

PD-ABF-980

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PROGRAM REPORT

PERIOD:

January 1 to March 31, 1993

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:

Hubert H. Humphrey Institute of Public Affairs
Department of Agricultural and Applied Economics
Curtis L. Carlson School of Management

of

The University of Minnesota

and

Land O'Lakes, Inc.

Sparks Companies, Inc.

The American Trust for Agriculture in Poland

Contact Persons: Dean G. Edward Schuh

or Randal J. Zimmermann

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PART ONE

UNIVERSITY

OF

MINNESOTA

UNIVERSITY OF MINNESOTA

January

During this quarter, the University began a new dimension of the training program by bringing Polish faculty to the University of Minnesota for a two-week program of curriculum development workshops, observational visits to classrooms, consultations with graduate and undergraduate program administrators, and continuation of academic collaborations with Minnesota professors that had been initiated during previous travel to Poland for the PEM Project. First of these visitors was WSE Professor Krzysztof Rutkowski. In addition to the study and observational activities, he had the opportunity to further his collaboration with Professor Fred Beier of the Carlson School of Management in the development of curriculum materials and case studies in logistics and transportation management. His visit to Minnesota was January 16-28, 1993.

Final preparations were made for Winter School of Finance to be held in Konstancin (just outside metro-Warsaw) February 8-18, 1993. The American faculty selected to teach at the Winter School were Patrick Hess from the Finance Department of the Carlson School of Management and Kenneth Eades from the Darden Graduate School of Business, University of Virginia. Recruitment of participants was completed and, according to staff in Warsaw, a waiting list had to be created for those that exceeded the program capacity.

Once again, PEM hosted the AID Evaluation Team led by Dr. Leslie Koltai and included Dr. Lawrence McKibbin from Washburn University, at the Warsaw School of Economics on January 11, 1993. The evaluation meeting was devoted to discussing the management training component of the PEM program with project managers, and Polish faculty and students whom had participated in past PEM offerings. The meeting was held in

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the recently established **Polish-American Center for Economics and Management**.

Also regarding the Polish-American Center for Economics & Management, a full-time manager was hired to run the Center, Ms. Anna Kowalska. She was chosen from a field of four final candidates and was selected for her administrative and financial management experience, English language ability and previous experience working with U.S. Government funded projects (e.g., a USIA-funded project to establish a sea museum in Sidney, Australia). Her primary responsibilities are to coordinate long-range planning for development of the Center, market programs to targeted audiences and increase the Center's visibility in Warsaw, develop budgeting processes, and oversee day-to-day activities.

Prior to the evaluation meeting in Warsaw, R. Zimmermann travelled to University of Agriculture and Technology in Olsztyn to discuss planning for third year activities and opening of training center with Szczepan Figiel, the Olsztyn-PEM coordinator, and University administrators. The discussions addressed their concerns regarding the planning process for determining courses to be offered in Olsztyn next year, strategic planning for the training center, and the technical resources (i.e., computers, audio-visual equipment, library materials) required by the Center.

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February

The Winter School of Finance was held in Konstancin, Poland on February 8-18, 1993. The primary focus of the Winter School was on corporate finance and capital markets. This was a very important topic because very few Polish educational institutions, if any at all, offer courses in this area. Therefore, the goal of the School was to introduce Polish faculty to modern corporate finance/capital markets theories and concepts and acquaint them with the teaching methods used at American universities.

The teaching faculty consisted of two American professors of finance and two Polish graduate assistants serving as translators and interpreters. The following topics were addressed in lectures and seminars during the School: present value and opportunity costs of capital; bond pricing; common stock pricing; comparison of net present value rule to alternative capital budgeting rules; price risky assets; applying capital asset pricing model as a capital budgeting tool; foreign exchange markets; and, Eurocurrency markets.

Participation included 41 faculty (20 from the Warsaw School of Economics) and four managers from the private sector. Approximately 65% of participants had less than 5 years teaching experience and most never taught subjects in finance or management. However, post-evaluation data suggested that almost 80% of participants were familiar with the concepts presented but lacked up-to-date teaching materials. Thus, the School presented contemporary information and materials which Polish instructors could use in developing and teaching their own courses on finance and related topics.

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The University of Minnesota also hosted seven Polish faculty members as part of the U.S. university training component. Study tours were completed by Professors Andrzej Herman, Ireneusz Nykowski, Elzbieta Adamowicz, Edward Golachowski, Maria Podgorska, and Szczepan Figiel. A visit was also made to Minnesota by WSE Pro-rector Wojciech Roskowski, who oversees all foreign assistance programs at WSE.

March

In Poland, courses were delivered in advanced managerial accounting and risk management and insurance by Professors Gordon Duke and Andrew Whitman, from the Carlson School of Management, on March 6-21 through the Polish-American Center for Economics and Management at the Warsaw School of Economics. These courses built on work they had completed in the first year of the project and involved joint teaching with Polish faculty. Courses were also conducted on the economic dimensions of capital markets by Professor Jan Werner on March 14-29 at WSE.

Study tours to the University of Minnesota in March were made by Professors Zbigniew Pierscionek, Krzysztof Przybylowski, Anna Sosnowska, Joanna Kisiel, and Andrzej Nieradka. The objective of this tour was to become familiar with the strategic management curriculum as taught in the Carlson School and obtain or identify textbooks and related materials that would be needed to implement relevant courses at the Warsaw School of Economics. These faculty members also met with Carlson faculty and developed the curriculum for the Summer School of Management scheduled for June, 1993 at which they will serve as co-teachers.

PART TWO

LAND O'LAKES

MANAGEMENT TRAINING AND ECONOMICS EDUCATION
FOR CENTRAL AND EASTERN EUROPE
LAND O'LAKES SUBCONTRACT TO THE HUBERT H. HUMPHREY INSTITUTE
USAID GRANT NO. EUR-0029-G-00-1051-00
QUARTERLY REPORT
JANUARY - MARCH 1993

I. BACKGROUND

In the second quarter of fiscal year 1993, Land O'Lakes implemented two of nine short courses planned for the second year of a USAID-funded subcontract with the University of Minnesota Hubert H. Humphrey Institute. The Foundation for the Development of Polish Agriculture (FDPA) provided in-country coordination. The courses were conducted at The University of Agriculture and Technology in Olsztyn, Poland.

The thrust of year two's objectives is to build on the seven courses delivered in year one by offering more advanced-level economics and management training for year-one participants and by strengthening the local resource capacities of cooperating institutions. Emphasis is given in training activities to facilitate the development of marketing strategies. The courses in the second year build on the first year accomplishments and on feedback from course participants and trainers.

Land O'Lakes is offering one 8-day and eight 5-day seminars between November 1992 and June 1993 in the areas of logistics management, video communications, and various marketing courses with emphases on food merchandising, sales, and marketing research.

Land O'Lakes conducted two seminars in the first quarter of fiscal year 1993. Lynne Heuton, Inventory Technical Resource Manager at Land O'Lakes in Arden Hills, conducted two five-day courses on Logistics Management November 16-20, 1992, and November 23-27, 1992.

In the second quarter, trainer Samuel Smyrl, retired Land O'Lakes dairy feed sales representative, conducted two five-day courses entitled Intermediate Marketing Principles: Focus on Sales Management during March 8-12 and March 15-19, 1993.

II. TRAINER'S EXPERIENCES

The intermediate marketing course trainer, Samuel Smyrl, used lecture, manuals, overheads, and a video to present the material. He tailored the courses to the level of the students, as the first, less sophisticated, group needed more of the fundamentals of marketing but the second group absorbed the course at the higher level for which the course was designed.

Smyrl commented in his debriefing with Land O'Lakes: "During week one of the course, I moved away from the marketing strategy and more to the nuts and bolts of the course because the students in this course were at a lower level than the students in the second week. During the second week, I had students present me with four complete marketing plans for their companies. One student in the beginning of the course had only rough plans for her frozen foods company, but by the end of the course she had finalized and added on to her plan of marketing bottled flavored water in Poland."

Smyrl commented on the high quality of the materials furnished by Land O'Lakes, being well organized and suited for presentation through an interpreter. The care and professionalism of the translators, the university liaison people, and the FDPA representatives were much appreciated also.

III. INDIVIDUAL COURSE REPORT

A. Trainer

Samuel Smyrl, retired Land O'Lakes dairy feed sales representative, conducted two five-day courses on **Intermediate Marketing Principles: Focus on Sales Management** from **March 8-12, 1993, and March 15-19, 1993.**

B. Participants' Backgrounds

Twenty (20) participated in the first Intermediate Marketing Principles seminar and twenty-two (22) in the second, for a total of 42. Below is a graph depicting the gender breakdown of classes: 55% women, 45% men (Chart 1). The participants in each seminar came from a wide variety of types and sizes of organizations and farms (Chart 2). Approximately 60% of the participants were in agribusiness; 16% in other business; 14% were educators or rural extension workers; and 10% were farmers.

The Student Contact Hours report in Attachment 3 provides another summary on the class composition.

The two course rosters are attached (Attachment 4).

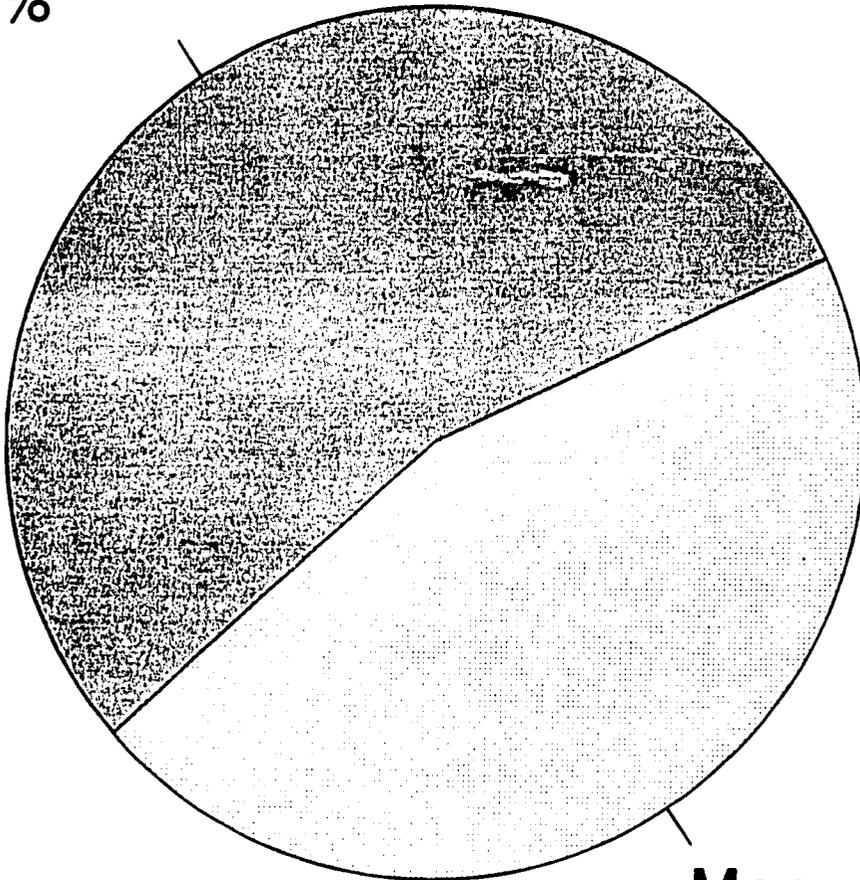
See Attachment 1 for a group photograph of the March 8-12 class.

POLAND

Gender Profile

In-Country Training, 1st Quarter, 1993

Women (23)
55%

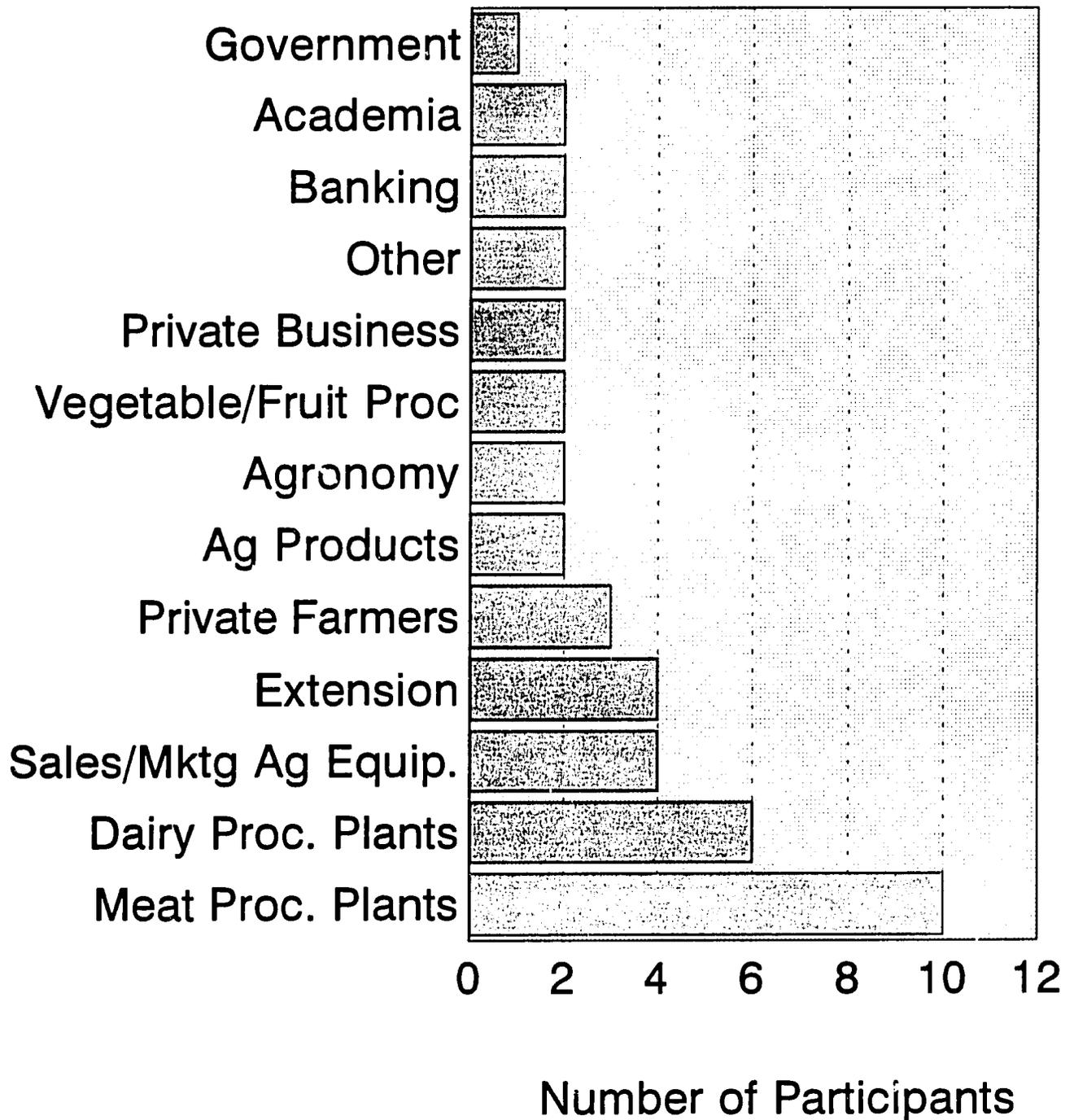


Men (19)
45%

4'

POLAND

Professional Affiliation In-Country Training, 1st Quarter, 1993



Number of Courses = 2

Land O'Lakes, Inc.

C. Seminar Content/Focus

The main objective of the course was to increase awareness of and the ability to apply principles of marketing, both strategic and tactical, in the current Polish economy, with emphasis on sales management. Topics covered were role of marketing; marketing mix; the competitive climate; marketing strategy; market segmentation and targeting, consumer behavior; product, pricing, place, and promotion strategies; market research.

One of the objectives was for each student to design a marketing plan applicable to his/her own situation. This was particularly fruitful in the second marketing course, where four marketing plans were presented by these participants: 1) a director of a state agricultural machinery center, which is in the process of privatizing; 2) the president of a private agricultural distribution firm for his fertilizer department; 3) the marketing manager of a frozen foods firm about to introduce a line of mineral water products; and 4) two bank employees involved in new customer recruitment.

D. Evaluation

The FDPA prepared its own evaluation form for the courses. A summary of the March 8-12 class is included as Attachment 5. The evaluation forms required by USAID are attached as Attachment 6 and have been sent also to Dr. Leslie Koltai. Eighteen of 20 participants completed them for the first Intermediate Marketing Principles course; 22 of 22 for the second course.

To improve future courses, a common suggestion in the student evaluations was to provide case studies of Polish firms and tailor the course even more to the current conditions in Poland. Otherwise, the course was well received by the students.

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ATTACHMENTS

- Attachment 1 Class Photo
- Attachment 2 Financial Report
- Attachment 3 Student Contact Hours
- Attachment 4 Course Rosters
- Attachment 5 FDPA Evaluation

ATTACHMENT 1

CLASS PHOTO FOR MARCH 8-12, 1993 COURSE

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△ Samuel Smyrl's "Intermediate Marketing" class of March 8-12, 1993, posed for a class picture on the campus of the University of Agriculture and Technology in Olsztyn.

ATTACHMENT 2

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 - January 1, 1993 - March 31, 1993

<u>Description of Cost</u>	<u>Jan.</u>	<u>Feb.</u>	<u>Mar.</u>	<u>Total</u>
Salaries & Fringe Benefits				
U.S. Staff Salary	1381.89	1540.36	3349.12	6271.37
U.S. Staff Fringe	533.91	679.45	1397.79	2611.15
Trainers	0.00	0.00	0.00	0.00
Local Trainers	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Subtotal Salaries	1915.80	2219.81	4746.91	8882.52
Travel & Per diem				
Trainers (Airfare & Per diem)	0.00	0.00	14.15	14.15
Local Trainers/ Participants (Per diem)	0.00	0.00	0.00	0.00
Other Travel Expenses	<u>0.00</u>	<u>0.00</u>	<u>11.75</u>	<u>11.75</u>
Subtotal Travel & Per diem	0.00	0.00	25.90	25.90
Other Direct Costs				
Training Materials	0.00	0.00	0.00	0.00
Translators	0.00	0.00	0.00	0.00
Equip. (Video camera)	0.00	0.00	0.00	0.00
Translating Materials	0.00	0.00	0.00	0.00
Olsztyn Fee	0.00	0.00	0.00	0.00
Other Direct Costs	<u>11.99</u>	<u>0.00</u>	<u>52.66</u>	<u>64.65</u>
Subtotal Other Direct Costs	11.99	0.00	52.66	64.65
Total Direct Costs	1927.79	2219.81	4825.47	8973.07
Indirect Costs (48%)	<u>925.34</u>	<u>1065.51</u>	<u>2316.23</u>	<u>4307.08</u>
Total Direct & Indirect Costs	2853.13	3285.32	7141.70	13280.15
	=====	=====	=====	=====

Quarterly Report - January 1, 1993 - March 31, 1993

<u>Description of Cost</u>	<u>Jan.</u>	<u>Feb.</u>	<u>Mar.</u>	<u>Total</u>
Excess Mileage paid by Land O'Lakes	0.00	0.00	0.44	0.44
Samuel Smyrl - Intermediate Mktg Pr	0.00	0.00	555.50	555.50
	0.00	0.00	0.00	0.00
	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Match	0.00	0.00	555.94	555.94
	=====	=====	=====	=====

ATTACHMENT 3

STUDENT CONTACT HOURS

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

Institution: LAND O'LAKES, INC.

Quarter: WINTER '93

Contact Person Regarding this Report CHERYL YASIS, PROJECT OFFICER

Project Component INTERMEDIATE MARKETING PRINCIPLES

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER: 1150

STUDENT CONTACT HOURS	MANAGEMENT EDUCATION	ECONOMICS EDUCATION	CONSULTATION	OTHER	EDUCATION VIA MEDIA SOURCES	LOCATION
	Actual	Actual	Actual	Actual	Actual	
Project Sustainability (Training Faculty/Trainers)	120					<u>Olsztyń University</u>
Students (Traditional)	30					<u>Olsztyń University</u>
Government Officials						
Business Community/ Business Managers	1110					<u>Olsztyń University</u>
Journalists - Media						
Other Groups/Individuals						
Other Groups/Individuals						
Other Groups/Individuals						

COMMENTS: Two five-day courses at 6 hours/day.

ATTACHMENT 4

COURSE ROSTERS

LAND O'LETS, INC.
COURSE ROSTER

Week ONE

Course Title: Intermediate Marketing Principles
 Course Location and Date(s): Olsztyn, Poland 3/8-12/93
 Name of Instructor(s): Samuel Smyrl

FAMILY NAME	FIRST NAME	MS./MR.	OCCUPATION/ TITLE IN ORGANIZATION	NAME AND ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
NAZWISKO LUB NAZWISKA	IMIONA	PANI/PAN	ZAWOD /TYTUL LUB STANOWISTKO W ORGANIZACJI	NAZWA ORGANIZACJI	GOWNE INTERESY WASZEJ FIRMY LUB ORGANIZACJI
1. Broda	Jerzy	82-300 ELBLA, 5 KOPERNIKA 111	marketing specialist specjalista marketingu	agriculture extension center Ośrodek Doradztwa Rolniczego	consultancy, extension doradztwo services
2. Góral	Tadeusz	81-100 TORUŃ Jodłowskiego 111	manager kierownik	dairy plant in Toruń Toruńska Spółdz. Mleczarska	milk and dairy products produkcja mleka production and processing i przetworów mlecz
3. Grabowski	Leszek	96-100 MIERNIEUICE SUHARSKIEGO 1218	manager kierownik	CAESAR Co. Ltd. CAESAR Sp.z.o.o	wholesale sprzedaż hurtowa
4. Gleba	Lucyna	14-100 OSTROD ZAWISZY CZARN -E90 5/12	manager kierownik	Meat Plant Zakłady Mięsne	produkcja mięsa meat production & processing
5. Józwik	Henryka	BRONOWO NOWE 09-421 TRZEPOL O - PŁOCK	agriculture specialist specjalista	Farm and mill Gospodarstwo, młyn	agriculture products produkcja rolnicza production
6. Kozłowski	Wojciech	10-341 OLSTYN LIMANOWSKIEGO 1218	assistant (university teacher) asystent	University of Agriculture & Technology in Olsztyn Akademia Rolniczo Techniczna	teaching students nauczanie studentów
7. Krawcewicz	Jadwiga	65-109 ZIELONA GÓRA TECHNOLOGÓW 117	specialist specjalista	Meat Plant Zakłady Mięsne	sales, marketing sprzedaż, marketing
8. Korzeb	Bogdan	10-046 OLSTYN NIEPODLESTOŚCI 91A/1	deputy president v-ce prezes	Appinary Plant "Warmińska" Warmińska Sp-nia Pszczelarska Cooperative	sales, marketing sprzedaż, marketing
9. Meszka	Andrzej	96-100 MIERNIEUICE TRZCINSKA 1218	manager kierownik	CAESAR Co. Ltd. CAESAR Sp.z.o.o	sales, marketing sprzedaż, marketing
10. Michałowska	Młcisława	10-430 OLSTYN DWORCOWA 45/35	main specialist gł. specjalista	Meat Plant Zakłady Mięsne	produkcja mięsa meat processing

Sam Smyrl
3/8-12/93

FAMILY NAME	FIRST NAME	MS./MR.	OCCUPATION/ TITLE IN ORGANIZATION	NAME AND ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
NAZWISKO LUB NAZWISKA	IMIONA	PANI/PAN	ZAWOD/ TYTUL LUB STANOWISKO W ORGANIZACJI	NAZWA ORGANIZACJI	GOWNE INTERESY WASZEJ FIRMY LUB ORGANIZACJI
11. Narkiewicz	Elżbieta	14-100 OSTRÓD BUCZKA 2a/20	specialist specjalista	Meat Plant Zakłady Mięsne	meat production & processing produkcja mięsa
12. Polcyn	Zofia	18-200 WYSOKIE MĄZOWIECKIE STAFFA 8	specialist specjalista	Regional Dairy Cooperative Okręgowa Sp-nia Mleczarska	milk production & processing produkcja mleka
13. Pawłowicz	Marek	10-062 OLSTYN JAGIELONCZYKA 4A/G	steward steward	Polish Airlines Polskie Linie Oceaniczne	seashipping & transport przewozy morskie
14. Rymaszewicz	Wioletta	TRYGORT 37 M-600 WĘGORZEWO			
15. Rymaszewicz	Janusz	TRYGORT 37 M-600 WĘGORZEWO	store magazynier store-house keeper	Biuro Handlowe Commercial Bureau Alczes ALCZES	sprzedaż, marketing sales, marketing
16. Rochowicz	Leszek	14-100 OSTRÓD BUCZKA 2A/45	restaurant manager kierownik restauracji	Meat Plant Zakłady Mięsne	sales and production produkcja, sprzedaż
17. Sporczyk	Barbara	BRONOWO NOWE 09-421 TEREPOL	owner właściciel	Poultry Farm Ferma drobiu	production & sales produkcja, sprzedaż
18. Władzyko	Stefania	M-300 BISKUPIEC MICKIEWICZA 6/4	manager kierownik	Plant Protection & Quarant- Woj. Stacja Kw. Hme Station i Ochrony Roślin	distribution dystrybucja
19. Żebrowski	Józef	14-100 OSTRÓD 2A-90 KACZNIAR 16/30	manager kierownik	Meat Plant Zakłady Mięsne	production & sales produkcja, sprzedaż
20. Zysnarska	Ewa	87-100 TORUŃ MATEJWI 72/13	nauczyciel teacher	Zespół Szkół Food Industry School Przemysłu Spoż.	teaching nauczanie

LAND O'LETS, INC.
COURSE ROSTER

Week TWO

Course Title: Intermediate Marketing Principles

Course Location and Date(s): Oleśtyn, Poland 3/15-19/93

Name of Instructor(s): Samuel Smyrl

FAMILY NAME	FIRST NAME	MS./MR.	OCCUPATION/ TITLE IN ORGANIZATION	NAME AND ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
NAZWISKO LUB NAZWISKA	IMIONA	PANI/PAN	ZAWOD /TYTUŁ LUB STANOWISTKO W ORGANIZACJI	NAZWA ORGANIZACJI	GÓWNE INTERESY WASZEJ FIRMY LUB ORGANIZACJI
1. Bazydło	Jan	18-500 KOLNO KRASHIEGO 4/31	specialist specjalista	Agricultural Extension Center ODR Trzebień	extension services services doradztwo
2. Dylągowska	Gabriela	11-120 OSTRODĄ BUZWA 4/27	manager of the cartoon kierownik	Meat Plant Zakłady Mięsne	meat production produkcja mięsa
3. Falkowska	Bożena	08-330 KOŚCIEŁY LASKI SZKOLNA 30	kierownik sales manager	OSM milk coop	produkcja mleka milk processing
4. Gwiazdowski	Janusz	96-400 SKIERNIEWICE JANOWICZA 8/28	president prezes	CAESAR	import and sales of fertilizers zarządzanie
5. Gmiński	Edward	19-400 OLECHO SŁADOWA 6/10	manager kierownik	ODR Olecko	agric. extension service doradztwo
6. Kozuchowska	Krystyna	87-100 TORUŃ AL. 300-LECIA 11/59	supervisor kontroler	credit bank Wielkop. Bank Kred.	giving credits Udzielanie kredyt.
7. Kępczyńska	Krystyna	09-214 MOCHÓW ZSLENICE DWIE	owner właściciel	farm Gospodarstwo	animal and plant production produkcja rolna: zwierzęta
8. Kowalik	Wojciech	96-100 SKIERNIEWICE KUBUSIA PUCHAWA 11/21	specialist specjalista	CAESAR	sales of agricult. production zbyt środków means do produkcji rolnej
9. Łosiewicz	Łucja	WYDMUCH 6 MITOMTYN 14-110	owner właściciel	farm Gospodarstwo rolne	plant production produkcja rolna
10. Matejko	Wacław	19-400 OLECKO CICHA 2/3	dyrektor director	POM state machinery center	zarządzanie production of spare parts servicing agricult. equipment

Sam Smyrl

3/15-19/93

FAMILY NAME	FIRST NAME	MS./MR.	OCCUPATION/ TITLE IN ORGANIZATION	NAME AND ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
NAZWISKO LUB NAZWISKA	IMIONA	PANI/PAN	ZAWOD/ TYTUL LUB STANOWISKO W ORGANIZACJI	NAZWA ORGANIZACJI	GOWNE INTERESY WASZEJ FIRMY LUB ORGANIZACJI
11. Masłowska	Irena	14-100 OSTRODA STĘPOWSKIE 50 5/7	manager kierownik	meat plant Zakłady Mięsne	meat processing produkcja mięsa
12. Materko	Helena	02-595 WARSZAWA PUTAŃSKA 87/89	manager kierownik	PLANTICO	seed production produkcja nasion
13. Omieciński	Jan	96-100 SMIERNIEWICE DĄBROWICE	kierownik manager	CEASAR	sprzedaż mebli selling of furniture
14. Przybylska	Elżbieta	14-300 MORĄG WARMIŃSKA 8/2	office worker referent	milk coop OSM Morąg	zbyt produktów sales of dairy products
15. Piątosza	Wiesław	11-015 OLSZTYNEK KOLEJOWA 17/31	manager kierownik	Spół.Zak.Przet.Owoc veget. and fruit processing	produkcja, zbyt plant; sales of frozen fruit
16. Parys	Ewa	10-290 OLSZTYN 74/ WOL. POLSKIEGO 1/3	specialist specjalista	Zakłady Mięsne meat plant	prod. i zbyt production and sales of meat products
17. Rybacka	Alicja	13-100 NIDZICA RATAJA 1/37	manager kierownik	OSM Nidzica milk coop	zbyt produktów sales of dairy products
18. Rędzikowski	Roman	OLSZTYN BURSKIEGO 16/15	specialist gł. specjalista	Zakłady Mięsne meat plant	prod. i zbyt production and sales
19. Sobolewski	Jan	11-600 WĘGORZEWO ZEMKOWA 61	vice-president z-ca prezesa	OSM Węgorzewo milk coop	produk. i zbyt production, sales, service
20. Schodkowska	Krystyna	OLSZTYNEK WRZOSOWA 5/3	specialist specjalista	SP. Zak.Przet.Owoc. meat and vegetable process.	prod. i zbyt plant; production and sales

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Sam Smyrl

3/15-19/93

FAMILY NAME NAZWISKO LUB NAZWISKA	FIRST NAME IMIONA	MS./MR. PANI/PAN	OCCUPATION/ TITLE IN ORGANIZATION ZAWOD/ TYTUL LUB STANOWISKO W ORGANIZACJI	NAME AND ADDRESS OF ORGANIZATION NAZWA ORGANIZACJI	MAJOR BUSINESS OF YOUR ORGANIZATION GOWNE INTERESY WASZEJ FIRMY LUB ORGANIZACJI
21. Taberska	Magdalena	87-100 TORUN BĄŻYŃSKICH 44a/8	Supervisor kontroler	Credit Bank Wiel. Bank Kredyt.	financial aspects sprawy finan giving credits
22. Zajac	Janina	37-700 PRZEMYSŁ GEN. SIKORSKIEGO 18/26	Vice-director z-ca dyrek.	Agricultural Extension Center ODR	agnc. extension services zarządzanie
23.					
24.					
25.					
26.					
27.					
28.					
29.					
30.					

ATTACHMENT 5

FDPA EVALUATION

FOUNDATION FOR THE DEVELOPMENT OF POLISH AGRICULTURE

Intermediate Marketing: Sales Management
March 8 - 12, 1993

Course run by: Land O'Lakes, Inc.

Course Evaluation				
	Excellent	Good	Fair	Poor
Content	3	15		
Course Helpfulness	6	9	2	1
Quality of Materials	10	7	1	
Materials Evaluation	9	7	2	
Presentation	11	7		

Course Comments:

1. More case studies with solutions of problems; case studies should be more related to the Polish economies current situation.
2. Materials could be based on Polish cases because of the specificity of the American market in relation to the Polish market.
3. The course was conducted very well, based on the case studies in America. Very helpful and applicable in Poland.
4. First part of training should be carried out much faster and more emphasis should be put on parts 12, 13, and 14. More time should be devoted to discussing all case studies.
5. Problems dealt with should be more related to Polish economy situation.
6. I wasn't informed properly about the subject of the course and its' objectives. In my opinion, the topic was ill-formulated.
7. Very few specific examples of companies, situations, ways of acting and problem-solving; lack of information about American market as referenced in discussed subjects.
8. I think this course will be very helpful in my work. Materials prepared and given in a too brief form, which was the results of the fact that the course was too short. Interpreting was good.
9. Too little attention paid to problems connected with marketing.
10. More video materials about the firm which was represented by the lecture, and it would be good to include a field trip to the meat plant in Ostrode-Morlin.

PART THREE

SPARKS COMPANIES, INC.

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: May 3, 1993

To: [REDACTED]

Regarding: PEM activities, 1st quarter, 1993

From: William Motes

SCI presented two agribusiness management seminars during the first quarter, 1993 and will present four others during May and June. The first March seminar was focused on agribusiness management for grain merchandisers, and the second on agribusiness management for agribusiness instructors. As planned, each seminar was four days in duration, and each included about 25 participants.

Presentation in Polish

The primary difference between these SCI seminars on agribusiness and those presented last year is the use of Polish instructors. The March seminars were presented by Mr. Thomas Scott of SCI and Dr. Szczepan Figiel (Olsztyn Academy), with more than half of the presentation and discussion in Polish. Dr. Figiel has worked on these course materials during the past year, and participated in more than a dozen previous seminars. As part of the presentation team, he now brings the capacity to present examples of Polish experiences and detail regarding fundamental concepts that are enormously important to improved understanding by participants. The team of an experienced U.S. businessman and a well-grounded Polish economist is extremely effective.

For example, one of the seminar problems concerned the establishment and development of a Polish grain exchange, a concept that was discussed in considerable detail, including the feasibility and practicality of developing futures exchanges in relatively small markets, and the need for liquidity in such markets, discussions that are being continued with course participants and Mr. Scott.

Course evaluations by participants were quite high.

Agribusiness for Grain Merchandisers

	Good/Excellent (percent)	Acceptable	Poor
Content	100		
Practicality	89	11	
Level of materials	100		
Presentation materials	100		
Presentation	100		

Contact hours included (Seminar contact hours; 4 days X 6 hours X 23 = 552):

	Participants	Hours
Sustainability	2	48
Students		
Government Officials	4	96
Business managers	17	408
Journalists		
Other groups		

Agribusiness Management for Instructors in High Schools

	Good/Excellent (percent)	Acceptable	Poor
Content	100		
Practicality	100		
Level of materials	100		
Presentation materials	100		
Presentation	100		

Contact hours included (Seminar contact hours; 4 days X 6 hours X 26 = 624):

	Participants	Hours
Sustainability		
Students		
Government Officials		
Business managers		
Journalists		
Other groups (teachers)	26	624

SCI currently plans to present four additional seminars this year, with 2 offered during May 17-25 and 2 more in late June.

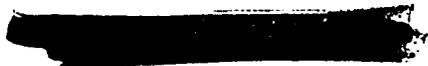
PART FOUR

**AMERICAN TRUST FOR
AGRICULTURE IN POLAND**

American Trust for Agriculture in Poland

April 20, 1993

TO:



SUBJECT: ATAP/FDPA Quarterly PEM Report

Attached is ATAP/FDPA's Quarterly PEM Report.

A handwritten signature in cursive script, appearing to read "J.B. Penn".

J.B. PENN
Executive Director

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PBM Report

The second quarter of PBM project was initiated by a workshop on Writing a Business Plan delivered by Company Assistance on January 12-14. 24 participants attended. 36% of students had a university degree. Evaluations were as follows:

- Course content: Excellent 34% Good 58% Fair 8%
- Practicality: Excellent 26% Good 66% Fair 8%
- Level of materials: Excellent 63% Good 37%
- Presentation: Excellent 67% Good 29% Fair 4%

The second course, for chief accountants and financial managers was held January 25-27 by Jeff Morrow. 16 people attended. 81% had a higher education. Evaluations were as follows:

- Course content: Excellent 33% Good 60% Fair 7%
- Practicality: Excellent 7% Good 66% Fair 27%
- Level of materials: Excellent 27% Good 46% Fair 27%
- Presentation: Excellent 53% Good 33% Fair 14%

Course on marketing was delivered by CAL on February 22-24. 19 people attended, of whom 100% had university degrees. Evaluations were as follows:

- Course content: Excellent 34% Good 66%
- Practicality: Excellent 50% Good 50%
- Level of materials: Excellent 69% Good 50%
- Presentation: Excellent 73% Good 27%

On February 22-24 repeated Financial Management seminar by Jeff Morrow was held. Chief accountants and financial managers were targeted. All 19 participants had university degrees. Evaluations were as follows:

- Course content: Excellent 87% Good 13%
- Practicality: Excellent 75% Good 25%
- Level of materials: Excellent 74% Good 26%
- Presentation: Excellent 47% Good 24% Fair 29%

On Feb. 9-11 Advanced Marketing was conducted by trainers at Company Assistance as a follow-up of previous courses on marketing basics. As usual the course was well attended and valuable for participants. 22 participants attended, of whom 90% had university degree. Evaluations were as follows:

- Course content: Excellent 50% Good 50%
- Practicality: Excellent 15% Good 85%
- Level of materials: Excellent 55% Good 45%
- Presentation: Excellent 80% Good 20%

The four-day micro-business training program for women has been conducted by the Foundation for Socio-Economic Initiatives in Krakow, at the location of the Center for the Development in Agricultural Education. Courses were organized on Feb. 23 and March 2, 9 and 11 covering total number of 40 hours.

The training sessions operated on an inter-active basis, and therefore number of participants has been restricted to 20-25. Trainers based on 20 note-books entitled "It is possible" and 15-minute videos. Participants highly evaluated the courses.

March 8-12, and 15-19 Intermediate Marketing courses were delivered by Samuel Smyrl - LOL representative. Trainings were a continuation of Marketing Introduction Course. The main goal was to make managers, salesmen and marketing people familiar with marketing system in relation to sales. 18 people attended. 60% had a university degree. Evaluations were as follows (March 8-12):

- Course content: Excellent 17% Good 83%
- Practicality: Excellent 34% Good 50% Fair 16%
- Level of materials: Excellent 50% Good 39% Fair 11%
- Presentation: Excellent 62% Good 38%

and

March 15-19: 21 people attended, of whom 69% had a university degree. Evaluations were as follows:

- Course content: Excellent 19% Good 81%
- Practicality: Excellent 28% Good 67% Fair 5%
- Level of materials: Excellent 53% Good 47%
- Presentation: Excellent 67% Good 33%

Sparks' Agribusiness Management for grain traders was held on March. 18 grain traders attended. All participants had a university degree. Evaluations were as follows:

- Course content: Excellent 34% Good 66%
- Practicality: Excellent 34% Good 66%
- Level of materials: Excellent 39% Good 61%
- Presentation: Excellent 66% Good 34%

On March 22-25 Sparks' Agribusiness management for teachers was delivered. 19 teachers attended, of whom 100% had a university degree. Evaluations were as follows:

- Course content: Excellent 27% Good 73%
- Practicality: Excellent 5% Good 95%
- Level of materials: Excellent 85% Good 15%
- Presentation: Excellent 79% Good 21%

Upcoming FDPA courses include Writing a Business Plan by Company Assistance, Intermediate Marketing with a focus on food merchandising, labelling and advertising by LOL, Advanced Marketing for food merchandisers by Sparks, Market Research by LOL and Video Communications by LOL, as well as a Commodity Exchange seminar by Sparks.

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

Institution: FDPA

Quarter: January 1st -
March 31

Contact Person Regarding
this Report

Anna Pokrajciska

Project Component: PEM

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER.

5274

STUDENT CONTACT HOURS	MANAGEMENT EDUCATION	ECONOMICS EDUCATION	CONSULTATION	OTHER	EDUCATION VIA MEDIA SOURCES	LOCATION
	Actual	Actual	Actual	Actual	Actual	
Project Sustainability (Training Faculty/Trainers)	<u>743</u>					<u>Academy of Agriculture Osatye</u>
Students (Traditional)	<u>282</u>					
Government Officials	<u>—</u>					
Business Community/ Business Managers	<u>1257</u>					
Journalists - Media	<u>—</u>					
Other Groups/Individuals <u>scientists</u>	<u>42</u>					
Other Groups/Individuals <u>parents, advisors</u>	<u>695</u>					
Other Groups/Individuals <u>educationalists</u>	<u>3252</u>					

COMMENTS:

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PART FIVE

**AID STUDENT
CONTACT HOURS DATA**

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

Institution: University of Minnesota

Project Component: Management Training and Economics Education Project

Quarter: 1/1/93-3/31/93

Contact Person Regarding this Report

Randal J. Zimmermann (612) 626-8176

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER:

15390

STUDENT CONTACT HOURS	MANAGEMENT EDUCATION	ECONOMICS EDUCATION	CONSULTATION	OTHER	EDUCATION VIA MEDIA SOURCES	LOCATION
	Actual	Actual	Actual	Actual	Actual	
Project Sustainability (Training Faculty/Trainers)	8740	1895				Warsaw
Students (Traditional)	3150	1575				Warsaw
Government Officials			10			Warsaw
Business Community/ Business Managers			20			Warsaw
Journalists - Media						
Other Groups/Individuals						
Other Groups/Individuals						
Other Groups/Individuals						

COMMENTS: Training was conducted through a variety of methods: Winter School on Finance, classes at the Warsaw School of Economics, public lectures and curricula development workshops at the University of Minnesota.

Handwritten initials/signature

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

Institution: University of Minnesota

Quarter: 1/1/93 to 3/31/93

Contact Person Regarding this Report Randal J. Zimmermann (612) 626-8176

Project Component Management Training and Economics Education Project

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER: 6636

STUDENT CONTACT HOURS	MANAGEMENT EDUCATION	ECONOMICS EDUCATION	CONSULTATION	OTHER Applied	EDUCATION VIA MEDIA SOURCES	LOCATION
	Actual	Actual	Actual	Management Training	Actual	
				Actual		
Project Sustainability (Training Faculty/Trainers)	<input type="text"/>	<input type="text"/>	<input type="text"/>	911	<input type="text"/>	Olsztyn
Students (Traditional)	<input type="text"/>	<input type="text"/>	<input type="text"/>	312	<input type="text"/>	Olsztyn
Government Officials	<input type="text"/>	<input type="text"/>	<input type="text"/>	96	<input type="text"/>	Olsztyn
Business Community/ Business Managers	<input type="text"/>	<input type="text"/>	<input type="text"/>	2775	<input type="text"/>	Olsztyn
Journalists - Media	<input type="text"/>					
Other Groups/Individuals	<input type="text"/>	<input type="text"/>	<input type="text"/>	2542	<input type="text"/>	Olsztyn
Other Groups/Individuals	<input type="text"/>					
Other Groups/Individuals	<input type="text"/>					

COMMENTS: Seminars conducted by Land O'Lakes, Sparks Companies, and American Trust for Agriculture in Poland/Foundation for Development of Polish Agriculture.

dfc

PART SIX

AID FINANCIAL DATA

WORKSHEET FOR QUANTITATIVE DATA - AID Projects: Central & Eastern Europe

University of Minnesota Period: 7/1/92 - 3/31/93

Contact: R.J. Zimmermann
(612) 626-8176

Management Training & Economics Education in Poland

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PROJECT EXPENDITURES	AID FUNDS		COST SHARE		ACCRUED EXPENSES	AID FUNDS REMAINING
	BUDGETED	ACTUAL	BUDGETED	ACTUAL		
Salaries - U.S.						
Instructors	\$311,002	\$194,542	\$41,300	\$67,540	\$63,297	\$53,163
Staff	268,352	213,029	16,176	17,450	50,781	\$4,542
Fringe Benefits	173,438	98,515	17,243	24,648	41,671	\$33,252
Salaries Local	230,622	74,741	0	0	28,910	\$126,971
Consultants	[n/a]	[n/a]	0	0	0	\$0
Travel - Per Diem	270,093	140,428	0	0	33,863	\$95,802
Nonexpendable Equipment	35,500	34,119	0	0	0	\$1,381
Expendable Supplies	50,998	42,118	0	0	4,010	\$4,870
Indirect Costs	390,789	187,465	26,960	0	0	\$203,324
Participant Costs	105,920	85,983	0	0	6,055	\$13,882
Workshops, Seminars	[n/a]	[n/a]	0	0	0	\$0
Video/TV Production	[n/a]	[n/a]	0	0	0	\$0
Subcontractor 1:						
Land O'Lakes	532,079	296,681	50,976	35,035	(2,523)	\$237,921
Subcontractor 2:						
Sparks Companies	350,170	288,899	20,000	0	19,741	\$41,530
Subcontractor 3:						
ATAP/FDPA	402,399	318,883	1,312,746	0	0	\$83,516
Translation	27,500	11,926	0	0	0	\$15,574
Scholarships	[n/a]	[n/a]	0	0	0	\$0
Curriculum Development	[n/a]	[n/a]	0	0	0	\$0
Other Direct Costs	[n/a]	[n/a]	0	0	0	\$0
Other _____	[n/a]	[n/a]	0	0	0	\$0
TOTALS =	\$3,148,862	\$1,987,329	\$1,485,401	\$144,673	\$245,805	\$915,728

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