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First Quarter Report

October 1 - December 31, 1993

**Center for Business Excellence
Management Training for Romania**

Grant EUR-0029-G-00-3050-00

WASHINGTON STATE UNIVERSITY

Submitted by:

**Robert L. Tolar
Small Business Development Center
Office of International Programs
401 W. 13th Street
Vancouver, WA 98660-2806**

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Background

The transition from subcontractor to prime contractor was difficult for the Washington State University (WSU) project in Romania. The project is now operating smoothly, but to accurately assess its progress it is important to review difficulties caused by the change to prime contractor.

Prior to receiving the Center for Excellence grant from USAID, Washington State had been a subcontractor to the University of Washington. While WSU established small and medium enterprise center development offices at several sites, the basic funding for operations of those offices came from the University of Washington budget, not the WSU funds. WSU staff provided long-term training and technical expertise funded by its subcontract, but the Romanian SBDC office operational funds did not come from WSU. Thus, over half of the funding during the first two years of the MTEE project was directed to the small business counseling and management training component. This is important when determining where funds for the third year of the project are allocated.

During the first year of the project (1991-92), Washington State University established small business development centers at the Polytechnic Institute (now University) of Bucharest and the Academy of Economic Studies. Counselor training occurred at both sites, as well as at the National Agency for Privatization (NAP), the agency which at that time had been identified to coordinate all small and medium enterprise development in Romania.

In the second year of the project the WSU team accepted the USAID recommendation to "move beyond the capital city" and reach out into other parts of the country. Contracts were negotiated and centers established in Timișoara and in Craiova. Funds for the operations of these centers came from the prime contractor, the University of Washington -- approximately \$8,000 each. An additional \$8400 was allocated for the Lead Center which was to be established at the

National Agency for Privatization. Funds for Craiova and NAP did not materialize, however, for the University of Washington found need of the money to establish an office at the Academy of Economic Studies.

Many other cities and universities in Romania have requested Washington State University to establish centers and provide training for their faculties and local government officials. A scarcity of funds has not allowed any further development, however. Requests were turned down from Cluj-Napoca, Brasov, Suceava, Alba Iulia, and Tirgu Mures. It is unfortunate that funds did not allow development of centers at these sites because much of the ground work had already been done: chambers of commerce were working with universities, city councils were working with businesses, etc.

Washington State University was notified in late May of 1993 that it had received a \$1,000,000 "Center for Excellence" award for Year III of the MTEE project. While other "Center for Excellence" grantees received continuation awards as well, Washington State University did not. From the \$1,000,000 it was necessary to continue operations at the Polytechnic University of Bucharest as well as the three other sites: Academy of Economic Studies, Timișoara, and Craiova. Logically, funds for these Centers should have come out of the continuation funds which were given *in toto* to the University of Washington.

The original budget for the "Center for Excellence" which was submitted with the application and approved by USAID was for a twelve month period: July 1, 1993 - June 30, 1994. However, the contract was not finalized until September 24 and was written for October 1, 1993 through September 30, 1994, with a clause which allows the grantee to "use funds to pay for expenses between July 1 and September 30, 1993." Thus, Washington State is expected to conduct fifteen months of operation on a twelve month budget. This will require considerable adjustments during the contract period.

Counselor Training

Washington State University provides the only program in Romania which certifies business counselors. Developed by Katie Reikofski, Project Chief of Party, and David Reikofski, Director of Training, the program includes observation, classroom training, mentoring, co-counseling, one to one counseling, and a series of written and oral examinations. Two levels of counselors are certified:

Professional Business Counselor

The Professional Business Counselor certificate requires completion of basic practical training in counseling, ethics, and business. Emphasis is on techniques to help business owners and managers identify problems, set priorities, find solutions, and plan for the future. This is followed by practice with a Master Business Counselor who will recommend certification after competence is demonstrated.

Master Business Counselor

Master Business Counselors are certified after additional training in counseling techniques, center management, and instructional methods and strategies. They will be responsible for maintaining quality standards throughout the network as well as in their own counseling. Success of the business assistance network in Romania may well depend on the Master Business Counselors' abilities to guide and train counselors.

Goals for the year, as indicated in the Project Implementation Plan, are to certify no fewer than thirty (30) Professional Business Counselors before June 30, 1994. As of December 31, 1993, six (6) counselors have been certified. (As a result of the new terms of the contract, the June 30 date has been moved to September 30, 1994.) Four (4) additional counselors are expected to be certified within the first month of the second quarter.

First Professional Counselors Certified

On November 16, 1993, Professional Business Counselor certificates were awarded to the first six Romanian faculty to complete the program. In a ceremony on the main campus of the Polytechnic University of Bucharest, WSU Chief of Party Katie Reikofski presented certificates to Ioan Ursachi, Lavinia Rasca, and Marcel Duhaneanu of the Academy of Economic Studies, and Cezar Scarlat, Mihaela Minulescu, and Radu Stanciu of the Polytechnic University.

The Honorable John R. Davis, Jr., U.S. Ambassador to Romania, told the audience of some 200 faculty, government officials, and international assistance agency personnel that the certification ceremony marked only a beginning point in what he hopes will be a long and mutually rewarding relationship between Romanian and American higher education.

Richard Hough, USAID Director for Romania, emphasized his agency's commitment to continued assistance as Romania converts to a market economy. He spoke highly of the WSU project and of the dedication shown by the counselors as they worked toward certification over a two year period. Mr. Hough has been USAID Country Director since the WSU project began in 1991.

Also addressing the assembly were Gheorghe Zgura, Rector of UPB, Dan Ardelea, Head of the Department of Industrial Management, and Robert Tolar, Coordinator of SBDC International Programs for Washington State University. Dr. Leslie Koltai, USAID Project Evaluator, attended the presentation ceremonies.

Initial Program Continues

Washington State University continues assistance to small and medium enterprise development centers at the Academy of Economic Studies in Bucharest and in Timisoara and Craiova. Counselor training and seminars for SME managers and government personnel

is carried on throughout the year. When it became apparent that continuation funding for these centers would not be forthcoming, Washington State, with USAID approval, held back funds from Year II so as to keep the three centers in operation. American staff travel and living expenses to provide training at these centers comes from the Center for Excellence budget.

The Academy of Economic Studies continues to do outstanding work in seminar presentation and business counseling. Their December series of seminars focused on "how to" sessions of planning, advertising, customer service, and managing people. Several of the counselors from ASE will participate as members of the Center for Business Excellence in Bucharest. The Academy receives funds from WSU for equipment, faculty and staff salary support, and limited travel.

The Timisoara Center is a cooperative program of the local Chamber of Commerce and Industry, the Agricultural University of Timisoara, the Polytechnic University of Timisoara, and the University of Timisoara. The Center is also the site of privatization training for state-owned enterprises in the western region of Romania.

Strong support for the Center in southwest Romania has been received from the University of Craiova, the Judet (county) of Dolja, and the City of Craiova. WSU has cooperated with the State University of New York which is assisting the University of Craiova under a grant from the United States Information Service. WSU is able to provide funding for staff, equipment, and counselor training, while SUNY is providing a business library for the Center. During the past year, SUNY offered courses in TQM (Total Quality Management) and other business and production areas.

Privatization Training Begins

During the months of September 1993, Carol Riesenber, Assistant State Director of the Washington Small Business Development Center, carried out interviews of top managers of some two dozen state-owned enterprises to determine their suitability for participation in the WSU/UPB Center for Business Excellence privatization assistance program. Criteria used in selection included: (1) 25 to 1,000 employees; (2) a willingness by top management to involve their entire management team in the project; and (3) a reasonable opportunity for success in the privatization process.

A complete description of the selection process and company profiles have already been submitted to the Evaluator. An additional copy will accompany this report in a separate binder.

Fifteen companies were selected to participate in the program at three sites: Bucharest, Timisoara, and Craiova, the three sites of SBDCs established by Washington State University.

The opening session of the training was taught by Robert Berney, Professor and Chair of the Department of Economics at WSU. Steven Maurer, Department of Management at WSU Vancouver, will present lectures and consultation on human resource management in late March, and Jim McCullough, Professor and Chair of the Department of Marketing, will work with the firms in early March.

The major thrust of the training is to enhance the managerial skills of those directing the companies at various levels. Research shows that the highest priority given by potential investors in new companies is good management. Thus, the WSU training program is designed to improve management skills and help prepare managers to present their company effectively to investors, customers, and suppliers.

Black Sea University

Washington State University SBDC presented the first course in the 1993 session of the Black Sea University at Costinesti, Romania in May. Lyle Anderson, Washington State SBDC Director, gave the opening lecture in the two-week program entitled "Small Business Management." Forty-three students registered for the course which was directed by Katie Reikofski and David Reikofski. Also participating in the program were T Benny, export specialist on temporary appointment with WSU SBDC; Ann Schaechtel and Tom Burkhardt, volunteers with the Citizens' Democracy Corps; Cezar Scarlat, SBDC Director for the Polytechnic University of Bucharest; and Ioan Ursachi, SBDC Director for the Academy of Economic Studies.

Black Sea University is an experimental university established after the revolution by Mircea Malitza, member of the Romanian Academy. Professor Malitza saw in such an institution the opportunity to bring together graduate students, young professionals, and government officials from countries of the Black Sea—Romania, Bulgaria, Turkey, Ukraine, Moldova, and Greece—to study under faculty leaders from the West. A basic goal of the University is to overcome the problems caused by the years of isolationism under communism. The curriculum of the university ranges from business management to sociology to environmental cleanup of the Danube River!

Assistance Offered in Extension Programs

While most of the WSU program continues to focus on the *education of business*, the *business of education* requires attention as well. In June of 1993, Ron Lafayette, the Dean of Institute for Extended Learning of the Community Colleges of Spokane, traveled to Romania to work with administrators at the Academy of Economic Studies and the Polytechnic University of Bucharest in the area of extension programs. Because of their long history of totally free higher

education, administrators have little understanding of contracted education and training, extension programs, and fee for service programs.

Dr. Lafayette's assistance was enthusiastically received, and the two institutions have begun plans for greater outreach with certain academic programs, starting with business management.

Peace Corps Volunteers Join Centers

A collaborative effort between Washington State University SBDC and the Peace Corps is providing business assistance through daily American presence in the Timisoara SMEDC (Small and Medium Enterprise Development Center) and the Academy of Economic Studies SMEDC. Jim Martin, PCV from Portland, Oregon, works daily at the Timisoara center and Sarah O'Neill, PCV from New England, works in Bucharest at the ASE Center. Jim holds an MBA from Portland State University and Sarah hold a BA in business. Both have several years experience in banking and business.

Graduate Students Named to Project

Two graduate students and two recent graduates from the Pacific Northwest have been selected to participate in the project. They will work under the direction of the Washington State University SBDC trainers and counselors in Romania and will be involved in providing assistance to state-owned enterprises undergoing privatization and private business wishing to expand or stabilize their operations.

There was keen competition for the positions among many highly qualified candidates. Selected were William Fronk of Mercer Island (MBA WSU-Vancouver 1993); Eustace Fernandez (WSU MBA student); Charles Eckard (BSEE, WSU 1984; MBA 1994 ant.); and Paula Martin (BA WSU-Vancouver 1993; MBA/JD student, Willamette University).

These young people will witness first hand the development stages of a market driven economy while participating in activities which will influence Romanian national policy development. They will interact with Romanian university students and young professionals pursuing careers similar to their own but in an entirely different business culture and climate.

Book of Cases Under Development

Twelve case studies of Romanian businesses are being written by business faculty at the Polytechnic University of Bucharest, the Academy of Economic Studies, and the University of Bucharest. Plans call for the publication of the cases in April of 1994. At present, there are no books containing studies of Romanian business suitable for use in university classes.

Faculty who use cases must rely on studies of businesses in North America or Western Europe, which have little application to the Romanian environment.

Ann Schaechtel, WSU Business Development Specialist (formerly a volunteer with Citizens' Democracy Corps), oversees the project. In November she conducted several case writing workshops in Bucharest. The project has attracted strong support from the Ministry of Education and from several other universities in the country.

Advisory Board Named for Project

An advisory board for the MTEE Romania project has been named to review project plans and advise the Project Director on new strategies and direction for future Romania projects. All members have traveled and/or worked in Romania. Members are G. Web Ross, former CEO of Publishers' Paper Company and two-time Citizens' Democracy Corps volunteer to Romania; Forrest B. Rodgers, Assistant Dean for Corporate Affairs at Willamette University's Atkinson Graduate

School of Management and evaluator of the UW/WSU Year I program in Romania; Fred Ille, Portland Mack Truck Sales Representative and participant in the first trade mission to Romania in 1992; Brett Rogers, Director of AgriTechnics International and two-time visitor to Romania; and Dr. Marti Rhea, Associate Professor of Marketing at The University of Portland, who is carrying out research on retail marketing in Romania.

The advisory committee receives no remuneration and meets at least quarterly to discuss the project, offer suggestions, and to develop ways of leveraging the USAID assistance to the project.

Project Participants

In addition to providing assistance to Romania's economy and institutions of higher education, the MTEE project has provided outstanding opportunities for faculty of Washington State University. Program participation has brought about a commitment to long-term associations between WSU and institutions within Romania.

For example, projects are in the planning stage which develop student exchange programs (WSU Department of Marketing) and environmental management (WSU College of Business and Economics, *et. al.*) with the Polytechnic University of Bucharest. These came as a direct result of WSU faculty involvement in the MTEE program and add to the sustainability programs established by the present program..

The following people have been involved in the WSU program in Romania during the past two and one-half years.

Lyle Anderson
Ramona Anderson
Edmund Baroch
T Benny
Robert Berney
George Buckner
Drew Buckley
Terry Cornelison
Neil Delisanti
Charles Eckard
Eustace Fernandez
William Fronk
Alma Golazeski
Robert Haggerty
Ron Lafayette
Ron Manning
Paula Martin
Steven Maurer

James McCullough
Desmond O'Rourke
Peter Quist
David Reikofski
J. Kathleen Reikofski
Carol Riesenber
Forrest B. Rodgers
Jerman Rose
Charles O. Russell
Ann Schaechtel
Alice Spitzer
Robert V. Smith
Robert Tolar
Earl True
James Van Orsow
Thomas Wahl
Warner Wong

IMPLEMENTATION STATUS

(Twenty-five per cent of time elapsed)

Counselor Training

	Annual Goal	YTD	%
Professional Business Counselor Certification	30	6	20%
Master Business Counselor Certification	10	0*	0%

Business Manager Training

	Annual Goal	YTD	%
Seminar attendance by business managers (excluding privatization program)	400	276	69%
Seminar attendance by government officials	100	211	211%
Seminar attendance by students	200	184	92%

Privatization

	Annual Goal	YTD	%
State-owned enterprises interviewed and selected for participation	10	15	150%
Consultation meetings with management teams of enterprises (meetings range from one to eight hours in length)	60	14	23%
Seminar attendance by managers of state-owned firms	1440	671	47%

*several counselors have partially completed the training. The goal should be reached by September 30, 1994.

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

Institution: Washington State University

Quarter: First

Contact Person Regarding
this Report

Robert L. Tolar
(206) 737-2021

Project Component Management Training

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER:

Not projected by quarter.

STUDENT CONTACT HOURS	MANAGEMENT EDUCATION	ECONOMICS EDUCATION	CONSULTATION	OTHER	EDUCATION VIA MEDIA SOURCES	LOCATION
	Actual	Actual	Actual	Actual	Actual	
Project Sustainability (Training Faculty/Trainers)	1893	--	342	--	--	Center sites in Bucharest, Craiova, and Timisoara
Students (Traditional)	552	--	125	--	--	
Government Officials	633	--	--	--	--	
Business Community/ Business Managers	2841	--	471	--	--	
Journalists - Media	--	--	--	--	--	
Other Groups/Individuals	--	--	--	--	--	
Other Groups/Individuals	--	--	--	--	--	
Other Groups/Individuals	--	--	--	--	--	

COMMENTS:

LB

IMPLEMENTATION STATUS NARRATIVE

- ◆ Counselor training has been on schedule and Washington State University anticipates meeting all goals for the project. Despite the fact that no Master Business Counselors have been certified, several are in final stages of the training and should be certified in the second or third quarter.

- ◆ The renovation of the Center for Business Excellence facilities is very much behind schedule for two reasons. First, and most importantly, the Polytechnic University would not proceed with renovation until a contract was signed and funds were available. The contract was not signed by USAID until September 24 and did not arrive at Washington State University until mid-October. Secondly, the weather hindered all work. Heavy snows and Romania's coldest November in 100 years brought the work to a complete standstill.

Completion of the classroom is expected by February 1 and the Center for Business Excellence facility should be completed by April 2, 1994.

- ◆ Seminar attendance is considerably ahead of schedule and is expected to be close to 500 percent of the stated goals. It is obvious that WSU understated its ability to reach business owners and managers. Nevertheless, it is important to note that a major thrust of the project for quarters two and three moves to the privatization program which may limit the number of attendees.

- ◆ A major problem of the project in the early summer of 1993 was the inability to gain the information necessary to name state-owned firms for the privatization project. Project Director, Robert Tolar, decided that the project could not wait longer for the "list of firms" which was to be provided by the Romanian government as long ago as December 1992. Carol Riesenberg was sent to Romania to identify firms so that the program could move forward.

In retrospect, WSU should have worked more closely with the Brasov Private Ownership Fund rather than identify the firms on its own. Much of the problem is being addressed, however, and Katie Reikofski, Chief of Party, is working with the Brasov POF on a weekly basis.

Institution Building

- ◆ Institution building is progressing perhaps more slowly than hoped in some areas. The Industrial Marketing Department of the Polytechnic University of Bucharest is being strengthened through its younger faculty involvement in the MTEE project. Commitment to the program by the upper administration of UPB -- Rector Zgura and Vice Rector Berbente in particular -- is outstanding, but additional training is needed in the area of curriculum design and implementation.
- ◆ The course content of the management curriculum continues to change because of the activities and experiences of the faculty involved with the Center for Business Excellence. Cases are being taken into the classroom and discussed, and teaching methodology is changing because of the counseling experiences.
- ◆ A major step forward in business education could be taken through training programs for university administrators, specifically in accreditation -- i.e., setting minimum standards specifically for business education. Such standards not only protect the student but provide assurance to the business community that prospective employees all have been introduced to and trained in specific business practices.

Sustainability

- ◆ The WSU program is having an effect on Romanian policy relating to small and medium enterprise (SME) assistance. Through its strong working relationship with the United

Nations International Development Organization (UNIDO), the WSU team continues to influence the Romanian CRIMM program which was established to oversee the expenditure of funds donated by the ECC for aid to Romanian SMEs. WSU and UNIDO will provide training for CRIMM staff before they start new centers. More and more the Romanian government is talking of tying SME assistance programs to universities, the WSU model.

- ◆ Major commitments have been made by the Timișoara Chamber of Commerce and Industry to continue supporting the SBDC there even after USAID funds are depleted. They have also committed to encouraging and supporting the continued presence of the three universities now involved in the center.

More detailed descriptions of project sustainability and institution building will be included in the Second Quarter Report.

The Washington State University program continues to have an excellent working relationship with the USAID Romania office and Mr. Richard Hough, Country Director. Much of the success of the WSU program rightfully belongs to that office.

MONTHLY ACTIVITY REPORTS

**Katie Reikofski
David Reikofski
Ann Schaechtel
T Benny
Sarah O'Neill
Jim Marten**

Appendix I

Available Public Sources of Export Information In Romania

This list is by no means exhaustive. It is as complete as time and resources would allow, and is unfortunately skewed towards those sources of information available in Bucuresti.

Comisia Nationala Pentru Statistica - Bucuresti

This agency has statistics on both trade and non-trade issues. Among the trade related data available are data on prices for general product categories, and export-import figures for Romanian products. This information is published monthly, and compiled in a one-year volume shortly after the conclusion of the previous year. Newsprint bulletins are also available on a weekly basis. All information is available on a nominal, cost-recovery basis.

ExIm Bank of Romania - Bucuresti

If a company has a firm offer from an external business, they may contact the ExIm Bank for financing information, and support. The Romanian company will have to have a complete business plan in place, as well as other indications of lower risk before the ExIm Bank will be able to process any loan applications.

Foreign Embassies - Bucuresti

Countries with either commercial or economic sections in their embassies in Bucuresti may have data available to Romanian exporters on such issues as import tariffs, quotas and general ex-im statistics. One thing to keep in mind though is that these offices have a primary function of assisting their own people export. Therefore, they may not have the time to discuss your export (meaning an import to them) desires. They may also limit your access to the statistical and other information you wish to collect from them.

Ministry of Foreign Trade/Ministry of Commerce - Bucuresti

Information on specific export markets may be gained from this office. Although statistical data is not available in a very usable form, other marketing data is. The Ministry is broken down by regions, and then by country. Most of the larger trading partners, such as Germany and Denmark, have at least one desk officer that is familiar with the laws and basic market information of the country. At this time the desk officers are more involved with policy issues than with export promotion, but they are available to answer questions the exporter may have.

In depth market research may be able to be contracted out to the Ministry, and data gathered at an embassy in the target country but studies like these are available on a cost recovery basis only, they are not free to the exporter.

The Ministry publishes the Jurnalul Afacerilor which has trade leads, articles on international exhibitions and feature articles on specific countries. It appears to be a very complete reference material for the international business person, that should be at least skimmed every week.

Ministry of Agriculture - Bucuresti

As with the Ministry of Foreign Trade, if your products are of an agricultural nature, you may get more assistance specific to your products from this agency.

Ministry of Industry - Bucuresti

Especially with industry specific information and policy formation for bilateral and multilateral agreements, this agency will be able to assist Romanian companies, according to their requests. It is best to contact your specific industrial sector for this assistance.

Romanian Chamber of Commerce and Industry - Bucuresti and other cities.

Available here will be business counselors trained by WSU and other agencies both from the United States and the EC. In addition, they have publications in both Romanian and English for those people interested in Export, Import, Joint Ventures, International Partnerships and other forms of international business.

Members of the Chamber of Commerce could influence legislation on international business issues if the group bands together on such matters, since it is a Romanian entity and made of business leaders.

Romanian Embassy in Other Countries - Germany, the United States, etc.

Just as other embassies in Bucuresti are there to help their own people, the Romanian embassy in foreign countries is there to assist Romanian countries. Depending on the size of the staff, they may be able to assist with such things as gathering information, assisting with trade missions or fairs, negotiating new policy, etc. You will have to contact them in the other country, via fax or other means. The Ministry of Foreign Trade will have the appropriate telephone numbers.

Small and Medium Enterprise Centers - Bucuresti and other cities.

In addition to business counselors available at these centers, there are libraries that have both general business and export information. The budgets of these centers are fairly limited, and the information may be a year or two old. There may be certain limitations on what resources are available, and to whom the material may be checked out.

UNIDO, (United Nations International Development Organization - Bucuresti headquarters with activities throughout Romania

UNIDO provides a wide range of services for the Romanian interested in international business, including seminar programs and individual counseling sessions on specific problems. They have a newsletter which is published monthly, containing useful information on a

variety of both domestic and international commercial topics.

United States Library and Cultural Center - Bucuresti

Although all in English, there are both books and periodicals from the United States to enable the exporter to do some preliminary market research at a very low cost. A reference library with librarian is available there as well, but the law documents are primarily focused on Constitutional law, rather than international trade law.

World Trade Center - Bucuresti

Although not scheduled for completion until 1994, this source is worth mentioning. They have an on-line connection to every other World Trade Center in existence world-wide. Through this system you can advertise an interest to export, import, gain a joint-venture partner, and many other business interests to other people in other cities who are looking to be partners. The WTC may also have newsletters, seminar programs, trade missions and other activities planned, once it is built and running.

Final Report
Three Month Contract in Romania
T Benny

In accordance with the position description, my primary function was to give seminars and "train the trainer" in Romania on international business, especially exporting. I gave three basic seminars to the ASE counselors and four to the Politechnik people. Due to the late start date to get counselors to select an area of specialization, the low motivation at PUB, and two key counselors at ASE leaving for a month in the United States, no counselor was trained on an in-depth basis for exporting at either WSU SMEC. In fact, the only two people who seemed interested in marketing or export marketing were in the United States shortly after specialization areas were requested. I conducted joint counseling sessions at all three SMEC's for further training/exposure.

Other training of "multipliers", (Romanians who are in a position to train other Romanians), was as follows:

- * One and a half days at the Black Sea University, where participants included the Constanta Chamber of Commerce, Romanian Chamber, etc.
- * Two days at the Romanian Chamber of Commerce, with representatives from other Chambers in the area present.
- * Four afternoons of seminars at the SMEC/Chamber in Timisoara.
- * Two days of seminars for the Brasov Chamber of Commerce, in cooperation with UNIDO.
- * Two mornings of seminars to ASE students in cooperation with Prof. Irsachi.

The second area of my responsibility was in gathering information. I visited people in all support areas for international trade, in an attempt to put in one place a guide for where to find different pieces of information. Attached is a list of those resources, with samples of newsletters and publications in a single notebook in Bucharest. In addition to the list, I visited with representatives of other Romanian governmental and quasi-governmental agencies whose business cards are attached.

My next responsibility was to try to find ten firms with success potential in the privatization effort, for selection into the Center for Excellence. The first idea of waiting for Coopers and Lybrand, to use their extensive resources and highly skilled personnel to determine who they thought were the best was perhaps not the best. That contract went out much later than anticipated. The next idea of asking American/Westerners and a few non-corrupt Romanians may still have potential, once people get back from vacations. Right now, Firos is the only solid lead we have.

On other, discretionary projects, I put together a training manual on how to exhibit at an international trade fair, wrote a chapter in the UNIDO Export Handbook and an article in the Romanian Chamber's monthly publication. Now doing additional training manuals on marketing and marketing management.

TO: Robert Tolar, SBDC International Programs, WSU Vancouver
FROM: David Reikofski, Center for Business Excellence
Polytechnic University of Bucharest

ACTIVITY REPORT FOR JULY, 1993

HIGHLIGHTS:

* Travelled with Peace Corps Director and Training coordinator to Craiova & Timisoara. Discussed role at Centers and met with leaders of the Centers, Chambers of Commerce, Mayors and Prefects.

* Discussed, with the Peace Corps volunteers, business needs as seen by our counselors and available assistance from our Centers and others.

* Trained and co-counseled for Professional Business Counselor certification at UPD SMEDC.

* Evaluated training materials in Bucharest to determine what must be brought over for advanced management training.

INSTITUTION BUILDING:

* Worked with staff at UPB SMEDC, defining goals and setting expectations for the implementation of Center for Excellence.

SUSTAINABILITY:

* Worked with 2 UPB counselors to complete Professional Business Counselor certification and initiate Master Business Counselor training.

SERVICES PROVIDED:

Training:

Counselors/Faculty	47 hours
Students	
Government Officials	
Business Community	16 hours
Other Groups	20 hours

Consultation:

Counselors	15 hours
Business Managers	13 hours
Other Groups	

TO: Robert Tolar, SBDC International Programs, WSU Vancouver
FROM: Katie Reikofski, Center for Business Excellence
Polytechnic University of Bucharest

ACTIVITY REPORT FOR JULY, 1993

HIGHLIGHTS:

* Met with business assistance network members--Peace Corps, UNIDO, CDC, RDA, CRIMM, VOCA, USAID--to coordinate activities/resources for development of the CBE and the training of counselors in business assistance centers.

* Trained and co-counseled for Professional Business Counselor certification at ASE SMEDC.

* Held planning meetings with UPB rector and CBE director and staff regarding space needs, timing, and UPB support.

* Attended Center For Excellence meetings in Budapest which will lead to cooperative relationships between the Centers and maximizing resource sharing among Centers.

INSTITUTION BUILDING:

* Worked with Informatics staff to perfect the SMEDC reporting system and simplify reports for sponsors and the government.

* Strengthened the links between potential SMEDC sponsors and the CBE.

* Assisted in the summer program for students at ASE SMEDC.

SUSTAINABILITY:

* Provided format and assisted the UPB CBE director in preparing and submitting a proposal to CRIMM, RDA, and UNIDO, for training counselors in their SMECs throughout Romania.

* Worked to complete certification of 2 ASE SMEDC counselors.

SERVICES PROVIDED:

Training:

Counselors/Faculty	18 hours
Students	16 hours
Government Officials	
Business Community	15 hours
Other Groups	4 hours

Consultation:

Counselors	14 hours
Business Managers	9 hours
Other Groups	12 hours

TO: Robert Tolar, SBDC International Programs, WSU Vancouver

FROM: David Reikofski, Center for Business Excellence

ACTIVITY REPORT FOR AUGUST/SEPTEMBER, 1993

HIGHLIGHTS:

Completed

- * Met with trainers in US businesses to collect ideas and materials appropriate to the project in Romania.
- * Collected materials that could be used in management training, team development, counselor training and certification.
- * Met with staff in Vancouver WA and Pullman WA for strategic planning and task definition for team members.
- * Met with Community Colleges of Spokane computer people and Cezar Scarlet to look at software for the computer lab and some interactive electronic delivery systems for training.

Planned

- * Work with Ann and Katie set seminar schedules and start presenting management training at ASE until the classroom at UPB is ready.
- * Identify resource people to help with the development of the privatization training.
- * Develop the training schedule for the privatization training to start in late November.
- * Identify trainers for training business owners and managers in Timisoara and get seminar materials to them.
- * Train and co-counsel PBC candidates.

INSTITUTION BUILDING:

- * Briefed the Center staff on the benefits to them and the Polytechnica of managing a country-wide certification program.

SUSTAINABILITY:

- * Continued training and co-counseling to complete certification of 3 UPB SMEDC counselors.

SERVICES PROVIDED:

	<u>Training</u>	<u>Counseling</u>
Counselors/Faculty	14 hours	8 hours
Students		
Government Officials		
Business Community		22 hours
Other Groups	32 hours	

TO: Robert Tolar
SBDC International Programs, WSU Vancouver

FROM: Ann Schaechtel
SMEDC, Academy of Economic Studies, Bucharest

ACTIVITY REPORT FOR SEPTEMBER, 1993

ACTIVITY HIGHLIGHTS:

COMPLETED:

- * Reviewed client visit information for June through August. The number of counseling sessions increased in July due to running an advertisement in Bursa and information about the center in another newspaper.
- * Met all Peace Corps business volunteers. With two, discussed information we have on trade shows and marketing.

PROPOSED:

- * Reviewed skeleton business plan with Prof. Ursachi. Will work with the entire group to decide on objectives with numbers and dates to meet goals.

INSTITUTION BUILDING:

SUSTAINABILITY:

- * Discussed experience with and materials developed for seminars with Jim Marten, Peace Corps volunteer for Timisoara.
- * With Dave Reikofski, created list of seminars to be developed for use at the 4 SMEDCs. The first series of 3 seminars, for Start-Up Businesses, will be run at ASE in November.

TO: Robert Tolar, SBDC International Programs, WSU Vancouver
FROM: David Reikofski, Center for Business Excellence

ACTIVITY REPORT FOR OCTOBER, 1993

HIGHLIGHTS:

Completed

- * Participated in the Craiova Center opening with press interviews and work with counselors. The Grand Opening will be scheduled after we have all the equipment and can include more "dignitaries."
- * Have set dates and scheduled instructors, Romanian and American, for 2 seminar series--one for new businesses, the other for existing firms--at ASE and Timisoara.
- * Represented the CBE at the first "Privatization Day" in Brasov with a display and materials on CBE programs. Trained a team of 2 Romanian counselors in Trade Show Marketing for the "Privatization Days" in Iasi and Cluj.
- * Interviewed companies for the privatization training program in Craiova.
- * Collaborated with Nancy Guyer, CDC, on the NGO "train the trainers" program. There are ways to collaborate with them without taking time from our other programs.

Planned

- * Finalize the outline and schedule of privatization training through December; draft the schedule for January through March.
- * Continue to identify resource people to work with us in development of the privatization training.
- * By Christmas, complete counselor training for PBC certification for next group of counselors.
- * Fast-track the Peace Corps volunteers for Certification.

INSTITUTION BUILDING:

- * Trained counselors in "Trade Show Marketing" for CBE and UPB programs.

SUSTAINABILITY:

- * Completed training and co-counseling to meet the requirements for certification of 3 UPB and 3 ASE SMEDC counselors.

SERVICES PROVIDED:

	<u>Training</u>	<u>Counseling</u>
Counselors/Faculty	91 hours	26 hours
Students		
Government Officials	12 hours	
Business Community	33 hours	20 hours
Other Groups	27 hours	5 hours

TO: Robert Tolar
 SBDC International Programs, WSU Vancouver

FROM: Ann Schaechtel
 SMEC, Academy of Economic Studies, Bucharest

Ann

ACTIVITY REPORT FOR OCTOBER, 1993

HOURS:	<u>Mgmt. Training</u>	<u>Consultation</u>
Faculty/Trainers	<u>12</u>	<u>24</u>
Students	<u> </u>	<u> </u>
Government Officials	<u> </u>	<u> </u>
Business Managers	<u> </u>	<u>26.5</u>
Others	<u> </u>	<u> </u>

ACTIVITY HIGHLIGHTS:

COMPLETED:

- * Have been working with Sarah O'Neill, the Peace Corps volunteer for the ASE center. Reviewed center operations, projects and activities. Sarah has taken on seminar coordination and center administration improvements. I will concentrate on counselor certification and developing and teaching seminars.
- * Participated in Buna Dimineata Romania in Brasov.
- * Participated in two meetings about the client reporting system. Developed one form for monthly counselor reports. It's looking good!
- * Worked with Ursachi on center administrative stuff for the upcoming year. ASE center now has a counselor pay schedule that rewards certified counselors and time spent with clients. With all counselors, put action steps into the business plan. Center Business Plan is attached.

PROPOSED:

- * Seminars starting on Nov. 2. I am developing two-- one in Nov. and one in Dec. Will do the Nov. one in Timisoara, also.

INSTITUTION BUILDING:

- * Have gone through the case writing material. Developed a first outline of the entire program--7 stages from announcement to publishing. Will publicize the program next week. Planning on teaching the first workshop--how to choose a case & how to develop an outline for it--sometime between Nov. 18 and 24.
- * Have been working with counselors on their certification efforts. Reviewed the requirements and each person's position. Have spent lots of time co-counseling and filling any holes in the counselors' records (training, interviews, etc).

SUSTAINABILITY:

* We developed a list of seminars to be produced and available for all centers. Sarah has created a schedule, gotten instructors for the workshops through January (at ASE), and publicized them through an ad in Bursa, an upcoming announcement in Idei de Afaceri, and by delivering announcements to numerous agencies like RDA, UNIDO, and Chamber of Commerce.

* Sarah reported that the Romanian Chamber of Commerce was interested in our seminars and asked if we would do them outside of Bucharest. So we will work out what our fee would be.

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BUSINESS PLAN

	<u>GOALS</u>	<u>ACTION PLAN</u>
A. CONSULTANCY	600 sessions	50/MO-10/counselor
B. ASSISTANCE	1/4 of total clients	1 visit/counselor/MO - site. feedback.
C. SEMINARS WORKSHOPS		6 in Sept.-Dec. 1993 6 in Feb.-April 1994 Sarah
D. RESOURCES	-Literature	buy law books every quarter, copies of Monitorul Oficial Ursachi
	-Other books	Recommendation-all
	-Success stories	2/counselor Feb. 1 and June 1
	-Business plan package	2-3 / year May who/\$ to be discuss
	-Other agencies institutions	5 total, 1/counselor By 31 May
E. PUBLICITY	-Brochure	November 15 Naftanaila, Ursachi
	-Articles	5 (or more) articles
	-Book	Think/Plan - 6 MO Naftanaila
	-New signs	November 15-Ursachi
F. PHARE/CRIMM	-Follow progress on network	K.Reikofski Ursachi
G. DEVELOP SERVICES (for money)	-Seminars -Contracts for detailed problems	
H. SYMPOSIUM	-Determine interest	May 1994 - Contact other organizations
I. CERTIFICATION	1. Nov. \Professional all 5. June/ June-2 Master counselor	

TO: Robert Tolar, SBDC International Programs, WSU Vancouver

FROM: Katie Reikofski, Center for Business Excellence

ACTIVITY REPORT FOR OCTOBER, 1993

HIGHLIGHTS:

Completed

- * In Center support, worked to complete client reporting system, helped establish guidelines for counselor salaries, and provided back-up for Dave and Ann in completing the co-counseling requirements for counselor certification.
- * After USAID program meeting, met with ACDI, VOCA, and IESC programs to discuss collaboration with Center clients, CBE activities and additional, available, support.
- * For the CBE, worked to set renovation timelines, reviewed design proposals, identified potential problems to solve before Dan left for Germany, and assisted Cezar in establishing new Center procedures and hiring a secretary.
- * Designed and wrote the CBE Newsletter and planned the Certification Celebration which will include the Ambassador.
- * Continued to serve as an advisor to CRIMM as they plan their network of Centers and training of counselors.

Planned

- * Coordinate the Certification Celebration, Koltai's visit, Bob's time in Bucharest, and classroom renovation purchases.
- * Develop accounting procedures that meet WSU and UPB requirements and establish budgets for additional expenses connected to the case study program and expanded privatization training.
- * Provide support to other team members in training (seminars, case studies, privatization), translation of materials, travel, and co-counseling with next group.

INSTITUTION BUILDING:

- * Started to establish communication lines and links to decision-makers within UPB so we can be more effective in meeting a time-line during the renovation process.
- * Began to establish accounting procedures which require more personal responsibility in reporting than before.

SUSTAINABILITY:

- * Continued work with CRIMM to develop counselor training guidelines that will work and that CBE can provide.
- * Co-counseled toward counselor certification.

SERVICES PROVIDED:

	<u>Training</u>	<u>Counseling</u>
Counselors/Faculty	37 hours	15 hours
Students		
Government Officials	6 hours	22 hours
Business Community	9 hours	18 hours
Other Groups	8 hours	35 hours

TO: ROBERT TOLAR, SBDC INTERNATIONAL PROGRAMS, WSU VANCOUVER
FROM: KATIE REIKOFSKI, CENTER FOR BUSINESS EXCELLENCE

ACTIVITY REPORT FOR NOVEMBER, 1993

HIGHLIGHTS:

Completed

- * Designed forms/procedures to simplify record keeping for CBE and other Centers; trained UPB support services on what "is needed."
- * Coordinated Client Reporting System data with UNIDO, CRIMM, RDA, to assure that the needs of all are met.
- * Presented the newly certified Professional Business Counselors to Romania with the certification ceremony, TV coverage, and other media reports.
- * Met regularly with contractors and UPB staff to provide impetus for speed in classroom and building renovation.
- * Scheduled activities and support for Dr. Robert Berney, visiting WSU professor.
- * With UNIDO, developed and submitted a proposal for training counselors for the 5 new CRIMM business assistance centers.
- * Mentored Cezar in how to lead.

Planned

- * Establish budgets for additional expenses connected to the case study program and expanded privatization training and continue to refine record keeping system.
- * Get classroom ready for use by January 15th! Start work on CM building by December 15th!
- * Prepare for arrival of new WSU staff.

INSTITUTION BUILDING:

- * Established payment guidelines linked to performance--time and quality--for space renovation; reached consensus with Administration Director, Vice-Rector, and Center Director.
- * Encouraged development of salary strategies which are linked to performance for all counselors in the system. Each Center maintains autonomy but information is shared.
- * Linked CBE to UPB accountants; kept control in CBE.

SUSTAINABILITY:

- * Collaborated with UNIDO on counselor training proposal.
- * Worked to certify 6 counselors by November 19th.

SERVICES PROVIDED:

	Training	Counseling
Counselors/Faculty	67 hours	18 hours
Students		
Government Officials	43 hours	
Business Community	72 hours	21 hours
Other Groups	25 hours	

JK

TO: ROBERT TOLAR, SBDC INTERNATIONAL PROGRAMS, WSU VANCOUVER
FROM: DAVID REIKOFSKI, CENTER FOR BUSINESS EXCELLENCE

ACTIVITY REPORT FOR NOVEMBER 1993

HIGHLIGHTS:

Completed

- * Interviewed by Capital, a Romanian business newspaper, on Center activities. Article was published on 19 November.
- * Taught 3 seminars on marketing; trained counselors on presentation techniques for business seminars.
- * Completed training and qualification of 6 counselors for the Professional Business Counselor certificates.
- * Hosted Dr. Robert Berney, WSU for his lecture on economies in transition to "kick-off" the privatization training.
- * Assigned the team for Session 2 of privatization management training in Timisoara and Bucharest: Radu Stanciu, Lavinia Rasca, Jim Marten, Katie and Me.

Planned

- * Continue to adjust and plan the privatization management training. The differences in companies is calling for a very flexible training curriculum.
- * Complete training, co-counseling and final interviews for 3 or 4 more Professional Business Counselors.

INSTITUTION BUILDING:

- * Trained Romanian counselors how to teach seminars using American-style participative teaching techniques.

SUSTAINABILITY:

- * Started training Master Business Counselors at the CBE.
- * Certified the first 6 Professional Business Counselors.

SERVICES PROVIDED:

	<u>Training</u>	<u>Counseling</u>
Counselors/Faculty	65 hours	55 hours
Students	18 hours	
Government Officials		
Business Community	144 hours	59 hours
Other Groups	8 hours	

TO: Robert Tolar
 SBDC International Programs, WSU Vancouver

FROM: Ann Schaechtel
 SMEC, Academy of Economic Studies, Bucharest

ACTIVITY REPORT FOR NOVEMBER, 1993

HOURS:	<u>Mgmt. Training</u>	<u>Consultation</u>
Faculty/Trainers	<u>67</u>	<u>21</u>
Students	<u>12.5</u>	
Government Officials		
Business Managers	<u>75</u>	<u>30</u>
Others		

ACTIVITY HIGHLIGHTS:

COMPLETED:

- * November was a busy month at the center with 73 client meetings. The increased activity was due to the CRIMM grant process which requires the applicants to work through an approved center. 31 meetings were due to this CRIMM program.
- * Created and delivered a seminar on Financials for Start-Up Companies. Had 10 attendees in ASE-Bucharest and 28 in Timisoara.

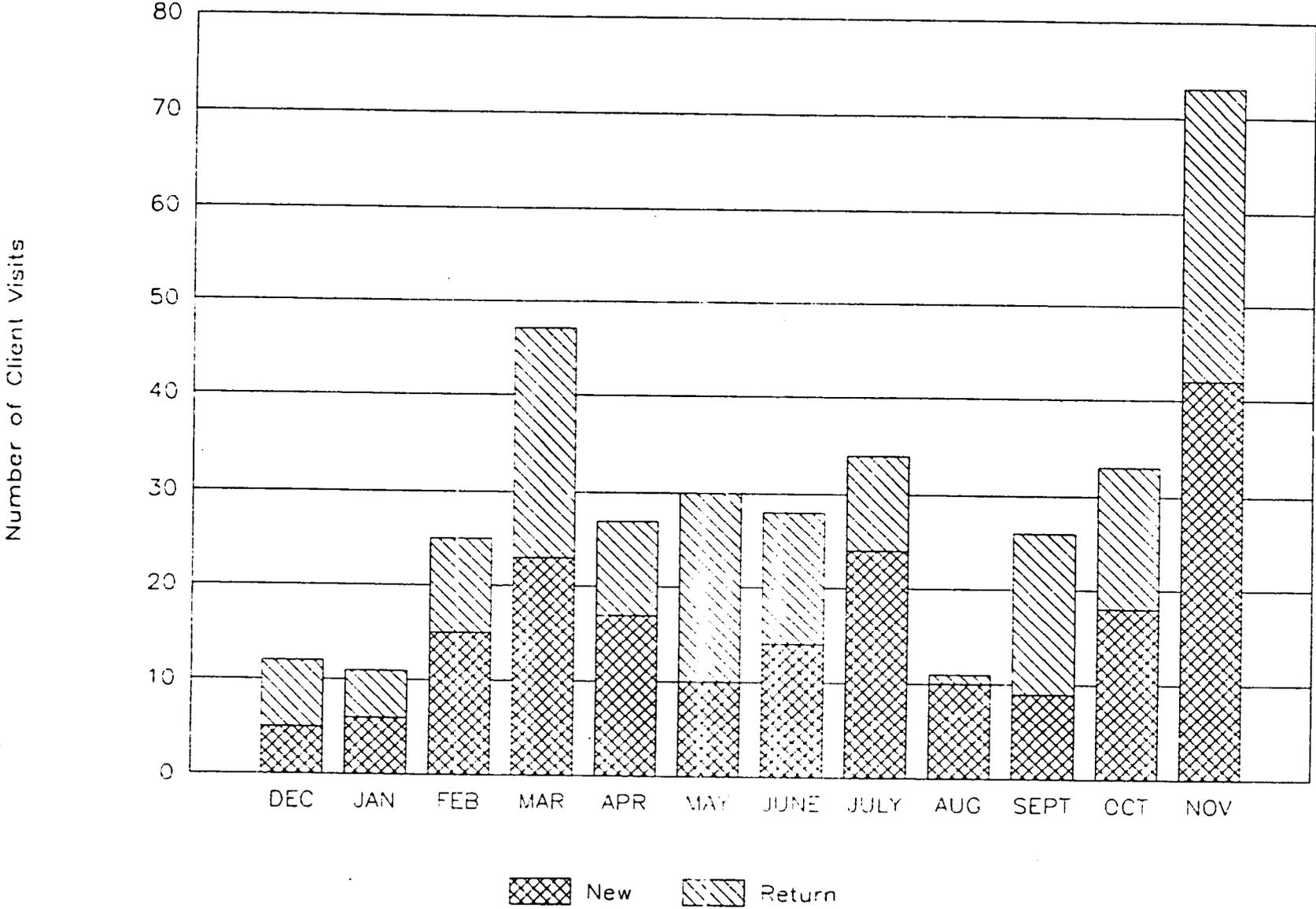
PROPOSED:

- * Working on a seminar for December on Personnel Issues--hiring, motivating, reviewing performance, firing.

INSTITUTION BUILDING:

- * Case Study Program. Held three initial meetings with professors from UPB and ASE to explain the program and discuss how to plan a case. Had an additional meeting with some UPB professors to analyze two cases--what made them good cases. Not much participation so far from ASE, evidently due to schedule conflicts. Planning to have two counselors help me review case proposals to select appropriate cases. Around Dec. 16 and 17, will hold (probably) two meetings with those whose proposals are selected to discuss how to interview and organize the written case.
- * Counselor Certification. Spent many hours working with counselors on completing their certification requirements: co-counseling at ASE and UPB, individual make-up training sessions, final interviews. In the counselors who have been certified and those nearing certification, I sense a shift in thinking toward more understanding of the counseling process and more ownership of the centers and their services.

CLIENT VISITS



TO: Robert Tolar
SBDC International Programs, WSU Vancouver

FROM: Sarah O'Neill
SMEC, ASE, București

ASE CENTER ACTIVITY REPORT
FOR NOVEMBER 1993

	Training hours	Consultation hours
Faculty/Counselors	23	16
Students	-	-
Government Officials	81	-
Business Community	8	18
Seminars	94	-
Center Client Mtgs.	-	65

HIGHLIGHTS:

Completed:

- * Attended a 5 day bankers training conference in Poland with 3 Romanians. (Representatives from the Romanian Guaranteed Loan Fund - RGLF, Romanian Development Agency - RDA and from a small credit union).
- * Maintained contacts in the business community. Shared information with the center staff at the weekly staff meetings.
- * Contacted and arranged for a CRIMM representative to come here and discuss CRIMM grant application procedures, center responsibilities and to answer counselor questions.
- * Reviewed center job descriptions with the center director and followed up so that the descriptions were discussed and understood by all center staff.
- * Scheduled 13 seminars between October and March 1994. Arranged for preliminary advertising and scheduling of American and Romanian instructors for the courses.

Planned:

- * Develop a checklist for the completion of the CRIMM grant application documents.
- * Research case study information as it applies to counselor training and client counseling.
- * Develop a needs analysis of the banking sector to establish areas in need of assistance.

INSTITUTION BUILDING:

- * Advised center director on standardized screening techniques used in U.S. banking loan committees for loan approvals and/or recommendations so that CRIMM grant applications are treated in a professional and consistent manner.

SUSTAINABILITY:

- * Participated in the process enabling counselors to attain certification as Professional Business Counselors.

TO: Bob Tolar, SBDC International Programs, WSU Vancouver
FROM: Jim Marten, Timisoara SBDC

ACTIVITY REPORT FOR NOVEMBER 1993

Hours	<u>Training</u>	<u>Consultation</u>
Faculty/Trainers	9	18
Students	12.5	3
Government Officials	--	5
Business Managers	50	10
Others	--	1

Activity Highlights

Completed

- * Organized counselor training status and formulated a plan to certify at least 30% of counseling team by March, 1994
- * Initiated training and co-counseling with counseling team to achieve goal of certification
- * Increased active media contacts of the Center through the development of a press release system, this resulted in five new articles written about the Center during this month
- * Organized and taught one seminar on start up planning, organized a seminar in start up marketing, these two seminars were attended by over 50 business clients
- * Completed 10 hours of training leading to my certification as a professional/master business counselor

Planned:

- * In conjunction with Center staff, will continue to work on the updating of the Center through the purchase of office furniture and a copy machine, develop the 1994 Center business plan, and continue training of counselors leading to certification

Institution Building

- * Coordinated a research study by a visiting delegation of the Overseas Cooperative Development Council (OCDC) which is studying the feasibility of a USAID backed project to increase cooperation among American Cooperatives and area development organizations.
- * Worked with the local Chamber of Commerce on ways that the Center and the Chamber can work more cohesively together
- * Submitted a proposal to Peace Corps to fund a two day training seminar addressed at training local business people and development professionals on the latest developments and strategies for successful Romanian export programs

Sustainability:

- * Reorganized Center work roles to redistribute authority and responsibility to increase operational flexibility and speed of change

TO: ROBERT TOLAR, SBDC INTERNATIONAL PROGRAMS, WSU VANCOUVER
FROM: KATIE REIKOPSKI, CENTER FOR BUSINESS EXCELLENCE

ACTIVITY REPORT FOR DECEMBER, 1993

HIGHLIGHTS:

Completed

- * Refined procedures to handle cash payments to UPB and to assure that the UPB accountant is working with the Center and not erecting barriers to getting work done.
- * Taught second management training for privatization session and worked to improve techniques to make translating easier.
- * Assisted in completing co-counseling requirements for the next 4 Professional Business Counselor candidates.
- * Met regularly with contractors and UPB staff to provide impetus for speed in classroom and building renovation.

Planned

- * Orient new WSU staff for living and working; develop a schedule of activities assisted by Adina. (Mail maps and lists of "to bring" from Spokane.)
- * Coordinate with UNIDO on the counselor training for CRIMM; assist as much as possible in the UNIDO training program for their Centers.
- * Set performance schedules for CM Building, assuming well studies show no major problems.

INSTITUTION BUILDING:

- * Established procedures to grant contracting authority (the right to sign and collect payment for) to Cezar Scarlet, Center Coordinator.
- * Set up bank account and procedures to account for expenditures from the cash account.

SUSTAINABILITY:

- * "Won," with UNIDO, the contract to train counselors from the soon to be established CRIMM Centers.
- * Assisted in certifying 4 new counselors.

SERVICES PROVIDED:

	Training	Counseling
Counselors/Faculty	52 hours	8 hours
Students		
Government Officials	7 hours	2 hours
Business Community	186 hours	5 hours
Other Groups	4 hours	

TO: ROBERT TOLAR, SBDC INTERNATIONAL PROGRAMS, WSU VANCOUVER
FROM: DAVID REIKOFSKI, CENTER FOR BUSINESS EXCELLENCE

ACTIVITY REPORT FOR DECEMBER 1993

HIGHLIGHTS:

Completed

- * Delivered session 2 of management training for privatizing companies in Bucharest and Timisoara.
- * Met with Jim Marten, Anca Dragoi and Katie in Timisoara for planning upcoming center activities, including acquiring a copy machine and some Center furniture.
- * Completed training and qualification of 4 counselors for the Professional Business Counselor certificates.
- * Assigned the team for Session 3 of privatization management training in Timisoara and Bucharest: Katie and I will deliver session 3 in Bucharest on Jan 21 and in Timisoara on Jan 25. Our Romanian assistants haven't been chosen yet.

Planned

- * Continue to adjust and plan the privatization management training.
- * Complete training, co-counseling and final interviews for 3 more Professional Business Counselors in Bucharest. There are a couple of counselors in Timisoara that are getting close.

INSTITUTION BUILDING:

- * Trained Romanian counselors how to teach seminars using American-style participative teaching techniques.

SUSTAINABILITY:

- * Continuing to train Master Business Counselors at the CBE.
- * Certified the first 4 more Professional Business Counselors.

SERVICES PROVIDED:

	<u>Training</u>	<u>Counseling</u>
Counselors/Faculty	26 hours	28 hours
Students		
Government Officials		
Business Community	95 hours	18 hours
Other Groups		

TO: Robert Tolar
 SBDC International Programs, WSU Vancouver

FROM: Ann Schaechtel
 SMEC, Academy of Economic Studies, Bucharest

ACTIVITY REPORT FOR DECEMBER, 1993

HOURS:	<u>Mgmt. Training</u>	<u>Consultation</u>
Faculty/Trainers	<u>61</u>	<u>29</u>
Students	<u> </u>	<u> </u>
Government Officials	<u> </u>	<u> </u>
Business Managers	<u> </u>	<u>26</u>
Others	<u> </u>	<u> </u>

ACTIVITY HIGHLIGHTS:

COMPLETED:

- * Center activity is still high, again primarily due to the CRIMM grant program. Worked with counselors at ASE on clients' CRIMM grant proposal calculations.
- * John Naftanaila, on his own initiative, was interviewed on radio which resulted in new clients.

PROPOSED:

- * Prepared list of projects for Adina to work on for the next month. The main project, creating good copies of the final versions of all the counseling tools and workshop handouts, will be a big asset at each center.

INSTITUTION BUILDING:

- * Case Study program. Reviewed case study proposals with the help of Lavinia Rasca, Mihaela Popa, Jim Marten, and Sarah O'Neill. Decided to accept all the proposals so our review group made suggestions regarding structure, topics to stress, etc. Discussed these ideas with each professor. Held two workshops for the professors which covered tips on interviewing and writing cases. Will have 14 cases (I think) with 2 written as two-part cases.
- * Counselor Certification. Co-counseled and held make-up training sessions at both ASE and UPB.

SUSTAINABILITY:

- * Postponed two seminars for existing businesses scheduled for December due to few sign-ups. We learned that advertising in Bursa works for start-ups but not existing businesses.

TO: Robert Tolar
SBDC International Programs, WSU Vancouver

FROM: Sarah O'Neill
SMEC, ASE, București

ASE CENTER ACTIVITY REPORT
FOR DECEMBER 1993

	Training hours	Consultation hours
Faculty/Counselors	23	17
Students	18	-
Government Officials	10	-
Business Community	14	20
Other	8	-
Seminars	6	-
Center Client Mtgs.	-	66

HIGHLIGHTS:

Completed:

- * Maintained contacts in the business community. Shared information with staff at the weekly staff meeting.
- * Met with Commercial Attache representative re: Romania MFN and wrote up information for center staff.
- * Assembled counselor tools developed thus far in English and Romanian for placement in one binder for counselor use.
- * Attended Bună Dimineată România and addressed the small business seminar re: Peace Corps program and the centers' activities.
- * Developed checklist for center counselors to use when assessing and preparing CRIMM grant application packages.
- * Assisted Ann with review of the case study proposals.

Planned:

- * Continue needs assessment of the banking sector and maintain contacts in the both the U.S. and Romanian banking communities.
- * Develop seminar on Managerial Finance.
- * Collaborate and develop a series of 6 seminars on the activities of the RDA, RGLF and banking issues for private businessman, center counselors and staff for the 6 judets PCV's are currently placed. Seminars to be held during 1st quarter 1994.
- * Determine interest level in establishing a special olympics program here in București.

INSTITUTION BUILDING:

- * Continued to be a resource on standard office operating procedures as practiced in the U.S. Discussed with the center director the importance of professional behaviors and office appearance (furniture).

SUSTAINABILITY:

- * Addressed the general public on center activities reaching both potential clients and institutions advising small business.

TO: Bob Tolar, SBDC International Programs, WSU Vancouver
 FROM: Jim Marten, Timisoara SBDC

ACTIVITY REPORT FOR DECEMBER, 1993

Please note: The Center was open for only 14 working days during December, due to parallel holidays with the Chamber of Commerce.

<u>HOURS:</u>	<u>Mgmt. Training</u>	<u>Consultation</u>
Faculty/Trainers	9	16
Students	-	-
Govt. Officials	-	-
Business Managers	65	12
Others	4	6

ACTIVITY HIGHLIGHTS:

Completed:

- * Completed two training courses for managers of privatizing firms, this training covered organizational theory, communication, and division of responsibility and authority.
- * Received positive publicity about Center activities in two local newspapers
- * Assisted with the installation and testing of Center data base
- * Working with Program Training Director, set schedule for the next four training sessions for managers of privatizing firms
- * Assisted in the purchase of new office equipment and copy machine

Proposed:

- * Complete the upgrading of Center office facilities through installation of new furniture, laying of new carpeting, and expansion of resource library
- * Get at least two counselors through 75% of Professional Counselors training
- * Schedule and complete organizational work on two potential USAID/Peace Corps funded training programs for local bankers, foreign trade specialists, and entrepreneurs

INSTITUTION BUILDING

- * Met with the staff of International Executive Service Corps (IESC) to discuss means of linking their services with those of the Center
- * Met with representatives from the Chamber of Commerce and a representative from Agricultural Cooperative Development International (ACDI) to assist in recruiting local flour millers to participate in an AID funded technical training

SUSTAINABILITY:

- * Continued with training Center counselors in the Certification program, with a special emphasis on preparing them to participate in future team training of other counselors
- * Re-organized resource library to make newly arrived information on other development organizations more accessible to Center staff and clients

TO: Robert Tolar, SBDC International Programs, WSU Vancouver
FROM: Katie Reikofski, Center for Business Excellence

ACTIVITY REPORT FOR AUGUST/SEPTEMBER, 1993

HIGHLIGHTS:

Completed

- * Met with US businesses to collect promotional materials for the Center libraries. Discussed the possibility and potential costs associated with joint ventures with 2 firms.
- * Researched materials that could be used in management training, Center promotion, counselor improvement, and business planning.
- * Met with staff in Vancouver WA and Pullman WA for strategic planning and task definition for team members.
- * Met with staff at UPB for strategic planning, goal setting, and establishing a timeline for renovation of space.

Planned

- * Push renovation of the classroom and have it ready for furniture by November 10; purchase furniture with Cezar.
- * Develop cooperative training program with UNDP Center and John Allen for counselor training and certification for Centers throughout Romania.
- * Help Cezar set up accounting procedures (ie travel), systems, and reporting forms which can be used in all Centers.
- * Train and co-counsel PBC candidates. Work with Ann and Dave to "finish" 5-6.

INSTITUTION BUILDING:

- * Worked to develop an institutional awareness of what it takes to get the renovation done and what is required in Center reimbursement records.
- * Strengthened the links between cooperative programs and the CBE; continued to explore other sources of funding.

SUSTAINABILITY:

- * Continued training and cocounseling to complete certification of 3 ASE SMEDC counselors.

SERVICES PROVIDED:

	<u>Training</u>	<u>Counseling</u>
Counselors/Faculty	10 hours	5 hours
Students		
Government Officials		4 hours
Business Community		22 hours
Other Groups		

IMPLEMENTATION PLAN

IMPLEMENTATION PLAN
CENTER FOR EXCELLENCE AT THE POLYTECHNIC UNIVERSITY OF BUCHAREST
ASSISTED BY WASHINGTON STATE UNIVERSITY
SMALL BUSINESS DEVELOPMENT CENTER

Mission:

The Small and Medium Enterprise Center at the Universitatea "Politehnica" din București (SMEC-UPB) will, over the next twelve months, begin to establish itself as the focal point in the fields of SME management counselor training and privatization management assistance for Romania. The SMEC-UPB will continue to build capacity within the UPB Faculty of Industrial Management in the areas of business counseling for SMEs and for state-owned enterprises undergoing privatization, as well as in SME counselor training.

Throughout the coming years, this "Center for Excellence" will serve as a site for general management training and will support proposed centers which will develop at the Universitatea "Politehnica" din București -- e.g., a Center for Natural Resource Management and Center for Management of Environmental Issues. These proposed centers, for which funding will be solicited from private foundations and corporations, will be designed in such a manner as to build on the already strong scientific capacity of Universitatea engineering faculty.

The "Center for Excellence," with its computer lab, audio-visual equipment, and seminar facility, can serve to support a variety of management development programs such as the proposed centers, but also will provide opportunities for specialized training of Universitatea students and recent graduates. All activities of the Center will strengthen the faculty of the Department of Industrial Management and enhance UPB's development of a full undergraduate and graduate business school.

Purpose:

To establish and maintain a systematic SME counselor-training program for Romania;

To provide application of sound free-market business theory to the real business climate in Romania;

To assist in the privatization of a predetermined number of state-owned enterprises through direct training and counseling;

To provide experiences for business faculty at UPB to develop case studies of Romanian businesses for use in the classroom;

Inputs:

Strong support by the USAID Romania office to the project, as shown during the past two years, and direction from that office so that most urgent needs can be addressed;

Assistance from the US Consulate Commerce Division in approaching state-owned enterprises identified by US DOC et. al. during Spring and Summer of 1993;

Commitment by Rector Georghe Zgura and other administrators of the UPB, as expressed in the dedication of ample space for the Center at the Polizu Campus, and their stated goal to establish a full business school at UPB;

Financial contribution by the UPB to renovation of identified facilities;

Dedication of UPB Department of Industrial Management faculty members to the project, already illustrated by their participation in the program for the past two years for only nominal remuneration.

Washington State University will provide expertise in business counseling, business counselor training, and skill-building assistance in specific managerial disciplines. This expertise will come through WSU SBDC Business Development Specialists who will reside in Romania during the year, and by WSU faculty who are specialists in specific areas of privatization.

Throughout the year, the Project Director will meet with Dr. Dan Ardelea, Head of the Department of Industrial Management at UPB, and Rector Gheorge Zgura, to offer advice and consultation as UPB plans the establishment of a full program in business administration, first at the undergraduate level and later at the graduate level. Experts in various business disciplines will be consulted as necessary, and WSU College of Business and Economics faculty will serve as consultants in this area during their visits to Romania.

The "Center for Excellence" will have three major components. These are 1) One-to-one counseling for start-up businesses and existing businesses with specific difficulties; 2) Training of counselors who will provide counseling to SMEs at sites throughout Romania; and 3) Skill-building and team-building training for state-owned enterprises undergoing privatization or soon to be privatized.

Component One -- direct counseling -- is a continuation of the activities UPB-SMEC has been involved in for the past two years. The Romanian counseling staff at UPB-SMEC have reached a competency wherein they are able to provide assistance to businesses with less and less advice from the American mentors.

The training of counselors -- Component Two -- has been the focus of the Washington State University program throughout the MTEE project. This training will continue at all centers (see below), but at the Center for Excellence it will take on a new dimension through direct work with state-owned firms.

Skill-building, team-building, and general management training for upper- and mid-level managers of state-owned enterprises will enhance the potential for success of those enterprises as they privatize, and will provide opportunities for UPB management faculty to further develop their knowledge of market economies and the specific applications of market theory.

While the major focus of Component Three will be on the ten firms to be identified in late summer, other businesses may contract with the UPB Center for specific training.

One-to-one Counseling and Counselor Training

After consultation and with and recommendations from USAID, UNIDO, UPB, Academy of Economic Studies (ASE), and representatives from Timișoara and Craiova, Washington State University proposes:

- 1) All four established SME Centers will continue to provide one-to-one counseling to business owners and managers as a part of a national network of SME assistance.
- 2) The Washington State University business development specialists will work at the SME Centers at ASE and UPB to ensure Center stability and to complete the counselor certification programs already begun and nearing completion at the end of Year II.
- 3) The Professional Counselor Certification Program will be continued at both ASE and UPB, and it will be fully implemented at Timișoara and Craiova, resulting in a cadre of certified counselors in three distinct regions of the country by the end of June 30, 1994, each capable of providing one-to-one assistance to SME owners and managers. ("Professional" Counselors are those who have achieved a competency which allows them to provide counseling directly to small and medium enterprises.)
- 4) The Master Counselor Certification Program will be conducted at the UPB SMEC. ("Master" Counselors are those who have achieved a competency which allows them to teach/train other counselors, and who have developed an expertise in one or more specific areas of management assistance.)

5) The Washington State University Business Development Specialists will provide training for six (6) Peace Corps Volunteers at the two sites in Bucharest to better prepare them for work in outlying judets of the country. (It is hoped, although not yet negotiated, that some of the PCVs will be located in Timișoara and Craiova so that American business expertise can be available on a continual basis. Final negotiations on this matter will be conducted in July 1993.)

6) The WSU team will continue its very active role in encouraging the Romanian Development Agency to provide funds for the continuation of the centers already established, and that RDA play a significant role in the expansion and perpetuation of the UPB-SMEC.

7) The WSU team will continue its cooperation with the UNIDO program for Small and Medium Enterprises, assisting in the preparation of materials for publication and sharing expertise in seminar presentations at sites in and out of Bucharest.

Implementation:

In June 1993, the WSU Project Director, Robert Tolar, met with Professor Dan Ardelea, Head of the UPB Department of Industrial Management, in Vancouver, Washington to outline specific tasks to be completed by each institution during the summer of 1993. Renovation of the identified facility is to be planned and then begun once a contract has been issued by USAID.

In July the Project Director will meet with UPB officials and appropriate Romanian government agencies to once again outline the program and to reconfirm commitments by each institution and/or agency. He will also make contacts with potential members of a board of directors for the UPB-SMEC Center, some of whom have already agreed to serve.

Two Washington State University faculty (David and Kathleen Reikofski) in Romania for Year II will return for the third year of the project. A third business development specialist will join them in September 1993.

Specific training calendars for the 1993-94 academic year will be developed by the Reikfoskis and Tolar during August/September of 1993, for implementation beginning October 4.

The Romanian Center Director, Dr. Cezar Scarlat, will travel to Washington State in September of 1993 for consultation with the Project Director and to participate in the development of the curricula and the training calendars.

David Reikofski and Ann Schaechtel will again take the lead in training counselors at the two centers in Bucharest and at Timisoara and Craiova. They also will be primarily responsible for completing the "training of trainers" component of the program at the UPB-SMEC and seeing to its full implementation.

Kathleen Reikofski will serve as project chief-of-party and in that capacity will serve as liaison to the various Romanian government agencies and other international assistance agencies involved in SME assistance and privatization matters (RDA and NAP, for certain), UNIDO, USAID, Citizens Democracy Corps, Peace Corps, the Association of Gypsy Entrepreneurs, and other interest groups.

Her major duties will be to see that the SME Centers established under the MTEE program are included within a Romanian Network of SME Centers so as to ensure their perpetuation; to work at various levels of institutional administration to gain increased commitment by the host universities; to carry on the work with various Romanian government agencies to more fully educate them on the role of higher education in economic development; to handle logistics for the team; and to oversee the in-country activities of the UPB-SMEC. She will also provide counselor-training seminars in Timișoara and Craiova from time to time. She will report weekly to the Project Director.

In addition, it is anticipated that one (1) volunteer, either Citizens Democracy Corps or Peace Corps, will participate in the program throughout the year at UPB-SMEC. S/he will serve as a resource for counselors in training, will participate in training sessions for business owners and managers, and will take an active role in providing assistance directly to state-owned enterprises looking to privatize.

A fourth: WSU business development specialist will work in Romania between February 1 and June 30, 1994. His/Her specific duties will be in the area of on-site assistance to firms undergoing privatization. Arrangements are underway to finalize the appointment of Edmund Baroch for this position. Mr. Baroch participated in Year I of the MTEE program in Romania and established excellent relationships within and apart from the government. His wealth of experience in production, particularly in the high tech area, makes him an ideal candidate for the position.

Two (2) MBA students from Washington State University (or another institution in the Pacific Northwest) will work in Romania as part of the project between January and May 1994, and two (2) more students will work with the project between May and August 1994. They will work under the supervision of the chief-of-party and with business development specialists assigned to the privatization training. They will work with one or more firms in transition, and their observations will result in cases to be used in future training.

Outcomes:

By June 30, 1994:

1) No fewer than thirty (30) SME counselors from three regions of the country will have completed Professional Level Certification;

2) No fewer than ten (10) SME counselors will have completed Masters Level Certification ("Counselor Trainers");

3) Seminars in management and general business principles will be presented to no fewer than four hundred (400) small business owners and managers and state-owned enterprises undergoing privatization.

4) Training in SME Center administration will have been conducted for no fewer than five (5) SME counselors and five (5) Romanian government personnel, or a larger number if so determined by the Romanian Development Agency.

5) The Center at the Academy of Economic Studies will be capable of continuing operation without fulltime assistance from outside the country other than from Peace Corps or Citizens Democracy Corps volunteers.

Privatization Management Assistance

Utilizing the combined expertise of WSU, UPB, and other agencies and organizations within Romania, this project component seeks:

To enhance the decision-making skills of management personnel who will be responsible for directing newly privatized companies.

To enhance the value of individual enterprises by improving the decision-making and management skills of selected personnel.

To provide a practical and effective program for bringing together on a regularly scheduled basis leaders of all SME assistance programs in Romania.

Specifically, the project seeks to:

a) Enable participants to develop general organizational and operational policies consistent with the demands of a market-driven economic environment;

b) Increase individual and team or group skills critical to effective decision making in an uncertain environment;

c) Enhance leadership skills necessary to effectively monitor performance leading to the ability to alter or redirect an organization's resources as required;

- d) Develop skills required for structuring or restructuring company activities to meet market opportunities;
- e) Assist participants in developing approaches that assure their company's access to product diversification and product innovation.
- f) Build in-country university capability to provide on-going assistance to private enterprise;
- g) Increase Romanian faculty capability for curriculum change through the use of Romanian business cases -- both new businesses and state-owned enterprises undergoing privatization;
- h) Provide Romanian government personnel with first-hand experience with the practical difficulties of business startup and privatization.

During the latter half of Year II of the MTEE project, business counselors from the UPB had reached a level of competence which allowed them to conduct seminars for counselors-in-training in Timișoara and Costinești. They also participated in management training programs for owners of newly-formed ESCOs -- Energy Service Companies -- funded in part by USAID through a contract with RGB Hagler/Bailly.

Building on this capacity, teams of certificated counselors from UPB will participate in a management extension program which will provide one-to-one business assistance to manufacturing firms throughout the country, particularly to state-owned firms directed by engineers -- i.e., the majority of state-owned enterprises -- which have been identified as candidates for privatization.

In June of 1993, Dr. Ronald Lafayette, a specialist in extension education traveled to Romania for Washington State University and provided training sessions in establishing and operating extension programs. His presentations were enthusiastically received and plans are underway for implementation of extension offerings in a variety of ways during 1993-94.

By utilizing the expertise resident at Washington State University, particularly that found in faculty with international experience in general and Romania specifically, the program management team can provide assistance on specific products and processes as well as general management. Washington State University's extensive international involvement has streamlined the process of accessing and utilizing this expertise internationally. Specific disciplines to be utilized by the team in this project are departments and programs in Economics, Marketing, International Business Development, Agricultural Economics, Food Science and Human Nutrition, and, if appropriate, Hotel and Restaurant Management. Experts in these areas, even if not recruited for work in Romania, will provide assistance to the business development specialists directly involved in the program.

The program is designed to enhance the decision-making skills of participants around the major management functions of marketing, finance, production, personnel, and general management. The participants will be the general manager, chief financial officer, human resources manager, sales/marketing manager, and, if appropriate, the chief production/operations manager. Between 40 and 50 Romanian managers will be participants in the training program. Emphasis is placed on planning, organizing, controlling, staffing, directing, and evaluating.

The training programs will be scheduled as an executive program so as to interfere as little as possible with participants' normal work schedules. Participants will receive training in the following manner: introductory lectures on economic theory; specific skill building sessions in accounting and finance, human resource management, sales and marketing, production and operations, and general management; team building and business plan development; and plan presentations and program evaluation. All training in this module will occur at the UPB Center.

Management assistance will be provided to participant companies for six to eight months following training. This assistance will come from WSU business development specialists and/or MBA students and will be primarily at the site of the participant companies.

Inputs

The privatization training project will consist of several inputs, the exact order of which will be determined by the specific enterprises selected for the project, the schedules developed, and the timeliness of equipment delivery and Center renovation.

Program Logistics, Participant Identification and Recruitment and Assessment

INPUT: During the months of June and July, 1993, one (1) business development specialist (T Benny) will work with various agencies, both US and Romanian, to begin the process of identifying the state-owned enterprises with which the Center for Excellence will work. Ms. Benny will work directly with the National Agency for Privatization, the Romanian Development Agency, USAID, and, as appropriate, other agencies to assess export readiness of state-owned firms under consideration for privatization. Her assessments will be used in the final design of curricula for the various training modules.

In September of 1993, Carol Riesenbergh will continue the pretraining assessment process by learning of prospective participant managers' views in such areas as critical issues the companies will face during and following the privatization activity, decision-making skills, willingness to risk, team building, employee participation, organizational development, and major threats to their enterprise's success as a privatized company.

- OUTCOMES:**
- 1) Potential participants will be identified.
 - 2) Specific information on the views of management/participants will be obtained.
 - 3) Assessment results will be available to all training team members and will be available to participant management teams for use in Phase Five - Company Planning and Team Building.
 - 4) Specific objectives for the program component will be identified and reduced to writing.

METHODOLOGY: Ms. Riesenbergr will utilize the services and contacts of Washington State University SBDC faculty now in Romania. She will use as resources the numerous reliable new publications available through World Bank, US Department of Commerce, and others. In addition, she will work with the National Agency for Privatization, the Romanian Development Agency, as well as the USAID office in Bucharest to carry out her study.

INPUT: During October¹ 1993, the WSU Romania team will, with assistance from the National Agency for Privatization, work with the general managers of the identified firms to establish specific training schedules.

A weekly training schedule may look like this:

	MON	TUES	WED	THU	FRI	SAT
A.M.		Finance Managers		General Managers		Team Building (ALL)
P.M.	Marketing Managers		Personnel Managers			
EVE.					Production Managers	

Non-scheduled time allows for the Center to be used for individual client counseling and for other activities.

¹Exact date may change, depending on final schedule.

In November of 1993, Professor Robert Berney of Washington State University will present lectures and seminars on macro and micro economics and general theory of market economics. Plans call for a series of three (2) hour lectures, followed by small group discussions. Selected faculty from the Department of Industrial Management at the Polytechnic University of Bucharest will be invited to attend the lecture and to participate in (or lead) the small group discussions. This opportunity to participate in another management training program will enhance their knowledge of market economics and will provide the basis for developing a Romanian team of trainers for future programs.

- OUTCOMES:**
- 1) Participants will have a general understanding of market-driven economies.
 - 2) Participants will assess the position of their enterprise within a macro- and micro-economic environment.
 - 3) Selected Romanian faculty will have received a refresher course in basic economic theory.
 - 4) Romanian business faculty will have participated in a process whereby participants' knowledge of market economies has been assessed.

METHODOLOGY: While lecture will be used to introduce basic theory, small group discussions and activities will be an integral part of the training. Romanian faculty will assist small group discussion leaders as appropriate.

Skill Building

INPUT: Skill building workshop sessions will commence upon completion of assessment, recruitment, and scheduling. Participants will be grouped by primary areas -- i.e., finance, personnel/human resources, sales/marketing, and production/operations -- for the training. Topics to be addressed will include, but not be limited to, basic elements of management, strategic planning, mission statement, organizational structure, decision-making, time value of money, simple and compound interest, net present value, inventory control, marketing, advertising, demand analysis, product life cycle, portfolio analysis, marketing strategy, information gathering, analysis and evaluation, human resources company infrastructure, including benefit packages, recruitment and motivation, termination, export, etc.

Dr. Steven Maurer, specialist in human resources in manufacturing firms and high tech firms, will lead the skill building session in the area of personnel management. He will also lead a certain number of team building sessions.

*Sessions may occur on Fridays and Saturdays (days and evenings), depending upon the amount of time participants can be away from their companies. Final schedule will be determined in Phase One.

- OUTCOMES:**
- 1) Specific skills within the primary management areas will be enhanced.
 - 2) Participants will have developed skills in the practical application of management principles in their companies.
 - 3) Participants will have a broad understanding of overall business operations.

METHODOLOGY: Group activities will be utilized throughout Phase Three. Training is designed to provide participants with practical, usable skills critical to the success of their companies. Case studies will be utilized throughout the skill building sessions.

Individualized Company Planning and Team Building

INPUT: Two (2) business development specialists from Washington State, each with Romanian experience, will work with teams of each of the ten (10) enterprises in areas of general and strategic planning, financial planning, market planning, and team building. Romanian faculty who have participated in SBDC counselor training in Years One and Two of the USAID Economic Education and Management Training program will also be encouraged to participate as mentors. Their participation will further develop their skills to provide ongoing assistance to Romanian private enterprises.

- OUTCOMES:**
- 1) Each company team will have completed the basics of an individualized business plan which shall include components for finance, marketing, staffing, and production, general operations.
 - 2) Individual members of each team will have developed a keener sense of worth to their company.
 - 3) Appreciation for teamwork will be enhanced.
 - 4) An understanding of individual management roles in enterprises operating in a market-driven economy will be developed.

METHODOLOGY: Training will be provided in smaller group seminars and team work sessions. Individual company teams -- i.e., general manager, finance manager, personnel manager, marketing manager, and operations manager -- will be assigned specific tasks designed to develop teamwork approaches to problem solving. Case studies will be an integral part of the instruction, as will computer simulations.

Participant Presentations

INPUT: In the future, managers of Romanian enterprises will often need to make presentations to foreign audiences. These audiences may be current or potential customers, investors, or suppliers. Each decision-making team will address a group of potential investors, customers, and suppliers, presenting information on the enterprise they represent. The audience will be made up of members of the third trade mission sponsored by Washington State University.

- OUTCOMES:**
- 1) Each company will have a complete set of materials developed for future presentations.
 - 2) Participants will have developed skills in presenting their company's strengths.
 - 3) Each manager will have participated as a team member in presenting his/her company's case to a critical audience.

METHODOLOGY: Presentations will be made by each of the ten (10) teams participating in the program. They will utilize overhead transparencies, handouts, and other audio/visual materials when presenting. The basic format for the presentation will include the following:²

In the United States and Western Europe, presentations have a standardized format. Each team should have a set of overhead transparencies for in making presentations about their enterprise. The content of a standard set of transparencies is:

Transparency No. 1: Introduction of You

- a. Your name
- b. Your position
- c. Name of Enterprise

Transparency No. 2: Purpose of Your Presentation

- a. To find investors
- b. " " suppliers
- c. " " customers

Transparency No. 3: Overview of Your Enterprise

- a. Name of Enterprise
- b. Location of Enterprise
- c. Major products and services manufactured/sold by the enterprise
- d. Ministry and other authorities to whom enterprise reports

Transparency No. 4: Major Customers

- a. Major Romanian customers, including primary customer and end user
- b. Foreign customers who do not pay in hard currency
- c. Foreign customers who pay in hard currency

²Outline provided by Dr. Earl Molander, Portland State University, Portland, Oregon.

Transparency No. 5: Economic Data (Last Year)

- a. Annual production in units, weight, volume, etc.
- b. Financial data, annual sales revenue in lei
- c. Hard currency revenue

Transparency No. 6: Production capability

- a. Number of production units -- factories, ships, plants, mines, etc.
- b. Number of employees
- c. Capital investment in production (in lei)

Transparency No. 7: Sources of Supply

- a. Sources of raw material
- b. Sources of manufacturing equipment
- c. Sources of capital

Transparency No. 8: History of Enterprise

- a. Date of origin
- b. Date of first foreign sales
- c. Historical financial and other economic data (in graphs)
(This may be more than one transparency)

Transparency No. 9: Overview of Details of Presentation

- a. Why customer should buy from your enterprise; or
- b. Why investor should invest in your enterprise; or
- c. Why supplier should supply raw materials, parts, and equipment to your enterprise (on credit)

Transparency Nos. 10-17 (approximately)

Explanation of each element in Transparency No. 8

Transparency No. 18

Summarization of Transparencies No. 9-17
(Should look approximately like Transparency No. 8)

Transparency No. 19: Summarization of Your Enterprise

Best parts of Transparencies No. 3-7

Transparency No. 20: Simple Summary of Entire Presentation

Program Evaluation

INPUT: Immediately following the completion of this component, participant teams will be critiqued on their presentations, including, but not limited to, materials and data used, organization of presentation, teamwork, and general presence. Additionally, the participants will evaluate the entire program by use of various methods: evaluation forms, small discussion groups, and written essays.

Professor James McCullough, Director of International Business at Washington State University, will play an active role in critiquing the presentations. Dr. McCullough has vast experience

in international marketing and participated in the Management Training and Economics Education program in Romania in 1992. He will be able to provide excellent advice to the participant companies and to the WSU business development specialists and MBA students working with them.

- OUTCOMES:**
- 1) Management teams will have learned where and how their presentations can be improved.
 - 2) Management teams will have listened, as members of a critical audience, to other team presentations.
 - 3) The evaluation process will provide the Washington State University business development specialists who assist company teams during the transition period with specific targets for assistance.
 - 4) The Washington State University team will have gained specific information on how they can improve the overall project for future use.

Overall Project Evaluation

ACTIVITY: Overall project evaluation will be conducted by Dr. Leslie Koltai, or another evaluator identified by USAID. The project will be evaluated on criteria established during the Center for Excellence Project Directors meeting to be held in Budapest, Hungary in July of 1993.

Because of the nature of the privatization training and the importance of individual company presentations, every effort will be made to schedule presentations during one or more visits by Dr. Koltai.

- OUTCOMES:**
- 1) An immediate determination as to what additional training will benefit participants can be made.
 - 2) Recommendations on how additional training can be implemented will be made.
 - 3) Precise direction to MBA students will be given for their role in assisting the Romanian companies.
 - 4) Direction will be provided to faculty/counselors from the Polytechnic University of Bucharest and the Academy of Economic Studies (and faculty from other institutions who have participated in the program) regarding the assistance they can provide companies during their transition to private operations.
 - 5) The WSU SBDC will have information necessary to improve its program for privatization training for future projects in Romania and in other countries.

Transition Assistance and On-Site Consultation

ACTIVITY: Two business development specialists from the state of Washington, both with experience in Romania, will spend six (6) to eight (8) months working with those companies which participated in the training program. Each counselor will work with five (5) companies, offering face to face counseling on general and specific issues.

Also, four (4) graduate MBA students from universities within the state of Washington will work with participant companies, offering assistance to the general manager and other members of the management team. As well, the graduate students will serve as liaisons between the company managers and the WSU business development specialists.

The program director will work closely with the Peace Corps to plan for the placement within selected companies of PCVs when advisable.

- OUTCOMES:**
- 1) Management teams of individual companies will have access to expertise at no cost to them.
 - 2) Company management will have regular visits by specialists who will provide on-site consulting during the critical privatization transition period.
 - 3) Probability for success will be improved as a result of the individualized business plans and on-site consulting.

METHODOLOGY: The two business development specialists will visit each of the participant companies at least six times during the year to meet with the management team and to discuss operations in general and planning specifically.

SUBCONTRACT

between

WASHINGTON STATE UNIVERSITY

and

**UNIVERSITATEA "POLITEHNICA" din
BUCUREȘTI**

OGRD# _____
WSU# _____
CONTROL# _____

**SUBCONTRACT
BETWEEN
WASHINGTON STATE UNIVERSITY**

AND

**UNIVERSITATEA "POLITEHNICA" DIN BUCURESTI
Administrators of the Center for Business Excellence**

This Agreement (hereinafter "Subcontract") is to fulfill partially the requirements for the United States Agency for International Development (USAID) initiative Management Training and Economics Education for Central and Eastern Europe (Grant No. EUR-0029-G-00-3050-00). This Subcontract is made by and between Washington State University, Pullman, Washington 99164, an agency of the State of Washington (herein "University"), and

Universitatea "Politehnica" din Bucuresti (hereinafter "Contractor")
(administrators of the Center for Business Excellence)

In consideration of the mutual premises hereinafter contained, the parties agree that this Subcontract will be performed in accordance with the following conditions:

I. SCOPE OF WORK

The Contractor shall provide the following:

Counseling and Training Center: The Contractor shall provide a Center for Business Excellence, located at Str. Polizu, Nr. 1, Sector 1, Bucuresti. Contractor will see to the renovation necessary, including wiring, plastering, roofing, painting, and restroom installations so as to meet the approval of the University. University will, through this subcontract, reimburse Contractor for all renovations to a maximum of fifty thousand dollars (\$50,000) upon receipt of appropriate documentation. The University will, through this subcontract, reimburse Contractor for office furniture, computer and general office supplies, telephone, and incidental expenses to a maximum of thirty-four thousand one hundred seventeen dollars (\$34,117) upon receipt of appropriate documentation.

Small and Medium Enterprise Resource Center: The Center for Business Excellence shall include space for the development and maintenance of a business resource and learning center. Resources will include pamphlets, brochures, books, and other training materials that may be of value to the small and medium enterprise operator. The University, through this subcontract, shall reimburse the Contractor for the cost of library books and documents and printing of business guides and documents to a maximum of twenty-five thousand dollars (\$25,000), upon receipt of appropriate documentation.

Small Business Counseling: At least three (3) Romanian business development specialists (or faculty members in training) will be present at the center during normal business hours. The business counselor shall provide advice and assistance to small business owners and operators. The primary objectives will be (1) to provide assistance to solve a problem demanding immediate attention and/or (2) to assist in the development of a comprehensive business plan. The University will, through this subcontract, reimburse the Contractor for salary and staff support to a maximum of \$35,000, upon receipt of appropriate documentation.

Client Confidentiality: In order to assure client confidentiality the center will include one private, enclosed office to be used for business counseling. Records of client meetings should be kept in a locked file cabinet. The business development specialist (i.e., counselor) will be required to sign a non-disclosure statement and a conflict of interest agreement. Business clients will be required to sign a "Request for Services" form which removes the counselor and the institutions from any liability for advice or recommendations provided to the client. (Sample documents will be provided by Washington State University.)

Business Education and Training: The Center for Business Excellence will include space designated for offering business skills development seminars and workshops. If such space is not available, the Contractor agrees to provide appropriate space on an "as needed" basis. The training area should be able to accommodate up to thirty (30) attendees.

The Contractor agrees to provide for the travel, meals and lodging of privatization trainees and counselor trainees who have been approved by the University chief-of-party. The University will reimburse the Contractor, through this subcontract, for all such expenses to a maximum of twenty-four thousand five hundred dollars (\$24,500), upon receipt of appropriate documentation.

SME Center Support Staff and Equipment: The Contractor agrees to provide at least one (1) full-time equivalent (FTE) secretary or clerical support for the business counselors.

The SME Center will be equipped with a minimum of ten (10) computers and three (3) printers, telephones, office furniture including at least one file cabinet with lock, copy machine, and one (1) facsimile machine. The office furnishings will be of high quality, and the office shall be maintained at the highest standards. Costs of equipment incurred by the Contractor will be reimbursed by the University to a maximum of nine thousand eight hundred fifty dollars (\$9,850) upon receipt of appropriate documentation.

SME Center Brochures, Publications, and Signs: The Washington State University Small Business Development Center will provide brochures and publications which may serve as a guide for similar publications to be developed by the Contractor. The brochures should outline the services provided by the SME Center and should be available for distribution to potential clients, governmental agencies, and professional, trade, and business associations. The Contractor will provide a sign outside the building where the SME Center is housed and one at the actual location of the SME Center. Brochure and other publications designed by and for the Center must be approved by the University Chief-of-Party prior to publication.

II. PERFORMANCE PERIOD

The performance period of the Subcontract will extend from October 1, 1993 through September 30, 1994 unless terminated earlier or extended by mutual agreement of both parties. No expenses will be reimbursed which are incurred prior to the effective date or subsequent to the termination date.

III. SOURCE OF FUNDS

The funding provided by this subcontract comes from the U. S. Agency for International Development Grant No. EUR-0029-F-00-3050-00.

All restrictions, requirements, and advisements placed upon the University by the U.S. Agency for International Development are likewise placed upon the Contractor.

IV. ESTIMATED COST AND EXPENDITURE LIMITATION

The University will reimburse the Contractor in accordance with the budget categories listed in Item VI - BUDGET for actual expenses incurred under the Subcontract, but not to exceed one hundred seventy eight thousand four hundred sixty seven dollars (\$178,467), unless amended by written mutual agreement.

All costs of equipment, materials, supplies, and other goods purchased by the University for the Contractor shall be deducted from the appropriate categories of the subcontract budget, thereby reducing the subcontract by that amount.

V. ALLOWABLE COST AND PAYMENT

Monthly, the Contractor will mail or fax an original invoice to the University for reimbursement to the following address:

Assistant State Director
Small Business Development Center
Washington State University
Pullman, WA 99164-4727
FAX: 001-509-335-0949

In order for the Contractor to receive payment, the voucher must be in sufficient detail to indicate clearly the nature of all expenses in the format of the budget shown in Section VI BUDGET and be reported in United States dollars. The invoice must indicate the monthly average exchange rate used for converting Romanian currency into U.S. dollars. The final invoice must be submitted within thirty (30) calendar days after the termination of this Subcontract, and must be marked "FINAL" by the Contractor. (A sample invoice is attached.)

Payment of the funds will be made upon receipt in Pullman, Washington of invoices from the Contractor. Payment will be on a reimbursement basis only and wired to the Universitatea "Politehnica" din Bucuresti Center for Business Excellence bank account at:

Banca Commerciala "Ion Tiriac" Romania (BCITR)
12 Doannei Strada
Bucuresti, Romania
Telex: 11573
(account number to be provided with first invoice)

VI. BUDGET The specific budget is as follows:

	TOTALS	TO BE EXPENDED	
		BY WSU	BY UPB
Portable computers (2)	\$ 2,500	\$ 2,500	----
Computers for Center (up to 18)	33,600	33,600	----
HP Laser-Jet IIIP printers (3)	3,600	3,600	----
Telfax machine (1)	850	----	850
Copy machine (2)	9,000	----	9,000
General office supplies	10,000	6,500	3,500
Computer software and diskettes	10,000	4,300	5,700
Office furniture	20,000	5,000	15,000
Telephones	1,417	----	1,417
Building renovation	50,000	----	50,000
Meals and lodging for counselors from outside Bucharest	18,000	5,000	13,000
Travel and per diem for privatization trainees	15,000	3,500	11,500
Faculty and staff salary support	35,000	----	35,000
Printing of business guides and documents	17,000	5,000	12,000
Library books and documents	25,000	12,000	13,000
Incidental expenses	11,500	3,000	8,500
	<hr/>	<hr/>	<hr/>
	\$262,467	\$ 84,000	\$178,467

General categories of the budget, as used in monthly invoices, are:

Salaries and wages	\$ 23,450
Fringe benefits	11,550
Equipment	9,850
Building renovation	50,000
Travel	24,500
Goods and services	50,617
Other	8,500
	<hr/>
	\$178,467

VII. UNIVERSITY'S PROGRAM DIRECTOR

The University's program director is Lyle M. Anderson. The program director is not authorized to amend or alter this Subcontract without the written mutual agreement of the parties hereto.

VIII. CONTRACTOR'S PROGRAM DIRECTOR

The Contractor's program director is Dan Ardelea. The program director is not authorized to amend or alter this Subcontract without the written mutual agreement of the parties hereto.

IX. CONTRACTOR'S PRINCIPAL INVESTIGATOR

Cezar Scarlat will serve as program coordinator with full authority and accountability for program and fiscal compliance with terms of this agreement. The Contractor agrees to set up a separate budget account for the program. The coordinator shall have full authority and responsibility for expenditure of funds provided through this Subcontract. The coordinator shall maintain financial records for the program.

X. TECHNICAL REPORTS

The Contractor must provide such technical reports concerning the program of the work as may be requested by the University's program director.

XI. SAVE HARMLESS

The Contractor shall protect, indemnify, and save the University harmless from and against any damage, cost or liability for any or all injuries to persons or property arising from acts or omissions of the Contractor, his employees, agents, or subcontracts, howsoever caused.

XII. TERMINATION BY THE UNIVERSITY

If the University determines that termination is in its best interest because of lack of sufficient funds, or other substantial reason, the University may terminate this subcontract upon sixty (60) calendar days written notice to the Contractor. Upon receipt of such notification, the Contractor may make no further commitments under the Subcontract and must take all reasonable actions to cancel outstanding obligations. The total cost of the Subcontract shall then be negotiated between the University and the Contractor.

XIII. NONDISCRIMINATION

Title VI of the U.S. Civil Rights Act of 1964 (Public Law 88-352; 42 USC 2000d-1) provides that no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subject to discrimination under any program or activity receiving Federal assistance. Title IX of the Education Amendments of 1972 (Public Law 92-318; 20 USC 1682-1696) prohibits the exclusion of persons on the basis of sex from any education program or activity receiving Federal assistance. By acceptance of this Subcontract, the Contractor agrees that it will comply with all the laws stated herein.

XIV. RECORDS/AUDITS

A. Records

1. The Contractor will maintain adequate financial records in accordance with generally accepted accounting practices.
2. The transaction document(s) must clearly describe the nature of each expense, as authorized in the approved budget and/or terms of the agreement to substantiate costs.

B. Audit

The Contractor shall preserve and make available all records related to the Agreement for examination by Washington State University, the U.S. Federal government, and/or their duly authorized representative:

- h1. Until the expiration of three years from the date of submission of the final invoice and/or the completion or settlement date resulting from early termination of the Agreement; and
- h2. Records relating to any litigation, claim or audit, started before the expiration of the three year period shall be retained until the findings have been resolved; and
- h3. Any costs which, upon audit, are found to be unallowable will be reduced from future claims for reimbursement, or shall be refunded if the Subcontract has expired.

XV. LAW

This contract shall be governed by and construed in accordance with the laws of the State of Washington. Venue shall reside in Superior Court, Whitman County.

XVI. UNIVERSITY ASSISTANCE

The Washington State University Small Business Development Center Office of International Programs will provide the following:

1) Regular training sessions for counselors leading to certification at the levels of "Professional" and "Master" Business Counselor;

2) Assistance in research for business clients of the Center for Business Excellence limited assistance in providing trade leads and contacts in the United States for those clients;

3) Assistance in program development in general, and in specific business development counseling techniques and in the development of a business school curriculum.

4) Special-topic seminars and/or conferences for business counselors and business owners in cooperation with counselors and organizations throughout Romania and with assistance from the Center for Excellence in Management at the Universitatea "Politehnica" din București.

XVII. ASSIGNMENT

The Contractor shall not assign or transfer any interest in this contract to any third party without prior written approval of the University.

Approved and Agreed:

WASHINGTON STATE UNIVERSITY

**UNIVERSITATEA "POLITEHNICA"
DIN BUCUREȘTI**

By: Vincent Hutnak
Vincent Hutnak, Finance Officer,
Sponsored Projects

By: Gheorghe Zgura
Prof. Dr. Gheorghe Zgura
Rector

Date: 11/09/93

Date: 16 XI 1993

19 State of Washington
Invoice Voucher

INSTRUCTIONSTOCLAIMANT:
Submit this form to claim
payment for materials,
merchandise or services.

Agency Name: Small Business Development Center
Washington State University
245 Todd Hall
Pullman, WA 99164-4727

Claimant
(Warrant is to be payable to): Center for Business Excellence
Universitatea "Politehnica" din București
Account Number: *TO BE PROVIDED*
Banca Comerciala "Ion Tiriac" Romania (BCITR)
12 Doamnei Strada
București, Romania
Telex: 11573

For the Period _____ to _____ Voucher No. _____
Current Month Year to Date

Salaries	_____	_____
Fringe benefits	_____	_____
Equipment	_____	_____
Building renovation	_____	_____
Travel	_____	_____
Goods and Services	_____	_____
Other (Please specify)	_____	_____
TOTAL	_____	_____

Claimant's Certificate: I hereby certify under penalty of perjury that the items and totals listed herein are proper charges for merchandise or services furnished to the State of Washington.

(Signature) (Title)

Prepared by: _____ Date: _____

Telephone: _____ Fax: _____

**PROJECT NEWSLETTER
FOR U.S. DISTRIBUTION**

(Covering activities of 1993)

INTERNATIONAL PROGRAMS REPORT

A Newsletter of Washington State University Small Business Development Center

No. 2

January 1994

CENTER FOR BUSINESS EXCELLENCE

The Small Business Development Center International Programs Office of Washington State University received one of four "Center for Excellence" grants recently awarded. The grant covers the period October 1, 1993 through September 30, 1994. It was made by the U.S. Agency for International Development under the Management Training and Economics Education program for Central/Eastern Europe. The Honorable J. Brian Atwood, USAID Administrator, announced the award in Seattle on October 19.

The \$1,000,000 award will establish a Center for Business Excellence (CBE) at the Polytechnic University of Bucharest, the largest higher education institution in Romania. Washington State has worked with the Polytechnic since July of 1991.

Some grant funds are being used to renovate a building which will become a business counseling center at the Polizu Campus in Bucharest. New counselors are also being trained at the center. Immediately next to the Center for Business Excellence is a newly remodeled classroom with audio-visual equipment, new lighting, desks and blackboards.

The CBE will provide in-depth instruction to fifteen state-owned enterprises which plan to privatize over the next 12 to 36 months. Sessions will be team-taught by both U.S. and Romanian business specialists. Special lectures and workshops will be conducted by visiting WSU professors.

New companies are starting in record numbers throughout Romania. Over half a million new businesses have started since 1989. The CBE will continue to provide basic business seminars and courses for owners and managers. Topics include

essential instruction in writing a business plan, identifying markets, and buying/selling a business.

WSU faculty and staff have worked in the past two and one-half years on the Management Training and Economics Education project. Twenty-seven faculty members have participated directly in programs in Romania; many others have been involved in the project in Washington state as selected Romanians have traveled to the U.S. This latest USAID award gives recognition to the many WSU contributions.

BUSINESS COUNSELOR CERTIFICATION PROGRAM



Washington State University SBDC provides the only program in Romania which certifies business counselors. Developed by Katie Reikofski, Project Chief of Party, and David Reikofski, Director of Training, the program includes observation, classroom training, mentoring, co-counseling, one-to-one counseling, and a series of written and oral examinations. Two levels of counselors are certified:

Professional Business Counselor

The Professional Business Counselor certificate requires completion of basic practical training in counseling, ethics, and business. Emphasis is on techniques to help business owners and managers identify problems, set priorities, find solutions, and plan for the future. This is followed by practice with a Master Business Counselor who will recommend certification after competence is demonstrated.

Master Business Counselor

Master Business Counselors are certified after additional training in counseling techniques, center management, and instructional methods and

strategies. They will be responsible for maintaining quality standards throughout the network as well as in their own counseling. Success of the business assistance network in Romania may well depend on the Master Business Counselors' abilities to guide and train counselors.

Business counselor certification ensures quality counselors with a commitment to professionalism. It will help standardize counseling methods and economic language and will provide a measurement for counseling abilities. It also gives counselors confidence that they are providing the very best service to businesses in Romania. But perhaps more importantly, it prepares Romanians to help Romanian businesses without foreign assistance.

FIRST PROFESSIONAL COUNSELORS CERTIFIED



On November 16, 1993, Professional Business Counselor certificates were awarded to the first six Romanian faculty to complete the program. In a ceremony on the main campus of the Polytechnic University of Bucharest, WSU Chief of Party Katie Reikofski presented certificates to Ioan Ursachi, Lavinia Rasca, and Marcel Duhaneanu of the Academy of Economic Studies, and Cezar Scarlat, Mihaela Minulescu, and Radu Stanciu of the Polytechnic University.

The Honorable John R. Davis, Jr., U.S. Ambassador to Romania, told the audience of some 200 faculty, government officials, and international assistance agency personnel that the certification ceremony marked only a beginning point in what he hopes will be a long and mutually rewarding relationship between Romanian and American higher education.

Richard Hough, USAID Director for Romania, emphasized his agency's commitment to continued assistance as Romania converts to a market economy. He spoke highly of the WSU project and of the dedication shown by the counselors as they worked toward certification over a two year period. Mr. Hough has been USAID Country Director since the WSU project began in 1991.

Also addressing the assembly were Gheorghe Zgura, Rector of UPB, Dan Ardelea, Head of the Department of Industrial Management, and Robert Tolar, Coordinator of SBDC International Programs for Washington State University.

INITIAL PROGRAM CONTINUED

Under a continuation award for the first two years of the MTEE project, Washington State University continues assistance to small and medium enterprise development centers at the Academy of Economic Studies in Bucharest and in Timisoara and Craiova. Counselor training and seminars for SME managers and government personnel is carried on throughout the year.

The Academy of Economic Studies continues to do outstanding work in seminar presentation and business counseling. Their December series of seminars focused on "how to" sessions of planning, advertising, customer service, and managing people. Several of the counselors from ASE will participate as members of the Center for Business Excellence in Bucharest. The Academy receives funds from WSU for equipment, faculty and staff salary support, and limited travel.

The Timisoara Center is a cooperative program of the local Chamber of Commerce and Industry, the Agricultural University of Timisoara, the Polytechnic University of Timisoara, and the University of Timisoara. The Center is also the site of privatization training for state-owned enterprises in the western region of Romania.

Strong support for the Center in southwest Romania has been received from the University of Craiova, the Judet (county) of Dolja, and the City of Craiova. WSU has cooperated with the State University of New York which is assisting the University of Craiova under a grant from the United States Information Service. WSU is able to provide funding for staff, equipment, and counselor training, while SUNY is providing a business library for the Center. During the past year, SUNY offered courses in TQM (Total Quality Management) and other business and production areas.

BLACK SEA UNIVERSITY



Washington State University SBDC presented the first course in the 1993 session of the Black Sea University at Costinesti, Romania in May. Lyle Anderson, Washington State SBDC Director, gave the opening lecture in the two-week program entitled "Small Business Management." Forty-three students registered for the course which was directed by Katie Reikofski and David Reikofski. Also participating in the program were T Benny, export specialist on temporary appointment with WSU SBDC; Ann Schaechtel and Tom Burkhardt, volunteers with the Citizens' Democracy Corps; Cezar Scarlat, SBDC Director for the Polytechnic University of Bucharest; and Ioan Ursachi, SBDC Director for the Academy of Economic Studies.

Black Sea University is an experimental university established after the revolution by Mircea Malitza, member of the Romanian Academy. Professor Malitza saw in such an institution the opportunity to bring together graduate students, young professionals, and government officials from countries of the Black Sea—Romania, Bulgaria, Turkey, Ukraine, Moldova, and Greece—to study under faculty leaders from the West. A basic goal of the University is to overcome the problems caused by the years of isolationism under communism. The curriculum of the university ranges from business management to sociology to environmental cleanup of the Danube River!

Robert Tolar, Coordinator of SBDC International Programs, serves on the Scientific Council and Advisory Board of Black Sea University. Fellow members include Thor Heyerdahl, Yehudi Menuhin, and Lawrence Klein.

ASSISTANCE OFFERED IN EXTENSION PROGRAMS

While most of the WSU program continues to focus on the *education of business*, the *business of education* requires attention as well. In June of 1993, Ron Lafayette, Dean of the Institute for Extended Learning of the Community Colleges of Spokane, traveled to Romania to work with administrators at the Academy of Economic Studies and the Polytechnic University of Bucharest in the area of

extension programs. Because of their long history of totally free higher education, administrators have little understanding of contracted education and training, extension programs, and fee for service programs.

Dr. Lafayette's assistance was enthusiastically received, and the two institutions have begun plans for greater outreach with certain academic programs, starting with business management.

GRADUATE STUDENTS NAMED TO PROJECT

Two graduate students and two recent graduates from the Pacific Northwest have been selected to participate in the project. They will work under the direction of the Washington State University SBDC trainers and counselors in Romania and will be involved in providing assistance to state-owned enterprises undergoing privatization and private businesses wishing to expand or stabilize their operations.

There was keen competition for the positions among many highly qualified candidates. Selected were William Fronk of Mercer Island (MBA WSU-Vancouver 1993); Eustace Fernandez (WSU MBA student); Charles Eckard (BSEE, WSU 1984; MBA 1994 ant.); and Paula Martin (BA WSU-Vancouver 1993; MBA/JD student, Willamette University).

These young people will witness first hand the development stages of a market driven economy while participating in activities which will influence Romanian national policy development. They will interact with Romanian university students and young professionals pursuing careers similar to their own but in an entirely different business culture and climate.

PEACE CORPS VOLUNTEERS JOIN CENTERS

A collaborative effort between Washington State University SBDC and the Peace Corps is providing business assistance through daily American presence in the Timisoara SMEDC (Small and Medium Enterprise Development Center) and the Academy of Economic Studies SMEDC. Jim Martin, PCV from

Portland, Oregon, works daily at the Timisoara center and Sarah O'Neill, PCV from New England, works in Bucharest at the ASE Center. Both Jim and Sarah hold MBAs and have several years experience in banking and business.

BOOK OF CASES TO BE PUBLISHED



Twelve case studies of Romanian businesses are being written by business faculty at the Polytechnic University of Bucharest, the Academy of Economic Studies, and the University of Bucharest. Plans call for the publication of the cases in April of 1994.

At present, there are no books containing studies of Romanian business suitable for use in university classes. Faculty who use cases must rely on studies of businesses in North America or Western Europe, which have little application to the Romanian environment.

Ann Schaechtel, WSU Business Development Specialist, oversees the project. In November she conducted several case writing workshops in Bucharest. The project has attracted strong support from the Ministry of Education and from several other universities in the country.

PRIVATIZATION TRAINING BEGINS

During the months of September 1993, Carol Riesenberg, Assistant State Director of the Washington Small Business Development Center, carried out interviews of top managers of some two dozen state-owned enterprises to determine their suitability for participation in the WSU/UPB Center for Business Excellence privatization assistance program. Criteria used in selection included: (1) 25 to 1,000 employees; (2) a willingness by top management to involve their entire management team in the project; and (3) a reasonable opportunity for success in the privatization process.

Fifteen companies* were selected to participate in the program at three sites: Bucharest, Timisoara, and Craiova, the three sites of SBDCs established by Washington State University.

The opening session of the training was taught by Robert Berney, Professor and Chair of the Department of Economics at WSU. Dr. Berney focused on an economics model for privatization. Steven Maurer, Department of Management at WSU Vancouver, will present lectures and consultation on human resource management in February, and Jim McCullough, Professor and Chair of the Department of Marketing, will work with the firms in March.

**For a listing of companies and a description of their products, contact Robert Tolar at 206/737-2021.*



THIRD ANNUAL TRADE MISSION PLANNED

The WSU SBDC Office of International Programs will lead its third trade mission to Romania in May of 1994. The mission is scheduled to take advantage of low air fares before the beginning of the tourist season. Tentative dates are May 19 through May 31, allowing for time to meet business owners and managers in Bucharest, Timisoara, and Craiova, as well as a day or two of sightseeing: Bran (Dracula's) Castle, the Palace at Sinaia, the Black Sea resort areas of Apollo, Neptune, Mamaia, Costinesti, and the many fine museums in Bucharest.

Trade mission members will have the opportunity to meet with managers and CEOs of the companies participating in the privatization project. Full presentations on investment and trade opportunities will be made by program participants.

Costs of previous trade missions have averaged approximately \$1,500. With the rapid rate of inflation in Romania, we expect costs to be slightly higher in 1994, but should not exceed \$2,500 including airfare.

Those interested in receiving more information on the trade mission should contact the WSU SBDC Office of International Programs, 401 West 13th Street, Vancouver, Washington 98660-2806, or call 206/737-2021.

QUESTIONS! WE GET QUESTIONS!

During the 1992 presidential campaign, much debate arose regarding U.S. foreign aid, the wisdom of providing economic assistance to other countries, and, specifically, whether the U.S. could afford to fund projects such as the Management Training and Economics Education initiative in which WSU has been involved for the past few years. The issues raised have come to us in the form of various questions.

Why should WSU be spending money in Romania when there are cuts being made in higher education budgets here?

The funds used in the project are totally federal and do not detract from the WSU budget. Indirects from the project have defrayed all administrative costs and overhead expenses.

WSU has benefitted considerably from the project without having to provide funds from its limited domestic budget. To date, some twenty-seven WSU faculty have traveled to and worked in Romania as a part of the project. They return to the classroom with greater understanding of the economics of post-1989 Eastern Europe which broadens their teaching and research interests.

Pacific Northwest businesses have benefitted as well. Fifteen business owners and managers have participated in trade missions to Romania led by WSU SBDC personnel. Three of those companies have reached agreements with Romanian businesses and are in the process now of purchasing Romanian goods or exporting American goods.

Why Romania?

The country needs the type of assistance the Washington State University SBDC is able to provide: practical help in business development, including planning, marketing, and general management. And while there is an altruistic component to U.S. international assistance, there is also an economic component. Romania, with a population of 23 million, is the next to the largest market in Central and Eastern Europe. Only Poland, with 38 million, has more potential consumers of U.S. goods.

Romanian higher education leaders have recognized a need to involve their institutions in economic development beyond merely training and educating a workforce. Thus, the WSU SBDC model is most applicable, for it is based on the cooperative efforts of higher education, the public sector, and private enterprise.

Are you really doing any good there? Are you helping the people? We don't mind seeing tax money go for worthy causes, but we don't want to see it wasted.

This is a question we keep ever in mind as we plan and carry out various components of the project. The answer is *Yes, we are having a positive impact.* Over 1,000 Romanian businesses have received direct counseling assistance from the WSU project, and approximately 5,000 business owners and managers have attended seminars and short courses on business basics. There are approximately sixty business faculty who are involved in counselor training, gaining the knowledge and skills necessary to help new and existing businesses long after WSU personnel are gone.

We must admit that the job is far greater than first anticipated. The movement to a free market system will take many years, perhaps a generation or more. Nevertheless, despite the terribly high inflation rate (approximately 300 percent in 1993), there are many positive signs that free market economic theory is being accepted. The process is a long one, and will require long-term commitments by governments and citizens of western nations, including the United States. The key is a steady commitment to assistance which stretches over several years so that programs can be sustained and goals met. We strongly recommend programs of five or more years rather than those that last a year or less.

Does U.S. Foreign Aid Really Help the U.S.?

The developing world, including the emerging nations of Central and Eastern Europe and the Newly Independent States, represents a vast potential market for exports of American goods and services. Helping poor countries develop and increase their incomes means more jobs and business opportunities for Americans.

- More than 4 billion consumers make up the developing world today.
- Four of five consumers will reside in the developing world by the year 2000.
 - Between 1965 and 1985, consumption per capita in developing countries increased by 67 percent.
 - Consumption patterns change when people no longer have to spend all of their income on necessities but instead spend more on consumer goods and, eventually on leisure-time products and services.

Of the 50 largest importers of U.S. farm goods, 43 are nations that once received food aid from the United States. Each dollar of agricultural exports generates \$1.59 in additional U.S. business. Most comes from non-farm activities such as food processing, manufacturing, and transportation. Every additional \$1 billion in new exports means 19,000 new American jobs. In 1989, U.S. exports to developing countries totaled more than \$117 billion and in 1990, more than \$127 billion.

When we realize that the USAID investment in international development programs is \$7.5 billion, or about one-half of one percent of the total federal budget, it is easy to see that foreign aid is good for the U.S. in a strictly economic sense, without looking at the political benefits.

Excerpts From Remarks by J. Brian Atwood,
Administrator, USAID, November 4, 1993

"Domestic (U.S.) investments in the environment, in education, and in economic growth cannot be protected in a global economy if we do not make similar investment in the international environment, in education abroad, and in economic growth in the developing world.

"What good does it do to spend \$100 billion annually at the state and federal levels to protect against toxic emission if, by the year 2010, more pollutants will enter our atmosphere from abroad than we generate here?"

"What good will it do to use the power and influence of the United States to mediate international conflicts, when oppression, economic migration, and environmental degradation perpetually spawn new wars and turmoil?"

"What good will it do to invest in trade, if we are not investing in the growth of new markets in the developing world?"

"The United States must use all its resources—not only its money, but its expertise, its values, its technology, and most of all, the willingness of ordinary Americans to involve themselves. We believe that development assistance is a powerful tool, for the very process of providing aid serves both donor and recipient."



ENERGY SERVICE COMPANIES RECEIVE TRAINING

During March and April of 1993, the WSU team in Romania provided management training to owners and managers of 22 new energy service companies. The eight all-day sessions were taught by David Reikofski, Katie Reikofski, Ann Schaechtel, and Tom Burkhardt from the U.S.; assisted by several faculty counselors-in-training from the Polytechnic University of Bucharest.

The management training was one part of a technical assistance program funded by USAID and directed by RCG/Hagler, Bailly, Inc. of Arlington, Virginia. The program, entitled *Eastern Europe Regional Energy Efficiency Program*, helps small energy service companies learn how to provide energy audits and energy conservation advice and assistance to many of the large and wasteful state-owned enterprises.

One example of the effectiveness of helping in energy conservation is illustrated by the assistance provided by a combined heat and power plant in Romania. After an energy audit, the service company

recommended that the plant spend \$34,799 on combustion analyzers, thermometers, flow meters, and a 386 laptop computer. As a result of the expenditure—one-half by USAID—the estimated savings per year will be \$US 6,809,773. The simple payback period is 3 days! RCG Hagler, Bailly has provided the Center for Business Excellence with a CD-ROM unit complete with a CD library of energy supply company catalogs with technical specifications from the United States. The new Romanian energy service companies, all of which are SMEDC clients, have access to the information at the CBE. Also included in the RCG Hagler, Bailly donation was a laser printer for use with the CD ROM unit.

This cooperative effort is but one of many in which the WSU team has been involved. By working with other international assistance agencies, limited funds reach more people and businesses in need. This is particularly true when cooperating with other USAID-funded organizations and programs.

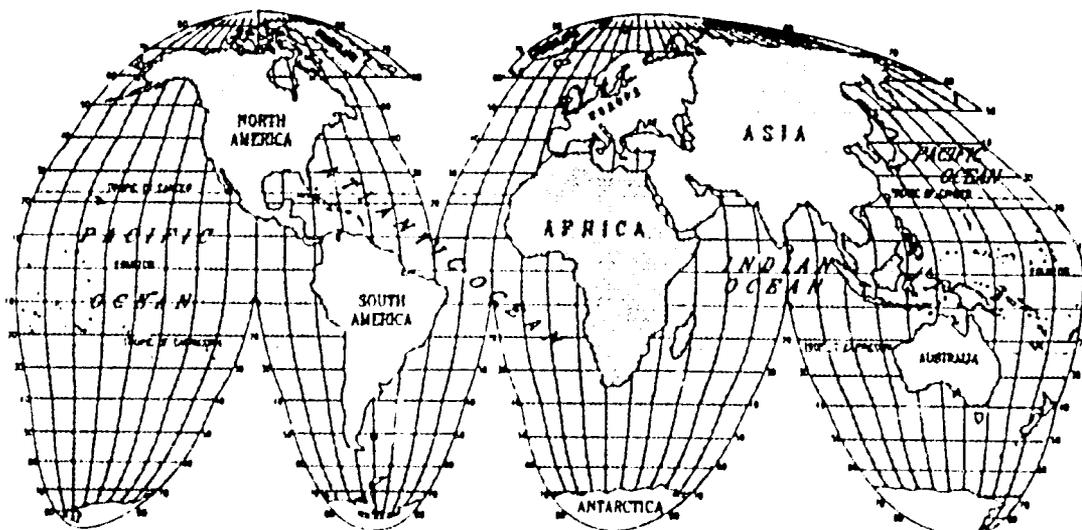


PROJECT PARTICIPANTS

Listing of participants since June 1991:

- | | |
|-------------------|-----------------------|
| Lyle Anderson | James McCullough |
| Ramona Anderson | Desmond O'Rourke |
| Edmund Baroch | Peter Quist |
| T Benny | David Reikofski |
| Robert Berney | J. Kathleen Reikofski |
| George Buckner | Carol Riesenberg |
| Drew Buckley | Forrest B. Rodgers |
| Terry Cornelison | Jerman Rose |
| Neil Delisanti | Charles O. Russell |
| Charles Eckard | Ann Schaechtel |
| Eustace Fernandez | Alice Spitzer |
| William Fronk | Robert V. Smith |
| Alma Golazeski | Robert Tolar |
| Robert Haggerty | Earl True |
| Ron Lafayette | James Van Orsow |
| Ron Manning | Thomas Wahl |
| Paula Martin | Wamer Wong |
| Steven Maurer | |

For more information on Washington State University's Small Business Development Center Office of International Programs, please contact Robert Tolar at 206/737-2021



**INTERVIEWS OF ROMANIANS
CERTIFIED AS PROFESSIONAL BUSINESS
COUNSELORS**

PROFESSIONAL BUSINESS COUNSELOR CERTIFICATION INTERVIEWS

16 NOVEMBER 1993 CERTIFICATION CLASS RESPONSES

1. Why is being certified as a Professional Business Counselor important to you?

* It improves my self-esteem, increases client confidence in my work, gives recognition by Americans, and strengthens my position with my colleagues--and gives me a chance to earn more money.

* It is the first step to being good, gives me a chance to improve, obliges me to perform, and keeps me current in my field of business.

* I could be a new first job for me (I am a teacher and started this to complement my teaching), it gives me official recognition, and the training transferred American business experience to me.

* In relation to myself, it obliges me to maintain a quality standard and gives recognition for 2+ years work. Outside, if one has a difficult problem he goes to a specialist; I am now a specialist.

* It gives me recognition for 2 and a half years of activity and will be a new job in Romania. This activity and the entrepreneurial phenomenon will develop; I want to be the best and continue to develop my skill and knowledge with your help.

* It gives recognition for the effort to get it; it attests to the professional capacity which has been and will be developed; and it's satisfying to be in the first group.

2. What part of the certification program was most helpful to you as a business counselor? (Be as specific as you can.)

* The classes, the co-counseling (particularly the discussion after counseling sessions for immediate feedback, and case studies.

* The co-counseling, the visit to WSU to work with American SBDC clients, training in methods and counseling tools, and teaching seminars with the Americans (teaching seminars is more fun and less formal than classes.)

* The training that was totally new, ie competition, pricing, decision-making, and business planning. At first we resisted planning because we had just come out of a "centrally planned economy." Now I know the importance of having not just a plan but a good plan.

* The pre and post-counseling sessions and the counseling worksheets. It starts you to think about what is to be done.

* Co-counseling and the experience in working with people.

* Training in marketing strategies and the chance to work outside the center in the Energy Co. management training and at the privatization days.

3. What could be added to certification training to make it more valuable for counselors?
- * Keep up the co-counseling (add reports on actual cases not just at the end), and set some "previous conditions" for people to enter the training program (some experience?)
 - * Add case studies to the training sessions, discuss Romanian cases, and recommend books which can help solve the problem. Also add seminars offered by other groups eg new accounting.
 - * Add outside workshops and more Romanian cases.
 - * Homework and written (short) case studies.
 - * Keep the Romanian-American team concept.
 - * More computer training with counseling tools, dialogue with bankers, dealing with inflation, evaluations for state-owned firms, and new accounting system.
4. What are your goals for your work with the Center?
- * 2 years ago I started here just to improve my teaching curriculum because the emphasis was changing from macro to micro economics and we had no case studies. Now I want to get material to write my own case studies.
 - * To become a very good counselor, build my future, and develop a business topic for my doctoral dissertation.
 - * To earn a Master Business Counselor (MBC) certificate, to stay deeply involved in building Center capacity, and to involve the Center in other programs.
 - * To improve the quality of my work and to improve the quality of the clients who come to the Center for help.
 - * To be good in my field, solve many problems, and gain experience.
 - * To earn an MBC certificate, to help a good "new" organization develop, and to meet the mission of the CBE.
5. How can we help you continue to develop your skills as a counselor and trainer?
- * Help counselors attend workshops outside the Center and let me participate as a trainer in Center workshops.
 - * Continue to discuss Romanian cases.
 - * Support (not just in money) Center development--publications, new training programs--and continue American recognition of counselor certification.
 - * Co-counseling is very good, especially the discussion before and after--continue to help. Also help us learn from each other, presenting problems and solutions and alternatives.
 - * Continue the before and after counseling discussions; a counseling training trip to the USA (I would look for different things this time); and links to other American programs that help businesses.

**PROFESSIONAL BUSINESS COUNSELOR
CERTIFICATION INTERVIEWS**

16 DECEMBER 1993 CERTIFICATION CLASS RESPONSES

The responses of this class were not consistent so the questions are listed and answers are grouped by person rather than by question as in the first summary.

1. Why is being certified as a Professional Business Counselor important to you?
2. What part of the certification program was most helpful to you as a business counselor? (Be as specific as you can.)
3. What could be added to certification training to make it more valuable for counselors?
4. What are your goals for your work with the Center?
5. How can we help you continue to develop your skills as a counselor and trainer?

CANDIDATE A:

1. Likes formal, written recognition as an independent consultant - certification may not be important to him.
2. Most helpful was the up-to-date technology which allowed him to become a "computer consumer." Training was valuable - definition of competition; facts he could share with colleagues; original, new information.
3. He's uncomfortable in counseling because he "feels like he's peeping over the business' shoulder." Wants more technical procedures (eg. export process, vocabulary.)
4. Main goal is to "satisfy all of Prof Ardelea's requests for the next 2-3 years."
5. Everything helps but staff meetings; wants to develop mind.

CANDIDATE B:

1. Learned consistency and quality, how to write and use topic sheets, how to listen, and changes in way of thinking.
2. Training sessions - valuable for tools and techniques, what is counseling, and post-sessions on co-counseling.
3. Add more case studies and feedback from clients.

4. Goals - 1) help business activity in market economy 2) MBC, 3) case studies 4) extra income 5) privatization training.

5. Wants to be told when he's good and when he's wrong; wants a "precise" position in Center handling all media and journal contacts and relations.

CANDIDATE C:

1. Important because may be a 3rd specialty - engineer, teacher, counselor - might be 2nd official job.

2. Co-counseling most valuable, get more experience, see what is done well/not well, and especially pre and post sessions.

3. Without practice theory means nothing; add to pre-session what you will change from last session.

4. 1) Specialize in strategic management (set LT goals and find most effective way to get there) and get information in other fields; 2) MBC

5. Continue to co-counsel when he feels he needs help.

CANDIDATE D:

1. Interesting to work with clients; each has very specific problems.

2. 1) Co-counseling most help - be "more listening, more helpful in providing information to clients." 2) Technology for working with clients/people most useful along with "asking questions."

3. Add more information on advertising - how to offer by mail, how to follow-up. Add info on how to work with a secretary. Add negotiation.

4. Exciting to work with clients. Add data base on investors or to help clients find customers from other clients. MBC.

5. Continue training; become specialist in working with clients, solving problems, teaching seminars, didactic Center case studies.

COURSE OUTLINES

(Samples)

Business Plan and Presentation

Start Up Planning

Start Up Marketing

Choosing a Business Location

Personal and Business Goals

ROMANIAN - AMERICAN CENTER FOR
BUSINESS EXCELLENCE

PRIVATIZATION TRAINING

Each company will finish training with a
BUSINESS PLAN & PRESENTATION

TRAINING SITES:

- B = Bucharest
- C = Craiova
- T = Timisoara

Training in Craiova will start in early 1994.

SESSION 1: Privatization -- Efficiencies, Limitations, Challenges
Bob Berney - WSU -- 2 hours + consultation
T - 11/23/93 B - 11/26/93

SESSION 2: Teams -- Team-Building and Planning
WSU Team -- 6 hours

Team Building (tinker toys + activities throughout the day)

Organizational Flow

- a. Organization chart, work flow, feedback
- b. Information flow
- c. Delegation (authority as well as responsibility)

Strategic planning I

- a. Business plan fundamentals
- b. Goal setting - mission statement
- c. Executive summary
- d. Using financial statements to plan future
- e. Time value of money - money value of time
- f. Presentation fundamentals

Strategic Planning II

- a. Responsibility for plan
- b. Consistency
- c. Company-wide commitment
- d. Look of final document, presentation handouts
- e. Decision making
 - 1) Information gathering
 - 2) Records
 - 3) Analysis and action

HOMEWORK: Write an Executive Summary
Develop an Organizational Chart
Finalize Mission Statement

SESSION 3: Managing Operations and People
WSU Team -- 6 hours

Review Progress (check homework)

Company-wide marketing applications

- a. Product life cycle
- b. Whole-company marketing
- c. Export commitment

Human resource management

- a. Organization chart, information, evaluation
- b. Training
- c. Managing for quality

Management Accounting for Planning and Decision Making

- a. Financial statements (cash flow, P&L, balance sheet)
- b. Management decisions
- c. Cost analysis
- d. Economic value of investment, cash, credit

Non-Financial Record Keeping

- a. Telephone Log
- b. Employee Records
- c. Customer Records

HOMEWORK: Market Definition
Company and Product Definition

SESSION 4: Negotiations and Presentations
WSU Team -- 6 hours

Review Progress (check homework)

Negotiation skills

- a. The art of win-win
 - 1) Establishing your own goals
 - 2) Knowing the other person's goals
- b. The importance of:
 - 1) Knowing who you're dealing with
 - 2) Knowing the surroundings (place)
- c. The art of compromise

Effective presentations - in/out of the company

- a. Developing presentation materials
 - 1) Who will present what
 - 2) Script, timeline
- b. Checking your presentation for effectiveness
 - 1) Visual, auditory, kinesthetic
 - 2) Parent, adult, child
- c. Developing presentation skills
 - 1) Making a good first impression
 - 2) Setting expectations
 - 3) Speaking skills
 - 4) "Selling" your idea or business opportunity

SESSION 4 (cont.)

Operations management

- a. Purchasing and controls (inventory, supplies)
- b. Cost analysis
- c. Work flow efficiency

HOMEWORK: Draft company presentation materials

SESSION 5: Marketing -- Marketing Managers Only??
WSU Team -- 6 hours

Review Progress (check homework)

Market research (3 hours)

- a. Methodology
- b. Product/company analysis (SWOC)
- c. Target market
- d. Competition

Legal Aspects of Business in Romania (part 1)
Sorin David, University of Bucharest Law School

HOMEWORK: Document market research

SESSION 6:

Review Progress (check homework)

Legal Aspects of Business in Romania
Sorin David, University of Bucharest Law School

Marketing strategies (3 hours)

- a. Advertising and promotion
- b. Selling
- c. Distribution
- d. Customer service
- e. Follow-up

HOMEWORK: Draft a company marketing plan

START-UP PLANNING
PRESENTATION OUTLINE

1. The Business "Situation" -- the big picture

A. Product/Service and Target Market

- 1) Groups of products/services that include yours
- 2) Large groups of customers that buy these

B. Industry -- Norms, Technologies, Trends

- 1) What do you know about the industry?
What more do you need to know?
- 2) Will new technologies make your product/service obsolete?
- 3) Is client interest in products of the industry growing or diminishing?

C. Business Description -- the details of your business

- 1) What types of customers will be served?
- 2) What will you do for customers; why will they come?
- 3) What types of goods/services will customers buy?

D. Location (Choosing a Location)

- 1) Needs of clients
- 2) Needs of employees, managers (cost effective space)
- 3) Needs of the business

----- 15 min

2. Business Goals, Targets

A. Goals of Managers/Personal and Business

- 1) Goal setting worksheet with time to write some goals
 - a. "How to"
 - b. 6 month goals -- 1 year goals
- 2) What do you want out of the business? When?

B. Clear Business Objectives -- End of 1st or 2nd Year
(Profit, Breakeven, Production/Sales, Size, ...?)

C. Mission Statement (Mission Statement)

----- 15 min

3. Organization

A. Legal Organization -- Benefits, Challenges, CONTRACTS

- 1) Partnerships
- 2) Stock Companies
- 3) Joint Ventures with Foreign Partners

SESSION 7: Human Resources Management
WSU Team -- 3 hours

Review Progress (check homework)

Managing employees

- a. Find
- b. Hire
- c. Train **
- d. Motivate **
- e. Fire

Company infrastructure
Benefit packages

** = special emphasis

Practice presentations (3 hours)

HOMEWORK: Draft a human resources management plan

SESSION 8: Human Resources Management
Visiting WSU Faculty

Human resources management

Dr. Steven Maurer (3 hours)

B - x/x/x C - x/x/x T - x/x/x

SESSION 9: Presentation Critiques
Visiting WSU Faculty

Presentations critique

Jim McCullough (3 hours)

B - x/x/x C - x/x/x T - x/x/x

SESSION 10: Program Evaluation
All Managers, Trainers and Counselors (3 hours)

Additional training recommended

Ways to improve training

Recommendations to institutions for continued assistance

Dave's basic assumptions:

- 1) Not enough time to teach everything so we must prioritize.
- 2) Training must be participative.
- 3) The 3 biggest changes for Romanian managers will be:
 - a) Management accounting
 - b) Planning
 - c) Managing employees to benefit the employee and the business

B. Management Team -- Skills/Experience

- 1) SWOC -- what do you have, what do you lack
 - General Management
 - Marketing
 - Operations
 - Finance and Accounting
 - Human Resource Development

- 2) Where will you find it -- hire, add an owner, contract

----- 15 min

D. Organization Structure (Handout) -- end of 1st or 2nd year

C. Production and Operations

- 1) Work Flow
- 2) Information Flow
- 3) Responsibility AND Authority,
- 4) Personnel

D. Timeline(s)

----- 10 min

4. Business Marketplace

5. Projections, Budgeting, and Financing

----- no min

6. Business Operations Plan, Presentation, or Financial Proposal

A. Presentation Guide

B. The similarities and differences

- 1) To get money or to guide business
- 2) Target "market"
- 3) Length, format, style
- 4) Information details

C. Business operations plan

- 1) Budgets, budget review
- 2) Facilities plan, Management plan
- 3) Measurable goals on a timeline
- 4) Strategies for evaluation and feedback
- 5) Profitability goals and plan (for each department?)

D. Presentation or Financial Proposal

- 1) "Proof" of profitability potential
- 2) "Proof" of market potential
- 3) Developing industry
- 4) Qualified management team
- 5) Benefits to investor/banker

----- 20 min

BUSINESS EXAMPLES

Enterprise A

A manufacturer of leather goods -- bags, briefcases, purses, jackets -- wants to produce high quality items from imported leather. He wants to design his own patterns, color the leather, manufacture the items, and sell to shops which will sell his products. He plans to import buckles, zippers, and buttons, as well as the leather. He has one sewing machine, space for 5 machines and operators, some interested shops, and experience in a leather tanning factory.

His goal: by the end of the first year have monthly sales of 5 million lei; by the end of the second year double that.

Enterprise B

A trade enterprise which wants to specialize in clothing for children, boys and girls, from babies to 12 years old. She will buy clothing from manufacturers and hopes to have her "own" label produced by one company. She will offer clothing in the middle range of quality and price. Her stores will be brightly painted with a lot of light and will be located where there is high foot traffic. She hopes to find all the clothing she needs in Romania but will import if necessary.

Her goal: to own 10 shops throughout Romania by the end of the 2nd year of business and to be profitable enough to pay her employees well.

Enterprise C

5 professionals with a wide variety of experience are starting an enterprise to help Romanian businesses form joint ventures with foreign partners. They want to have offices together and share secretaries and a receptionist. They will add other partners as the business grows. They plan to serve businesses throughout Romania and may set up branch offices in other cities. Their office will be computerized with fax machines, international telephone lines, and data base services for their clients.

Their goals: 1) provide a new car for each partner each year after the first year; 2) become known as experts in their field; 3) always have the best communication links to the world; and 4) earn GOOD salaries.

START-UP PLANNING

1. The Business "Situation"
 - A. Product and Target Market
 - B. Industry -- Norms, Technologies, Trends
 - C. Business Description
(Customers who will be served and type of goods/services)
 - D. Location
(Needs of clients, employees, managers)

2. Business Goals, Targets
 - A. Goals of Managers/Personal and Business
(What do they want out of the business?)
 - B. Clear Business Objectives -- End of 1st or 2nd Year
(Profit, Breakeven, Production/Sales, Size, ...?)
 - C. Mission Statement

3. Organization
 - A. Legal Organization -- Benefits and Challenges
 - B. Management Team -- Skills/Experience Necessary
(What does management team lack? Where to find it...)
 - C. Production and Operations -- Responsibility, Authority, Work Flow, Information Flow, Personnel
 - D. Timeline(s)

4. Business Marketplace
 - A. Product or Product Line
 - B. Pricing
 - C. Promotion
 - D. Place
 - E. Competition -- Client Service

5. Projections, Budgeting, and Financing
 - A. Start-Up Costs, Equipment Purchase(s)
 - B. Estimating Revenues and Costs
 - C. Planning for Profit
 - D. Financing for Start-Up

6. Business Operations Plan, Presentation, or Financial Proposal

START-UP MARKETING

R E S E A R C H and P L A N N I N G

Company Analysis SWOC

- Strengths
- Weaknesses
- Opportunities
- Challenges

SWOC Handout

Product Evaluation

- Features vs Benefits
 - Definition of each
 - Examples of each using client product

Cost Analysis

- Production or purchase
- Packaging or other modification
- Transportation
- Marketing costs

Profitability (possible price vs cost)

Proposed unit price

minus Results of cost analysis/unit x # of units

Possible profitability

Target Market

- Geographics
- Demographics
- Psychographics

Target Client Handout

Competition Analysis SWOC

- Strengths
- Weaknesses
- Opportunities
- Challenges

Competition Handout

Promotion

Inexpensive ways to get first clients

COMPANY ANALYSIS

<p>STRENGTHS</p>	<p>WEAKNESSES</p>
<p>OPPORTUNITIES</p>	<p>CHALLENGES</p>

TARGET CLIENTS

People who are most likely to buy a product or service.
The clients who need or want what you have to sell.

BENEFITS TO KNOWING WHO THEY ARE:

- * Targeting specific buyers lowers marketing costs.
- * Advertising becomes more effective.
- * Profits increase by reduced costs and higher sales.

IDENTIFYING TARGET CLIENTS: (Answer as many questions as possible; knowing as much as you can about your clients increases the chance of business success.)

- 1) Who will benefit from buying this product/service?
What is the benefit? What problem will it solve?
- 2) Who can afford to buy this product or service?
- 3) What "need" does your product or service satisfy?
Who has that "need"?
- 4) Which age group is most likely to want to buy?
From that group, what sex? marital status?
- 5) Where do they live? shop? travel? spend money?
Where do they find similar products?
- 6) What is important to them? What are their values?
- 7) How much education do they have? What do they read?
- 8) How much do they watch TV? Listen to the radio?
What channels/stations do they watch/listen to?
- 9) What groups or organizations do they belong to?

SEGMENT A LARGE GROUP OF TARGET CLIENTS (TARGET MARKET):

- 1) Divide target clients into smaller segments (groups) to allow focus in advertising, packaging, service, and distribution. Divide into market areas, industries, price sensitivity,,, etc.
- 2) Use media to segment and target.
- 3) Select one product or group of products in a product line to segment and target.

CLIENTII VIZATI

Persoanele cele mai dispuse să cumpere un produs sau un serviciu.

Clienții care au nevoie sau doresc ceea ce oferiți spre vânzare.

AVANTAJELE CUNOAȘTERII ACESTORA:

- * Țintirea cumpărătorilor potriviți scade costul marketingului.
- * Reclama devine mai eficientă.
- * Crește profitul, datorită costurilor reduse și a vânzărilor ridicate.

IDENTIFICAREA CLIENTILOR ȚINTĂ: (Răspundeți la cât mai multe întrebări posibile; cunoscând cât se poate de mult despre clienții dvs. vă măriți șansele succesului în afaceri.)

- 1) Cine va beneficia de pe urma cumpărării acestui produs sau serviciu? Care este avantajul? Ce problemă va rezolva?
- 2) Cine își poate permite să cumpere acest produs sau serviciu?
- 3) Ce "nevoie" satisface produsul sau serviciul dvs.? Cine are această "nevoie"?
- 4) Care categorie de vîrstă este mai dispusă să cumpere? Care sex în cadrul acestui grup? Căsătoriți sau nu?
- 5) Unde locuiesc? fac cumpărături? călătoresc? își cheltuiesc banii? Unde găsesc produse similare?
- 6) Ce este important pentru ei? Care sînt preferințele lor?
- 7) Care este nivelul lor de educație? Ce citesc?
- 8) Cît de mult se uită la TV? ascultă radioul? Ce canale/stații urmăresc/ascultă?
- 9) Căror grupuri sau organizații le aparțin?

SEGMENTAȚI UN GRUP MARE DE CLIENTI ȚINTĂ (PIAȚA ȚINTĂ):

- 1) Impărțiți clienții țintă în segmente mai mici (grupe) pentru a permite focalizarea în reclamă, împachetare, distribuire, și serviciu. Impărțiți în arii de piețe, industrii, sensibilitatea prețului,,, etc.
- 2) Folosiți media pentru a împărți și a ținti.
- 3) Pentru a segmenta sau a ținti, selectați un produs sau un grup de produse din gama de produse.

COMPETITION

Any business that 1) sells the same product or 2) sells a product that solves the same problem or 3) sells a product that competes for money a client has to spend.

BENEFITS TO KNOWING YOUR COMPETITION:

- * Knowledge gives power over the competition.
- * Market share increases when you meet or beat competition.
- * Business becomes more fun, like a competitive game.

A MARKET ECONOMY requires COMPETITION; with it clients can choose where and what to buy. Although many in business see it as bad, competition stimulates business by:

- * Attracting more clients, bringing in more business;
- * Educating the public and clients more quickly;
- * Creating better products and better businesses.

QUESTIONS TO ASK ABOUT YOUR COMPETITION:

- 1) Are they profitable?
- 2) How do they promote their products and services?
- 3) How good is their client service?
- 4) What are their pricing strategies?
- 5) What is their market share?
- 6) Where are they located?
- 7) Is there a way to improve on what they are doing?

WAYS TO LEARN MORE ABOUT AND TO WORK WITH THE COMPETITION:

- 1) Talk directly to competitors (make referrals to them; ask them to send clients to you.)
- 2) Pretend to be a client (or ask someone else to do it.)
- 3) Talk to the competitor's clients; are their needs being satisfied? Do you want them as clients?
- 4) Evaluate promotional materials from competitors; use their good ideas.
- 5) Join a trade association with your competition. Learn from them.

WAYS TO COMPETE MORE EFFECTIVELY; WHAT WILL YOU OFFER THAT WILL MAKE YOU MORE COMPETITIVE?

- 1) Higher quality?
- 2) A better price?
- 3) A more convenient location? Parking?
- 4) Friendlier service?
- 5) Low cost delivery?
- 6) ?
- 7) ?

CONCURENȚA

Orice afacere care 1) vinde același produs sau 2) vinde un produs care rezolvă aceeași problemă sau 3) vinde un produs care concurează cu banii pe care un client este dispus să-i cheltuiască.

AVANTAJELE DE A VA CUNOAȘTE CONCURENȚII

- * Cunoașterea dă putere asupra concurenților.
- * Cota de piață crește atunci când vă ridicați desupra concurenților.
- * Afacerea devine mai amuzantă, ca un joc competitiv.

O ECONOMIE DE PIATA cere CONCURENȚA: clienții pot alege de unde și ce să cumpere. Deși mulți dintre cei aflați în afaceri nu văd cu ochi buni acest lucru, concurența stimulează afacerile prin:

- * Atragerea mai multor clienți, crearea de noi afaceri;
- * Educarea mult mai rapidă a publicului și clienților;
- * Crearea de produse și afaceri mai bune;

INTREBĂRI PE CARE TREBUIE SĂ VI LE PUNEȚI ÎN LEGĂTURĂ CU CONCURENȚII DVS.:

- 1) Sînt profitabili?
- 2) Cum își promovează produsele și serviciile?
- 3) Cît de bună este calitatea serviciului pe care îl oferă clienților?
- 4) Care sînt strategiile lor de stabilire a prețului?
- 5) Care este cota lor de piață?
- 6) Unde sînt amplasați?
- 7) Există vreo cale de îmbunătățire a activității pe care o desfășoară?

CĂI DE A LUCRA ȘI A AFLA MAI MULTE DESPRE CONCURENȚI:

- 1) Discutați direct cu concurenții (recomandați-i clienților dvs. și rugați-i să vă trimită clienți.)
- 2) Pretindeți a le fi client (sau rugați pe altcineva să o facă.)
- 3) Vorbiți cu clienții concurenței; sînt necesitățile lor satisfăcute? Vi i-ați dori de clienți?
- 4) Evaluați materialul de promovare al concurenților; folosiți ideile lor bune.
- 5) Asociați-vă cu concurenții. Invățați de la ei.

CĂI DE A CONCURA CU MAI MULT SUCCES; CE VEȚI OFERI PENTRU A DEVENI MAI COMPETITIV?

- 1) O calitate mai bună?
- 2) Un preț mai bun?
- 3) O amplasare mai convenabilă? Parcare?
- 4) Un serviciu mai amabil?
- 5) Un cost de distribuire mai scăzut?
- 6) ?
- 7) ?

CHOOSING A BUSINESS LOCATION

Select the community, area, or building where you would like to locate your business then use a checklist to compare specific sites. The importance of each item depends on the kind of business (trade, manufacturing, service, etc.) and its size.

What is the total cost for renting or acquiring the property?

What are the estimated costs for any needed repairs or renovating? What are your special requirements (special heating, heavy electrical service, ventilation?)

Is the site large enough? How soon will you need to expand?

Are the necessary utilities available (international telephone service, electricity, water, independent heat and cooling?)

Will customers come to your business?

- Is public transportation available?
- Is it accessible for customers in cars?
- How will customers find you?

What other businesses are in the area? Are they compatible or complementary to yours?

Is it a high crime area? Is security adequate?

Will it be easy for employees to get to work? Is it a place where YOU will want to work?

Can you do business from your home?

PERSONAL AND BUSINESS GOALS

1. What do you want to accomplish in the next six months?
2. If you knew lightning would kill you one year from today, what would you do for the next year?
3. Why do you want to be in business? What do you want out of it? How long will it take you to get what you want?
4. How must the business change in 3 to 5 years for you to achieve your goals?
5. What job in the business do you want to have in 3 years?

MISSION STATEMENTS

A MISSION is a long term vision of what the business IS or WANTS TO BE.

- * It is clear and understandable to all employees
- * It is brief enough for most people to remember
- * It describes how the customers are being served

Boeing Aircraft Mission Statement:

Create a worldclass, customer-oriented organization which produces commercial airplanes, detailed parts, and subassemblies that satisfy customer requirements for quality, schedule, and competitive cost.

The Marriott Corporation Mission Statement:

We are committed to being the best lodging and food service company in the world by treating employees in ways that create extraordinary customer service and shareholder value.

A Hospitality Company Mission Statement:

We never forget whose vacation this is!

BUSINESS EXAMPLES

Enterprise A

A manufacturer of leather goods -- bags, briefcases, purses, jackets -- wants to produce high quality items from imported leather. He wants to design his own patterns, color the leather, manufacture the items, and sell to shops which will sell his products. He plans to import buckles, zippers, and buttons, as well as the leather. He has one sewing machine, space for 5 machines and operators, some interested shops, and experience in a leather tanning factory.

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5 professionals with a wide variety of experience are starting an enterprise to help Romanian businesses form joint ventures with foreign partners. They want to have offices together and share secretaries and a receptionist. They will add other partners as the business grows. They plan to serve businesses throughout Romania and may set up branch offices in other cities. Their office will be computerized with fax machines, international telephone lines, and data base services for their clients.

Their goals: 1) provide a new car for each partner each year after the first year; 2) become known as experts in their field; 3) always have the best communication links to the world; and 4) earn GOOD salaries.

BRIEF BUSINESS PRESENTATION

1. Business Description
 - a. Product(s)/Service(s) and Customers
 - b. Industry Trends -- Business Niche
 - c. Management Team -- Expertise, Experience
 - d. Goals 1 to 5 Years and Mission

2. Market
 - a. Product and Pricing Strategies
 - b. Promotion Strategies
 - c. Distribution
 - d. Competition and Customer Service

3. Operations
 - a. Manufacturers -- Materials, Source of Supply, Production Methods, Technology
 - b. Management Strategies
 - c. Staffing Strategies
 - d. Location and Facilities
 - e. Work Plan, Schedule for 1 to 3 Years

4. Financial Data
 - a. Financial Projections (Assume No Financial Statements)
 - b. Explanation of Projections

5. Other Pertinent Information, Plans

PLANIFICAREA DE INCEPUT

1. "Situatia" afacerii
 - A. Produsul și piața vizată
 - B. Industrie -- Norme, tehnologii, tendințe
 - C. Descrierea afacerii
(Clienții vizați și tipul de bunuri/servicii)
 - D. Amplasamentul
(Nevăile clienților, angajaților, managerilor)

2. Obiectivele afacerii
 - A. Obiectivele managerilor/personalului și afacerii
(Ce doresc aceștia să obțină din afacere?)
 - B. Obiectivele clare ale afacerii -- La sfârșitul primului și celui de-al doilea an
(Profit, pragul de rentabilitate, producție/vânzări, mărime, ...?)
 - C. Misiunea

3. Organizarea
 - A. Organizarea legală -- Avantaje și probleme
 - B. Echipa de conducere -- Calificări/experiențe necesare
(Ce-i lipsește echipei de conducere? Cum poate fi compensat?)
 - C. Producție și operații -- Responsabilitate, autoritate, flux de producție, flux de informație, personal
 - D. Planificarea în timp

4. Piața
 - A. Produs sau linia de produs
 - B. Prețul
 - C. Promovare
 - D. Locul
 - E. Concurența -- Serviciul pentru clienți

5. Proiecte, prepararea bugetului și finanțare
 - A. Costul începerii afacerii, achiziționarea de echipament
 - B. Venituri și costuri estimate
 - C. Planificarea profitului
 - D. Finanțare pentru început

6. Planul de operare al afacerii, prezentarea, sau propunerea financiară

PERSONALUL SI OBIECTIVELE AFACERII

1. Ce doriți să realizați în următoarele șase luni?
2. Dacă știți că un fulger vă va omorî exact peste un an, ce veți face în acest an?
3. De ce doriți să faceți afaceri? Ce doriți să obțineți din acestea? Cât timp va fi necesar pentru a obține ceea ce doriți?
4. Cum va trebui să evolueze afacerea în următorii 3-5 ani pentru a vă atinge obiectivele?
5. Ce responsabilități ați dori să aveți peste 3 ani?

MISIUNEA

MISIUNEA reprezintă viziunea pe termen lung a ceea ce afacerea ESTE sau VREA SA FIE.

- * Este clară și ușor de înțeles pentru toți angajații
- * Este suficient de succintă pentru ca toată lumea să o poată memora
- * Descrie felul în care sunt serviți clienții

Misiunea companiei de avioane Boeing:

Să creeze o organizație puternică în lume, orientată către client, producătoare de avioane comerciale, părți componente, și subansamble satisfac cerințele de calitate, încadrare în timp și preț competitiv ale clientului.

Misiunea corporației Marriot:

Ne-am angajat să fim cea mai bună companie din lume în domeniul cazării și serviciilor de servire a mesei prin tratarea angajaților astfel încât serviciul acestora față de client să fie extraordinar și să mărească valoarea acțiunilor.

Misiunea unei companii de turism:

Nu uităm niciodată a cui este vacanța aceasta!

ALEGEREA UNUI AMPLASAMENT PENTRU AFACERE

Alegeți localitatea, zona, sau clădirea unde ați dori să fie amplasată afacerea, apoi folosiți o listă de verificare pentru a compara aspecte specifice. Importanța fiecărui punct depinde de tipul de afacere (comerț, producție, servicii, etc.) și mărimea ei.

Care este costul total pentru închirierea sau achiziționarea locului?

Care sunt costurile estimate pentru orice fel de reparații necesare sau renovare? Care sunt cerințele dvs. deosebite (încălzire, instalații electrice speciale, ventilație?)

Spațiul este suficient de mare? Cât de curând vă veți extinde?

Sunt disponibile utilitățile necesare (serviciu internațional pentru telefon, electricitate, apă, încălzire și ventilație independentă?)

Clienții vor veni la sediul dvs.?

- Există mijloace de transport în comun în apropiere?
- Este accesibil pentru clienții cu mașină?
- Cum vă vor găsi clienții?

Ce alte afaceri se află în zonă? Acestea sunt compatibile sau complementare cu a dvs.?

Este o zonă cu o rată a criminalității ridicată? Securitatea este adecvată?

Va fi ușor pentru angajați să vină la lucru? Este un loc unde DVS. doriți să lucrați?

Puteți face afaceri de la domiciliu?

PREZENTAREA SUCCINTA A AFACERII

1. Descrierea afacerii

- a. Produsul(sele)/serviciul(ile) și clienții
- b. Tendințele industriei -- nișa afacerii
- c. Echipa de conducere -- expertiză, experiență
- d. Obiectivele în următorii 1-5 ani și misiunea

2. Piața

- a. Strategiile de produs și preț
- b. Strategiile de promovare
- c. Distribuția
- d. Concurența și serviciul față de clienți

3. Operațiunile

- a. Producția -- materiale, surse de aprovizionare, metodele de producție, tehnologia
- b. Strategiile de management
- c. Amplasamentul și facilitățile
- d. Planul de lucru, programul pentru următorii 1-3 ani

4. Date financiare

- a. Proiecte financiare (fără documente financiare)
- b. Explicarea proiectelor

5. Alte informații relevante, planuri

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FINANCIAL

Worksheet for Quantitative Data - AID Projects: Central and Eastern Europe (Financial Data, page 1)

Institution: Washington State University

Quarter: First

Contact Person Regarding
this Report:

Robert L. Tolar

Telephone: (206) 737-2021

Project Component: Management Training
Center for Excellence

PROJECT EXPENDITURES	AID FUNDS		GRANTEE (COST SHARE)		OTHER SOURCES		OTHER SOURCES		ACCRUED	AID FUNDS REMAINING	PROJECTED NEXT QUARTER
	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Actual	Projected
Staff Salaries U.S. (Instruc.)	57,966	46,359	--	--					--	117,472	55,630
Staff Salaries U.S. (Staff)	38,122	34,522	--	--					--	30,922	17,261
Fringe Benefits	22,290	33,082	--	--					--	43,875	23,400
Salaries Local	8,750	8,750	--	--					--	26,250	8,750
Consultants	494	500	--	--					--	--	500
Travel - Per Diem	79,031	43,822	--	--					--	129,257	32,300
Nonexpendable Equipment	7,380	8,700	--	--					--	49,950	49,950
Expendable Supplies	91,500	61,235	--	--					--	82,997	44,000
Indirect Costs	81,497	73,412	--	--					--	72,247	36,181
Participant Costs									Renovation	50,000	50,000

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FINANCIAL STATUS REPORT (Short Form)

(Follow instructions on the back)

1. Federal Agency and Organizational Element to Which Report is Submitted Agency for International Development		2. Federal Grant or Other Identifying Number Assigned by Federal Agency EUR-0029-G-00-3050-00		OMB Approval No. 0348-0038	Page 1	of 1 page
3. Recipient Organization (Name and complete address, including ZIP code) Washington State University 240 French Administration Building, ATTN: Joan Root #177460 Pullman, WA 99164-1025						
4. Employer Identification Number 91-6001108		5. Recipient Account Number or Identifying Number 12R-3910-0202		6. Final Report <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		7. Basis <input checked="" type="checkbox"/> Cash <input type="checkbox"/> Accrual
8. Funding/Grant Period (See instructions) From: (Month, Day, Year) July 1, 1993		To: (Month, Day, Year) September 30, 1994		9. Period Covered by this Report From: (Month, Day, Year) July 1, 1993		To: (Month, Day, Year) December 31, 1993
10. Transactions:						
				I Previously reported	II This Period	III Cumulative
a. Total outlays				-0-	397,024.76	397,024.76
b. Recipient share of outlays				-0-	-0-	-0-
c. Federal share of outlays				-0-	397,024.76	397,024.76
d. Total unliquidated obligations						-0-
e. Recipient share of unliquidated obligations						-0-
f. Federal share of unliquidated obligations						-0-
g. Total Federal share (Sum of lines c and f)						397,024.76
h. Total Federal funds authorized for this funding period						1,000,000.00
i. Unobligated balance of Federal funds (Line h minus line g)						602,975.24
11. Indirect Expense						
a. Type of Rate (Place "X" in appropriate box) <input type="checkbox"/> Provisional <input checked="" type="checkbox"/> Predetermined <input type="checkbox"/> Fixed <input type="checkbox"/> Fixed						
b. Rate 45%		c. Base 8,334.19		d. Total Amount 3,750.38		e. Federal Share
26%		286,839.17		74,578.18		78,328.56
12. Remarks: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with governing legislation. 0% 23,522.84						
13. Certification: I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award documents.						
Typed or Printed Name and Title Jeanne Moser Accounting Supervisor II				Telephone (Area code, number and extension) (509) 335-2058		
Signature of Authorized Certifying Official 				Date Report Submitted 1/31/94		

Previous Editions not Usable

Post-It™ brand fax transmittal memo 7871 # of pages 3

To: Bob Polar	From: C. Rosenburg
Co.	Co.
Dept.	Phone #
Fax: 206 696 6431	Fax: 509 335 0949

Standard Form 288A (REV 4-88)
 cribed by OMB Circulars A-102 and A-110

12R-3910-0202

Standard Form 1035 SEPTEMBER 1973 4 TREASURY FORM 2000 1035-118		PUBLIC VOUCHER FOR PURCHASES AND SERVICES OTHER THAN PERSONAL				VOUCHER NO #1	
						SCHEDULE NO.	
						SHEET NO. #1	
U.S. DEPARTMENT, BUREAU, OR ESTABLISHMENT							
NUMBER AND DATE OF ORDER	DATE OF DELIVERY OR SERVICE	ARTICLES OR SERVICES (Enter description, item number of contract or Federal sup- ply schedule, and other information deemed necessary)	QUAN- TITY	UNIT PRICE		AMOUNT	
				COST	PER		
Budget Category			Budget Amount		Expenditures for Period Ending December 31, 1993		Cumulative Amount from 07/01/93 thru 12/31/93
<u>Salaries</u>		<u>254,482.00</u>					
	On-Campus			5,940.43			
	Off-Campus			102,064.96			
				<u>108,005.39</u>		<u>108,005.39</u>	
<u>Fringe Benefits</u>		<u>66,165.00</u>					
	On-Campus			1,548.18			
	Off-Campus			20,742.35			
				<u>22,290.53</u>		<u>22,290.53</u>	
<u>Travel/Per Diem</u>		<u>175,288.00</u>					
	On-Campus			128.80			
	Off-Campus			79,031.45			
				<u>79,160.25</u>		<u>79,160.25</u>	
<u>Nonexpendable Equipment</u>		<u>8,700.00</u>					
	*Off-Campus			12,222.84		<u>12,222.84</u>	
<u>Subcontracts</u>		<u>262,467.00</u>					
	*Off-Campus			0.00		<u>0.00</u>	
<u>Stipends</u>		<u>9,600.00</u>					
	Off-Campus			4,800.00		<u>4,800.00</u>	
<u>Other Direct Costs</u>		<u>69,554.00</u>					
	On-Campus			716.78			
	Off-Campus			91,500.41			
				<u>92,217.19</u>		<u>92,217.19</u>	
<u>Indirect Costs</u>		<u>153,744.00</u>					
	On-Campus @ 45% X	\$ 8,334.19		3,750.38			
	Off-Campus @ 26% X	\$286,839.17		74,578.18			
				<u>78,328.56</u>		<u>78,328.56</u>	
GRAND TOTAL		<u>1,000,000.00</u>		<u>397,024.76</u>		<u>397,024.76</u>	

*Charges incurred by Washington State University on behalf of Host Country. Subcontract agreement have not been broken out. They will be reflected correctly on next quarterly report.

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Standard Form 1034 7 GAO 5000 1034-113		PUBLIC VOUCHER FOR PURCHASES AND SERVICES OTHER THAN PERSONAL				VOUCHER NO. #1	
U.S. DEPARTMENT, BUREAU, OR ESTABLISHMENT AND LOCATION: Agency for International Development			DATE VOUCHER PREPARED February 1, 1994		SCHEDULE NO.		
PAYEE'S NAME AND ADDRESS Washington State University 240 French Administration Building ATTN: Joan Root #177460 Pullman WA 99164-1025			CONTRACT NUMBER AND DATE EUR-0029-G-00-3050-00		PAID BY DATE INVOICE RECEIVED DISCOUNT TERMS PAYEE'S ACCOUNT NUMBER		
			REQUISITION NUMBER AND DATE				
			SHIPPED FROM TO WEIGHT GOVERNMENT B/L NUMBER				
NUMBER AND DATE OF ORDER	DATE OF DELIVERY OR SERVICE	ARTICLES OR SERVICES <i>(Enter description, item number of contract or Federal supply schedule, and other information deemed necessary)</i>	QUANTITY	UNIT PRICE		AMOUNT <small>(1)</small>	
				COST	PER		
		Expenditures Report per Attached 1035				397,024.76	
(Use continuation sheets if necessary) (Payee must NOT use the space below)						TOTAL 397,024.76	
PAYMENT: <input type="checkbox"/> COMPLETE <input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL <input type="checkbox"/> PROGRESS <input type="checkbox"/> ADVANCE		APPROVED FOR = \$	EXCHANGE RATE = \$1.00	DIFFERENCES			
		BY					
		TITLE			Amount verified; correct for <i>(Signature or initials)</i>		
Pursuant to authority vested in me, I certify that this voucher is correct and proper for payment.							
		(Name) (Authorized Certifying Officer)		(Title)			
ACCOUNTING CLASSIFICATION							
PAID BY	CHECK NUMBER ON TREASURER OF THE UNITED STATES		CHECK NUMBER ON (Name of bank)				
	CASH DATE		PAYEE				
* When stated in foreign currency, insert name of currency. * If the ability to certify and authority to approve are combined in one person, one signature only is necessary, other wise the approving officer will sign in the space provided, over his official title. * When a voucher is received in the name of a company or corporation, the name of the person writing the company or corporate name, as well as the capacity in which he signs, must appear. For example: "John Doe Company, per John Smith, Secretary", or "Treasurer", as the case may be.					PER TITLE		

SMALL BUSINESS DEVELOPMENT CTR ANDERSON, LYLE MI

3910 07-01-93 12-31-93

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PROGRAM 12R PROJECT 0203

Romania CTR for Business Excellence-OFF CAMPUS

40% OF PERIOD ELAPSED

PROJECT PERIOD: 07-01-93 TO 09-30-94

PRIN. INVESTIGATOR: TOLAR, R

(1) PROJECT SUMMARY TO DATE BY OBJECT	PROJECT BUDGET	EXPENDED TO DATE	OUTSTANDING ENCUMBRANCES	BALANCE	PCT. USED
00 SALARIES	242,277.00	69,109.42	10,452.00	162,715.58	33
01 WAGES	.00	32,955.54		32,955.54-	--
03 GOODS AND SERVICES	69,554.00	91,500.41	5,855.48	27,801.89-	140
04 TRAVEL	175,288.00	79,031.45		96,256.55	45
06 EQUIPMENT	8,700.00	7,380.29		1,319.71	85
07 EMPLOYEE BENEFITS	62,992.00	20,742.35	2,613.00	39,636.65	37
08 GRANTS AND SUBSIDIES	9,600.00	4,800.00		4,800.00	50
13 INDIRECT COSTS	146,824.00	74,578.18	72,245.82	.00	100
16 NON-CAPITALIZED EQUIPMENT	.00	4,842.55		4,842.55-	--
22 CONTRACTUAL REIMBURSEMENTS-SUBCONTR	262,467.00	.00		262,467.00	0
PROJECT TOTAL	977,702.00	384,940.19	91,166.30	501,595.51	49

(2) PROJECT SUMMARY TO DATE	ESTIMATE	REVENUE	VARIANCE	PCT.
99 REVENUE	977,702.00	384,940.19	592,761.81-	39

(3) PROJECT SUMMARY TO DATE BY SUBOBJECT	PROJECT BUDGET	EXPENDED TO DATE	OUTSTANDING ENCUMBRANCES	BALANCE	PCT. USED
00-AB CLASSIFIED STAFF		4,434.18	10,452.00		
00-AF FACULTY		64,675.24			
TOTAL SALARIES	242,277.00	69,109.42	10,452.00	162,715.58	33
01-AF FACULTY EXTRA COMPENSATION		7,696.94			
01-AK OTHER EMPLOYEES		21,493.60			
01-AL STUDENTS		3,765.00			
TOTAL WAGES00	32,955.54		32,955.54-	--
03-AA OFFICE SUPPLIES		11,219.17	5,812.53		
03-BA BOOKS, PAMPHLETS, CHARTS		8,000.06	42.95		
03-BN SMALL EQUIPMENT ITEMS		833.90			
03-BP MEALS AND BANQUETS		42.87			
03-BW INTERDEPARTMENT SUPPLIES & SERVICES		89.72			
03-DD 1ST CLASS POSTAGE		502.48			
03-DE 3RD CLASS POSTAGE		10.76			
03-DK TELEPHONE TOLLS - GENERAL TELEPHONE		8.26			
03-DS ROADRUNNER TOLLS		46.35			
03-EA ELECTRICITY		429.84			
03-FH CONFERENCE ROOM RENTAL		59.68			
03-FK LAND AND BUILDING LEASES		6,500.00			
03-GG EQUIPMENT MAINTENANCE		150.00			
03-HA PRINTING		158.92			
03-HB DUPLICATING		309.75			
03-HG ENGRAVING		37.80			
03-HK ADDRESSING, LABELING, ETC.		6.47			

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SMALL BUSINESS DEVELOPMENT CTR ANDERSON, LYLE MI 3910 07-01-93 12-31-93

PROGRAM 12R PROJECT 0203

Romania CTR for Business Excellence-OFF CAMPUS

40% OF PERIOD ELAPSED

(3) PROJECT SUMMARY TO DATE BY SUBOBJECT		PROJECT BUDGET	EXPENDED TO DATE	OUTSTANDING ENCUMBRANCES	BALANCE	PCT. USED
03-KB	CONFERENCE REGISTRATION FEES		590.00			
03-LA	SUBSCRIPTIONS TO PUBLICATIONS		310.92			
03-PK	LECTURER OR VISITING PROFESSOR		500.00			
03-PT	INFORMANT FEES		394.00			
03-PZ	OTHER PURCHASED SERVICES		390.00			
03-RH	ACCIDENT INSURANCE		453.88			
03-RP	USAID HEALTH AND ACCIDENT INSURANCE		240.00			
03-SD	COMPUTER SOFTWARE - SMALL PURCHASES		430.39			
03-TA	FREIGHT AND EXPRESS		341.15			
03-TP	BANK CHARGE CARD SERVICE FEES		40.00			
03-WB	PETTY CASH		59,404.04			
	TOTAL GOODS AND SERVICES.	69,554.00	91,500.41	5,855.48	27,801.89-	140
04-AA	IN-STATE--SUBSISTENCE AND LODGING		1,291.83			
04-AF	IN-STATE--PRIVATE AUTO MILEAGE		1,076.60			
04-AH	IN-STATE--AIR TRANSPORTATION		284.00			
04-AW	IN-STATE--OTHER		234.88			
04-BA	OUT-OF-STATE--SUBSISTENCE & LODGING		1,609.79			
04-BF	OUT-OF-STATE--PRIVATE AUTO MILEAGE		116.76			
04-BH	OUT-OF-STATE--AIR TRANSPORTATION		20.00			
04-FA	FOREIGN--SUBSISTENCE & LODGING		36,585.62			
04-FF	FOREIGN--PRIVATE AUTO MILEAGE		127.68			
04-FH	FOREIGN--AIR TRANSPORTATION		22,466.92			
04-FK	FOREIGN--OTHER TRANSPORTATION		619.38			
04-FW	FOREIGN--ALL OTHER		120.99			
04-WN	TRAVEL ADVANCES		14,477.00			
	TOTAL TRAVEL.	175,288.00	79,031.45		96,256.55	45
06-EB	COMPUTING EQUIPMENT		2,578.10			
06-FA	PHOTOGRAPHIC/REPRODUCTION EQUIPMENT		4,802.19			
	TOTAL EQUIPMENT	8,700.00	7,380.29		1,319.71	85
07-DA	OASI		6,046.04			
07-DD	TIAA/REF 10%		5,576.13			
07-DF	PERS II (2)		336.11			
07-DG	MEDICAL AID & WORKER'S COMPENSATION		286.47			
07-DK	MEDICARE - NONFEDERAL		1,425.33			
07-JB	ESTIMATED FUTURE BENEFIT COST		.00	2,613.00		
07-MA	UNEMPLOYMENT INSURANCE		688.04			
07-MB	STATE HEALTH INSURANCE		6,384.23			
	TOTAL EMPLOYEE BENEFITS	62,992.00	20,742.35	2,613.00	39,636.65	37
08-AB	PRIZES AND AWARDS		4,800.00			
	TOTAL GRANTS AND SUBSIDIES.	9,600.00	4,800.00		4,800.00	50
13-DC	INTERNATIONAL		74,578.18	72,245.82		
	TOTAL INDIRECT COSTS.	146,824.00	74,578.18	72,245.82	.00	100
16-EB	COMPUTING EQUIPMENT		4,842.55			

SMALL BUSINESS DEVELOPMENT CTR ANDERSON, LYLE MI 3910 07-01-93 12-31-93

PROGRAM 12R PROJECT 0203

Romania CTR for Business Excellence-OFF CAMPUS

40% OF PERIOD ELAPSED

(3) PROJECT SUMMARY TO DATE
BY SUBOBJECT

PROJECT
BUDGET

EXPENDED
TO DATE

OUTSTANDING
ENCUMBRANCES

BALANCE

PCT.
USED

TOTAL NON-CAPITALIZED EQUIPMENT .

.00

4,842.55

4,842.55-

--

(4) CURRENT MONTH TRANSACTIONS--OPERATIONS
SUB. MO/DA DESCRIPTION OR PAYEE

BUDGET

EXPEND

ENCUMBER

ID NUMBER

FUND

TT

DOC. NO.

REF. NO.

OBJECT 00 SALARIES

AB	12/31	WALTZ, LESLIE K							
AB	12/17	WALTZ, LESLIE K	871.00		075938C	14501	55	S215119	063094
AB	12/31	WALTZ, LESLIE K	871.00	10,452.00	075938C	14501	85	V002894	DECO.50
AF	12/17	REIKOFSKI, DAVID DELANO	143.10		075938C	14501	85	V003231	DECO.50
AF	12/17	REIKOFSKI, J KATHLEEN	162.90		071308F	14501	85	V002894	DECO.00
AF	12/31	REIKOFSKI, DAVID DELANO	47.70		056728F	14501	85	V002894	DECO.00
AF	12/31	REIKOFSKI, J KATHLEEN	40.73		071308F	14501	85	V003231	DECO.00
AF	12/17	REIKOFSKI, DAVID DELANO	1,431.00		056728F	14501	85	V003231	DECO.00
AF	12/17	REIKOFSKI, J KATHLEEN	1,629.00		071308F	14501	85	V002894	DECO.50
AF	12/31	REIKOFSKI, DAVID DELANO	1,431.00		056728F	14501	85	V002894	DECO.50
AF	12/31	REIKOFSKI, J KATHLEEN	1,629.00		071308F	14501	85	V003231	DECO.50
AF	12/17	TOLAR, ROBERT LYNN	1,614.15		056728F	14501	85	V003231	DECO.50
AF	12/31	TOLAR, ROBERT LYNN	1,614.15		052584F	14501	85	V002894	DECO.42
		TOTAL	11,484.73	10,452.00	052584F	14501	85	V003231	DECO.42

OBJECT 01 WAGES

AK	12/17	FRONK, WILLIAM J	280.00		075757H	14501	85	V002894	DECO.16
AK	12/31	FRONK, WILLIAM J	290.00		075757H	14501	85	V003231	DECO.16
AK	12/17	SCHAECHTEL, ANN	2,257.20		075757H	14501	85	V002894	DECO.50
AK	12/31	SCHAECHTEL, ANN	2,257.20		075757H	14501	85	V003231	DECO.50
		TOTAL	5,084.40	.00					

OBJECT 03 GOODS AND SERVICES

AA	11/04	ADVANCED OFFICE SYSTEMS		163.40	009980296	14501	51	F062134	
AA	12/02	ASTRO AWARDS & ENGRAVING	24.21		009985658	14501	81	P766671	BA60489
AA	12/29	CENTRAL STORES	70.16		000001000	14501	97	X071416	S479332
AA	12/08	E & I COOPERATIVE SERVICE		992.60	009767322	14501	51	F062764	
AA	12/20	GLOBAL CONCEPTS INC	466.55		009990417	14501	81	P775269	BA60489
AA	10/20	OFFICE DEPOT		4,656.53	009979788	14501	51	F061818	
AA	12/01	OFFICE DEPOT INC	129.11-		009849058	14501	82	P764660	
AA	12/28	OFFICE DEPOT INC	4,331.66		009849058	14501	81	P778108	BA42409
AA	12/28	OFFICE DEPOT INC	329.21		009849058	14501	81	P778108	BA42409
AA	12/28	OFFICE DEPOT INC	26.00		009849058	14501	81	P778109	BA42409
AA	12/28	OFFICE DEPOT INC	342.07		009849058	14501	81	P778109	BA42409
AA	12/30	OFFICE DEPOT INC	55.45-		009849058	14501	98	R000000	P763776
AA	12/28	ROMANIA 01 JULY/SEPT 1993	232.16		009772447	14501	91	P746905	B003422
BA	12/29	CRISP PUBLICATIONS	545.12		009767210	14501	81	P779173	Q047181
BA	12/29	CRISP PUBLICATIONS	39.97		009767210	14501	81	P779173	Q047181
BA	12/29	CRISP PUBLICATIONS	280.75		009767210	14501	81	P779175	Q047182
BA	12/29	CRISP PUBLICATIONS	20.42		009767210	14501	81	P779175	Q047182
BA	07/30	PETERSONS		42.95	009742226	14501	51	F059911	
BA	12/02	POWELLS BOOKS	48.81		009824895	14501	81	P766682	BA60489

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SMALL BUSINESS DEVELOPMENT CTR ANDERSON,LYLE MI 3910 07-01-93 12-31-93

PROGRAM 12R PROJECT 0203

Romania CTR for Business Excellence--OFF CAMPUS

40% OF PERIOD ELAPSED

(4) CURRENT MONTH TRANSACTIONS--OPERATIONS

SUB. MO/DA	DESCRIPTION OR PAYEE	BUDGET	EXPEND	ENCUMBER	ID NUMBER	FUND	TT	DOC.NO.	REF.NO.
OBJECT 03 GOODS AND SERVICES									
BP	12/09 WESTIN HOTEL		42.87		009746959	14501	81	P769280	Q047156
DD	12/03 MAILING SERVICES		.58		000006040	14501	97	MS93/11	
DD	12/28 ROMANIA 01 JULY/SEPT 1993		9.93		009772447	14501	91	P746905	B003422
DK	12/28 ROMANIA 01 JULY/SEPT 1993		8.26		009772447	14501	91	P746905	B003422
EA	12/16 CLARK PUBLIC UTILITIES		170.98		090415759	14501	81	P773916	BA60489
EA	12/22 WHITLOCK & SAUNDERS		109.82		009967531	14501	81	P776607	BA60489
FH	12/09 WESTIN HOTEL		59.68		009746959	14501	81	P769280	Q047156
FK	12/22 WHITLOCK & SAUNDERS		1,000.00		009967531	14501	81	P776833	C011430
LA	12/13 PC COMPUTING		119.97		009752811	14501	81	P770750	Q047144
LA	12/13 SUPERINTENDENT OF DOCUMEN		21.50		009799924	14501	81	P770594	BA00003
PK	12/13 RUSSELL, CHARLES		500.00		009988221	14501	81	P770712	TA51523
PT	12/13 TOLAR, ROBERT LYNN		160.00		097254859	14501	81	P770794	TA51895
PZ	12/07 WILLIAM T GRIFFIN		150.00		009976379	14501	81	P768084	BA60489
TA	12/02 AIR DATA EXPRESS		3.85		009818762	14501	81	P766435	R207249
TAPO	12/28 FEDERAL EXPRESS CORP		6.75		009751727	14501	81	P777705	R206863
TAPO	12/08 FEDERAL EXPRESS CORP		6.75		009751727	14501	81	P768639	R207509
TAPO	12/28 FEDERAL EXPRESS CORP		9.50		009751727	14501	81	P777797	R208118
WB	12/28 SEAFIRST BANK		595.96-		009772447	14501	92	P746905	B003422
	TOTAL		8,357.01	5,855.48					
OBJECT 04 TRAVEL									
AA	12/17 AMER TRAVEL INN		68.80		009742453	14501	81	P774139	TA42813
AA	12/14 FRONK, WILLIAM JAMES		38.00		024011883	14501	81	P772695	TA42813
AA	12/29 REIKOFSKI, DAVID DELANO		158.21		099140309	14501	81	P779056	TA17240
AA	12/29 REIKOFSKI, J KATHLEEN		158.21		096692749	14501	81	P779055	VAR10US
AF	12/14 FRONK, WILLIAM JAMES		157.92		024011883	14501	81	P772695	TA42813
AF	12/29 REIKOFSKI, DAVID DELANO		269.92		099140309	14501	81	P779056	TA17240
BA	12/13 PORTLAND INN		53.41		009965620	14501	81	P770843	TA51523
BA	12/28 PORTLAND INN		1,294.38		009965620	14501	81	P778261	VAR10US
BF	12/29 REIKOFSKI, DAVID DELANO		98.28		099140309	14501	81	P779056	TA17240
FA	12/20 BERNEY, ROBERT E		521.89		009181503	14501	81	P774700	TA51894
FA	12/29 IMPERIAL HOTEL		81.75		009990145	14501	81	P779023	VAR10US
FA	12/29 REIKOFSKI, DAVID DELANO		470.60		099140309	14501	81	P779056	TA17240
FA	12/29 REIKOFSKI, J KATHLEEN		193.50		096692749	14501	81	P779055	VAR10US
FA	12/28 ROMANIA 01 JULY/SEPT 1993		165.61		009772447	14501	91	P746905	B003422
FA	12/15 SCHAECHTEL, ANN		990.82		009931227	14501	81	P773279	TA50009
FA	12/15 SCHAECHTEL, ANN		193.50		009931227	14501	81	P773280	TA50009
FA	12/03 TOLAR, ROBERT LYN		1.20-		097254859	14501	98	R000000	P726957
FA	12/13 TOLAR, ROBERT LYNN		545.00		097254859	14501	81	P770794	TA51895
FF	12/20 BERNEY, ROBERT E		42.56		009181503	14501	81	P774700	TA51894
FH	12/29 AMER EXPRESS		1,161.85		009773391	14501	81	P779273	
FH	12/29 AMER EXPRESS		1,468.17		009773391	14501	81	P779293	
FK	12/20 BERNEY, ROBERT E		145.30		009181503	14501	81	P774700	TA51894
FK	12/29 REIKOFSKI, DAVID DELANO		4.35		099140309	14501	81	P779056	TA17240
FK	12/28 ROMANIA 01 JULY/SEPT 1993		180.00		009772447	14501	91	P746905	B003422
FK	12/15 SCHAECHTEL, ANN		5.19		009931227	14501	81	P773279	TA50009
FK	12/15 SCHAECHTEL, ANN		111.84		009931227	14501	81	P773280	TA50009

SMALL BUSINESS DEVELOPMENT CTR ANDERSON, LYLE MI

BUDGET 3910 07-01-93 12-31-93

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PROGRAM 12R PROJECT 0203

Romania CTR for Business Excellence-OFF CAMPUS

40% OF PERIOD ELAPSED

(4) CURRENT MONTH TRANSACTIONS--OPERATIONS

SUB. MO/DA	DESCRIPTION OR PAYEE	BUDGET	EXPEND	ENCUMBER	ID NUMBER	FUND	TT	DOC.NO.	REF.NO.
OBJECT 04 TRAVEL									
FK	12/13 TOLAR,ROBERT LYNN		80.00		097254859	14501	81	P770794	TA51895
FW	12/29 REIKOFSKI,DAVID DELANO		34.12		099140309	14501	81	P779056	TA17240
WN	12/15 TOLAR,ROBERT LYNN		1,000.00-		097254859	14501	92	P714260	B003182
WN	12/20 TOLAR,ROBERT LYNN		500.00		097254859	14501	81	P774503	TA50022
WN	12/13 TOLAR,ROBERT LYNN		500.00-		097254859	14501	82	P770794	TA51895
	TOTAL		7,691.98	.00					
OBJECT 06 EQUIPMENT									
EB	12/29 COMPUTER DISCOUNT WAREHOU		2,578.10		009750240	14501	81	P779151	F061910
OBJECT 07 EMPLOYEE BENEFITS									
DA	12/17 EMPLOYER CONTRIBUTION		520.09		009770173	14501	85	V002896	121593
DA	12/31 EMPLOYER CONTRIBUTION		507.21		009770173	14501	85	V003233	123193
DD	12/17 EMPLOYER CONTRIBUTION		467.41		009745680	14501	85	V002896	121593
DD	12/31 EMPLOYER CONTRIBUTION		467.41		009745680	14501	85	V003233	123193
DF	12/17 EMPLOYER CONTRIBUTION		66.02		009777235	14501	85	V002896	121593
DF	12/31 EMPLOYER CONTRIBUTION		66.02		009777235	14501	85	V002896	121593
DG	12/17 EMPLOYER CONTRIBUTION		20.49		009777238	14501	85	V002896	121593
DG	12/31 EMPLOYER CONTRIBUTION		17.37		009777238	14501	85	V003233	123193
DK	12/17 EMPLOYER CONTRIBUTION		121.63		009770156	14501	85	V002896	121593
DK	12/31 EMPLOYER CONTRIBUTION		118.63		009770156	14501	85	V003233	123193
JB	12/31 BENEFITS SUMMARY RECORD			2,613.00				S215120	
MA	12/17 EMPLOYER CONTRIBUTION		58.72		009777769	14501	85	V002896	121593
MA	12/31 EMPLOYER CONTRIBUTION		57.27		009777769	14501	85	V003233	123193
MB	12/17 EMPLOYER CONTRIBUTION		1,246.24		009770397	14501	85	V002896	121593
	TOTAL		3,734.51	2,613.00					
OBJECT 08 GRANTS AND SUBSIDIES									
AB	12/16 FERNANDEZ,EUSTACE		2,400.00		020181883	14501	81	P771519	
AB	12/16 FRONK,WILLIAM JAMES		2,400.00		024011883	14501	81	P771521	
	TOTAL		4,800.00	.00					
OBJECT 13 INDIRECT COSTS									
DC	12/01 AUTOMATIC ENCUMBRANCE			72,245.82					
DC	12/09 OH- 26.000PCT-B19-201-R30		26.66			14501	51		8000000
DC	12/13 OH- 26.000PCT-B19-201-R30		166.78			14501	97	R000000	
DC	12/13 OH- 26.000PCT-B19-201-R30		87.99			14501	97	R000000	
DC	12/14 OH- 26.000PCT-B19-201-R30		50.94			14501	97	R000000	
DC	12/15 OH- 26.000PCT-B19-201-R30		78.35			14501	97	R000000	
DC	12/16 OH- 26.000PCT-B19-201-R30		44.45			14501	97	R000000	
DC	12/17 OH- 26.000PCT-B19-201-R30		2,849.02			14501	97	R000000	
DC	12/20 OH- 26.000PCT-B19-201-R30		435.84			14501	97	R000000	
DC	12/22 OH- 26.000PCT-B19-201-R30		28.55			14501	97	R000000	
DC	12/28 OH- 26.000PCT-B19-201-R30		1,648.29			14501	97	R000000	
DC	12/29 OH- 26.000PCT-B19-201-R30		1,314.40			14501	97	R000000	
DC	12/02 OH- 26.000PCT-B19-201-R30		19.99			14501	97	R000000	
DC	12/07 OH- 26.000PCT-B19-201-R30		39.00			14501	97	R000000	

SMALL BUSINESS DEVELOPMENT CTR ANDERSON, LYLE MI 3910 07-01-93 12-31-93

PROGRAM 12R PROJECT 0203

Romania CTR for Business Excellence-OFF CAMPUS

40% OF PERIOD ELAPSED

(4) CURRENT MONTH TRANSACTIONS--OPERATIONS

SUB. MO/DA	DESCRIPTION OR PAYEE	BUDGET	EXPEND	ENCUMBER	ID NUMBER	FUND	TT	DOC.NO.	REF.NO.
OBJECT 13 INDIRECT COSTS									
DC	12/08 OH- 26.000PCT-B19-201-R30		1.76			14501	97	R000000	
DC	12/31 OH- 26.000PCT-B19-201-R30		2,447.82			14501	97	R000000	
DC	12/03 OH- 26.000PCT-B19-201-R30		.16-			14501	98	R000000	
DC	12/30 OH- 26.000PCT-B19-201-R30		14.42-			14501	98	R000000	
DC	12/01 OH- 26.000PCT-B19-201-R30		33.57-			14501	98	R000000	
DC	12/27 TO 21A-9745-0032		60,183.16			14501	98	R000000	
	TOTAL		69,374.85	72,245.82					J001098

(5) PROJECT SUMMARY TO DATE

RECEIPTS BY SOURCE/SUBSOURCE	PROJECT ESTIMATE	RECEIVED TO DATE	VARIANCE	PERCENT RECEIVED
319-17 FEDERAL LETTER OF CREDIT				
RECEIPTS TOTAL	977,702.00	384,940.19	592,761.81-	39

(6) CURRENT MONTH TRANSACTIONS--RECEIPTS

SUB. MO/DA	DESCRIPTION	ESTIMATE	RECEIPT	ID NUMBER	FUND	TT	DOC.NO.	REF.NO.
SOURCE 319 DEPARTMENT OF STATE								
17	12/28 FROM POOL 1142-7260		364,199.67					
17	12/29 FROM POOL 1142-7260		8,947.88		14501	21	R000000	
17	12/31 FROM POOL 1142-7260		11,862.51		14501	21	R000000	
17	12/30 TO POOL 1142-7260		69.87-		14501	22	R000000	
	TOTAL		384,940.19					

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SMALL BUSINESS DEVELOPMENT CTR ANDERSON, LYLE MI 3910 07-01-93 12-31-93

PROGRAM 12R PROJECT 0202

Romania CTR For Business Excellence-ON CAMPUS

40% OF PERIOD ELAPSED

PROJECT PERIOD: 07-01-93 TO 09-30-94
PRIN. INVESTIGATOR: TOLAR, R

(1) PROJECT SUMMARY TO DATE BY OBJECT	PROJECT BUDGET	EXPENDED TO DATE	OUTSTANDING ENCUMBRANCES	BALANCE	PCT. USED
00 SALARIES	12,205.00	4,858.23		7,346.77	40
01 WAGES	.00	1,082.20		1,082.20-	--
03 GOODS AND SERVICES	.00	716.78		716.78-	--
04 TRAVEL	.00	128.80		128.80-	--
07 EMPLOYEE BENEFITS	3,173.00	1,548.18		1,624.82	49
13 INDIRECT COSTS	6,920.00	3,750.38	3,169.62	.00	100
PROJECT TOTAL	22,298.00	12,084.57	3,169.62	7,043.81	68

(2) PROJECT SUMMARY TO DATE	ESTIMATE	REVENUE	VARIANCE	PCT.
99 REVENUE	22,298.00	12,084.57	10,213.43-	54

(3) PROJECT SUMMARY TO DATE BY SUBOBJECT	PROJECT BUDGET	EXPENDED TO DATE	OUTSTANDING ENCUMBRANCES	BALANCE	PCT. USED
00-AB CLASSIFIED STAFF		3,831.04			
00-AF FACULTY		1,027.19			
TOTAL SALARIES	12,205.00	4,858.23		7,346.77	40
01-AK OTHER EMPLOYEES		637.20			
01-AL STUDENTS		445.00			
TOTAL WAGES00	1,082.20		1,082.20-	--
03-AA OFFICE SUPPLIES		707.28			
03-TA FREIGHT AND EXPRESS		9.50			
TOTAL GOODS AND SERVICES00	716.78		716.78-	--
04-AE IN-STATE--POOL CAR RENTAL		101.92			
04-AF IN-STATE--PRIVATE AUTO MILEAGE		26.88			
TOTAL TRAVEL00	128.80		128.80-	--
07-DA OASI		340.72			
07-DD TIAA/CREF 10%		102.72			
07-DF PERS II (2)		288.88			
07-DG MEDICAL AID & WORKER'S COMPENSATION		37.01			
07-DK MEDICARE - NONFEDERAL		79.70			
07-MA UNEMPLOYMENT INSURANCE		38.49			
07-MB STATE HEALTH INSURANCE		660.66			
TOTAL EMPLOYEE BENEFITS	3,173.00	1,548.18		1,624.82	49
13-DC INTERNATIONAL		3,750.38	3,169.62		
TOTAL INDIRECT COSTS	6,920.00	3,750.38	3,169.62	.00	100

SMALL BUSINESS DEVELOPMENT CTR ANDERSON, LYLE MI 3910 07-01-93 12-31-93

PROGRAM 12R PROJECT 0202

Romania CTR For Business Excellence-ON CAMPUS

40% OF PERIOD ELAPSED

(4) CURRENT MONTH TRANSACTIONS--OPERATIONS

SUB. MO/DA	DESCRIPTION OR PAYEE	BUDGET	EXPEND	ENCUMBER	ID NUMBER	FUND	TT	DOC. NO.	REF. NO.
OBJECT 00 SALARIES									
A3	12/17 NELSON, TERI LYNN		324.50		040125C	14501	85	V002894	DECO.12
AE	12/31 NELSON, TERI LYNN		324.50		040125C	14501	85	V003231	DECO.12
	TOTAL		649.00	.00					
OBJECT 07 EMPLOYEE BENEFITS									
DA	12/17 EMPLOYER CONTRIBUTION		20.12		009770173	14501	85	V002896	121593
DA	12/31 EMPLOYER CONTRIBUTION		20.12		009770173	14501	85	V003233	123193
DF	12/17 EMPLOYER CONTRIBUTION		24.60		009777235	14501	85	V002896	121593
DF	12/31 EMPLOYER CONTRIBUTION		24.60		009777235	14501	85	V003233	123193
DG	12/17 EMPLOYER CONTRIBUTION		2.21		009777238	14501	85	V002896	121593
DG	12/31 EMPLOYER CONTRIBUTION		2.41		009777238	14501	85	V003233	123193
DK	12/17 EMPLOYER CONTRIBUTION		4.71		009770156	14501	85	V002896	121593
DK	12/31 EMPLOYER CONTRIBUTION		4.71		009770156	14501	85	V003233	123193
MA	12/17 EMPLOYER CONTRIBUTION		2.27		009777769	14501	85	V002896	121593
MA	12/31 EMPLOYER CONTRIBUTION		2.27		009777769	14501	85	V003233	123193
MB	12/17 EMPLOYER CONTRIBUTION		80.93		009770397	14501	85	V002896	121593
	TOTAL		188.95	.00					
OBJECT 13 INDIRECT COSTS									
DC	11/29 AUTOMATIC ENCUMBRANCE			3,169.62		14501	51		B000000
DC	12/17 OH- 45.000PCT-719-101-R30		206.70			14501	97	R000000	
DC	12/31 OH- 45.000PCT-819-101-R30		170.37			14501	97	R000000	
DC	12/27 TO 21A-9745-0032		3,203.03			14501	97		J001098
	TOTAL		3,580.10	3,169.62					

(5) PROJECT SUMMARY TO DATE

RECEIPTS BY SOURCE/SUBSOURCE	PROJECT ESTIMATE	RECEIVED TO DATE	VARIANCE	PERCENT RECEIVED
319-17 FEDERAL LETTER OF CREDIT		12,084.57		
RECEIPTS TOTAL	22,298.00	12,084.57	10,213.43-	54

(6) CURRENT MONTH TRANSACTIONS--RECEIPTS

SUB. MO/DA	DESCRIPTION	ESTIMATE	RECEIPT	ID NUMBER	FUND	TT	DOC. NO.	REF. NO.
SOURCE 319 DEPARTMENT OF STATE								
17	12/27 FROM POOL 1142-7260		11,535.59		14501	21	R000000	
17	12/31 FROM POOL 1142-7260		548.98		14501	21	R000000	
	TOTAL		12,084.57					

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SUPPLEMENTARY MATERIALS PRODUCED AND DISTRIBUTED IN ROMANIA

- ◆ **Center for Business Excellence Seminar Promotions (2)**
 - ◆ **Consulting Center Brochure (in Romanian)**
 - ◆ **Black Sea University Schedule - Summer of 1993**
 - ◆ **Newsletter for Romanian Distribution**

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CINE AR TREBUI SA URMEZE ACESTE CURSURI?

- * Patronii și managerii aflați în afaceri de peste 6 luni
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- * UN MARKETING COMPETENT
Tehnici de reclamă și promovare.
- * CONTABILITATE MANAGERIALA
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- * NEGOCIEREA
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ADRESA: Centrul pentru dezvoltarea întreprinderilor mici si mijlocii, Academia de studii economice,
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Daca doriți să organizați astfel seminarii la sediul dvs.,
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- * A management training program designed for managers and directors of privatizing businesses with seminars and on-site counseling to help solve problems during the transition period. Participants will also prepare a business plan and design a presentation for potential investors.**
- * Two series of practical management seminars to help developing enterprises solve problems of growth and stability. The series for new and start-up businesses continues. Seminars are presented in Bucharest and in counseling centers outside Bucharest.**
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Instruction is in Romanian. Instructor teams of Romanian and American counselors have developed or adapted American materials for use by Romanian businesses. Seminars are interactive to keep seminars interesting and relevant.

Since 1991, counselors in the Romanian-American business counseling centers--two in Bucharest plus centers in Timisoara and Craiova--have provided information to solve problems for Romanian businesses. With confidential business counseling and skill-building seminars, clients access information, develop plans to guide future business activities, and improve management skills. All are essential to success.

These training programs build on the experience gained in Romania over the past two years. Washington State University with its partners "Polytechnica" University in Bucharest, Academy of Economic Studies, Timisoara Chamber of Commerce and Industry, Technical University and Agricultural Sciences University in Timisoara, and University of Craiova are leaders in practical business training.

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- * Consultanța individuală
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- * Consultanți americani instruiți

Centrul este rezultatul unui program finanțat de Agenția Internațională de Dezvoltare a SUA, având ca partener contractual Universitatea Statului Washington.

CARE SUNT OBIECTIVELE PROGRAMULUI?

- * Creșterea profitabilității și a succesului activităților private;
- * Asigurarea asistenței în pregătirea managerilor români, în specificul economiei de piață.

CINE POATE APELA LA SERVICIILE CENTRULUI?

Orice persoană sau grup de persoane care dețin în proprietate sau doresc să inițieze o activitate privată.

CE SERVICII POATE SA ASIGURE CENTRULUI?

Consultanții centrului, specialiști români și americani, sunt pregătiți să vă acorde asistența și/sau să vă recomande altor experți în următoarele domenii:

- | | | |
|--|---|---|
| * Elaborarea Planului de Afaceri | * Producție - conducerea activităților productive | * Acces la resursele Centrului |
| * Planul de Marketing | * Relații cu alte centre sau organizații similare | Baza de date |
| * Managementul personalului | * Analiza financiară | Biblioteca de specialitate |
| * Studii de amplasament | * Bugete | Software specific |
| * Interpretări de documente comerciale | * Costuri și prețuri | Colecția de legi |
| * Management | | Catalogul "Pagini Naționale" și Internaționale" |

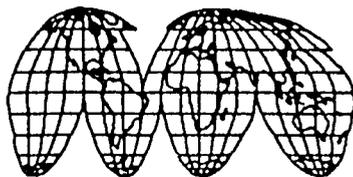
POATE CENTRUL SA VA IMPRUMUTE SAU SA VA OFERE BANI?

Nu! Destinația centrului este aceea de a vă învăța cum să conduceți o afacere și de a vă acorda consultanța pentru desfășurarea cu succes a afacerii.

CUM PUTEȚI BENEFICIA DE SERVICIILE CENTRULUI?

Contactați-ne telefonic sau vizitați-ne la centru pentru a fi programat pentru o consultanță.

ROMANIA



IS OPEN FOR BUSINESS

CENTRE DE CONSULTANTA

BUCURESTI

UNIVERSITATEA POLITEHNICA

Sediul din Polizu,

corpul P, et.2

Tel.01 659-4956

Fax.01 312-9581

ACADEMIA DE STUDII ECONOMICE

Str.Tache Ionescu nr.11

adiacenta Bd-ului Magheru

Tel.01 650-0660

Fax.01 312-9698

TIMISOARA

CENTRUL PENTRU DEZVOLTARE

Str. Paris nr.2A, et.4

Tel. 09 613-5966

Fax. 09 613-5966

CRAIOVA

UNIVERSITATEA DIN CRAIOVA

Facultatea de științe

economice

Tel. 09 411-6574 int. 174

SMEDC

(SMALL & MEDIUM ENTERPRISE DEVELOPMENT CENTER)

**CENTRUL ROMANO-AMERICAN PENTRU DEZVOLTAREA
INITIATIVEI PRIVATE**

BLACK SEA UNIVERSITY SUMMER SCHOOLS, COSTINEȘTI, 1993

16 May through 29 May	Processes of the European Union (1), with the European Community (F)	Managing Small Enterprises (2), with Washington State University (E)	6 June through 19 June	Communication Integration in Europe and the Black Sea Area (3), with I.T.U., Geneva (E)
30 May through 12 June	Service Economy (4), with Geneva Association (F/E)	Management in Organizations and High Tech Industry (5), with Western Michigan University (E)		
13 June through 26 June	Adult Education in the Societies in Transition (6), with the UNESCO Institute of Education, Hamburg (F/E)	Marine Resources (7), with Project RIMI (Stockholm) (E)		
27 June through 10 July	Civilisation of the Black Sea (8), with UNESCO (F)	19 July through 25 July Poetry with Sorescu (11)	6 July through 19 July	Sociology of Transition in Eastern Europe (9), with Louisville University (E)
11 July through 24 July	Management of Transition Crises (10) with Sawyer Miller Group, USA, and Deloitte & Touche, USA (E)	Human Rights and Democracy (12), with Columbia University (E)		
25 July through 7 August	Advanced Computing and its Applications (13), with Bristol University (E)	Comparative European and Japanese Management (14), with Tokai University (E)	26 July through 31 July	Apitherapy (15), with ITEA Apimondia
	22 August through 4 September MUSIC (Cello and Violin) (21, 22) with The Lipatti Foundation	Human rights: Post-Vienna Overview (16), with the United Nations, the Council of Europe and RIHR (1-7 August)		
8 August through 21 August	Research Incubators and Entrepreneurship (18), with IACHEI, Oxford (E)	Technological Management (19), with Technical University, Denmark (E)	Mass-media Facing Globalism and Regionalism (20), with URTI (F/E)	
22 August through 4 September	Economics of Transition (23), with the University of Bordeaux (F)	Managing for a Sustainable Future (24) with FIT (Canada) (E)	The Danube Delta in the World Nature Heritage (25), with IUCN, Geneva (F/E)	
5 September through 18 September	Marine Biology (28), with CNRS, Paris (F/E)	Case Studies in Earthquake Protection (26), with UNCRD, Nagoya (E)	Geopolitics in the Black Sea Area (27), with the Foundation for the Studies of National Defence, Paris (F)	
19 September through 2 October	Negotiations and Conflict Resolution (29), with IEIS Luxembourg (E)		Major Projects for the Black Sea (30), with the Club of Rome Association (E)	

The universities and institutions are quoted above in the sense that their lecturers will be present or other agreements are under consideration.

- F - French as working language
- E - English as working language

CENTER FOR EXCELLENCE CONTRACT SIGNED!

On October 19 the contract to fund a **Center for Business Excellence** in Romania was signed by the United States Agency for International Development and Washington State University.

The Center will open in a renovated building on the Polizu Campus of Polytechnic University in Bucharest, the Romanian partner.

It is only one of four Centers for Excellence in Eastern Europe.

Polytechnic and Washington State have been assisting private businesses for over two years through a Small and Medium Enterprise Development Center. This grant will fund more direct services to business.

NEW PROGRAMS TO HELP BUSINESS

The Center for Business Excellence will offer practical management training to managers and directors of privatizing businesses with on-site counseling to help to solve problems. During training, the team of managers will prepare a business plan and design a presentation for investors.

The Center will also train business counselors and provide a certification

program to ensure quality in business assistance throughout Romania.

Certified counselors will have the opportunity to be trained as "trainers of counselors" for a second certificate.

The Center will offer practical management training seminars at Polytechnic and through associated Centers at Academy of Economic Studies in Bucharest, and in Timisoara and Craiova.

MEETING IN WASHINGTON STATE

Brian Atwood, Administrator of the United States Agency for International Development and James Henson, WSU's Vice Provost for International Programs, met in Seattle Washington to sign the contract which confirms USAID and WSU's commitment to help Romanian business succeed in a market economy.

At the signing, Robert Tolar, Coordinator of International Programs for the Washington State Small Business

Development Centers, said, "This grant recognizes the outstanding work the Polytechnic University management faculty members have done over the past two years in preparing themselves to provide practical applications of business theory. They have truly laid the groundwork for the Center for Business Excellence. Washington State University is pleased and proud to be associated with them in this endeavor."

NEW ! PRIVATIZATION TRAINING FOR MANAGERS

Working with USAID, the National Agency for Privatization, and the Romanian Development Agency, 16 enterprises have been selected for the first management training program of the Center for Business Excellence. Managers will learn practical management techniques to use as they work toward privatization.

OPENING SESSION

The first session will be taught by Robert Berney, Professor and Chair of the Economics Department, Washington State University. He will discuss the privatization process and the advantages and limitations of privatization. He will be available for individual consultation after his presentation. Coursework will strengthen management skills in team building, marketing,

Training will be conducted in Bucharest, Craiova and Timisoara. The training program, starting the week of November 22nd, will include several weeks of intensive, practical training provided by SMEDC faculty, visiting faculty from the College of Business and Economics at Washington State University, and certified Romanian business counselors and professors.

finance, production, human resources, and planning.

A goal of the program is that, by the end of training, all firms will have a business plan and an oral and written presentation for use with potential investors or partners. Those who successfully complete the program will be issued certificates.

FOLLOW-UP ASSISTANCE IS AVAILABLE

The Small and Medium Enterprise Development Centers in Bucharest, Timisoara, and Craiova will have several Business Development Specialists and Master of Business

Administration students from Washington State University in Romania for the next year to provide follow-up assistance.

BUSINESS COUNSELOR CERTIFICATION

Washington State University and the state-wide Small Business Development Center Network has approved a Professional and Master Business Counselor Certification Program in Romania. With that action, programs to train counselors and trainers became a program of the Center for Business Excellence with certification by the WSU SBDC.

PROFESSIONAL BUSINESS COUNSELOR

The Professional Business Counselor certificate requires completion of basic practical training in counseling, ethics, and business. Emphasis is on techniques to help business owners and managers identify problems, set priorities,

find solutions, and plan for the future. This is followed by practice in counseling and training with a Master Business Counselor who will recommend certification after competence is demonstrated.

MASTER BUSINESS COUNSELOR

Master Business Counselors are certified after additional training in counseling techniques, center management, and participative training strategies. They will be responsible for maintaining quality standards throughout the network as well as in their own counseling. Success of the business assistance network in Romania may well depend on their ability to guide and counsel counselors.

Business counselor certification ensures quality counselors with a commitment to professionalism. It will help standardize counseling methods and economic language and will provide a measurement for counseling abilities. It also gives counselors confidence that they are providing the very best service to businesses in Romania.

BUSINESS COUNSELING CENTERS

Since 1991, counselors in the Romanian-American business counseling centers have been providing information and solutions to problems facing Romanian businesses. The focus is on increasing the probability for business success. Accessible information, plans which guide future business activities, and improved management skill levels are all essential elements of business success.

Skilled, trained counselors provide information and practical management ideas to clients.

Through confidential business counseling and skill-building seminars, counselors serve business. A library of

practical "how-to" business books is available at all centers.

Washington State University, in partnership with Polytechnic University in Bucharest and Academy of Economic Studies, formally opened two counseling centers in 1992. The Timisoara Center, formed by the Chamber of Commerce and Industry and the Agriculture and Technical Universities in Timisoara, joined the network in May. At University of Craiova the counseling center opened in October.

ACADEMY OF ECONOMIC STUDIES

The ASE Center is offering three seminars for new and start-up businesses in November. Topics include planning, marketing, and financing.

The next series of seminars, starting in December, will focus on developing businesses with "how to" sessions on planning, advertising, customer service, and managing people.

ASE is pleased to have Sarah O'Neill, a Peace Corp volunteer from the

United States, working with them in the Center. She is providing support for the upcoming seminars and will be a valuable information resource on practices in banking and granting credit.

Two ASE counselors, Lavinia Rasca and Marcel Duhaneanu, spent time at Harvard this summer working in the Executive Management program.

TIMISOARA

A similar seminar series for new and start-up businesses will be offered in Timisoara during November. The last one is scheduled on November 25th, in conjunction with "Buna Dimineata Romania's" Privatization Day in Timisoara. The counselors see the CRIMM and EC PHARE Investment Assistance Scheme with one million ECU to help purchase production and manufacturing equipment, as a unique opportunity to help business.

Along with the other centers, they will locate qualified local firms and assist them in applying for funds.

Timisoara is also fortunate to have Peace Corp volunteer Jim Marten working with them as a counselor and trainer. With experience as a business owner and an MBA, Jim brings a mix of practice and theory to counselors and clients of the Center.

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UNIVERSITY OF CRAIOVA

The newest Center joined the network with 11 counselors on 1 October 1993 at the University of Craiova. The partnership with Washington State University provides funding for staff, equipment, and counselor training. The library is coming from SUNY, State University of New York.

SUNY has offered TQM training programs at the University of Craiova. Currently, Dean Constantinescu, Faculty of Economic Sciences, Professor Florea, Director of the SMEDC, and Counselors Carmen Rotariu and Amelia Bodica are studying at SUNY in the US.

UNIVERSITY POLYTECHNIC (UPB)

The counseling center is a vital part of the new Center for Business Excellence (CBE). Even in the confined space available until the Center moves into a renovated classroom and building, counseling continues. Except for special CBE training programs, general management training seminars will be limited until the move.

be the trainers for managers of privatizing companies, a CBE program. This training will start in November and will continue until March with enterprises in Bucharest, Craiova, and Timisoara.

Certified business counselors, along with their American partners, will

SMEDC Director Cezar Scarlat was at WSU this summer and Counselors Florin Danalache and Gheorghe Manea recently returned from the Association of Small Business Development Center conference and special training at WSU.

FOR INFORMATION ON SERVICES OFFERED, CONTACT ANY OF THE CENTERS:

<p>Center for Business Excellence University POLITEHNICA Bucharest Politehnica Campus, Corp. 13 Tel: 01 359 4935 Fax: 01 312 9331</p>	<p>Small and Medium Enterprise Development Center Timisoara 900, Str. Park Nr. 2A, B1 Tel: 03 409 312 6766</p>
<p>Small and Medium Enterprise Development Center Academy of Economic Studies Bucharest Echeioncau Street Nr. 16, Bucharest Tel: 01 650 0660 Fax: 01 312 9693</p>	<p>Small and Medium Enterprise Development Center University of Galati, Faculty of Economic Sciences Tel: 09 411 457 47 Fax: 09 Fax: 09 411 15 93</p>

HIRING THE BEST EMPLOYEES STARTS ON PAPER

Successful hiring starts with a job description. Simple? No. Creating a job description, or thoroughly reviewing an existing one, takes time and attention to details. Most business owners and managers don't take the time and may not even realize that this is the first critical step in finding and hiring the best employee.

Hiring someone just like the last person to hold the job seems easier to do than reviewing job requirements. But your firm might do better hiring someone with different qualifications. This is particularly true if you are adding new equipment, automating, marketing outside Romania, or considering other changes.

To start the review, describe the requirements of the job and how it fits into the work of your firm:

1. Is this job necessary, what products or services will this employee provide? what would happen if it wasn't done? what would happen if it is done poorly?
2. What the employee does, what are the most important duties? what decisions will this employee make? how important are these to the success of the firm?
3. How employee does the work, who does the employee report to/work with? what outside contacts are necessary? what are the general working conditions: physical environment, hours, equipment, co-workers?
4. Necessary personal skills--logic or reasoning? interpersonal skills? detail orientation? good grooming?
5. Necessary physical skills--strength and size?

The job requirements provide a framework within which the employee must work. Next, a 'Critical Factor List' will summarize what is essential to performing the required elements of the job.

1. List the Critical Responsibilities and Duties (the duties essential to performing each responsibility.) required, desired, or can be taught on the job.)
2. List the Critical Skills and Knowledge needed to perform each duty (including the degree of skill and whether it is
3. List Critical Behavior and Physical attributes needed for each duty.
4. List the expected Critical Results.

You now have a comprehensive job description with criteria for selecting your next employee. This will save you time; you'll know what you need and can go after it. Congratulations!

The next article in the series is on successful interviewing.

Angajarea celor mai buni ... planificată pe hîrtie

Nimic mai simplu... dar atât de important !

O angajare de succes debutează cu o descriere detaliată a postului, a tuturor sarcinilor de care angajatul să se achite ocupînd funcția respectivă. Faceți această descriere de la început sau detaliați una deja existentă. Mulți patroni sau directori de firmă nu acordă timpul necesar pentru a face acest lucru și nu se gîndesc că, de fapt, acesta este primul pas important în identificarea și angajarea unui bun salariat.

Uneori există tentația de a angaja ultima persoană care s-a prezentat pentru a solicita postul, fără a acorda atenția specială însușirilor pe care aceasta trebuie să le îndeplinească la locul de muncă. Faptul acesta capătă o importanță și mai mare atunci cînd firma dispune de echipament modern, automatizat, și are relații cu parteneri externi promovînd tehnici speciale de marketing sau schimbări de altă natură.

Vă propunem o listă de întrebări pentru a putea să evaluați eficient și rapid cerințele pe care trebuie să le îndeplinească noul angajat, ocupînd funcția respectivă în îndeplinirea activității din cadrul firmei dvs.:

1. De ce este necesar postul respectiv: ce produse sau servicii trebuie să realizeze noul angajat?
Ce se întîmplă dacă acestea nu sunt îndeplinite sau rezultatele muncii sale sunt necorespunzătoare?
2. Ce trebuie să facă efectiv angajatul? Care sunt cele mai importante sarcini pe care acesta trebuie să le îndeplinească? Care sunt deciziile pe care el trebuie să le ia și cît de importante sunt acestea pentru succesul firmei dvs.?
3. Cum își îndeplinește angajatul sarcinile, (singur sau lucrînd în echipă), care sunt relațiile de interdependență între munca lui și a celorlalți din cadrul firmei?
Cui trebuie să raporteze rezultatele muncii lui? Care sunt condițiile generale în care acesta lucrează (mediu de lucru, program, echipament, colaboratori, etc.) ?
4. Care sunt însușirile principale și calitățile de care trebuie să dispună angajatul la locul lui de muncă (să aibă un raționament logic, echilibrat, să manifeste calități deosebite în relațiile sociale, să aibă un aspect îngrijit, să arate bine, etc.) ?
5. Ce calități fizice sunt necesare și în ce măsură ?

Condițiile specifice oferă un cadru în care angajatul trebuie să-și desfășoare munca. Vă prezentăm o listă de factori critici pentru a sintetiza cerințele esențiale ce trebuie îndeplinite de către angajat, în ocuparea postului respectiv:

1. Enumerați responsabilitățile și sarcinile esențiale ce trebuie îndeplinite pentru a face față acestora responsabilități. și eventual dacă pot fi învățate din mers, în timpul serviciului) ?
2. Care sunt însușirile importante și cunoștințele necesare pentru a îndeplini cu succes fiecare sarcină pe care o are angajatul (în ce măsură acestea sunt cerute
3. Care sunt aspectele esențiale legate de comportament și de aspectul fizic, pe care angajatul trebuie să le îndeplinească?
4. Enumerați rezultatele importante pe care le așteptați de la noua dvs. colaborare.

Sperăm că acum v-ați format deja o imagine de ansamblu asupra cerințelor pe care le așteptați de la noul dvs. angajat. În felul acesta vă economisiți timpul! Știți ce aveți nevoie și cum trebuie să procedați pentru a obține ceea ce doriți. Felicitări!

În numărul următor vă prezentăm modul cum trebuie să vă organizați interviurile cu cei care solicită angajarea la firma dvs.

Centrul pentru perfecțiunea în afaceri și-a început activitatea !

În ziua de 19 octombrie reprezentanții Agenției de dezvoltare internațională a Statelor Unite și cei ai Universității statului Washington au semnat împreună contractul ce prevede înființarea Centrului pentru perfecțiunea în afaceri din România. Centrul va funcționa într-o clădire special amenajată din campusul universitar Polizu al Universității Politehnice București. Acesta reprezintă unul din cele patru Centre pentru perfecțiunea în afaceri înființate în Europa de Est.

În ultimii doi ani Universitatea Politehnică și Universitatea statului Washington au oferit întreprinzătorilor consultanță pentru înființarea firmelor proprii prin intermediul Centrului pentru dezvoltarea întreprinderilor mici și mijlocii.

Această subvenție, acordată de Agenția de dezvoltare internațională a Statelor Unite și Universitatea Statului Washington, este menită să consolideze serviciile oferite pentru dezvoltarea afacerilor în România.

Programe noi pentru întreprinzători!

Centrul pentru perfecțiunea în afaceri va oferi cursuri manageriale pentru patronii și directorii de firme private, asigurând totodată și acordarea asistenței directe la sediul firmei în vederea rezolvării tuturor problemelor ce apar în practică. În timpul pregătirii din cadrul cursurilor, managerii-studenți vor învăța să elaboreze un plan de afaceri și să întocmească o prezentare a activității firmei lor pentru eventualii investitori.

De asemenea Centrul va instrui consultanți în domeniul afacerilor și va pune

la punct un program de atestare pentru consultanți, în vederea asigurării unei calități a instruirii în domeniul afacerilor, prevăzut pentru a se aplica în toată țara. Consultanții atestați vor deveni instructori ce vor pregăti la rândul lor alți consultanți care vor fi atestați ulterior.

Centrul va oferi seminare pentru pregătirea managerilor în domeniul afacerilor atât la Universitatea Politehnică cât și în cadrul centrelor asociate de la Academia de Științe Economice din București, Timișoara și Craiova.

Întâlniri în statul Washington

Brian Attwood, conducătorul Agenției pentru dezvoltare internațională a Statelor Unite și James Henson, prodecanul

Universității statului Washington, responsabil cu programele internaționale, s-au întâlnit la Seattle pentru semnarea

contractului ce confirmă implicarea celor două instituții în formarea și dezvoltarea afacerilor de succes în economia de piață românească.

În momentul semnării, Robert Toler, coordonatorul programelor internaționale din cadrul centrelor pentru dezvoltarea întreprinderilor mici și mijlocii în statul Washington, a declarat: "Această susținere financiară confirmă rezultatele excepționale

obținute de către cadrele didactice de la Universitatea Politehnică, în pregătirea efectuată timp de doi ani, pentru a face față unor cazuri practice de afaceri. Prin munca depusă, ei au reușit să pună piatra de temelie a Centrului pentru perfecțiunea în afaceri. Este o onoare și o mândrie pentru reprezentanții Universității Statului Washington de a lucra împreună cu membrii acestei echipe și a izbuti în realizarea scopurilor propuse."

Nou ! Cursuri în domeniul privatizării pentru directorii întreprinderilor de stat

Agenția de dezvoltare internațională a Statelor Unite în colaborare cu Agenția Națională pentru Privatizare și Agenția Română de Dezvoltare au selectat un număr de 16 întreprinderi pentru a participa la primul program de instruire organizat de către Centrul pentru perfecțiunea în afaceri.

Directorii vor avea ocazia să-și însușească cunoștințe și tehnici de conducere ce trebuie abordate în cadrul procesului de

privatizare, cu aplicație directă pentru întreprinderile pe care le conduc. Programele de instruire se vor ține în București, Craiova și Timișoara.

Începând cu data de 23 noiembrie se vor desfășura cursuri practice intensive conferențiate de către cadre didactice de la Colegiul de Afaceri și Științe Economice ale Universității statului Washington, de către consilieri români în domeniul afacerilor și profesori de specialitate.

Conferința inaugurală

Prima conferință îl va avea ca oaspete pe Robert Berney, profesor și decan la Departamentul de Științe Economice al Universității statului Washington. Domnia sa va prezenta aspecte principale ale procesului de privatizare, avantajele și limitele privatizării. Prezentarea va fi urmată de consultații individuale.

Cursurile vor pune accentul pe dobândirea însușirilor manageriale, în

vederea formării unei echipe de lucru, pentru dezvoltarea politicilor de marketing, finanțare, producție, resurse umane și strategii în planificare. Unul din scopurile programului este ca, la sfârșitul programului, directorii să elaboreze un plan de afaceri și o prezentare a firmei pe care o conduc, utilă în relațiile cu potențialii investitori sau parteneri.

Cei care vor încheia cu succes acest program vor fi atestați.

Asistență ulterioară la dispoziția managerilor

Centrele pentru dezvoltarea întreprinderilor mici și mijlocii din București, Timișoara și Craiova vor beneficia de sprijinul mai multor specialiști

precum și de prezența studenților participanți la cursul MBA, în cadrul Universității statului Washington, ce vor asigura asistență în anul următor.

Atestarea consultanților în domeniul afacerilor

Reprezentanții Universității statului Washington împreună cu reprezentanții rețelei de centre de consultanță pentru dezvoltarea întreprinderilor mici și mijlocii ai aceluiași stat au aprobat programul de atestare a consultanților experți în afaceri din România.

În urma acestei calificări consultanții experți vor primi titlul de "Master Business Counselor". Aceste programe de instruire pentru consultanți experți și consultanți specialiști în afaceri constituie o componentă de bază a activității Centrului pentru perfecțiunea în afaceri.

Consultanți specialiști în afaceri

Pentru a deveni consultant specialist în afaceri este necesară absolvirea unui curs de bază, ce asigură cunoștințe practice în consultanță, afaceri și etica afacerilor. Se pune accent pe dobândirea capacităților de a identifica împreună cu patronii și directorii de firmă, problemele și prioritățile, apoi de a

găsi soluții și planuri de dezvoltare pentru cazurile respective. Această instruire se va face cu un expert consultant în afaceri care va recomanda atestarea, după ce va fi dovedită competența în domeniile respective.

Consultanți experți în afaceri

Consultanții experți în afaceri sînt atestați după ce vor fi urmat cursuri de instruire suplimentară în probleme de consultanță, de conducere a centrului de consultanță și strategii de instruire. Ei vor răspunde de menținerea unui standard calitativ al consultanței în afaceri în toate centrele din rețea, atât pentru consultanții experți cît și pentru cei specialiști. Succesul în asistența în afaceri din România va depinde de abilitatea lor de a forma și orienta consultanții.

Atestarea consultanților experți va determina o calitate deosebită a muncii depuse de către consilieri, o angajare certă a acestora pentru profesionalism.

Se vor standardiza metode de consultanță, limbaje economice și se vor stabili moduri de evaluare pentru abilitățile în consultanță. În felul acesta, consultanții experți vor avea ei însuși convingerea că oferă cele mai bune servicii de consultanță din România.

Angajarea celor mai buni ... planificată pe hîrtie

Nimic mai simplu... dar atât de important !

O angajare de succes debutează cu o descriere detaliată a postului, a tuturor sarcinilor de care angajatul să se achite ocupînd funcția respectivă. Faceți această descriere de la început sau detaliați una deja existentă. Mulți patroni sau directori de firmă nu acordă timpul necesar pentru a face acest lucru și nu se gîndesc că, de fapt, acesta este primul pas important în identificarea și angajarea unui bun salariat.

Uneori există tentația de a angaja ultima persoană care s-a prezentat pentru a solicita postul, fără a acorda atenția specială însușirilor pe care aceasta trebuie să le îndeplinească la locul de muncă. Faptul acesta capătă o importanță și mai mare atunci cînd firma dispune de echipament modern, automatizat, și are relații cu parteneri externi promovînd tehnici speciale de marketing sau schimbări de altă natură.

Vă propunem o listă de întrebări pentru a putea să evaluați eficient și rapid cerințele pe care trebuie să le îndeplinească noul angajat, ocupînd funcția respectivă în îndeplinirea activității din cadrul firmei dvs.:

1. De ce este necesar postul respectiv: ce produse sau servicii trebuie să realizeze noul angajat?
Ce se întîmplă dacă acestea nu sunt îndeplinite sau rezultatele muncii sale sunt necorespunzătoare?
2. Ce trebuie să facă efectiv angajatul? Care sunt cele mai importante sarcini pe care acesta trebuie să le îndeplinească? Care sunt deciziile pe care el trebuie să le ia și cît de importante sunt acestea pentru succesul firmei dvs.?
3. Cum își îndeplinește angajatul sarcinile, (singur sau lucrînd în echipă), care sunt relațiile de interdependență între munca lui și a celorlalți din cadrul firmei?
Cui trebuie să raporteze rezultatele muncii lui? Care sunt condițiile generale în care acesta lucrează (mediu de lucru, program, echipament, colaboratori, etc.) ?
4. Care sunt însușirile principale și calitățile de care trebuie să dispună angajatul la locul lui de muncă (să aibă un raționament logic, echilibrat, să manifeste calități deosebite în relațiile sociale, să aibă un aspect îngrijit, să arate bine, etc.) ?
5. Ce calități fizice sunt necesare și în ce măsură ?

Condițiile specifice oferă un cadru în care angajatul trebuie să-și desfășoare munca. Vă prezentăm o listă de factori critici pentru a sintetiza cerințele esențiale ce trebuie îndeplinite de către angajat, în ocuparea postului respectiv:

1. Enumerați responsabilitățile și sarcinile esențiale ce trebuie îndeplinite pentru a face față acestora responsabilități. și eventual dacă pot fi învățate din mers, în timpul serviciului) ?
2. Care sunt însușirile importante și cunoștințele necesare pentru a îndeplini cu succes fiecare sarcină pe care o are angajatul (în ce măsură acestea sunt cerute
3. Care sunt aspectele esențiale legate de comportament și de aspectul fizic, pe care angajatul trebuie să le îndeplinească?
4. Enumerați rezultatele importante pe care le așteptați de la noua dvs. colaborare.

Sperăm că acum v-ați format deja o imagine de ansamblu asupra cerințelor pe care le așteptați de la noul dvs. angajat. În felul acesta vă economisiți timpul! Știți ce aveți nevoie și cum trebuie să procedați pentru a obține ceea ce doriți. Felicitări!

În numărul următor vă prezentăm modul cum trebuie să vă organizați interviurile cu cei care solicită angajarea la firma dvs.

Dacă doriți un exemplar al acestui articol în limba engleză, îl puteți solicita la unul din centrele de consultanță prezentate în articolul care urmează.

Centrele de consultanță în domeniul afacerilor

Începînd din 1991, consultanții Centrului româno-american pentru dezvoltarea întreprinderilor mici și mijlocii, oferă informații de specialitate și contribuie la găsirea unor soluții practice pentru problemele cu care sunt confrunțați întreprinzătorii români. Scopul principal al acestei activități este de a mări coeficientul de succes în dezvoltarea unei afaceri. Informații utile, planuri ce să contureze și să coordoneze activitatea în viitoarea afacere precum și dobîndirea unor abilități în comportamentul managerial constituie elementele de bază în pregătirea asigurată de specialiștii centrului.

Consultațiile sunt confidențiale iar seminarele, organizate pentru dobîndirea calităților manageriale, au de asemenea drept scop reușita în afaceri. În fiecare din aceste centre există

biblioteci de specialitate ce oferă cărți, scrise în stilul de prezentare "Cum să procedăm".

Universitatea statului Washington împreună cu Universitatea Politehnică de la București și cu Academia de Științe Economice au deschis în mod oficial cele două centre de consultanță pentru dezvoltarea întreprinderilor mici și mijlocii în anul 1992.

În luna mai 1993 Universitatea de Stat din Washington a inaugurat un centru similar pentru dezvoltarea inițiativei private la Timișoara avînd ca parteneri români, Camera de Comerț și Industrie, Universitatea Tehnică și Universitatea pentru Științe Agricole din Timișoara, iar în luna octombrie a fost inaugurat la Craiova, în colaborare cu Universitatea română din localitate, un alt centru de consultanță.

Centrul Academiei de Studii Economice

Centrul ASE oferă în luna noiembrie trei seminare pentru inițierea unor noi afaceri. Subiectele includ probleme referitoare la planificarea începerii afacerii, marketing-ul și finanțarea afacerii. Următoarea serie de scrînare, ce vor avea loc în luna decembrie, va aborda tematici referitoare la afaceri deja existente: planificare, publicitate, managementul personalului, negociere, dezvoltarea resurselor umane.

Centrul ASE are plăcerea de a anunța prezența voluntarei americane Sarah O'Neill, din partea Corpului Păcii al Statelor Unite. Ea oferă asistență în cadrul seminarelor viitoare, în special pentru probleme bancare și acordare de credite. Din partea ASE-ului, consilierii Lavinia Rască și Marcel Duhăneanu s-au specializat la Harvard în cursul acestei veri, pentru a deveni experți în probleme de management.

Centrul de la Timișoara

În luna noiembrie, Centrul de consultanță de la Timișoara va organiza pentru clienții centrului seminare referitoare la afaceri în faza de pregătire. Ultimul seminar este programat pentru 25 noiembrie și va avea loc în mediul organizat cu prilejul zilei Privatizării, "Bună-dimineața România" ce va fi sărbătorită în orașul de pe malul Begăi.

Consultanții Centrului sunt în legătură cu reprezentanții Centrului CRIMM pentru dezvoltarea întreprinderilor mici și mijlocii, care

prin programul financiar de asistență PHARE, va pune la dispoziția întreprinzătorilor, suma de 1 milion ECU pentru achiziționarea utilajelor de producție și echipament specializat. Ei și consultanții din celelalte centre vor participa la identificarea firmelor pe plan local și le vor asista la solicitarea fondurilor pentru investiții.

Membrii Centrului de consultanță de la Timișoara se bucură de prezența în mijlocul lor a voluntarului american Jim Marten, din partea

Corpului Păcii a Statelor Unite care lucrează deja ca consultant și instructor. Având o foarte bună experiență ca om de afaceri și absolvent al

cursului MBA, Jim aduce un aport substanțial de cunoștințe practice și teoretice pentru clienții și consultanții centrului.

Centrul Universității de la Craiova

Cel mai nou dintre centrele de consultanță, înființat la 1 octombrie 1993, are 11 specialiști din cadrul Universității din Craiova.

Parteneriatul cu Universitatea statului Washington asigură asistență financiară pentru personal, echipament și instruirea consilierilor. Biblioteca, conținând cărți de specialitate și

programe de instruire pentru domeniul afacerilor, este oferită de către SUNY respectiv Universitatea statului New-York.

În prezent, decanul Constantinescu de la facultatea de științe economice, profesorul Florea, directorul centrului de consultanță și alte două consilieri, Cannen Rotariu și Amelia Bodica studiază în Statele Unite la SUNY.

Centrul Universității Politehnice București

Acest centru este o parte vitală a noului Centru pentru perfecțiunea în afaceri CBE. Centrul funcționează deocamdată într-un spațiu restrâns, asigurând numai consultații individuale, urmând ca, după darea în folosință a noului local, să poată fi asigurate cursuri de instruire în probleme de management pentru mai mulți participanți.

Consultanți români atestați, împreună cu parteneri americani, vor instrui managerii companiilor private, în cadrul unui program al Centrului pentru perfecțiunea în afaceri.

Această instruire va începe în luna noiembrie și va continua până în luna martie, în toate centrele din București, Craiova și Timișoara.

Directorul centrului de consultanță Cezar Scarlat a urmat o specializare la Universitatea din Washington în vara acestui an, iar consilierii Florin Danalache și Gheorghe Manca s-au întors recent de la Conferința asociației centrelor pentru dezvoltarea întreprinderilor mici și mijlocii și de la un program de instruire pe care l-au urmat la Universitatea statului Washington.

Informații despre serviciile de consultanță oferite în cadrul centrelor prezentate, puteți obține apelând la:

<p>Centrul pentru perfecțiunea în afaceri CBE Universitatea Politehnica București Sediu din Palatul Sirelei, Et. 2 Tel: 650 4950 Fax: 312 2551</p>	<p>Centrul pentru dezvoltarea întreprinderilor mici și mijlocii Universitatea din Craiova Str. Ștefan cel Mare, 27A Tel: 716 0860 Fax: 6086</p>
<p>Centrul pentru dezvoltarea întreprinderilor mici și mijlocii Asociația de Studii Economice Business Str. Gh. Doja nr. 10, București Tel: 650 4860 Fax: 312 25698</p>	<p>Centrul pentru dezvoltarea întreprinderilor mici și mijlocii Universitatea din Craiova Str. Ștefan cel Mare Tel: 716 0874 Fax: 607474</p>

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