skłodowska filial branch at Rzeszów	2	-	-	2
Agro-Technical Academy at Olsztyn	3	-	-	3
Warsaw Polytechnic	-	5	-	5
Academy of Economics at Katowice	2	-	-	2
Agency for Industrial Development	-	-	23	23
Other Institutions and Companies	-	-	20	20
TOTAL	88	246	43	377

The courses in management and applied economics were offered for three groups of participants: faculty members, students and managers.

THE FACULTY MEMBERS were delegated from their universities in order to develop their academic curricula in management with American professors' assistance. The courses in applied economics were introduced in order to extend the faculty members knowledgeability in theory of market economy. However, the American professors also instructed Polish faculty members in developing curricula of the courses in applied economics.

The American professors instructed their Polish colleagues in composing the courses in management, its didactic methodologies, using software, teaching materials, cases, evaluation methods, etc.

The program of the Polish faculty members curricula development has been composed in the following way.

There were two groups of the Polish faculty members, one group where their English was not good enough to communicate with American professors. Those Polish faculty members attended courses translated into Polish. This part of the program was also oriented to those faculty members who are not able to study market economy problems published in English. Unfortunately, there is a good number of them in the departments of economics at many Polish universities. Those Polish faculty members could adopt American way of teaching courses at management to their programs taught in their universities by attending courses offered by the American professors.

There was also an option in the Project for faculty members who were fluent in English. There were invited to prepare courses to be taught jointly with American professors on the next academic year. These courses will be prepared on individual basis with American and Polish professors. Basically, there will be courses in management, however some courses on applied economics will be offered as well. American and Polish professors will offer credit courses for Polish students in 1992\1993 academic year.

We expect that those two partners will work together on a course design and adaptation of American didactic methods to Polish academic environment. There are 16 faculty members from the Warsaw School of Economics and the University of Maria Curie-Sklodowska of Lublin who have expressed their will to work together on courses preparation and joint teaching with American professors on the next academic year.

We expect to save this partnership in future. Perhaps, in the nearest future the same partners may start a joint research, writing papers or working on textbooks on management and economics for Polish business schools or economics departments.

THE GRADUATE STUDENTS also attended the courses in management and applied economics. These courses were structured in our university system as optional for the students, nevertheless some of the students took these courses for credits. These courses were especially valuable

for our graduate students. They had been taught economics of command-rational, centrally planned system. And due to a time shortage before their graduation, for many of them the American professors courses were the only opportunity to get advanced knowledge in economics and management. All the courses attended by the students were taught in English.

There were 246 students attending the courses in management and economics taught by American professors. The students who have attended 6 courses out of 9 in management and 8 courses out of 14 on applied economics will be awarded with a special certificate of attendance of the University of Minnesota\Warsaw School of Economics Program sponsored by the US AID in 1991\1992 year.

THE MANAGERS participating in the Program were recruited either from the participants attending post-diploma studies at the Warsaw School of Economics or they were selected by the Agency of Industrial Development. The first group of managers attended the courses organized in December 1991. There were 20 managers attending those courses. An agreement between the Agency of Industrial Development and the US.AID project was concluded in March 1992. There was one program in management organized for managers recommended by the Agency on the basis of our agreement. This course was on risk and insurance management. It was selected out of 6 courses offered for the Agency as mostly needed at the moment. 23 managers were recruited by the Agency and they participated in that course.

C. THE ACADEMIC ACTIVITIES EVALUATION.

The American professors' academic performance was evaluated by the participants attending their courses. This evaluation was conducted on a basis of expectations of each group participated in the Program, knowledgeability and applicability of the courses for participating faculty members, students and managers.

There were 9 courses in management. Participants attending the courses in management were asked to evaluate these courses by giving their opinions on: the lecturer's competency, lecturer's pedagogical skills and a course attractiveness for the participants.

The answer on the question: the lecturer's competency let us learn to what extent a contents of course in management was new for the participants and how knowledgeable was a lecturer on that topic.

From 50% to 90 % of the participants recognized the professors competency as excellent. 30% - 50% of the participants recognized the professors competency as very good. The others recognized their competency as good.

The answer on the question: the lecturer's pedagogical skills let us learn the participants opinion on a way a lecturer presented the course in management, what didactic formula was used for better understanding lectured questions. The participants were also asked to

compare the way of lecturing those problems in their universities with the way which was presented by American professors.

40% - 60% of the participants recognized professors' pedagogical skills as excellent. 30% - 40% of the participants recognized professors' pedagogical skills as very good. The others considered professors' pedagogical skills as good.

The answer on a question: the course attractiveness for the participants explain to what extent each course satisfied the participants expectations. The faculty members expected to adopt the course and its teaching methodology to courses taught at their universities, the students expected to learn more about management in market economy and for managers to learn about practical applicability of the lectured questions.

40% - 60% of the participants considered those courses as extremely interesting. 20% - 40% of the participants considered those courses as very interesting. The others considered those courses as interesting.

The program in management training was very high appreciated by all the participants. Majority of them recognized that courses were taught by highly knowledgeable specialists who applying modern way of teaching. The participants were highly satisfied with the contents of the courses. They suggested that the professors should include more cases and solutions on Polish problems. It will make their courses on management more applicable to Polish situation.

There were 14 courses in applied economics taught by American professors. There were two groups of participants: faculty members and students.

The students appreciated mostly a satisfaction obtained from those courses. 40% - 75% of the students participating the courses on applied economics considered those courses as highly satisfactorily. 20% - 40% of the students considered those courses as satisfactorily. They also respected the professors knowledgeability and pedagogical skills very highly. Over 50% of the students considered their knowledgeability and pedagogical skills as excellent. Over 40% of the students considered its as very good. The answers on a question: an importance of those courses for the students graduate program's studies are very significant. Majority of them considered those courses as not very important for their graduate studies. The explanation of this phenomenon is simple. The students still continue studying a program of studies based on command-rational economics and, due to this, it is not necessary to be knowledgeable in those problems which have been taught by American professors.

The faculty members respected the knowledgeabilities and pedagogical skills of the American Professors very highly. 50% - 100% of the faculty members considered their pedagogical skills as excellent. 30% - 40% of the faculty members considered their pedagogical skills as very good. The other considered its as good.

50% - 80% of the faculty members considered knowledgeability of the courses as very high. 30% - 40% of the faculty members considered knowledgeability of the course as very good. The others considered it as good.

Most of the faculty members were very interested in the applied economics topics presented by American professors. 50% or more faculty members were very highly interested in presented topics. The others were also very interested. There was a little number of the faculty members who had different interest to that what was presented by American professors during their courses lecturing.

Due to the great variety of lectured courses in management and applied economics and different teaching methods employed, it is very difficult to reach a general and equally valid conclusion for each course. A definite strong point of this program is its popularity among the students of the Warsaw School of Economics and other universities. In their evaluations and in individual talks, the students praised the quality of the lectures, its originality and different angles from which particular problems were presented. Also, -the majority of the students and faculty members proposed that the American professors should be re-invited to Poland on the next academic year. The only issue they raised in discussions with them was that case studies being based on American data and significant for American students they were not so valid here in Poland due to very different economic environment. The students and the faculty members would have preferred an analysis on Polish case studies.

It is very important to know that there was an increasing number of freshmen and sophomore students of the Warsaw School of Economics and other universities attended the courses taught by American professors.

There was also a growing interest in the Program lectures among the Warsaw School of Economics faculty members. In some cases American professors were specialists in economics field which were new for Polish faculty members. Consequently, some problems arose when there was a search for an appropriate partners for American professors.

On the other hand, a large proportion of the Warsaw School of Economics faculty members approached the Program with reserve, whereas some of them reluctantly. This occurred because of their fear of competition from American professors. American professors presented different way of teaching and different approaches to students. They were given to an audience a very high level of practical knowledge in management or realistic approach to the problems presented in applied economics courses. They also preferred a direct student - professor contact, the use of various teaching materials, as illustrations, graphs, software, simulation programs, transparencies, etc.

Apart of purely academic meetings, a majority of American professors visited Polish government and political institutions in order to enhance their knowledge about the current economic development in Poland.

The American professors' performance was highly appreciated in the Warsaw School of Economics and other places they visited.

They were highly appreciated not only for their intellectual capacities and academic performance but also for their acceptance of working conditions they met in Poland. Some of them had to teach 8 or even 10 hours a day. In some cases classrooms were too small for all participants attending their courses. There was inadequate amount of technical equipment to aid their lectures (for example: lack of computers, overhead projectors, and even good quality blackboards sometimes). Most of American professors abstained from creating problems for anyone else involved in the Project but showed a sincere desire to provide us as much help as they possible could.

All staff members working for the Project considered their cooperation with American professors as a real pleasure and very valuable experience.

D. A CENTER OF EXCELLENCE.

In order to better implement the Project's goals and for long time cooperation between the Warsaw School of Economics and the University of Minnesota and other institutions and faculty members of both countries THE POLISH-AMERICAN CENTER FOR MANAGEMENT AND ECONOMICS has been established at the Warsaw School of Economics.

Due to lack of office space at the Warsaw School of Economics opening of the Center was postponed to October 1992. There will be some necessary preparations and adaptations done in the rooms designed for the Center. This is a contribution of the Warsaw School of Economics to the Project.

Eleven IBM PS/1 computers and one IBM file server have been purchased for the Center's computer training laboratory. The Center's activities program will be prepared separately to this report.

The Program courses supplied WSE with many textbooks which were distributed to the participants and the universities libraries.

There will be a summer school on intermediate economics in Suprasl on September 7-20, 1992. 40 faculty members are recruited to participate in the summer school.

E. IMPACT ON ACADEMIC ENVIRONMENT OF THE PROJECT IMPLEMENTATION
IN 1991\1992 YEAR.

1. The American professors presented to the Polish faculty members their way of course teaching, problems presentation, cases and computers software use as teaching methods. The Polish faculty members were able to compare the methods they implement in teaching courses with ones implemented by the American professors. The Americans' teaching methodology was more practically oriented, especially for courses in management. They built their courses based on practical implementation of the theoretical questions with a great variety of examples and cases taken from real life. The direct impact of the American professors presence was that many of the Polish faculty members immediately started to adapt their courses to the American methodology. Another visible impact of Americans' professors presence was that many students gave up attending courses offered by Polish professors and attended the Americans similar ones because course content was no longer relevant to contemporary polish environment.

2. The direct impact of the Project implementation is also visible in a way the Polish faculty have members have begun to use required readings in their courses. In some cases, Polish faculty members present their students with problems which students can find in textbooks. Whereas their American colleagues taught courses based on a formula that problems presented in a class and given in the textbooks are integrated but are not the same. In this way, they expanded a portion of knowledge given to the students but but not limited to alternative either to be learn from the class or from the book.

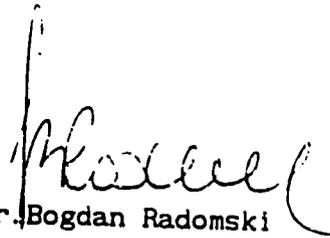
The Polish faculty members realized that many of the textbooks are outdated, not well prepared in a sense of understanding presented problems (graphs, tables, etc.) Most of textbooks on economics and management are not available on Polish market at all.

3. There were courses offered by American professors which are not taught at any Polish university. Some of them are inevitable for teaching management courses or for establishing business school at the Warsaw School of Economics. Temporarily, those courses have to be taught by American professors and in future we have to organize a summer school for Polish faculty members on curricula development on those topics.

4. There are some Polish professors inspired by American methodology. These faculty members would like to offer to Polish students courses which will be taught jointly with American professors. Some of those courses will be listed on the Warsaw School of Economics course list on 1992\1993 academic year. The Polish students will have opportunity to select these courses for credit either on Fall or Spring semester of the next academic year.

5. Many Polish faculty members suggested to organize a summer school on intermediate macro- and microeconomics. They were inspired by the American professors' presentations and their knowledgeability.
6. We expect to develop more advanced cooperation with all the partners of PEM in the next year.

Warsaw, July 20. 1992



Dr. Bogdan Radomski

Project In-Country Director

APPENDIX C

Land O'Lakes Report

MANAGEMENT TRAINING AND ECONOMICS EDUCATION
FOR CENTRAL AND EASTERN EUROPE
LAND O'LAKES SUBCONTRACT TO THE HUMPHREY INSTITUTE
USAID GRANT NO. EUR-0029-G-00-1051-00

QUARTERLY REPORT
APRIL - JUNE 1992

I. BACKGROUND

Land O'Lakes managed and implemented three courses in the third quarter of fiscal year 1992 under a USAID funded subcontract with the University of Minnesota, Hubert Humphrey Institute. As with the four courses already conducted under this grant, in-country coordination was facilitated by the Foundation for the Development of Polish Agriculture (FDPA) and the University of Agriculture and Technology, formerly known as the Agricultural Technical Academy, in Olsztyn, Poland.

The three seminars conducted from April-June, 1992, were two five-day seminars, "Food Plant Operations," and "Cooperatives: Principles and Practices," and one seven-day seminar, "Introduction to Advanced Marketing and Logistics Principles."

The coordination of the courses at the university has improved with time. The staff has been cooperative and professional throughout this evolutionary period during which each collaborator learned its role under the subcontract. Excellent assistance was provided under the direction of its Rector, Dr. Andrzej Hopfer. The coordination by his colleague, Mrs. Grzanica, and by Dr. Szczepan Figiel, who, along with members of the English department provided superb translation, ensured that the Land O'Lakes trainers received efficient support in carrying out their scopes of work.

Classrooms were spacious and well-equipped with audio-visual equipment (overhead projectors and screens, television, VCR and chalkboard).

Trainers were housed at the Novotel Hotel, which they consistently rated as adequate. Participants were lodged at the university dormitory. While not ideal for participant/trainer interaction, the university's budgetary constraints dictated this arrangement, partly due to the lack of alternative lodging facilities. Both trainers and participants expressed the desire to be lodged at the same facility so discussions could continue into the evening hours. Trainers, however, are reluctant to be lodged at the university dormitory due to the lack of private bathroom facilities.

Complete manuals for all three courses accompany this report.

II. TRAINERS' EXPERIENCES

Elliot Culp, manager of a Land O'Lakes spreads plant and George Hildre, retired Land O'Lakes group vice president of the dairy/foods division, used

innovative teaching techniques to encourage interaction and discussion in conducting the seminar, "Food Plant Operations." *"The technique of creating teams of participants to solve problems and answer questions seemed effective in getting the entire group involved and talking to each other and contributed to a more spontaneous (sometimes very active) discussion,"* George and Elliot wrote in their final report.

"*I feel I have made a difference!*" declared Don Eck, Land O'Lakes' Milk Procurement Division manager and an expert on cooperative structure, after returning from Poland. Don Eck and Dave Belina, Land O'Lakes' Director of Member Services, team-taught the seminar "Cooperatives: Principles and Practices" from June 13-17, 1992. Don and Dave found the participants eager, enthusiastic and hungry for knowledge on how a private cooperative is organized.

"*Overall [it was] an incredible experience. From a personal standpoint, it is an enriching experience. I feel I have made an impact,*" said Kim Ewers of Land O'Lakes' Dairy Foods Division about her participation in Land O'Lakes' applied management program in Poland. Dr. Leslie Koltai, AID's Principal Evaluator, Eastern Europe, described Kim and Howard Gochberg, who co-taught "Introduction to Advanced Marketing/Distribution Principles" with her, as "first-rate lecturers."

III. INDIVIDUAL COURSE REPORTS

1. FOOD PLANT OPERATIONS (April 26-May 3, 1992)

A. Trainers

Elliot Culp, manager of Land O'Lakes' Kent, Ohio, spreads plant and George Hildre, retired Land O'Lakes group vice president of the dairy/foods division, conducted this five-day course.

B. Participants' Backgrounds

Twenty-six participated in the Food Plant Operations seminar. On the following page is a graph depicting the gender breakdown of the class. The participants all had university or trade school degrees in Food Technology, Economics, General Agricultural Accounting, Dairy Technology, Lab Management, Agricultural Science and Engineering.

A course roster is attached.

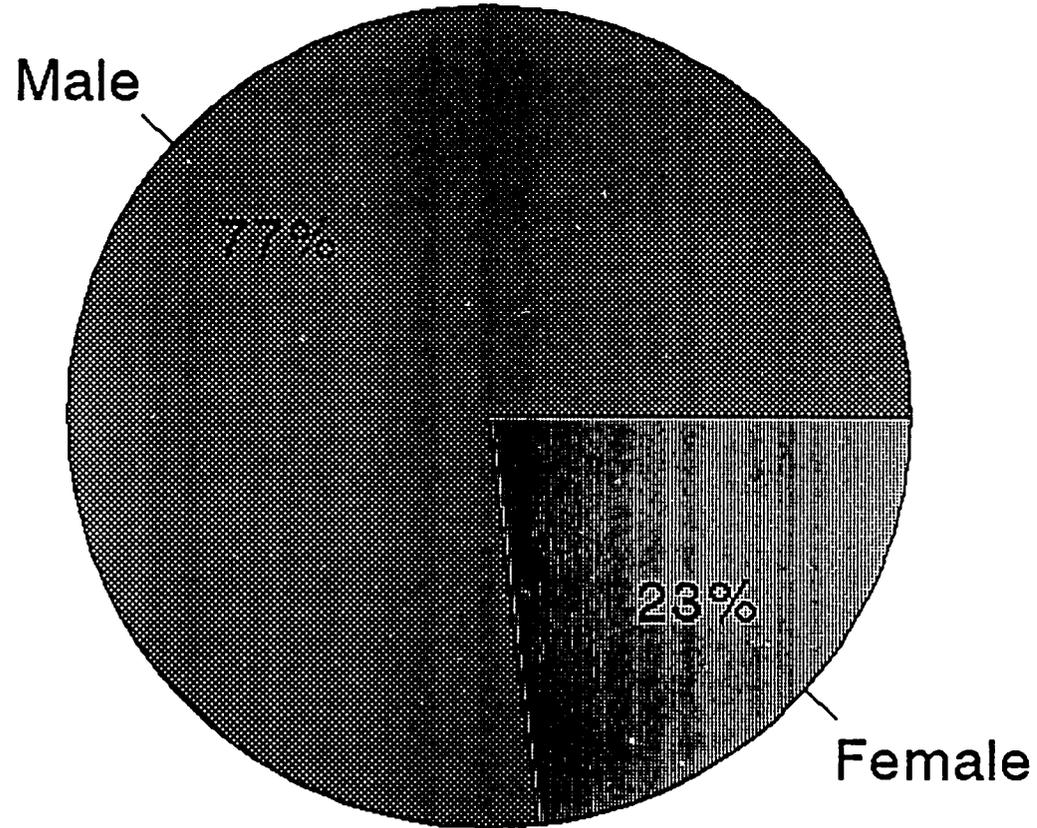
C. Seminar Content/Focus

The course manual, which includes the seminar outline and table of contents, accompanies this report. The seminar focused on plant operations with dairy cooperatives as a general example. A brief description of the topics follows:

- Total Quality Management: This subject introduced the basic idea that plants must satisfy both internal and external customers to be successful in the marketplace.

Gender Profile

Food Plant Operations



3

18

Chart 1

- **Personnel:** This topic introduced the concept of empowering the workforce and methods to accomplish this through communication, training and developing people.
- **Central Economy vs. Market Economy:** Participants were introduced to the fundamental differences between previous and current national economic theory with emphasis on how the marketplace creates and tailors food products.
- **Hazard Analysis Critical Control Points:** This topic reviewed implementing critical control points at the participants' facilities.
- **Marketplace Orientation vs. Product Orientation:** Participants were introduced to the impact on production facilities as consumers in the marketplace demonstrate "best value" selection.
- **Butter Manufacturing:** This topic introduced the concept of using Land O'Lakes butter operations as a benchmark for their own operations. It was emphasized that they should benchmark all their processes with the leader in their industry.
- **Waste Water Management:** Trainers emphasized the importance of protecting the environment and especially the water. A "second waste water" treatment program was reviewed using the Kent, Ohio, waste water treatment program as an example.
- **Unit Costing:** The concept of determining product cost by product unit (kilogram, liter, etc.) rather than time period was introduced.
- **Cost Analysis and Operating Statements:** Participants were introduced to the value-added cost concept.
- **Maintenance:** Participants were introduced to Uptime and Reaction vs. Advocacy in the Maintenance Department. Preventative and predictive maintenance were stressed.
- **Business Strategies and Business Plans:** Participants were shown how to formally plan a course of procurement, production, distribution and marketing activity.

In order to make the course most relevant, participants were asked to come up with a list of legislative, regulatory and operational activities to improve the viability of Polish dairy cooperatives.

D. Evaluation

Attachment 2 contains a summary of the participants' evaluations.

2. INTRODUCTION TO ADVANCED MARKETING/DISTRIBUTION PRINCIPLES
(June 8-16, 1992)

A. Trainers

Kim Ewers team-taught the seven-day course "Introduction to Advanced Marketing/Distribution Principles" with Howard Gochberg, retired Land O'Lakes group vice president of logistics. Both Howard and Kim, besides having over 40 years combined experience in marketing and logistics, are lecturers at the University of Minnesota and the University of St. Thomas in St. Paul.

B. Participants' Backgrounds

Twenty-four participants (18 men and 6 women) from the agribusiness sector attended this seminar. Two participants, Stanislaw Pitucha and Janina Jablonska-Rymarczyk, attended a previous Land O'Lakes introductory marketing seminar conducted in Poland by Elizabeth Dolphin in May, 1992.

Two graphs depicting gender and professional demographics follow on the next page.

A course roster is attached.

C. Seminar Content/Focus

This seminar focused on the practical application of the basic principles of marketing and logistics. In the marketing segment of the seminar, which was the most extensive, the topics covered were:

- basic marketing principles
- market segmentation
- advertising
- strategic planning
- new product development
- promotion and market research

The logistics segment covered the basic elements of customer service:

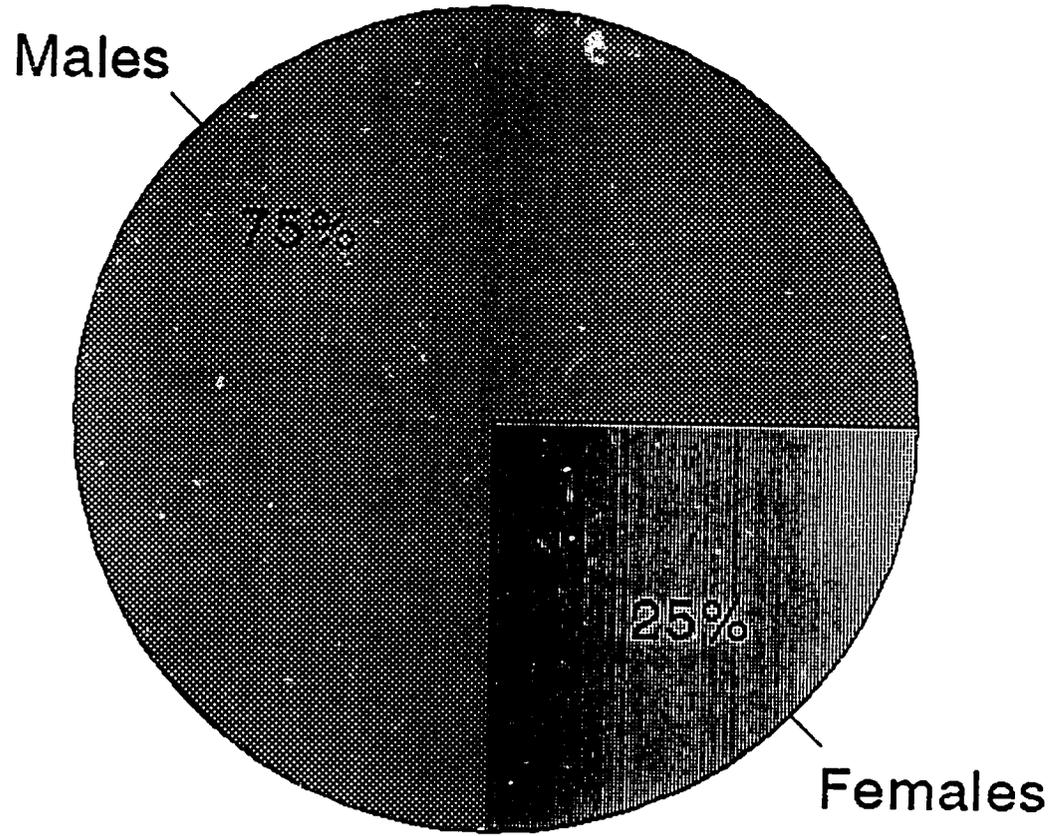
- order processing
- inventory management
- transportation
- purchasing
- warehouse and materials handling

In both marketing and logistics segments, a considerable effort was made to relate the applicable theories to the Polish business environment. To accomplish this, field trips to grocery stores and cold-storage warehouses (traditional and modern) were scheduled to provide on-site practical demonstrations of the concepts furnished in the classroom. The class visited four grocery stores, two dairy plants and three distributors, which included a cold storage facility. In Olsztyn there is an EC-approved warehouse which is an excellent example of a modern warehouse facility.

The trainers also conducted marketing surveys comparing Polish, Austrian and American product packaging.

Gender Profile

Advanced Marketing/Logistics Principles



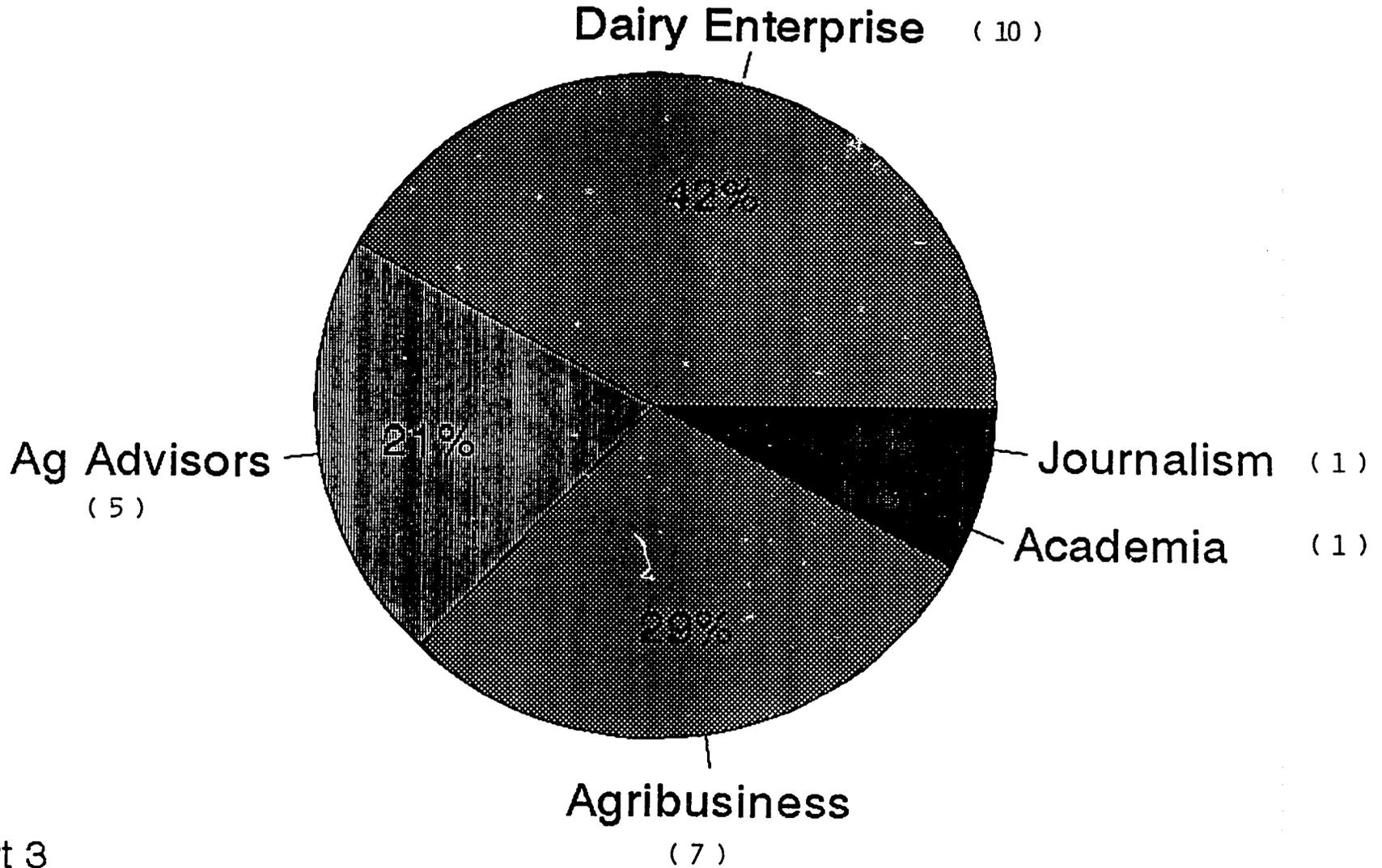
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Chart 2

h8

Professional Affiliation

Advanced Marketing/Logistics Principles



7

Chart 3

47

The in-classroom segment ran from June 8-12 in Olsztyn. On June 15-16 the group was taken to Warsaw to observe the marketing techniques of their competitors by visiting major retail outlets.

D. Evaluation

An analysis of the participants' evaluations will be forthcoming in the next quarterly report.

3. COOPERATIVES: PRINCIPLES AND PRACTICES (June 13-17, 1992)

A. Trainers

Don Eck, Land O'Lakes' Milk Procurement Division manager and an expert on cooperative structure, and Dave Belina, Land O'Lakes' Director of Member Services, team-taught the five-day course "Cooperatives: Principles and Practices."

B. Participants' Backgrounds

There were 23 participants in this seminar, comprised of 21 men and two women. Their ages ranged from the early thirties to late fifties. The class consisted of state farm managers, state dairy plant managers, cooperative dairy plant managers, a university professor, extension agents, private farmers, agribusiness managers, and honey processing plant managers. See the following page for a graph of the breakdown of participants by gender.

A course roster is attached.

C. Seminar Content/Focus

Students were introduced to the principles and practices of a true, private agricultural cooperative which is owned and controlled by its members. This course was an add-on course, a direct response to the participants who attended two earlier Private Agribusiness Management courses under this subcontract [please refer to previous quarterly reports]. Participants expressed frustration at the slow pace at which the Polish Parliament is moving toward passing a law favorable to forming cooperatives. Current legislation inhibits the formation of any true cooperative organization at this time.

Trainers are cautious about instilling false expectations in Polish participants about what a cooperative can do for its members. Trainers tried to emphasize that the cooperative way of doing business is but one of many under a free-market economy.

The following topics were covered in the seminar:

- a. Why form a cooperative? What are the benefits to members?
- b. How to form a cooperative
- c. Member, director, employee and manager responsibilities

gb

Gender Profile

Cooperatives: Principles and Practices

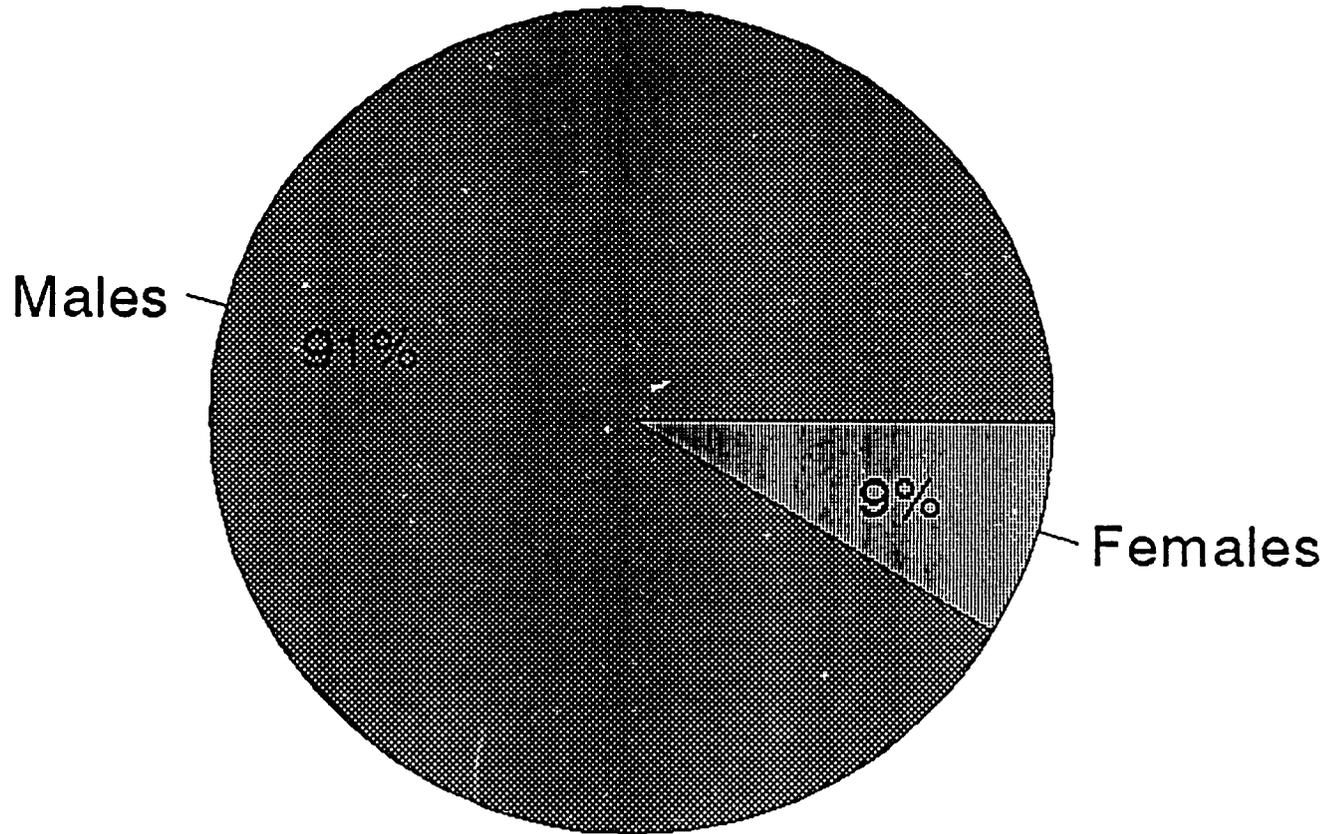


Chart 4

- d. Financing
- e. Determining products/services offered
- f. How to gain ownership and what that means.

D. Evaluation

Attachment 2 contains a summary of the participants' evaluations.

E. Photographs

See Attachment 4 for photographs from this course.

ATTACHMENTS:

- 1. Course Rosters
- 2. Participant Evaluations
- 3. Financial Report
- 4. Photographs from "Cooperatives: Principles and Practices"



ATTACHMENT 1
COURSE ROSTERS

LAND O'LAKES, INC.
COURSE ROSTER

Course Title: " Funkcjonowanie zakładu spożywczego"

Name of Instructor(s) GEORGE W.HILDRE

ELLIOT C.CULP

FAMILY NAME	FIRST NAME	OCCUPATION/ TITLE IN ORGANIZATION	NAME OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
NAZWISKO LUB NAZWISKA	IMIONA	ZAWOD /TYTUŁ LUB STANOWISTKO W ORGANIZACJI	NAZWA ORGANIZACJI	GÓWNE INTERESY WASZEJ FIRMY LUB ORGANIZACJI
1. Broła	Mieczysław	V-ce Prezes Zarządu	OSMlecz Inowrocław	przetwórstwo mleka
2. Dreszler	Roman	Prezes Zarządu	OSMlecz Olsztyn	przetwórstwo mleka
3. Gawełek	Karol	Dyrektor	Zakład Mlecz.Lipno	przetwórstwo mleka
4. Golon	Eugeniusz	V -ce Prezes Zarządu	OSML Bartoszyce	przetwórstwo mleka
5. Grosik	Teresa	Prezes	OSML Błonie	przetwórstwo mleka
6. Dziubiński	Jan	Prezes Zarządu	OSML Sandomierz	przetwórstwo mleka
7. Jarosz	Kazimierz	V-ce Prezes	OSML Sokółka	przetwórstwo mleka
8. Jamborowicz	Władysław	Główny Technolog	OSML Mrągowo	przetwórstwo mleka
9. Józefowicz	Maria	V-ce Prezes	OSML Zamość	przetwórstwo mleka
10. Jankun	Jerzy Jacek	Prezes Zarządu	OSML Lidzbark Warm.	przetwórstwo mleka

Course Title: _____

Name of Instructor(s) _____

FAMILY NAME	FIRST NAME	OCCUPATION/ TITLE IN ORGANIZATION	NAME OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
NAZWISKO LUB NAZWISKA	IMIONA	ZAWOD/ TYTUŁ LUB STANOWISKO W ORGANIZACJI	NAZWA ORGANIZACJI	GÓWNE INTERESY WASZEJ FIRMY LUB ORGANIZACJI
11. Jedyński	Antoni	Prezes Zarządu	OSML Giżycko	przetwórstwo mleka
12. Kozłowski	Wojciech	Asystent	ART Olsztyn	Ekonomia i organiz. przem.spoż./przetw. mleka
13. Królik	Barbara	Specjalista ekonomii	OSML Zamość	przetwórstwo mleka
14. Karczmarczyk	Apolonia	Z-ca gł.księgowego	OSML Zamość	finanse
15. Łada	Henryk	Dyrektor	OPPzbożowc-Młynar. Białystok	przetwórstwo zbożowe
16. Mioduszevska	Ewa	Kierownik Działu	SPracz Hurtu Mlecz Olsztyn	zbyt i hurt
17. Marcinkowski	Zdzisław	Prezes Zarządu	OSML Mrągowo	przetwórstwo mleka
18. Pruchnik	Tadeusz	Prezes	OSML Trzebowniko	przetwórstwo mleka
19. Skorupski	Jan	Prezes Zarządu	OSML Suwałki	przetwórstwo mleka
20. Śniadkowski	Zygmunt	Prezes Zarządu	OSML Lubawa	przetwórstwo mleka

Course Title: _____

Name of Instructor(s) _____

FAMILY NAME	FIRST NAME	OCCUPATION/ TITLE IN ORGANIZATION	NAME OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
NAZWISKO LUB NAZWISKA	IMIONA	ZAWOD/ TYTUŁ LUB STANOWISKO W ORGANIZACJI	NAZWA ORGANIZACJI	GÓWNE INTERESY WASZEJ FIRMY LUB ORGANIZACJI
21. Stefanowicz	Andrzej	V-ce Prezes	SMlecz Radzyń Podlaski	przetwórstwo mleka
22. Szczech	Zdzisław	Prezes Zarządu	SMlecz Rypin	przetwórstwo mleka
23. Strzelecki	Grzegorz	Kierownik Oddziału Produkcyjnego	OSM Łowicz	przetwórstwo mleka
24. Tatarynowicz	Janusz	Dyrektor	OSM Pasłęk	przetwórstwo mleka
25. Zajbel	Maria	V-ce Prezes	OSM Konin	przetwórstwo mleka
26.				
27.				
28.				
29.				
30.				

COURSE ROSTER

Course Title: " Działanie zakładu spożywczego- wprowadzenie do zaawansowanego

Name of Instructor(s) marketingu i dystrybucji"

KIM L.EWERS HOWARD S.GOCHBERG

FAMILY NAME	FIRST NAME	OCCUPATION/ TITLE IN ORGANIZATION	NAME OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
NAZWISKO LUB NAZWISKA	IMIONA	ZAWÓD /TYTUŁ LUB STONQWISTKO W ORGANIZACJI	NAZWA ORGANIZACJI	GÓWNE INTERESY WASZEJ FIRMY LUB ORGANIZACJI
1. Adamek	Janusz	kierownik działu	Z-dy Przemysłu Cukierniczego"GOPLANA	produkcja i dystry- bucja wyr.cukrow.
2. Antonowicz	Lech	V-ce prezes	OSMlecz Suwałki	produkcja i dystryb. artykułów mleczarskich
3. Dziemiańczyk	Bolesław	Prezes	OSMlecz Kętrzyn	marketing produktów
4. Góral	Tadeusz	kierownik zespołu magazynów	OSMlecz Toruń	produkcja i dystryb. artykułów mleczarskich
5. Gołąb	Zofia	gł. specjalista d/s szkoleń	ODR Paczniewo	doradztwo w zakresie produkcji i sprzedaży
6. Gumiela	Piotr	specjalista d/s mark.	OSMlecz Rypin	produkcja art.mlecz.
7. Jezierski	Wojciech	kierownik dz.handlu	OSMlecz Łowicz	mleko, śmietana UHT sery twarde i inne
8. Jabłońska- Rymarczyk	Janina	kier. marketingu	Zakłady Mięsne Zamość	badanie , marketing najwyższa jakość
9. Kozłowski	Wojciech	asystent	ART Olsztyn	ekonomika i organiz. przemysłu spoż., marketing
10. Kostecki	Bogdan	specjalista doradztwa rolniczego	ODR Olecko	doradztwo rolnicze, marketing, pomoc rolnikom

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Course Title: _____

Name of Instructor(s) _____

FAMILY NAME	FIRST NAME	OCCUPATION/ TITLE IN ORGANIZATION	NAME OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
NAZWISKO LUB NAZWISKA	IMIĘ	ZAWÓD/ TYTUŁ LUB STANOWISKO W ORGANIZACJI	NAZWA ORGANIZACJI	GÓWNE INTERESY WASZEJ FIRMY LUB ORGANIZACJI
11. Kurpiewska	Halina	kier. działu handlu	OSMlecz Piątek	dystrybucja art.mlecz
12. Latek	Grzegorz	specj.d/s marketingu	OSMlecz Rybin	produkcja i dystryb. artykułów mleczarskich
13. Mikucki	Roman	dyrektor handlowy	GOŁAN sp.z.o.o W-wa	dystrybucja wyrobów czekol.kawy,herbaty
14. Mamińska	Dorota	kier. dz. handlu	OSMlecz Pasiek	dystrybucja art.mlecz
15. Michałek	Wiesława	gł. specj.d/s bydła chówu	ODR Płock	promocja zakładów prywat.reklama.market.
16. Miłkowski	Adam	specjalista	ODR Olecko	doradztwo w zakresie marketingu
17. Marat	Leszek	członek zarządu ZMW	Związek Młodz.Wiej	doradztwo
18. Olczyk	Piotr	kierownik handlowy	PUH VEGA Warszawa	dystrybucja nasion
19. Pabjańczyk	Maria	kier. działu handlu	Przed.Przemysłu Chłodnicz. Olsztyn	dystrybucja wyrobów mrożonych
20. Pitucha	Stanisław	prezes	OSMlecz Szczeczeszyn	produkcja i dystr. art. mlecz.

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Course Title: _____

Name of Instructor(s) _____

FAMILY NAME	FIRST NAME	OCCUPATION/ TITLE IN ORGANIZATION	NAME OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
NAZWISKO LUB NAZWISKA	IMIONA	ZAWÓD/ TYTUŁ LUB STANOWISKO W ORGANIZACJI	NAZWA ORGANIZACJI	GÓWNE INTERESY WASZEJ FIRMY LUB ORGANIZACJI
21. Romańczuk	Andrzej	Prezes zarządu	Spółdz. Z-d Przet. Owoców i Warz.Olsztyn	tynek przetwór., chłodnia
22. Wowczko	Włodzimierz	inspektor W.Rolnict	Urząd Wojewódzki Kielce	promocja ofert dot. przetwórstwa rolnego
23. Nowosad	Krzysztof	kier. działu handl.	VEga Sandomierz	dystrybucja nasion warzyw i kwiatów
24. Szalkowski	Andrzej	współpracownik	AGROBAZAR Warszawa	magazyn handlowy
25.				
26.				
27.				
28.				
29.				
30.				

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Course Title: " Zasady spółdzielczości, jej funkcjonowanie i struktura "

Name of Instructor(s) DAVID BELINA DON A. ECK

ART Olsztyn 13-17.VI.1992

FAMILY NAME	FIRST NAME	OCCUPATION/ TITLE IN ORGANIZATION	NAME OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
NAZWISKO LUB NAZWISKA	IMIONA	ZAWOD /TGTUL LUB STONOWISTKO W ORGONIZACJI	NAZWA ORGONIZACJI	GOWNE INTERESY WASZEJ FIRMY LUB ORGONIZACJI
1. Berliński	Stanisław	gł. specjalista d/s ekonomiki	ODR Płock	doradztwo rolnicze
2. Bocheński	Maciej	kierownik fermy	Rolnicza Spółdz. Produkc. Platyny	produkcja i przetw. rplnicze
3. Dreszler	Roman	Prezes Zarządu	OSMlecz Olsztyn	skup i przerób mleka sprzedaż artyk. mlecz
4. Ekstowicz	Wojciech	Doradca d/s Rozwoju Spółdzielczości	Regionalny Ośrod. Usług Spółdz. Płock	pomoc w org. nowych spółdz.
5. Jaros	Tadeusz	Prezes Zarządu	Rolnicza Spółdz. Produkc. Platyny	zarządzanie firmą
6. Kołpak	Henryk	Kierownik	ODR Piotrowice	przekształ. własność. i marketing
7. Kuczyński	Jan	Gł. specjalista koordynator rejonu	ODR Płock	doradztwo rolnicze
8. Leśkow	Stanisław	V-ce prezes zarządu	OSM Jeziorany	skup mleka, sprzedaż artyk. mlecz
9. Łaskiewicz	Bożena	Kierownik Produkcji	SZPOiW Olsztynek	skup i zakup owoców i warzyw
10. Łychowid	Bogdan	specjalista doradztwa	ODR Olecko	doradztwo rolnicze

Course Title: _____

Name of Instructor(s) _____

FAMILY NAME	FIRST NAME	OCCUPATION/ TITLE IN ORGANIZATION	NAME OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
NAZWISKO LUB NAZWISKA	IMIONA	ZAWOD/ Tytuł LUB STANOWISKO W ORGONIZACJI	NAZWA ORGONIZACJI	GÓWNE INTERESY WASZEJ FIRMY LUB ORGONIZACJI
11. Macyra	Marek	dyrektor	PPGR Miłakowo	bydło mięsne, prod. rzepaku
12. Milewski	Ireneusz	kierownik rolnictwa	RSP Kieźliny	produkcja i przetw. rolnicze
13. Piątkowski	Mirosław	Prezes zarządu	Warmińska Spółdz. Pszczelarska	skup miodu i prod. pszczelarskich
14. Pilarski	Stanisław	Adiunkt	ART Olsztyn	nauczanie studentów
15. Płoski	Seweryn	Prezes Zarządu	OSMLecz Bartoszyce	skup mleka, przerob mleka
16. Pruss-Głowacka	Danuta	Dyrektor	Polski Związek Ogrodniczy W-wa	przekonywanie rolników o korzyściach zrzesz.
17. Skolimowski	Andrzej	st. specjalista	WODR Siedlce	pomoc rolnikom, doradztwo
18. Sawicki	Marek	V-ce prezes zarządu	Toruńska Sp. Mlecz	produkcja przetworów mlecznych
19. Urbański	Kazimierz	Prezes	Lubawska Spółdz. Usług Rolniczych	zaopatrywanie w środki produkcji, usługi mech.
20. Węgliński	Jan	st. specjalista	ODR Olecko	doradztwo rolnicze

Course Title: _____

Name of Instructor(s) _____

FAMILY NAME	FIRST NAME	OCCUPATION/ TITLE IN ORGANIZATION	NAME OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
NAZWISKO LUB NAZWISKA	IMIĘ	ZAWÓD/ TYTUŁ LUB STANOWISKO W ORGANIZACJI	NAZWA ORGANIZACJI	GŁÓWNE INTERESY WASZEJ FIRMY LUB ORGANIZACJI
21. Ziarko	Kazimierz	kierownik d/s rozwoju	Reg.Ośrodek Usług Spółdz.	rozwój spółdziel. na zasad.demokratyczn
22. Dąbrowski	Marian	Prezes zarządu	RSP Sudwa	produkcja mleka w proszku.
23. Kępiński	Roman	Przew.Rady Nadzorczej	OSMlecz Rypin	współudział w zarządzaniu
24.				
25.				
26.				
27.				
28.				
29.				
30.				

ATTACHMENT 2
PARTICIPANT EVALUATIONS

FOOD PLANT OPERATIONS

QUESTION	ANSWER	RESPONSE	
		#	AVER.
01. PROFICIENCY BEFORE COURSE? (0-10)	0-3 - LITTLE OR NONE	1.0	2.0
	4-7 - SOME	16.0	5.5
	8-10 - HIGH	2.0	8.0
	TOTAL FOR THIS QUESTION	19.0	5.6
02. PROFICIENCY AFTER COURSE? (0-10)	ANSWER		
	4-7 - SOME	7.0	6.1
	8-10 - HIGH	12.0	8.7
	TOTAL FOR THIS QUESTION	19.0	7.7
03. HOW MUCH DID YOU LEARN? (1-5)	ANSWER		
	3 - SOME	4.0	3.0
	4 - MUCH	15.0	4.0
	TOTAL FOR THIS QUESTION	19.0	3.8
04. HOW WELL WERE THE INSTRUCTORS PREPARED? (1-5)	ANSWER		
	4 - PREPARED	4.0	4.0
	5 - WELL PREPARED	15.0	5.0
	TOTAL FOR THIS QUESTION	19.0	4.8
05. HOW KNOWLEDGEABLE WERE THE INSTRUCTORS? (1-5)	ANSWER		
	3 - SOMEWHAT	1.0	3.0
	4 - KNOWLEDGEABLE	8.0	4.0
	5 - VERY KNOWLEDGEABLE	10.0	5.0
	TOTAL FOR THIS QUESTION	19.0	4.5
06. HOW WAS THE PRESENTATION? (1-5)	ANSWER		
	4 - SATISFIED	9.0	4.0

(CONTINUED)

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FOOD PLANT OPERATIONS

QUESTION		RESPONSE	
		#	AVER.
06. HOW WAS THE PRESENTATION? (1-5)	ANSWER		
	5 - VERY SATISFIED	10.0	5.0
	TOTAL FOR THIS QUESTION	19.0	4.5
07. HOW DID THE INSTRUCTORS RESPOND TO YOU? (1-2)	ANSWER		
	1 - DID RESPOND	18.0	1.0
	TOTAL FOR THIS QUESTION	18.0	1.0
08. HOW SATISFIED ARE YOU WITH THE INSTRUCTORS? (1-5)	ANSWER		
	4 - SATISFIED	10.0	4.0
	5 - VERY SATISFIED	9.0	5.0
	TOTAL FOR THIS QUESTION	19.0	4.5
09. DID THE INFORMATION RECEIVED SATISFY YOUR NEEDS? (1-5)	ANSWER		
	4 - SATISFIED	12.0	4.0
	5 - VERY SATISFIED	7.0	5.0
	TOTAL FOR THIS QUESTION	19.0	4.4
10A. HOW WAS THE LENGTH OF THE COURSE? (1-5)	ANSWER		
	4 - AGREE	8.0	4.0
	5 - STRONGLY AGREE	11.0	5.0
	TOTAL FOR THIS QUESTION	19.0	4.6
10B. WAS THE TIME ALLOCATED TO EACH TOPIC APPROPRIATE? (1-4)	ANSWER		
	3 - UNDECIDED	1.0	3.0
	4 - AGREE	9.0	4.0
	5 - STRONGLY AGREE	9.0	5.0
	TOTAL FOR THIS QUESTION	19.0	4.4

(CONTINUED)

FOOD PLANT OPERATIONS

QUESTION	ANSWER	RESPONSE	
		#	AVER.
10C. WERE THE MATERIALS USED OF HIGH QUALITY? (1-5)	3 - UNDECIDED	2.0	3.0
	4 - AGREE	6.0	4.0
	5 - STRONGLY AGREE	11.0	5.0
	TOTAL FOR THIS QUESTION	19.0	4.5
10D. WERE THE NUMBER OF PARTICIPANTS JUST RIGHT? (1-5)	ANSWER		
	3 - UNDECIDED	1.0	3.0
	4 - AGREE	3.0	4.0
	5 - STRONGLY AGREE	15.0	5.0
TOTAL FOR THIS QUESTION	19.0	4.7	
11. HOW HELPFUL WAS THE COURSE TO YOU? (1-4)	ANSWER		
	3 - HELPFUL	7.0	3.0
	4 - VERY HELPFUL	12.0	4.0
TOTAL FOR THIS QUESTION	19.0	3.6	
12. OVERALL QUALITY OF THIS COURSE? (1-5)	ANSWER		
	3 - FAIR	1.0	3.0
	4 - GOOD	14.0	4.0
	5 - EXCELLENT	4.0	5.0
TOTAL FOR THIS QUESTION	19.0	4.2	
13. HOW WAS THE COURSE SITE? (1-5)	ANSWER		
	4 - GOOD	1.0	4.0
	5 - EXCELLENT	18.0	5.0
TOTAL FOR THIS QUESTION	19.0	4.9	

(CONTINUED)

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FOOD PLANT OPERATIONS

QUESTION	ANSWER	RESPONSE	
		#	AVER.
14. HOW EFFECTIVE WAS THE TRANSLATOR? (1-5)	2 - NOT TOO EFFECTIVE	2.0	2.0
	3 - SOMEWHAT	4.0	3.0
	4 - EFFECTIVE	8.0	4.0
	5 - VERY EFFECTIVE	5.0	5.0
	TOTAL FOR THIS QUESTION	19.0	3.8

PRINCIPLES & PRACTICES OF PRIVATE COOP

QUESTION	ANSWER	RESPONSE	
		#	AVER.
01. PROFICIENCY BEFORE COURSE? (0-10)	0-3 - LITTLE OR NONE	2.0	3.0
	4-7 - SOME	13.0	5.7
	8-10 - HIGH	4.0	8.0
	TOTAL FOR THIS QUESTION	19.0	5.9
02. PROFICIENCY AFTER COURSE? (0-10)	ANSWER		
	4-7 - SOME	3.0	6.7
	8-10 - HIGH	16.0	8.7
	TOTAL FOR THIS QUESTION	19.0	8.4
03. HOW MUCH DID YOU LEARN? (1-5)	ANSWER		
	3 - SOME	3.0	3.0
	4 - MUCH	14.0	4.0
	5 - A GREAT DEAL	2.0	5.0
	TOTAL FOR THIS QUESTION	19.0	3.9
04. HOW WELL WERE THE INSTRUCTORS PREPARED? (1-5)	ANSWER		
	4 - PREPARED	3.0	4.0
	5 - WELL PREPARED	16.0	5.0
	TOTAL FOR THIS QUESTION	19.0	4.8
05. HOW KNOWLEDGEABLE WERE THE INSTRUCTORS? (1-5)	ANSWER		
	3 - SOMEWHAT	1.0	3.0
	4 - KNOWLEDGEABLE	2.0	4.0
	5 - VERY KNOWLEDGEABLE	16.0	5.0
	TOTAL FOR THIS QUESTION	19.0	4.8

(CONTINUED)

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PRINCIPLES & PRACTICES OF PRIVATE COOP

QUESTION	ANSWER	RESPONSE	
		#	AVER.
06. HOW WAS THE PRESENTATION? (1-5)	4 - SATISFIED	9.0	4.0
	5 - VERY SATISFIED	10.0	5.0
	TOTAL FOR THIS QUESTION	19.0	4.5
07. HOW DID THE INSTRUCTORS RESPOND TO YOU? (1-2)	ANSWER		
	1 - DID RESPOND	19.0	1.0
	TOTAL FOR THIS QUESTION	19.0	1.0
08. HOW SATISFIED ARE YOU WITH THE INSTRUCTORS? (1-5)	ANSWER		
	4 - SATISFIED	2.0	4.0
	5 - VERY SATISFIED	17.0	5.0
TOTAL FOR THIS QUESTION	19.0	4.9	
09. DID THE INFORMATION RECEIVED SATISFY YOUR NEEDS?(1-5)	ANSWER		
	4 - SATISFIED	10.0	4.0
	5 - VERY SATISFIED	9.0	5.0
TOTAL FOR THIS QUESTION	19.0	4.5	
10A. HOW WAS THE LENGTH OF THE COURSE? (1-5)	ANSWER		
	2 - DISAGREE	1.0	2.0
	4 - AGREE	7.0	4.0
	5 - STRONGLY AGREE	10.0	5.0
TOTAL FOR THIS QUESTION	18.0	4.4	
10B. WAS THE TIME ALLOCATED TO EACH TOPIC APPROPRIATE? (1-4)	ANSWER		
	4 - AGREE	8.0	4.0
	5 - STRONGLY AGREE	10.0	5.0
TOTAL FOR THIS QUESTION	18.0	4.6	

(CONTINUED)

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PRINCIPLES & PRACTICES OF PRIVATE COOP

QUESTION	ANSWER	RESPONSE	
		#	AVER.
10C. WERE THE MATERIALS USED OF HIGH QUALITY? (1-5)	4 - AGREE	5.0	4.0
	5 - STRONGLY AGREE	14.0	5.0
	TOTAL FOR THIS QUESTION	19.0	4.7
10D. WERE THE NUMBER OF PARTICIPANTS JUST RIGHT? (1-5)	ANSWER		
	3 - UNDECIDED	1.0	3.0
	4 - AGREE	1.0	4.0
	5 - STRONGLY AGREE	17.0	5.0
	TOTAL FOR THIS QUESTION	19.0	4.8
11. HOW HELPFUL WAS THE COURSE TO YOU? (1-4)	ANSWER		
	3 - HELPFUL	6.0	3.0
	4 - VERY HELPFUL	13.0	4.0
	TOTAL FOR THIS QUESTION	19.0	3.7
12. OVERALL QUALITY OF THIS COURSE? (1-5)	ANSWER		
	4 - GOOD	13.0	4.0
	5 - EXCELLENT	6.0	5.0
	TOTAL FOR THIS QUESTION	19.0	4.3
13. HOW WAS THE COURSE SITE? (1-5)	ANSWER		
	3 - FAIR	1.0	3.0
	4 - GOOD	4.0	4.0
	5 - EXCELLENT	14.0	5.0
	TOTAL FOR THIS QUESTION	19.0	4.7
14. HOW EFFECTIVE WAS THE TRANSLATOR? (1-5)	ANSWER		
	4 - EFFECTIVE	9.0	4.0

(CONTINUED)

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PRINCIPLES & PRACTICES OF PRIVATE COOP

		RESPONSE	
		#	AVER.
QUESTION	ANSWER		
14. HOW EFFECTIVE WAS THE TRANSLATOR? (1-5)	5 - VERY EFFECTIVE	10.0	5.0
	TOTAL FOR THIS QUESTION	19.0	4.5

ATTACHMENT 3
FINANCIAL REPORT

LAND O'LAKES - Subcontractors
 Management Training and Economic
 Education for Central & Eastern Europe
 Grant No. Eur-0029-G-00-1051-00

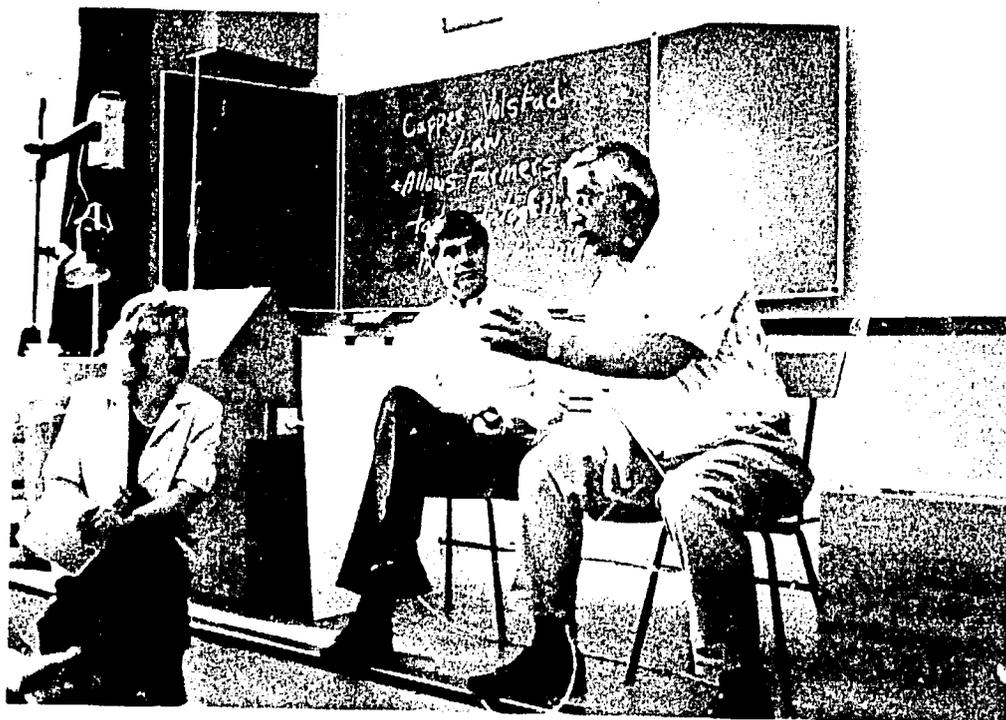
Quarterly Report - April 1, 1992 - June 30, 1992

<u>Description of Cost</u>	<u>Apr.</u>	<u>May</u>	<u>Jun.</u>	<u>Total</u>
Salaries & Fringe Benefits				
U.S. Staff Salary	1438.76	613.10	592.17	2644.03
U.S. Staff Fringe	510.88	181.57	200.46	892.91
Trainers	0.00	7210.46	9261.72	16472.18
Local Trainers	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Subtotal Salaries	1949.64	8005.13	10054.35	20009.12
Travel & Per diem				
Trainers (Airfare & Per diem)	0.00	8439.51	19158.98	27598.49
Local Trainers/ Participants (Per diem)	0.00	0.00	3694.85	3694.85
Other Travel Expenses	<u>56.10</u>	<u>25.35</u>	<u>503.31</u>	<u>584.76</u>
Subtotal Travel & Per diem	56.10	8464.86	23357.14	31878.10
Other Direct Costs				
Training Materials	386.57	729.82	2111.49	3227.88
Translators	0.00	0.00	1804.43	1804.43
Equip. (Video camera)	0.00	0.00	0.00	0.00
Translating Materials	0.00	0.00	2202.49	2202.49
Olsztyn Fee	0.00	0.00	2581.04	2581.04
Other Direct Costs	<u>0.00</u>	<u>145.00</u>	<u>30.80</u>	<u>175.80</u>
Subtotal Other Direct Costs	386.57	874.82	8730.25	9991.64
Total Direct Costs	2392.31	17344.81	42141.74	61878.86
Indirect Costs (48%)	<u>1148.31</u>	<u>8325.51</u>	<u>20228.04</u>	<u>29701.86</u>
Total Direct & Indirect Costs	3540.62	25670.32	62369.78	91580.72
	=====	=====	=====	=====

Quarterly Match Report - April 1, 1992 - June 30, 1992

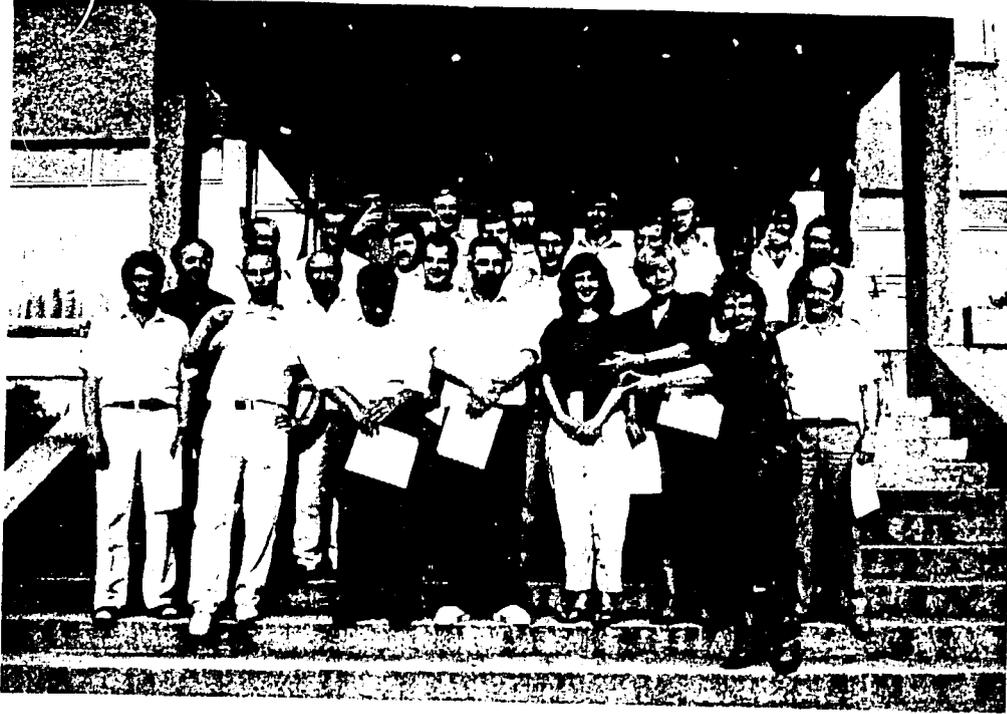
<u>Description of Cost</u>	<u>Apr.</u>	<u>May</u>	<u>Jun.</u>	<u>Total</u>
Elliot Culp-Food Plant Oper.	0.00	3140.00	0.00	3140.00
George Hildre-Food Plant Oper.	0.00	2498.00	0.00	2498.00
Dave Belina/Don Eck-Prin/Prac Coop	0.00	0.00	1720.00	1720.00
				<u>0.00</u>
Total Match	0.00	5638.00	1720.00	7358.00
	=====	=====	=====	=====

ATTACHMENT 4
PHOTOGRAPHS FROM
"COOPERATIVES: PRINCIPLES AND PRACTICES"



Don Eck (right), with the help of Dave Belina (middle), illustrates a concept during a lively "ConPar" session which ended their five-day seminar on "Cooperatives: Principles and Practices" presented June 13-17, 1992. On the left Maria Siemionek, their translator, listens intently.

"ConPar", which stands for "Continuing Participation," is a group exercise taken from Land O'Lakes' leadership program for young farmers, and illustrates the cooperative philosophy. It was used in Poland to allow trainees to form groups to develop questions to review course material or to discuss related concepts not covered in the course. It generated much lively discussion.



The 23 trainees gathered on the steps for a graduation day photograph. Several women good-naturedly drew attention to Land O'Lakes' curriculum specialist, Mary Jo Stangl. Mary Jo participated in several training courses that Land O'Lakes presented in Poland in order to maximize the effectiveness of Land O'Lakes' presentations, the learning environment and to support trainers.

Dr. Szczepan Figiel, who is second from the left in the front row, shared the role of translator for the course.

APPENDIX D

Sparks Companies Report

Sparks Companies, Inc.

Memphis, Tennessee

Washington Division
6708 Whittier Avenue
McLean, Virginia 22101

(703) 734-8787
Fax: (703) 893-1065
Telex: 4993332 SCIDC

Memorandum

Date: August 5, 1992
To: Randy Zimmermann
Regarding: PEM I Fourth Quarter Activities
From: William Motes 

In the fourth quarter of PEM I, SCI presented four seminars for middle-level managers/government officials and others at the Kurtowo School of Agribusiness in the Olsztyn Agricultural Academy. These are described briefly below.

Agribusiness Management and Privatization

During the period May 18-20 and 21-23, SCI presented two seminars focused on "The Strategy of the Firm: Agribusiness Management and Privatization." A total of 70 persons attended both sessions. The seminars featured a basic review of economic principles, the theory of the agribusiness firm, an overview of agricultural marketing systems and strategies of agribusiness management and privatization. They were presented by Dr. William Motes and Mr. Daniel Sechrist of SCI.

Participants gave the seminars high marks, with 95% of the 57 participants who submitted rating sheets rating the presentations good or excellent, and 96% rated the materials good or excellent. The ratings are shown below.

Share of Good or Excellent Ratings, by Series

	Agribusiness Management
	(percent)
o Content	86
o Practicality	70
o Level of materials	77
o Presentation materials	96
o Presentation	95

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Marketing and Agribusiness Management

SCI presented two additional seminars on Marketing and Agribusiness Management on June 29-July 1 and July 2-4 at Olsztyn. This was a second presentation of this series (first presented in December 1991) which was exceptionally well received earlier. In this seminar, the focus is on the agribusiness firm, the agricultural marketing chain, strategies firms can use to enhance and improve their position, government marketing activities and their impacts.

This series attracted 67 participants (50 with higher education degrees).

Both of the last two seminars attracted several economics teachers from technical high schools who are extremely interested in learning more about markets, marketing concepts and the economics of market operations. The course also attracted several private agribusiness firm managers and employees of non-profit organizations.

These seminars were presented by Dr. William Motes and Mr. Daniel Sechrist.

Participant comments on this seminar are indicated below. The comment form used was somewhat different than those used earlier as requested by Dr. Leslie Koltai, so the responses cannot be compared directly.

Participant Comments

	1	2	3	4	5
	(percent)				
1. Quality of instruction was excellent	38	53	6	3	
2. Instruction materials were well designed	56	41	3		
3. The content was relevant to my needs	28	35	25	12	
4. The discussion was too difficult	9	22	9	44	16
5. The course met my expectations	17	50	15	18	
6. The course was not relevant to my situation	12	24	32	12	20
7. The materials were too difficult	6	10	6	30	48
8. The facility was not adequate	44	44	3	6	3
9. I would take this course again	54	25	15	6	
10. I would recommend this course to others	50	44	6		
11. Translators/interpreters helped me to understand the material	68	28	5		

Comment Interpretation:

1 = Strongly Agree 2 = Agree 3 = No Opinion
4 = Disagree 5 = Strongly Disagree

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Seminar Overview

During the December 1991-July 1992 period, SCI presented 8 seminars for agribusiness managers and others interested in free markets, agribusiness firm management and privatization at the Kurtowo School of Agribusiness in the Olsztyn Agricultural Academy. Each focused on agribusiness firm management, with four also focused on the marketing environment and two on privatization. Dr. William Motes of SCI participated in all of the seminars, Mr. Daniel Sechrist participated in 6 and Mr. Thomas Scott took part in two.

The primary purpose of these seminars is to help participants develop concepts of how free markets work, and how western firms (and agribusiness managers) approach specific management problems. They also deal with essential concepts of privatization, including ways to estimate the value of firms and how firms undertake strategic planning. They are targeted at agribusiness managers/owners, government officials, persons contemplating organizing a private business, agricultural bankers, teachers and others in the agribusiness community. They also have attracted mayors and other public officials, journalists, and university faculty members.

In each of the seminars, participation has been very active. The participants have strong interest in the subject matter, ask thoughtful questions and are willing to discuss complicated (and controversial) issues. In general, participants in the later seminars were younger and better educated than those who participated in December, and had a better grasp of market principles. As a result, we believe that the later seminars were better understood and, perhaps, more useful than those presented earlier in the year even though those were very well received, as well.

APPENDIX E

ATAP/FDPA Report

American Trust for Agriculture in Poland

August 4, 1992

TO: Randy Zimmermann

SUBJECT: FDPA's Final Report for Year 1

FROM: J.B. Penn

Please find attached a copy of FDPA's final report for year 1 under the USAID/Humphrey Institute Management Training and Economics Education in Central and Eastern Europe Project.

Post-It™ brand fax transmittal memo 7671		# of pages > 6
[Redacted] Zimmermann		From J.B. Penn
Co.	[Redacted]	Co.
Dept.		Phone #
Fax #		Fax #

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PEM REPORT - YEAR I

Since July 1991, FDPA has been acting as in-country coordinator for the Partners in Economics and Management, a consortium which includes the University of Minnesota's Humphrey Institute of Public Affairs, Department of Agricultural and Applied Economics, and Carlson School of Management; Land O'Lakes, Sparks Commodities, the American Trust for Agriculture in Poland, and FDPA. The consortium was assembled to implement a USAID funded project for Management and Economics Education for Central and Eastern Europe. To this end, the "Kortowo School of Agribusiness" was created at the Olsztyn Agricultural Academy to serve as a center for Applied Management training courses.

The central goal of the program is to support market economics and management training programs by focusing on key areas such as market economics management, business skills, food systems, awareness of environmental issues and small business development. All training is conducted in-country and is targeted at privatizing enterprises and new entrepreneurs of small and medium businesses. Areas of special attention are rural businesses, recently registered joint ventures with foreign companies, and entrepreneurial opportunities for women.

During November and December, FDPA organized 7 courses in Olsztyn. These included two Marketing courses from December 13-15 and 16-18 for Sparks Commodities and two courses for Land O'Lakes, on Agribusiness Management from November 26 - December 5 and on Video in Business from December 2-11. FDPA coordinated all administrative and logistical aspects of these courses, such as arranging for interpreters and translation of course materials, recruitment, transport of trainers to and from Olsztyn, and generally ensuring that the courses ran smoothly and effectively. FDPA also ran three of its own courses, on Small Business Management with an emphasis on Sales and Marketing for women entrepreneurs in micro and small enterprises. These courses were delivered by US and Western European staff of Company Assistance Limited, a consulting firm based in Warsaw, and were targeted at both experienced and prospective entrepreneurs. They took place November 20-22, November 25-27 and December 16-18.

95 persons attended the FDPA courses. Participants were mostly small farm and shop owners from Central and Eastern Poland. 29 people attended Land O'Lakes' Agribusiness Management course, recruited primarily from the managerial staff of agribusiness firms in Northern and Central Poland. 15 persons attended Land O'Lakes Video in Business course. They were recruited from the Public Relations and Marketing departments of various firms in the Olsztyn area.

A total of 86 persons attended Sparks' two Marketing courses. Participants were middle-level and senior managers in State-owned enterprises, government officials, university professors and other individuals with significant responsibilities in their field requiring a better understanding of the workings of a free market system.

In January, FDPA Training staff reviewed training activity to date, focusing on feedback from both trainers and participants. Feedback confirmed that the 3-day format is successful. Recruiting procedures were carefully evaluated, with the conclusion that we would rely less on the Ministry of Agriculture for recruiting and try to go directly to the appropriate companies and organizations. Various local consultants were approached in a search for a broader base of trainers. A tentative course schedule for the following months was set up.

In February, FDPA organized 4 Small Business Management courses with an emphasis on Sales and Marketing for Small Manufacturers and prospective Small Manufacturers. These seminars were a direct response to input from Mirosława Grzanka and Dr Szczepan Figiel, the program coordinators at the Olsztyn Agricultural Academy, who both felt that this type of course would be well received in the Olsztyn area. The enthusiastic response to their recruiting efforts confirmed this opinion. The first two sessions, aimed at Small Manufacturers, were held February 3-5 and 10-12. 55 persons were trained. Participants included farmers, locksmiths, plumbers, a veterinarian, a small restaurant owner, employees of a chicken processing plant, and a private hotel owner. The second set of courses, February 18-20 and 25-27, were aimed at prospective Small Manufacturers. The majority of participants were small specialized farmers. 54 persons attended. Topics discussed included key steps in starting a business, writing a business plan, decision making, marketing overview, competition, profit and loss, and basic cost accounting. The seminars were delivered by Company Assistance Limited staff.

FDPA's March Sales and Marketing course was aimed at distributors of farm supplies. Two sessions were held March 3-5 and 10-12. 31 persons were trained. All participants were distributors or sub-distributors of farm supplies. Topics included decision making, mission and vision, customers, costs, marketing overview, product, price, managing the business and financing. The seminars were delivered by Company Assistance Limited staff.

In March, FDPA coordinated a Land O'Lakes course entitled, "Training the Trainers". This was held March 3-6 and 9-13. FDPA recruited 27 participants from Extension Centers around the country. Topics included human resources, personnel policy and management, business communications, systematic planning process, situational analysis, the adult learner, materials development, formal and informal communications and training concepts. Train-

ers were Thomas Earl Anderson, a Dairy/Livestock Extension agent, and Ray Cherry, a Manager in Milk Procurement at LOL.

Also in March, FDPA coordinated Sparks' Agribusiness Management seminar March 10-12 and 13-15. Both sessions were heavily attended - 74 persons were recruited by FDPA. 62 participants held university degrees. Participants came from private agribusinesses, extension centers, agricultural academies, community organizations and Ministry of Agriculture and Food Economy. Several participants had attended Bill Motes' and Dan Sechrist's . . . previous course.

In April, FDPA organized two seminars on Sales, Marketing and Small Business Management for Small Manufacturers. The seminars were conducted by Company Assistance, Ltd. The first session, April 7-9 was intended for prospective entrepreneurs who had a clear business idea ready to be implemented. Most of the 23 attendees were farmers. Training focused on the upfront planning and research needed to improve the probability of success. The second seminar, held April 14-16, was aimed at entrepreneurs who had recently started a business. This course was attended by 19 persons eager to familiarize themselves with western business strategy and planning. Participants came from various businesses such as water power stations, warehouses and farms. Approximately 50 % of participants for both courses had higher education degrees.

FDPA's "Marketing and Sales Force Management" course was held April 21-23 and 28-30. Jeff Morrow, an American consultant and entrepreneur based in Warsaw delivered the seminars. His goal was to provide managers of Polish food production businesses with marketing and sales management tools that would enable them to build sales and profits. A total of 51 managers attended, representing such companies as Wedel, Alima-Gerber, Pek-Pol, Dr. Oetker, and various meat processing plants. 29 participants had university degrees. Packaging and advertizing were extensively discussed. Reviews of the course were enthusiastic.

Land O'Lakes' "Food Plant Operations" course took place April 27 - May 1. 25 dairy plant managers and employees attended. The purpose of the seminar was to create an awareness of marketplace economics and effective planning strategies. Elliot Culp, a manager of a LOI plant in Kent, Ohio and George Hildre, a retired Group Vice President at Dairy Foods, delivered the training.

In early May, FDPA collaborated with a new organisation International Professional Women of Poland (IPWP) in offering a 3-day Marketing and Management seminar for women managers. The seminar was conducted by Company Assistance on May 8-10 at FDPA headquarters in Warsaw. 23 women attended. Many of them were entrepreneurs representing such diverse businesses as a print shop, a dry cleaning service, a boutique and a consulting firm. Managers included editors, management consultants, clothing designers and economists. All gave the course excellent reviews.

"The Strategy of the Firm: Agribusiness Management and Privatization" was conducted by Sparks Companies May 18-20 and 21-23. A total of 70 persons attended both sessions. The course featured a review of basic economic principles, theory of the agribusiness firm, products and marketing, strategy, and privatizing agribusiness. 56 attendees were university graduates. Participants included farmers, academics, school teachers, extension specialists and bank employees. Bill Motes and Dan Sechrist conducted the training.

May 25-27 and 28-30, FDPA held two seminars on Sales, Marketing and Planning for Managers. Trainers were L. Robert Kowalski and Otto Deligdisch, both seasoned business executives with over 30 years of broad international experience. The seminars, which were attended by 50 persons, stressed practical concepts and techniques and featured audio-visual aids, work groups and realistic case studies. Participants came from varied backgrounds and included small business owners and managers, extension specialists, teachers and journalists. 34 participants had higher education degrees.

FDPA's next offering was a forum on "Marketing Extension Services", delivered by Jeff Morrow and Company. The forum was split into two 2-day sessions, May 25-26 and June 9-10. Targeted at agricultural extension agents, the seminar proposed to enlist the aid of the agents in developing a marketing plan and marketing materials for their agencies. Agents were encouraged to define themselves and their marketing needs and to prepare for their own use all materials necessary to enable them to provide the best possible product. The product in this case was defined as knowledge and ability to solve a problem, up to date knowledge of farm conditions and ongoing understanding of market conditions. In the second session, agents put together information gathered during the break and planned a course of action that would enable them as a group and individually to market their services to their clients. 26 persons attended the first session, of which 22 returned for the second. The topic of how to improve extension publications generated lively discussion. Though the task at hand was enormous and much time was spent discussing financial difficulties, the majority of the attendees agreed that class time had been well spent. All agreed that this type of training is very necessary. This was FDPA's last course for year I of the program.

Land O'Lakes held two courses in June. "Introduction to Advanced Marketing/Distribution", June 8-12 focused on key concepts in these areas: strategic planning, market research, supply/demand, prices, wholesaling and retailing, international marketing. The seminar was delivered by Kim Ewers and Howard Gochberg and attracted 24 managers from meat and dairy plants and refrigeration facilities. 17 participants had higher education degrees. "Cooperative Principles, Practices and Structure" was held June 13-17 and was a direct response to feedback from an earlier course where it had become clear that there are huge differences between Polish and American cooperatives. Attendees

of earlier courses were invited back to learn how an American cooperative is run. 23 persons, all involved in Polish cooperatives, attended. The course was delivered by Don eck and Dave Belina.

Sparks Companies' last two seminars for year one, "Marketing and Agribusiness Management" were held June 29-July 1 and July 2-4. As trainers Bill Motes and Dan Sechrist had previously conducted a course on this subject in Olsztyn, they were able to tailor the subject matter even more effectively to the needs of participants. Topics addressed included agricultural marketing services, role of governments in marketing and strategy of the firm. 67 persons attended both sessions, 50 of whom had higher education degrees. Several economics teachers from technical high schools attended, as well as private agribusiness managers and employees of various non-profit organizations.

In total, the consortium of ATAP/FDPA, Sparks and Land O'Lakes has trained 842 persons in the first year of PEM. FDPA is very pleased with results so far, having received excellent feedback both from participants and Olsztyn Agricultural Academy staff. In the second year of PEM FDPA plans to continue its activities in sales, marketing and small business management training, as well as offer a few more specialized courses dealing with the following topics: business plan preparation, investment feasibility analysis, strategic planning, market research.