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**USAID/HONDURAS**  
**BANK STRENGTHENING PROGRAM -**  
**ACTIVITY NO. 3**  
**FINAL REPORT**  
**March 27, 1990**

*Price Waterhouse*



March 27, 1990

Mr. Guillermo Bolanos  
USAID/Honduras  
APO Miami, FL 34022

Dear Mr. Bolanos:

Re: Financial Sector Development Project  
Contract No. PDC-2206-Z-00-8191-00  
Bank Strengthening Program  
PIO/T 522-9106-3-90226  
Activity No. 3

Attached please find 5 copies of our Final Report on the Development of AHIBA's Strategy/Senior Seminars (Activity No. 3 of the Bank Strengthening Program) as prepared by Mr. Donn R. Davis and reviewed by Price Waterhouse, Prime Contractor under FSDP. Additional copies have been forwarded to Sandra Frydman, AID/PRE/PD.

It has been a pleasure to work with USAID/Honduras on this activity of the program. We look forward to working with you on this and other projects in the future.

Sincerely,

Mr. J. Richard Breen  
Project Director, FSDP

Attachments

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## EXECUTIVE SUMMARY

### A. Background

USAID/Honduras, in conjunction with the Bank Strengthening Program, Activity No. 3, obtained through AID/PRE the services of a consultant to recommend strategies for development of the Honduran bankers' association (AHIBA) and the provision of seminars for senior-level bank personnel. The scope of work for this activity was rather limited, given the brief term of the consultant's contract (15 days). Altogether, the scope of work consisted of the following four objectives:

- o Review of AHIBA's strategy for development of the association and its design for the Bank Strengthening Program
- o Identification of training needs for AHIBA bank managers
- o Recommendation of specific topics for senior-level seminars
- o Report to AID official on principal observations and recommendations.

### B. Principal Findings

While formerly inactive, AHIBA has developed an ambitious strategy to strengthen the banking sector through training, dissemination, research and technical assistance. Current plans include, in part, the formation of technical sub-committees to study current problems in the banking industry, the development of senior-level courses and seminars, the creation of a macroeconomic database, and construction of an office building. Most bank managers believe the basic organization of AHIBA is sound, especially with the recent appointment of an executive director. A strong interest was expressed in any accelerated training and development programs which AHIBA might offer, as most banks do not have formal training programs. At the same time, most banks regard AHIBA as somewhat fragmented, with individual banks' interests taking precedence over the needs of the banking sector as a whole. The bank managers also voiced their displeasure with policies concerning interest rate ceilings and reserve requirements, and concern over the country's external debt situation.

### C. Recommendations

Given the needs expressed by bank managers during interviews, as well as the consultant's own views, the design and implementation of a training program is recommended as follows:

- o individual self-taught courses using computer software
- o correspondence-type courses
- o university-level banking courses in Honduran cities
- o specialized seminars taught by international consultants
- o the award of scholarships, when available, to outstanding candidates for advanced study

A master list of courses and software packages for each training option is provided, as well as a list of recommended seminar topics for senior bank executives. A timetable for implementing the program is suggested, and elements of program administration (degrees, certificates and tuition reimbursement) are discussed.

Recommendations for strengthening AHIBA as an institution include exchanging information with bankers' associations in other countries, focusing the attention of technical sub-committees on specific, pressing issues, expanding the administrative staff to include two full-time training coordinators, and distributing the responsibility for training and development of bank officers nationwide among the AHIBA offices.

## I. INTRODUCTION

### A. Background

The USAID/Honduras Investment and Export Promotion Project was designed to assist Honduras with the implementation of a program to achieve sustained economic growth during a difficult period of adjustment. The efficient mobilization and allocation of financial resources is a key component of the Project.

As part of the Project design, USAID/Honduras conducted conversations with the Honduran Central Bank (BCH) and bankers' association (AHIBA) oriented toward the support of bank training, technical assistance, policy dialogue and dissemination. The Bank Strengthening Program was created as a result of these discussions, with the four separate activities indicated above.

USAID/Honduras bought in to PRE's Financial Sector Development Project (FSDP) to obtain, through FSDP Prime Contractor Price Waterhouse, support of the Bank Strengthening Project through nine separate consulting activities as follows:

1. Workplan organization
2. Workplan supervision
3. Development of AHIBA's strategy/senior seminars
4. Training specialists
5. Development of dissemination component
6. Development of conference and seminars
7. Conference panelists
8. T.A. on bank financial practices
9. T.A. on management information systems

In particular, Mr. Donn Davis was engaged to implement activity No. 3, development of AHIBA's strategy and senior seminars, which is the subject of this Draft Final Report.

### B. Project Description and Scope

The approach adopted by the consultant to develop AHIBA's strategy and senior seminars consisted of the following four measures:

1. Review AHIBA's strategy for development of the association, and its design for the Bank Strengthening Program

2. Discuss with AHIBA bank managers their views of the association; the status and strategy of the bank strengthening program; and their specific training needs
3. Discuss with Messrs. Membreño and Gomez AHIBA's strategy for institutional development, the status and strategy of the Bank Strengthening Program, and specific topics for senior-level seminars
4. Brief AID officials prior to departure and deliver a brief report on activities under Task Order #3, including principal observations and recommendations

C. Organization of the Report

The remainder of the report has been divided into four sections, addressing each of the four tasks described in the Project Description and Scope above. Included in the appendices is information on specific courses that might be offered through AHIBA or used as a model for course development.

## II. AHIBA'S DEVELOPMENT STRATEGY AND BANK STRENGTHENING PROGRAM

### A. AHIBA's Development Strategy

According to its charter, AHIBA's role is to protect the general interest of the banking industry and to contribute to the development of the banking system. To this end, it is expected to function as an advocate concerning bank-related legislation and economic policy, as a clearing house for research and information, as a provider of training courses and materials, and as a facilitator of communications among member banks, other private sector entities, foreign bank associations and the government.

AHIBA's strategy for development of the association, however, did not begin in earnest until the appointment of a full-time executive director in February 1989. Prior to this appointment, AHIBA appears to have been fairly inactive.

Probably the most important aspect of AHIBA's development strategy concerns the aggressive Bank Strengthening Program. This should give AHIBA increased recognition and visibility, both within the banking sector and beyond. Specific comments on this four-part plan for training, dissemination, research and technical assistance are mentioned below (Section B).

Another element of their strategy includes updating the AHIBA bylaws, which is definitely needed. The bylaws lack any provision for an AHIBA site in San Pedro Sula, as one example. Presently, AHIBA is studying the bylaws of 10 countries in Latin America in order to elicit the best ideas from them. This should be a useful exercise.

With respect to their technical capabilities, AHIBA has proposed a rather ambitious plan in the area of collecting and disseminating information. For example, AHIBA envisions creating a macro-economic sub-system, or data base, on key indicators such as production, consumption, investment, imports and exports. Since other institutions such as the BCH are probably already collecting this information, this should be reconsidered or given low priority.

A very sound idea is the formation of technical sub-committees consisting of AHIBA officers to study current problems and prepare position papers. The consultant believes the current list of committees could be expanded and focus on more specific topics than the current general areas of finance, operations, etc. Committees for debt swaps, home loans and agricultural financing, for example, might be of greater use and interest to the association. These committees could work on the preparation of special studies, which is currently a separate undertaking of the AHIBA executive

director's office.

In the area of economic policy, directors of AHIBA and Banco Central de Honduras (BCH) have expressed the association's views with respect to such matters as the external debt problem and the federal deficit, suggesting possible solutions. They have also made known their views on exchange and interest rate policy. While the ultimate effect of this effort remains to be seen, it is a positive beginning toward meeting AHIBA's objective of being an advocate for the banking industry.

Present plans call for the association to be housed on the fourth floor of the new bank headquarters of Banco Mercantile, currently under construction. These quarters appear to be large enough to satisfy the immediate administrative and training needs of the association. AHIBA expects to remain there until such time as plans for a permanent building, occupied singly or perhaps jointly with an organization such as COHEP, can be made. A building lot for this purpose has been acquired.

Plans for construction of a building for AHIBA should facilitate the development of the association, increase its visibility and provide the necessary space to execute their training plans. The important factor, of course, is cost. Assuming a reasonable cost of construction that the banks can afford, the investment appears to be an effective hedge against inflation. If the cost is too high, AHIBA may wish to rent quarters. It is important, however, to have adequate space within which to house the increasing commitments of the association.

AHIBA's plans to increase its activity with FELABAN and to join ALIDA are positive. Along these lines, AHIBA may wish to consider establishing more direct and active relations with selected bank associations in other countries. Given the importance of the forthcoming common market in Europe in 1992, an active association with the banking group in Spain might be of interest. A closer link with the association in Chile, where the country has dramatically reduced its foreign debt and has been successful in obtaining new investment, should also be of interest.

With respect to generating new interest in AHIBA, it appears that the executive director is doing what he currently can. The top management of the banks clearly give little thought to the association as a whole. Most senior management-level officers do not even attend the association meetings, sending their middle management representatives. With the implementation of a strong strategy and the lure of training resources, perhaps this attitude will change. The key to stimulating renewed interest depends on action.

## B. Bank Strengthening Program

The basic four-part bank strengthening program of AHIBA, consisting of Training, Dissemination, Research, and Technical Assistance, appears to be well designed. None of the bank managers interviewed wished to make any substantial changes to the major components. However, there is a considerable need to upgrade specific courses, levels of instruction and course materials, and to incorporate selected themes in such a fashion as to provide a comprehensive bank training program.

The consultant noted that under the first AHIBA program component, namely Training, it was implied that each bank has an effective entry-level program to train high school graduates in the basics of banking over a two-year period. The central bank has a basic program (see Appendix G) which has been utilized by a few of the banks to a limited degree. Given the interest in additional training expressed by the bank managers, a list of banking courses and suggestions for the means of instruction are provided in Section IV (D). Also included is a list of courses appropriate for senior-level officers who would like to update their information on certain topics.

No comment is made on the Dissemination part of the strategy for strengthening the banking sector, other than to note that a few of the managers felt they were already receiving a sufficient number of monthly bulletins or newsletters and were not interested in receiving more. These managers constitute a minority, however, and their lack of enthusiasm may be a question of newsletter quality.

Concerning the Research component of AHIBA's strategy, the consultant believes that AHIBA should establish its own library to provide a value-added service to its members. The creation of a credit information clearing mechanism is also vital. To date, there is not an effective credit bureau operating in the country, to the best of the consultant's knowledge.

The consultant has no comments on the Technical Assistance part of AHIBA's strategy other than to note that while an initial investment in procuring information or new systems may seem expensive, in the long run such an investment may reduce bank losses and help the member banks progress more rapidly.

## C. Requirements for a Successful Bankers Association

It may be that the success of any bankers' association is a function of the expectations of its members. The consultant has lived and worked in eight different countries in the world and has come to appreciate four key ingredients to the success of any bankers' association. In the first place, the president should be a solid and respected leader who speaks for all banks, particularly

in the face of adverse new banking laws and regulations, and on other relevant matters.

The second key to a successful association is the availability to members of the best kind of training facility that can be had under the circumstances. This implies a major investment in course materials, personal computers, some software, and a willingness to purchase packaged seminars or courses in areas of critical need. The objective is to increase the level of professionalism of each bank significantly, in order to keep up with financial institutions in other parts of the world.

The third objective is to provide an information center, including a credit/borrower information interchange, if one is not already available. An important part of this center should be the formation of sub-committees to work on special issues facing the banking industry.

The fourth ingredient is to provide an active program which can contribute to the development of the overall economy. This can take the form of annual conventions, promotions and international meetings. The objective is two-fold: to assist in the economic development of the country and promotion of its products, especially through the private sector; and to increase the awareness of local bankers of financial developments elsewhere in the world. While such a program may seem overly ambitious, given the present economic environment, it should be considered for the future.

### III. BANK MANAGERS' ASSESSMENT OF AHIBA AND ITS DEVELOPMENT STRATEGY

Interviews were held with 16 bank managers in Tegucigalpa and San Pedro Sula from November 6 - 13, 1989. Of the 14 private banks in Honduras, 11 agreed to be interviewed. Three could not find time during the week for interviews. In some instances, managers in a bank's head office in San Pedro Sula were interviewed as well as their counterparts in the main branch office in Tegucigalpa. One interview was held with an officer of the Central Bank. The main findings from these interviews are presented below. The schedule of interviews appears in Appendix A.

- o Bank managers believe AHIBA's situation has improved with the appointment of a full-time executive director. In the recent past, there was an absence of leadership, a division over provincial interests and virtually no coordination.
- o Bank managers now have increased hopes for AHIBA, especially in terms of assisting with their training. Specific interest was expressed in such courses as asset and liability management, loan officer training, credit policy and operations administration. Consumer loans, agricultural loans and credit cards were also of interest. They are not interested in personnel courses.
- o Since only a few officers speak English, they believe all training, seminars and course materials should be in Spanish.
- o All of the banks should send their top-level executives to the meetings if they truly intend to support the organization. Typically, middle management officers attend the meetings.
- o They would like to see the proposal for a permanent AHIBA building site acted upon as soon as possible.
- o Basically, they think AHIBA is on track and will support it. They regard the training, dissemination, research, and technical assistance approach of AHIBA as satisfactory.
- o The bank managers think the banking sector is improving, although the 35% reserve requirement (encaje) is too high and banking rules could be better defined.
- o Several managers are unhappy with the situation of fixed rates on assets (loans) and variable rates on liabilities. They would prefer either fixed rates on

both, or variable rates on both, presumably with adequate spreads.

- o The government should focus on solving the external debt problem first. Once this is resolved, solutions to the other problems will fall into place.

#### IV. RECOMMENDATIONS FOR TRAINING, CONVENTIONS AND SEMINARS

##### A. Training Priorities

During the course of the interviews, bank managers were asked to rank their training priorities. Based on their own assessment, the top six priorities are as follows:

1. Loan officer training (primarily commercial loans)
2. Credit administration/loan policy
3. Branch manager training, with an emphasis on bank marketing
4. MIS/computer fundamentals
5. Personnel management (career paths, for example)
6. Small business loan training

In the consultant's view, bank managers need training in each of the above areas, in addition to the following:

1. Asset and liability management
2. Auditing training
3. Trade finance, including acceptances
4. Administration/operations training, with an emphasis on expense accounting
5. Agricultural lending (for specific banks).

##### B. Recommended Training Courses

Given the needs expressed by bank managers in the interviews, in addition to the Consultant's own views, implementation of training is recommended as follows:

##### 1. Individual Self-Taught Courses Using a Personal Computer.

Self-instruction could take place at the AHIBA sites or at the individual banks, using an IBM-compatible computer with a minimum capacity of 256 RAM. Listed below are computer-based self-taught courses available from the American Bankers Association. Page numbers are indicated in brackets. The ABA course catalog (see

Appendix B) should be used as a master list for courses and materials which may be available from other sources in Spanish.

- o Statement Analysis (10)
- o Credit Control and Tutorial (10)
- o Financial Accounting (10)
- o Math of Finance (10)
- o Trade Finance (10)
- o Commercial Loan Documentation (10)
- o Small Business Finance (10)
- o Corporate Finance (10)
- o Analyzing Bank Performance (10)
- o Electronic Spread Sheet (21)
  
- o Correspondence-type courses for individuals or small groups, at both AHIBA sites and the banks. Use of text and workbook by the student and an instructor's manual for the in-house trainer.

2. Correspondence-Type Courses Using a Text, Workbook and Instructor's Manual.

Correspondence-type courses could be provided to individuals or small groups at both the AHIBA sites and the banks. Materials include a text and workbook for the student and an instructor's manual for the in-house trainer. Courses available through the ABA are listed below with the catalog page number in brackets.

- o Bank Accounting (60)
- o Bank Control and Auditing (60)
- o Asset-Based Lending
- o Computer Crime (60)
- o Fundamentals of Bank Data Processing (62)
- o Analysis of Financial Statements (74)
- o Banks and the Plastic Card (74)

- o Collector's Training Program (74)
- o Commercial Lending (12)
- o Commercial Loan Officer Development (12)
- o Consumer Credit Decisions (75)
- o Consumer Lending (75)
- o Consumer Variable-Rate Lending (75)
- o Credit Card Fraud (74)
- o Fundamentals of Analyzing Financial Statements (12)
- o Instructor Training (18)
- o International Banking (34)
- o Law & Banking (39)
- o Letters of Credit (34)
- o Loan Interviewing (77)
- o Management Fundamentals (42)
- o Marketing for Banks (50)
- o Negotiating Skills for Commercial Lenders (14)
- o Personal Banking (51)
- o Problem Loans (14)
- o Income Property Construction Lending (25)
- o Real Estate Finance (25)
- o Retail Banking Series (78)
- o Small Business Financing (14)
- o Supervisory Training (32)
- o Asset & Liability Management Policies:  
A Community Bank Guide (36)
- o Career Planning: A Basic Approach (31)

- o Teaching Bankers (18)

3. Lecture Courses Taught By University or Other Qualified Instructors.

These are basic courses, best taught in a classroom with text and exams in Honduran cities, wherever universities are located.

- o Accounting I (60)
- o Accounting II (60)
- o Principles of Banking (43)
- o Economics for Bankers (18)
- o Essentials of Banking (41)
- o Loan Documentation in Honduras
- o Senior-level seminars, or seminars on specialized subjects, provided by teachers and materials from outside Honduras.

4. Seminars

Courses taught in seminar fashion are probably best provided to groups of up to 35 students. These courses could be provided by instructors from outside of Honduras as a complete package, with the course instructor providing textbooks, workbooks, and software.

- o Credit Analysis for Agricultural Lending (1)
- o Asset-Based Lending
- o Bank Investment & Funds Management (36)
- o BankSim/BankExec (40)
- o Management Fundamentals (42)
- o The New World of Commercial Banking (42)
- o Small Business Banking: Assessing Needs and Establishing Strategies (80)
- o Bank Marketing and Public Relations
- o Systems - Systematic Approach to Problems (Citibank)

- o ABA Compliance Source Book (5)

## 5. Scholarships

If possible, scholarships should be provided to deserving students to allow advanced study after the completion of specified course curriculum.

### C. Suggested Division of Courses Under AHIBA Bank Strengthening Program

The AHIBA training program consists of four components, namely, Tecnico Bancario, Programa Tecnico, Programa Especializado, and Programa Gerencial. The consultant's suggested division of courses for each component are presented below.

#### Tecnico Bancario

- o Continue 1-2 year program already installed in banks, perhaps with BCH.
- o All courses included under Group 3.

#### Programa Tecnico

- o All courses included in Group 1.

#### Programa Especializado

- o All courses included under Group 2.

#### Programa Gerencial

- o All courses included under Group 4.

Appendix C contains a list of courses available from Instituto Centroamericano de Administración de Empresas (INCAE). Some managers highly recommended INCAE. Course descriptions and price lists are included.

Appendix D contains a list of courses from the Citibank School of Banking. Course prices, locations and dates are included.

Appendix E contains a description of the program of the banking school at Louisiana State University (LSU), from which some local

senior managers have graduated and recommended.

It should be noted that INCAE and CITIBANK are willing to consider offering courses on specialized topics upon the request of AHIBA. Price Waterhouse in Washington, D.C. is also in a position to recommend certain seminar programs on specialized topics.

#### D. Convention Topics

As part of the AHIBA development program, below are some suggested topics for conventions, to be held at a time when the association is ready to launch this effort. Recognizing that no conventions have been held since about 1982, the consultant's intention is merely to generate ideas and propose a direction for the future. It is not expected that all suggestions would be implemented.

- o Bi-annual meeting to discuss the latest developments in global financial markets, with three key papers/speakers from Asia, Europe, the US and Latin American markets to be presented at each meeting.
- o Annual meeting, alternating between IBRD and IADB officials, to discuss project loan evaluation methods and technology, including specific projects if available.
- o Bi-annual meeting on computer technology and developments in MIS. Guest speakers to include representatives from selected computer software and hardware companies and magazines, as well as selected foreign banks with noteworthy accomplishments in the area of MIS.
- o Topics such external debt reduction, balancing the budget, or attracting new investment to be presented by a keynote speaker from the private sector or a high-level official from a foreign government who has demonstrated unusual success in dealing with problems similar to those found in many developing countries.

#### E. Senior-Level Seminar Topics

Recognizing that bank presidents and many senior-level officers usually do not have time to participate in week-long seminars or courses, the consultant was asked to provide a list of suggested topics for short seminars and the organizations which might provide them. The seminars would be offered in Tegucigalpa for 1-2 days, probably on the weekend. These are MBA-level presentations, designed to inform participants in as brief a time as possible. While the list is fairly lengthy (for reasons of providing a wider

range of choice), it should be recognized that only one or two of the seminars will probably be selected. While the consultant is most familiar with courses offered at Stanford, similar topics may be available from other institutions.

The seminars suggested for these senior officers would generally be offered by business school professors with specific topics to be arranged in advance. The consultant offers his services to assist in the negotiation process and in the selection of appropriate seminar subjects with U.S. professors. Final arrangements would have to be made between AHIBA and the individual professors.

The following topics and professors from the Stanford Business School are recommended. The consultant can also recommend professors from other business school, upon request.

Topics by George Parker, Senior Lecturer on Management, Director of Executive Education:

- 1) The Changing World of Banking in the 80's and 90's
- 2) Financial Illusion: Mergers & Acquisitions
- 3) Estimating Funds Regulated through Pro Forma Financial Statements
- 4) Analysis of Financial Condition, Performance & Projections.

Topics by James Howell, Theodore J. Kreps Professor of Economics:

- 1) Some Realities of Changing World Power
- 2) The Classic Transfer Mechanism: How & Why Capital Flows. Prospects for the 80's and 90's.

Topics by John G. MacDonald, Joseph McDonald Professor of Finance:

- 1) Financial Alternatives in a Rapidly Changing High-Tech Environment
- 2) Financial Management: Growth, Working Capital and the Debt-Equity Mix
- 3) Hurdle Rates: Risk and Cost of Capital or Required Return
- 4) Start-up Financing & Subsequent Debt Decisions
- 5) Financial Policy
- 6) Investment in a Multi-Divisional Business: Strategy, Finance and Yardsticks of Performance
- 7) The Globalization of the Corporate Marketplace

Topics by James R. Miller III, W. and E. Haas Professor of Business Administration:

- 1) Decision Trees: Some Generalizations about Decision Making under Uncertainty

- 2) Cost/Benefit Analysis: The Technique of Cost/Benefit Analysis

Topics by Steven C. Brandt, Senior Lecturer in Management:

- 1) Building a Company Strategy, Structure and Culture
- 2) Acquisitions: A Vehicle for Strategic Redirection & Renewal
- 3) Entrepreneurship in Established Companies

## V. PRINCIPAL CONCLUSIONS AND RECOMMENDATIONS

Presented below are the principal conclusions and recommendations regarding the Bank Strengthening Program.

### A. Bank Managers' Views on AHIBA

- o Most bank managers interviewed believe the basic structure of AHIBA is in place, with the appointment of the executive director. They now await some action.
- o These managers are satisfied with AHIBA's strategy for bank strengthening and expressed a strong interest in any training and development programs which might become available through BCH/AHIBA. There were no specific suggestions for improvement of the four-part AHIBA bank strengthening strategy.
- o At the same time, most banks managers interviewed regard AHIBA as somewhat fragmented, with individual banks' interests taking precedence over that of the banking sector as a whole.
- o Since a relatively small percentage of the 16 bank officers who agreed to be interviewed were number one in their organizations, it may be that the majority of senior officers have a less than high opinion of AHIBA or do not consider it very important. Senior officers of banks in Honduras generally do not attend the monthly meetings of the association, preferring to learn what happened from their representatives.
- o Senior officers may also feel that questions of AHIBA's training and development program should be dealt with at lower levels in their banks, or that prospects for development of the association are limited in the current economic environment.

### B. Bank Training Programs

- o Most banks do not have formal training programs and would benefit greatly from them, even though the current economic environment is less than desired.
- o Most banks are somewhat hesitant to accept self-teaching methods.

- o None of the banks are currently using computer-assisted instruction as a tool for learning. All seemed willing to try it, and several were very interested.
- o The banks in Honduras need to learn more about debt-swaps, particularly since the government has passed a debt-swap law. The new law offers significant potential for reducing the external debt and enhancing new investment.
- o With a new administration taking office in early 1990, this appears to be a good time to implement the AHIBA programs.

C. Strategy for Development of the Association

- o Assist AHIBA in developing relations with bankers' associations in Spain and Chile, in order to help develop their own association.
- o Recommend that AHIBA expand the number of technical sub-committees which are formed to deal with current problems and areas of continued interest, and focus the attention of such committees on specific issues.
- o Suggest to AHIBA that it begin immediately to establish a library as a part of its training facilities.
- o Assist AHIBA to develop an adequate office administration staff, in both Tegucigalpa and San Pedro. This should include the hiring of a full-time training coordinator for both sites.
- o Give the San Pedro Sula site responsibility for providing training programs and resources to such North Coast cities as La Ceiba, Progreso, Puerto Cortés and the Bahia Islands, to promote countrywide development of the banking sector. Tegucigalpa can support the other cities.
- o Suggest to AHIBA that other organizations, such as the Central Bank or government agencies, may be better equipped and funded to create macroeconomic databases than AHIBA.

D. Recommendations on the Development of Bank Training Programs

- o Obtain 10 IBM-compatible computers, with at least 256 RAM, for both the Tegucigalpa and San Pedro Sula sites, for the implementation of their training and development strategies. The consultant can provide a recommendation on someone to contact in Honduras for assistance in selecting and procuring computers.
- o Obtain three C.A.T.T.S. (Computer-Assisted Training Tutorial Software programs) which consist of 9 training programs each: 1 set for each AHIBA site and 1 for the BCH. This has the dual advantage of providing effective training and promoting increased usage of personal computers. The consultant demonstrated the C.A.T.T.S. program and left a copy with each bank officer who was interviewed.
- o Obtain three BankExec programs, one for each of the two AHIBA sites and one for BCH. A description of the BankExec program is provided in Appendix C.
- o Obtain three modular Designed Bank Investments and Funds Management courses (one for BCH and one each for the two AHIBA sites) to begin making an immediate impact on such areas as asset and liability management.
- o Obtain at least one third of the bank courses recommended above in the training sections 2 and 3 for both the Tegucigalpa and San Pedro Sula AHIBA sites, in each of the next three fiscal years. While the basic course subject matter is described in Appendix B (ABA Products & Services Catalog), the courses could also be obtained from suppliers in other countries.
- o Develop a timetable to provide seminars recommended under Training Recommendation 4, for delivery beginning in the fourth quarter of 1990. By allowing a one-year delay, bank officers will be able to take courses under categories 1, 2 and 3 first, in order to take maximum advantage of the imported packaged courses.
- o Assist AHIBA in the design of an appropriate certificate, suitable for display, upon completion of perhaps 8 banking courses. A second certificate may be awarded upon completion of the second 8 courses, and so on. A degree may be considered upon completion of 24 courses, or some alternative program. Scholarships should be considered if funds are available. The importance of recognizing study and achievement should not be

underestimated.

- o Suggest to AHIBA that students pay their own class fees for the lecture courses offered under Training Recommendation 3, and be reimbursed by their respective banks upon having received a passing grade in the course.
- o Encourage AHIBA to invite Mr. Hernan Buchi, former Chilean Minister of Finance, to one of the first international conferences organized by AHIBA. While Chile is a larger country, insight into details of the Chilean recovery program could be rewarding to Honduras, since both countries face many similar problems. Also, no other country in Latin America is recovering as fast from the external debt problem as is Chile, and experience with the new debt swap law in Honduras might be discussed.
- o Suggest to AHIBA that Mr. Bradford O'Neil, who is located in Tegucigalpa, would be a useful resource in their Bank Strengthening Program. As a fully bilingual bank attorney, Mr. O'Neil could teach certain courses under Training Section 3 and could help with translations of specific courses.

APPENDIX A



Bufete Gutierrez Falla

JUEVES 9 DE NOVIEMBRE:

BANCO ATLANTIDA:	Lic. Salvador Gómez A. Primer Vice-Presidente y Gerente General Adjunto	9:00 a.m.
FICENSA:	Lic. José Arturo Alvarado Gerente General	10:00 a.m.
BANCO DE EL AHORRO:	Lic. Juan José Lagos Ch. Sub Gerente Metropolitano  Romualdo Elpidio Mejia Asistente Gerencia General	11:30 a.m.
BANCO DE OCCIDENTE:	Ing. Manuel V. Bueso Gerente, Sucursal Tegucigalpa	3:00 p.m.
BANCAHSA:	Lic. Ernesto Emilio Carías Gerente Administrativo	2:00 p.m.

VIERNES 10 DE NOVIEMBRE:

BANCO SOGERIN:	Lic. Sidney Jose Panting Gerente General	9:00 a.m.
BANCO DE OCCIDENTE:	Ing. Ernesto Lardizabal Gerente Regional	10:00 a.m.
BANCO DEL COMERCIO:	Lic. Mirna A. Larach Jefe de Procesamiento de Datos	11:00 a.m.
BANCO CONTINENTAL:	Lic. Henry Romeo Gerente General	2:00 p.m.

LUNES 13 DE NOVIEMBRE:

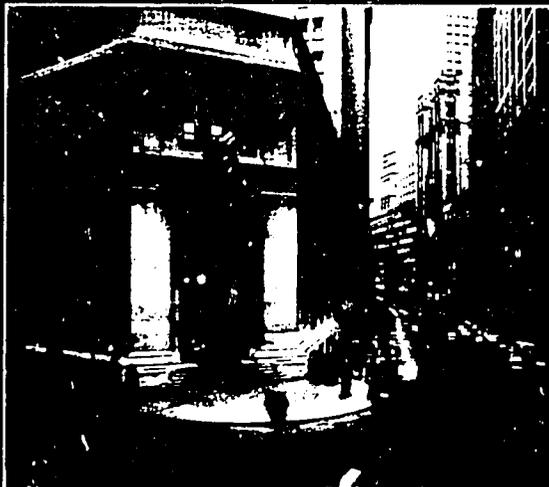
BANCO DE HONDURAS	Lic. Maria Lidia de Solera Presidenta  Ernesto J. Matamoros Vice-Presidente Residente	2:00 p.m.
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APPENDIX B

ABA  
PRODUCTS  
&  
SERVICES  
YOU CAN BANK ON



AMERICAN BANKERS ASSOCIATION



A COPY OF THIS CATALOG MAY BE OBTAINED BY  
CONTACTING MR. GUILLERMO BOLANOS,  
USAID/ HONDURAS, OR BY WRITING TO:

AMERICAN BANKERS ASSOCIATION  
1120 CONNECTICUT AVENUE, N.W.  
WASHINGTON, D.C. 20036

APPENDIX C

## APPENDIX C

### RECOMMENDATIONS ON SPECIFIC COURSES OFFERED BY THE AMERICAN BANKERS ASSOCIATION

#### 1. BANKSIM/BANKEEXEC

BankSim/BankExec is probably the most effective senior management training and development tool available in banking today. It is a bank simulation program used with a computer model to update quarterly financial information provided by the teams of participants. The computer is not interactive; it is only used to prepare new financial reports, based on data provided by the teams.

BankSim and BankExec are actually two different programs. BankSim is recommended for more experienced participants and longer class periods. BankExec is recommended for less experienced participants and shorter class periods. Because of the time constraints of senior-level officers and directors, the consultant recommends the use of BankExec first, to be followed by BankSim at a later time.

Both simulations cover such appropriate topics as policy formulation and forecasting; analysis and planning; loan and deposit pricing; marketing and resource allocation; taxes and accounting; asset and liability management; liquidity and spread management; lending, deposit, and investment strategies; capital formation and dividend policy; group dynamics; organizational structure; and banking terminology.

The ideal audience for this course would include bank presidents, senior managers of various functions (such as loans, trust marketing, data processing, operations and personnel) and active directors. This course would also be useful to bank regulators and senior central bank officers.

The program is set up to divide participants into teams of 4 to 5 each, representing 4 to 8 banks per community. Total participants per community would be 32 to 40. The program could be operated simultaneously by AHIBA in both Tegucigalpa and San Pedro Sula. The course will take 1-2 years to complete.

The cost of the program is about \$2,000.

For more information, see ABA Catalog, p. 40.

#### 2. BANK INVESTMENTS AND FUNDS MANAGEMENT

A modular course covering the latest developments in corporate finance in the financial services industry. The course consists of 10 modules, with appropriate learning objectives for each. Materials include an instructor's manual and participants'

workbooks containing readings, self-study exercises, and bibliographies for further reference. Readings and class presentations treat recent legal developments and economic trends that directly impact bank performance and profitability.

The cost of the course is about \$2,000.

For more information, see ABA Catalog, p. 40.

### 3. MANAGEMENT FUNDAMENTALS

An introduction to modern management theories and practices, organized around the basic themes of planning, staffing, leading, and controlling; organizational theory; employee motivation; communications; budgetary control; and management information systems. Materials include a textbook (approximately 500 pages) with several case studies and an instructor's manual. The course could be taught through AHIBA to an audience including presidents, senior bank management, directors, and bank regulators.

For more information, see ABA Catalog, p. 42.

### 4. THE NEW WORLD OF COMMERCIAL BANKING

This course examines in detail the competitive, regulatory, technological developments that are altering the nature of commercial banking. The text and instructor's manual, published in 1987, focus on the management of change in such areas as global banking, funds management, electronic banking, non-bank financial institutions and interstate banking.

For more information, see ABA Catalog, p. 42.

APPENDIX D

# INCAE

Alajuela 12 de Octubre, de 1989

Licenciado Sergio MEMBREÑO  
Secretario Ejecutivo  
AHERA, Tegucigalpa, Honduras.

Querido Sergio

Tras de trabajar en la propuesta que conversamos, durante tu estadia con nosotros aqui en Costa Rica, tengo mucho gusto en adjuntarte lo que hemos estimado es nuestra mejor oferta para ustedes, de acuerdo a los datos obtenidos en el Taller y a las conversaciones sostenidas contigo y funcionarios de la banca en Honduras.

Quiero indicarte que esta propuesta tiene como objetivo atacar los principales problemas por nosotros detectados, sin embargo si hay otros aspectos que para ustedes revistan de importancia y no los hayamos considerado, estamos en la mejor disposición de discutirlos, y si vemos que nosotros podemos hacer algo, ten la seguridad que les cursaremos nuestra oferta.

Te adjunto el caso que te prometi. El que versa sobre la negociación de un préstamo de ajuste estructural en Costa Rica, te lo envío la próxima semana.

Finalmente, espero que la propuesta sobre "Calificación de Cartera," también la esten considerando dentro del paquete global.

Te adjunto una copia del folleto sobre Planamiento Estratégico en Miami, porque es el que está más próximo de realizarse. Para despedirme no está demás decirte que cualquier idea o sugerencia será más que bien venida.

Oscar GONZÁLEZ  
Director, Programa  
Banca y Finanzas

cc: Oscar GONZÁLEZ  
Luzmila PUJANICO  
Asistente

SECRETARÍA DE FINANZAS

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INSTITUTO CENTROAMERICANO DE ADMINISTRACION  
DE EMPRESAS (INCAE)

Programa de Banca y Finanzas

PROGRAMA DE CAPACITACION PARA EL  
SECTOR BANCARIO DE HONDURAS

POR MEDIO DE LA  
ASOCIACION HONDUREÑA DE INSTITUCIONES  
BANCARIAS (AHIBA)

OCTUBRE DE 1989

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## I. ANTECEDENTES

El 14 de Junio de 1989, se realizó en Tegucigalpa, Honduras, un Taller de "Diagnóstico de Prioridades de Capacitación para el Sector Bancario de Honduras". Este evento fue posible dada la colaboración entre la Asociación Hondureña de Instituciones Bancarias (AHIBA) y el Programa de Banca y Finanzas del Instituto Centroamericano de Administración de Empresa (INCAE). Como resultado de este taller, convenimos en que INCAE por medio del Programa de Banca y Finanzas presentara una "Propuesta Global de Capacitación para el Sector Bancario de Honduras".

Para tal efecto, la Facultad del Programa ha preparado la presente propuesta que somete a consideración de AHIBA para su discusión y análisis.

## II. PROGRAMA DE BANCA Y FINANZAS

Desde su fundación en 1963, con la asistencia de la Escuela de Administración de Negocios de la Universidad de Harvard, el renombre de INCAE como centro descolante de formación administrativa se acrecenta continuamente en el ámbito latinoamericano.

El Programa de Banca y Finanzas fue establecido en 1973 con el apoyo financiero del Banco Interamericano de Desarrollo (BID) y la colaboración de instituciones financieras regionales. Desde ese entonces, el Programa ha venido realizando un vasto esfuerzo de investigación destinado a identificar los problemas más importantes de la banca de la región y a desarrollar materiales didácticos para el estudio de estos problemas. Como resultado de sus esfuerzos cuenta con una de las colecciones de materiales relevantes más extensas en el mundo en desarrollo.

Complementando y reforzando esta labor de investigación INCAE ha impartido numerosos programas con ejecutivos bancarios en cada uno de los países que sirve.

Las actividades de INCAE en el Área de banca se han intensificado al establecerse en 1983 dos nuevos programas. El Programa de Administración Bancaria de nueve meses de duración que está orientado hacia la capacitación de funcionarios bancarios a nivel medio con potencial de asumir posiciones importantes en sus instituciones y el Programa de Alta Dirección Bancaria dirigido a altos ejecutivos.

Asimismo, es importante destacar que se están desarrollando nuevos marcos conceptuales y realizando una

renovación de materiales didácticos en INCAE de acuerdo a las necesidades cambiantes de las instituciones financieras de la región.

Anualmente INCAE gradúa aproximadamente 100 personas de sus Programas de Máster en Administración de Empresas y de Máster en Economía Empresarial de dos años de duración cada uno, cerca de 110 personas en sus dos Programas de Administración Bancaria que se imparten en el Campus de Costa Rica y de Nicaragua, aproximadamente 170 participantes en cada uno de sus Programas de Alta Gerencia, cerca de 60 personas en su Programa de Alta Dirección Bancaria y aproximadamente 8,000 egresados de seminarios anuales.

Para cumplir con sus objetivos, INCAE cuenta con una facultad multinacional con las más altas calificaciones empeñada en mantener en todos sus programas normas de excelencia equivalentes a las de las más destacadas escuelas de administración en el mundo.

Debido a los factores enumerados anteriormente, INCAE se encuentra actualmente en una posición muy especial para satisfacer las necesidades de capacitación y adiestramiento de la Asociación Hondureña de Instituciones Bancarias (AHIBA).

### III. CONTENIDO ACADEMICO

El contenido académico del Programa de Capacitación para el Sector Bancario de Honduras está específicamente diseñado para responder a las necesidades prioritarias que el entorno actual impone sobre los ejecutivos bancarios de Honduras.

Este contenido se diseñó en base a la experiencia de INCAE en la realización de varios programas de capacitación en instituciones similares a las integradas por la Asociación Hondureña de Instituciones Bancarias (AHIBA) y al Seminario/Taller de Diagnóstico de Prioridades de Capacitación en la Banca de Honduras. No obstante, los temas específicos y la intensidad con que serán tratados se determinarán de mutuo acuerdo. El diseño final, por lo tanto, estará sujeto a la aprobación de ambas partes una vez aceptada la presente propuesta.

El Programa de Capacitación propuesto, se encuentra estructurado en tres partes:

1) El primer componente del programa está dirigido a los presidentes, directores y niveles superiores de las instituciones miembro de la Asociación Hondureña de Instituciones Bancarias (AHIBA).

2) El segundo componente se encuentra dirigido a funcionarios bancarios a nivel medio.

3) El tercer componente sugiere el aprovechamiento de algunos programas residenciales que imparte INCAE en Alajuela y Miami, Florida. El orden en que se propone la realización de este Programa de Capacitación es únicamente para fines de presentación. En la práctica las partes se encontrarán inter-relacionadas, de acuerdo a las necesidades de AHIBA.

En cada día seminario se impartirán generalmente tres sesiones de clases mediante el método de casos ó conferencias y presentaciones según se estime conveniente, con material teórico relevante a cada tema. Cada sesión de clases implica una preparación de dos horas y cuarenta minutos en estudio individual y reuniones de grupos.

### EL PROGRAMA

A continuación se presenta cada una de las partes que integran el Programa de Capacitación para el Sector Bancario de Honduras y se da una breve descripción del contenido académico de cada sub-programa:

#### 1. SEMINARIOS PARA LOS NIVELES GERENCIALES

Los seminarios que el Programa de Banca y Finanzas del INCAE propone realizar para los niveles gerenciales de las instituciones miembro de las Asociación Hondureña de Instituciones Bancarias (AHIBA) tendrán una duración de un día y en lo posible se programarán en viernes. Lo anterior, con objeto de no dividir la semana de los ejecutivos que asistan y lograr un máximo de asistencia.

Los seminarios propuestos para los niveles gerenciales tienen como fin primordial el actualizar los conocimientos de los participantes e informar sobre las tendencias más relevantes en los sistemas financieros de otros países. Lo anterior con el objetivo de proporcionarles herramientas necesarias para enfrentar los problemas de la banca desde el punto de vista de la alta gerencia.

#### a) MERCADEO BANCARIO

Las condiciones de mercado de la industria bancaria han estado expuestas a un ambiente de cambios a veces abruptos, de alta volatilidad e incertidumbre. Aunque esas condiciones llevan por lo general a un alto grado de inestabilidad que dificulta el manejo de las operaciones financieras, también es cierto que ofrecen usualmente oportunidades nunca antes vistas.

El aprovechamiento de estas oportunidades requiere en muchas ocasiones del uso de conceptos y técnicas que no han sido tradicionales en la banca. Entre esas se encuentra el "marketing" de productos financieros.

El objetivo fundamental de este seminario es introducir a los participantes en el estudio de técnicas analíticas para comprender y ejercitar el proceso decisorio en la comercialización de productos y servicios financieros.

b) NUEVAS TENDENCIAS Y TECNOLOGIAS BANCARIAS

El seminario de Nuevas Tendencias y Tecnologías Bancarias pretende que los ejecutivos de las instituciones financieras comprendan las tendencias más importantes en los sistemas financieros en países desarrollados y sus implicaciones estratégicas para las instituciones que representan y para el sistema financiero hondureño.

Los participantes a este seminario tendrán la oportunidad de conocer nuevos marcos conceptuales y tecnologías relevantes para la banca moderna.

c) LIBERALIZACION FINANCIERA

El concepto de liberalización es respuesta de la crisis que atraviesan los países en desarrollo. En la actualidad se ha incorporado al lenguaje diario en razón de la existencia de una crisis sin precedente y la búsqueda de una salida de esa crisis.

Cuando se habla de liberalización se está hablando de eliminar la intervención del Estado. Cuando se habla específicamente de liberalización financiera se está hablando de liberizar tasas de interés, eliminación de topes globales y de topes sectoriales de crédito.

En la actualidad las regulaciones de la actividad bancaria están siendo alteradas en muchos países. La "deregulación" bancaria en Estados Unidos está conduciendo a un estrechamiento competitivo que se sentirá más allá de sus fronteras. Esta situación plantea tanto una amenaza para los sistemas financieros de Latinoamérica como posibles nuevos negocios, nuevos mercados y nuevos instrumentos financieros.

El objetivo del seminario de Liberalización Financiera es que los participantes identifiquen y evalúen las tendencias en los sistemas financieros en diversos países y comprendan sus implicaciones para las instituciones financieras de Honduras.

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#### d) MERCADO DE CAPITAL

Se puede decir que todos los países de Centroamérica han intentado formar tanto independientemente como conjuntamente sus bolsas de valores. Entre estos casos se destacan el de El Salvador y Panamá donde se hicieron los intentos centroamericanos más avanzados. Merecen también mencionarse el propósito por formar una bolsa de valores regional. Sin embargo, por diversas razones todos estos intentos no han tenido mayor éxito.

En este seminario de Mercado de Capitales se examinará los problemas que han enfrentado los países centroamericanos para la creación de bolsas de valores. En este sentido, se examinarán los problemas de deficiente estructuración de las instituciones que participan en este mercado y de formulación inadecuada de políticas económico-financieras por parte del Estado.

Asimismo, se presentará la experiencia de la Bolsa Nacional de Valores de Costa Rica, la cual ha sabido superar una serie de obstáculos para lograr su desarrollo inicial y sentar las bases para su consolidación dentro de un terreno que por su infraestructura no era del todo propicio.

#### 2. SEMINARIOS PARA MANDOS MEDIOS

Los seminarios propuestos para los ejecutivos bancarios a nivel de mandos medios tendrán una duración de cinco días y se programarán de mutuo acuerdo entre AHIBA y el INCAE. La asistencia esperada a estos eventos será de 45 participantes por evento.

Estos seminarios tendrán como objetivo desarrollar en los participantes las habilidades y conocimientos en lo referente a las técnicas de administración financiera, análisis de crédito y el manejo de operaciones internacionales en instituciones financieras, proveyéndolos de herramientas conceptuales para mejorar su gestión administrativa.

#### a) ANÁLISIS DEL RIESGO CREDITICIO

El Seminario de Análisis del Riesgo Crediticio tiene como objetivo principal el proporcionar a los participantes los conocimientos gerenciales básicos para el análisis e interpretación de estados financieros y técnicas de análisis financiero de corto plazo y largo plazo.

En un ambiente inestable se requiere a menudo de una mayor capacidad de análisis de los créditos y de un seguimiento más efectivo de los mismos.

Entre los temas que se proponen cubrir en este Seminario están los siguientes:

- Análisis e Interpretación de Razones Financieras
- El Pronóstico Financiero
- Evaluación del Riesgo Crediticio
- Análisis de Crédito: Conceptos y Objetivos
- Alternativas de Financiamiento a Largo Plazo
- Evaluación de Proyectos de Inversión

### 3. APROVECHAMIENTO DE PROGRAMAS RESIDENCIALES

A fin de complementar el Programa de Capacitación para el Sector Bancario de Honduras, el INCAE propone que se aprovechen algunos programas residenciales que imparte en su Campus de Alajuela, Costa Rica y en Miami, Florida. Con este objetivo se sugiere que se establezca un fondo para otorgar becas a los funcionarios de los bancos miembros de la Asociación Hondureña de Instituciones Bancarias (AHIBA). Al final de esta sección se describe brevemente el mecanismo.

#### PROGRAMA DE ADMINISTRACION BANCARIA

El Programa de Administración Bancaria es un curso académico de nueve meses de duración, cuya filosofía está basada en la premisa que las instituciones financieras no son meros conductos de recursos financieros, sino instrumentos claves de desarrollo económico y social.

Estas instituciones deben desarrollar nuevas fuentes de capital, reconociendo y creando mejores oportunidades de inversión y suministrando la asistencia técnica y gerencial necesaria para asegurar el éxito de los proyectos promovidos.

El Programa de Administración Bancaria de INCAE tiene como principales objetivos:

- o. Contribuir efectivamente al desarrollo de los países que INCAE atiende mediante el entrenamiento y capacitación de ejecutivos con responsabilidades funcionales en la banca y en otras instituciones financieras.
- o. Desarrollar la investigación y preparación de nuevos materiales didácticos que sirven de soporte a los

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programas de entrenamiento gerencial en las áreas de Banca y Finanzas.

Desde su fundación en 1983, el Programa de Administración Bancaria, ha entrenado a más de 400 profesionales de diversas instituciones bancarias provenientes de los países de Centroamérica, Ecuador y Paraguay.

Este programa se ha diseñado de tal forma que los participantes puedan matricularse por los nueve meses que dura todo el programa o bien por módulos de tres meses. Durante los nueve meses se dictan quince cursos. Como se puede observar el Programa de Administración Bancaria, se ofrece con un máximo de flexibilidad y relevancia, conservando su nivel de excelencia académica.

**PRIMER MODULO (Fecha de inicio: Octubre)**  
**SISTEMAS Y OPERACIONES BANCARIAS**

Contabilidad Bancaria  
 Sistemas de Computación  
 Organización  
 Gerencia de Costos  
 Operaciones Bancarias

**SEGUNDO MODULO (Fecha de inicio: Enero)**  
**ANALISIS FINANCIERO Y EVALUACION DE PROYECTOS**

Finanzas I  
 Finanzas II  
 Instituciones Financieras I  
 Evaluación de Proyectos  
 Toma y presentación de Decisiones

**TERCER MODULO (Fecha de inicio: Abril)**  
**ENTORNO ECONOMICO Y PLANEAMIENTO BANCARIO**

Macroeconomía  
 Instituciones Financieras II  
 Mercados Bancario  
 Planeamiento Estratégico  
 Agroindustria

También es importante hacer notar que INCAE ha iniciado a rotar este Programa a otros países por 1 o 2 años, con el objetivo de que los países anfitriones puedan capacitar a más personas en menor tiempo, ya que en lugar de enviar a 6 u 8 funcionarios puede el país como un todo tener 60 o 70 personas por año, beneficiándose del efecto multiplicador que esto supone.

En el caso que AHIBA esté interesada en tener el PAB en Honduras por uno o dos años también lo podríamos discutir posteriormente.

#### PROGRAMA DE ALTA DIRECCION BANCARIA ( Julio de cada año )

A diferencia de otros programas residenciales del Instituto, el Programa de Alta Dirección Bancaria (PADB) está diseñado específicamente para funcionarios bancarios con una posición de alta responsabilidad en su institución. El objetivo básico del programa es desarrollar en el participante las habilidades, conocimientos y aptitudes necesarios para el análisis y la toma de decisiones frente a los problemas actuales de la banca desde el punto de la vista de la alta dirección.

El Programa de Alta Dirección Bancaria (PADB) persigue específicamente:

1. Estimular el juicio crítico en la toma de decisiones gerenciales con la ayuda de nuevos marcos conceptuales, técnicas administrativas y tecnologías relevantes para la banca moderna.
2. Fortalecer la capacidad gerencial para el planeamiento a largo plazo de instituciones financieras en ambientes sufriendo drásticos cambios.
3. Desarrollar una visión global de algunos de los problemas más importantes de la banca en la década de los 80 así como de posibles soluciones a los mismos.
4. Identificar y evaluar las tendencias en los sistemas financieros de diversos países y los factores críticos que afectan sus operaciones y resultados.

El contenido académico del Programa de Alta Dirección Bancaria (PADB) está diseñado para responder a las necesidades prioritarias que la década de los 80's impone sobre el alto ejecutivo bancario en Latinoamérica. El plan de estudios se ha estructurado en forma integral de manera que exista una íntima relación entre las distintas áreas cubiertas.

El programa se divide en dos módulos que cubren áreas importantes de la gestión bancaria moderna. Estos dos módulos son los siguientes:

**MODULO I: El Entorno Económico y la Gerencia Funcional en la Banca Moderna.**

- Análisis del Entorno Económico
- Análisis del Riesgo Crediticio
- Mercadeo Bancario
- Juego Gerencial de Banca

**MODULO II: Planeamiento Estratégico en Instituciones Financieras.**

- Análisis de las Políticas y Estrategias de la Banca
- Dirección Corporativa: Visión e Implementación
- Administración de Tecnología en la Banca Moderna

El Programa de Alta Dirección Bancaria tiene una duración de dos semanas consecutivas y se realiza anualmente en el mes de julio en Miami, Florida, contando con la participación de más de 60 banqueros provenientes de 15 países de Latinoamérica.

**SEMINARIO PLANEAMIENTO ESTRATEGICO EN LA BANCA ( Noviembre de cada año ).**

El Seminario de Planeamiento Estratégico en la Banca está específicamente dirigido a miembros de juntas directivas y gerentes de instituciones financieras.

Los objetivos que persigue este Seminario se presentan a continuación:

- a. Fortalecer la capacidad gerencial para el planeamiento a largo plazo de instituciones financieras en ambientes que estan experimentando cambios.
- o. Ofrecer a los participantes la oportunidad de conocer nuevos marcos conceptuales y tecnología relevantes a esos ambientes.
- o. Identificar diversas estrategias en instituciones financieras así como las políticas operativas más apropiadas para lograr sus metas.

**TEMARIO:**

1. Nuevos conceptos sobre el planeamiento estratégico en la banca.
2. El desarrollo de estrategias competitivas en instituciones financieras.
3. Diagnóstico institucional en la banca.

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#### 4. El papel de la alta dirección en la ejecución del plan estratégico.

Asimismo, los expositores durante el seminario presentan un marco conceptual para el planeamiento estratégico que ha sido utilizado en diversas instituciones financieras de Latinoamérica.

Este Seminario tiene una duración de tres días y se realiza anualmente en el mes de noviembre en Miami, Florida.

#### MECANISMO

Para los programas y seminarios descritos anteriormente, se propone que se establezcan fondos para tres años. En este periodo además se los seminarios de uno y cinco días, sugerimos que AHIBA otorgue 7 becas completas para cada uno de los Programas ya establecidos ( PADB y Planeamiento Estratégico en Miami y PAB en Costa Rica ). Estas becas pueden ser otorgadas en 100% para cada participante, o bien otorgar becas parciales con el objetivo de que hayan más participantes por evento.

Las becas se podrían otorgar mediante sorteo anual u otro mecanismo acordado entre los bancos miembros de la Asociación Hondureña de Instituciones Bancarias (AHIBA), con el objetivo de asegurar la participación de todos los bancos miembros de AHIBA en todos los programas residenciales contemplados en esta propuesta.

Asi mismo, sugerimos que AHIBA destine fondos para la compra de boletos aéreos en moneda local (Lempiras) para los asistentes a los programas residenciales. A continuación presentamos un estimado anual de necesidades de boletos aéreos:

PROGRAMA	RUTA	NUMERO DE BOLETOS AEREOS
Admon. Bancaria	TGU - SJO - TGU	4 a 12 */
Alta Dirección Bancaria	TGU - MIA - TGU	4
Planeamiento Estra- tégico en la Banca	TGU - MIA - TGU	4

\*/ El número de boletos aéreos estará en función de la modalidad en que los participantes tomen el programa.

#### IV. METODO DE ENSEANZA

La metodología didáctica usada en las clases será, principalmente, el método de casos desarrollado por la Escuela de Negocios de Harvard y exitosamente adaptados por INCAE al medio latinoamericano.

Un caso es un material educativo especialmente preparado para ubicar al participante en una situación conflictiva real. Típicamente contiene todos los hechos e informaciones atinentes y disponibles a la alta dirección para la solución de los problemas críticos de la empresa.

El procedimiento usual comprende, para cada participante, la lectura análisis individual de cada caso, así como la decisión sobre el curso de acción que a su entender sea más adecuado adoptar.

A continuación, los participantes se reúnen en pequeños grupos de estudios en los cuales intercambian sus puntos de vista relativos a la situación descrita en el caso.

Confrontan sus respectivos métodos de análisis, y comprueban mutuamente sus conclusiones. Finalmente, presentan en el salón de clases sus análisis del caso y sus recomendaciones individuales sobre el curso de acción a tomar.

Estas discusiones, guiadas por los miembros de la Facultad del Programa, induce a los participantes a revisar críticamente sus propios supuestos y a refinar sus análisis y conclusiones.

El enfoque de casos estimula la creatividad administrativa para el descubrimiento de cursos de acción a la luz de técnicas de análisis modernas. Basada en la premisa de que ningún problema gerencial tiene "una sola solución correcta", la discusión de casos enfatiza el valor de tomar decisiones temperadas por la experiencia y el buen juicio.

A lo largo del curso el participante tendrá muchas oportunidades de examinar y tratar nuevos y diferentes enfoques, capaces de desarrollar soluciones prácticas a una amplia variedad de problemas administrativos.

A continuación se presenta el horario para un día típico de trabajo:

8:00 - 9:00 A.M.	Reunión de Grupos
9:00 - 10:20	Sesión Plenaria
10:20 - 10:40	Receso
10:40 - 11:40	Discusión de Grupos
11:40 - 1:00 P.M.	Sesión Plenaria
1:00 - 2:00	Almuerzo
2:00 - 3:30	Estudio Individual
3:30 - 4:30	Reunión de Grupos
4:30 - 5:00	Receso
5:00 - 6:20	Sesión Plenaria
6:20 - En adelante	Estudio Individual

#### V. LUGAR Y FECHAS

El Programa de Capacitación para el Sector Bancario de Honduras se realizará en Tegucigalpa, Honduras. Una vez aprobada la presente propuesta se determinarán de mutuo acuerdo el lugar y fechas exactas de realización de cada seminario.

#### VI. COSTO DEL PROGRAMA

El costo total del Programa es de US\$256,337 (Dnscientos Cincuenta y Seis mil Trescientos Treinta y Siete Dólares Americanos Exactos. Este costo incluye los servicios profesionales de INCAE por diseño y preparación, dirección académica, enseñanza y administración de los seminarios. También incluye gasto de transporte y viáticos de los profesores, material didáctico, suministros y gastos indirectos de INCAE. Así mismo, incluye el costo de almuerzo y cafés para los participantes. Ver presupuesto del Programa en el Anexo No. 1.

Este costo también incluye fondos para 7 becas anuales cada uno de los programas ya establecidos y descritos anteriormente, durante un periodo de tres (3) años.

El Programa de Capacitación para el Sector Bancario de Honduras puede tomarse completo o los seminarios que sean del interés de AUIBA, el costo final del Programa, en este caso particular, estará en función del número de eventos seleccionados. El plan de pagos se realizará de mutuo acuerdo una vez aceptada la presente propuesta.

**VII. FACULTAD**

La Facultad del Programa será integrada por miembros de la Facultad del Instituto y por algunos especialistas en las diferentes áreas de acuerdo a la necesidad y conveniencia.

ANEXO No. 1  
PRESUPUESTO SEMINARIO 1 DIA  
EXTERNO SIN ALOJAMIENTO

I. SEMINARIOS PARA LOS NIVELES GERENCIALES

I. Servicios Profesionales

i. Diseño y Preparación	US\$ 978
ii. Enseñanza	1,270
iii. Supervisión Académica	978
iv. Administración	360

Sub-total US\$ 3,586

v. Prestaciones (20%) 717

Total Servicios Profesionales US\$ 4,303

II. Otros Costos

a) Suministros	US\$ 100
b) Reproducción Materiales	640
c) Alimentación (Almuerzo y cafés)	500
d) Transporte de profesores	950
e) Comunicaciones y transporte interno	100
f) Clausura	400

Total Otros Costos US\$ 2,690

III. Costos Indirectos

a) Total Costos Directos (I + II)	US\$ 6,993
b) Tasa de Indirectos	20.6%

Total Costos Indirectos US\$ 1,440

IV. Costo Total (I+II+III) US\$ 8,433

PRESUPUESTO SEMINARIO 5 DIAS  
EXTERNO SIN ALOJAMIENTO

Base 45 participantes

2. SEMINARIOS PARA MANDOS MEDIOS

I. Servicios Profesionales

i.	Diseño y Preparación	US\$ 3,525
ii.	Enseñanza	3,260
iii.	Supervisión Académica	2,970
iv.	Administración	1,600

Sub-total	US\$11,355
v. Prestaciones (20%)	2,271

Total Servicios Profesionales	US\$13,626
-------------------------------	------------

II. Otros Costos

a)	Suministros	US\$ 900
b)	Reproducción Materiales (45 participantes)	4,300
c)	Alimentación (Almuerzo y cafés)	2,000
d)	Transporte de profesores (Incluye Hotel y Per-diem)	2,845
e)	Comunicaciones y transporte interno	500
f)	Clausura	800

Total Otros Costos	US\$11,345
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III. Costos Indirectos

a) Total Costos Directos (I + II)	US\$24,971
b) tasa de Indirectos	20.6%

Total Costos Indirectos	US\$ 5,144
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IV. Costo Total (I+II+III)	US\$30,115
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3. PROGRAMAS RESIDENCIALES \*/  
 Costo por participante en habitación doble o compartida

a)	Programa de Administración Bancaria	US\$ 6,995
b)	Programa de Alta Dirección Bancaria	US\$ 3,200
c)	Seminario Planeamiento Estratégico en la Banca	US\$ 850

**BECAS**

a.	COSTO PRIMER AÑO	
	- 7 BECAS X PROGRAMA	US\$77,315
b.	SEGUNDO AÑO	81,180
c.	TERCER AÑO	85,239
		-----
	COSTO DE BECAS POR TRES AÑOS	US\$243,734

\*/ Debe considerarse un incremento anual de 5% sobre el precio

RESUMEN DE COSTOS DEL PROGRAMA

1.	Seminario para los niveles gerenciales (4 seminarios de 1 día)	US\$33,732
2.	Seminario para mandos medios	30,115
3.	Programas Residenciales	243,734
		-----
	COSTO TOTAL	US\$307,581
		=====

PRIMER AÑO

1)	BECAS PROGRAMAS RESIDENCIALES	\$ 77,315
2)	PROGRAMA NIVELES GERENCIALES	33,732
3)	SEMINARIOS MANDOS MEDIOS	30,115
		-----
	TOTAL	141,162

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## SEGUNDO AÑO

1) BECAS PROGRAMAS RESIDENCIALES \$ 81,180

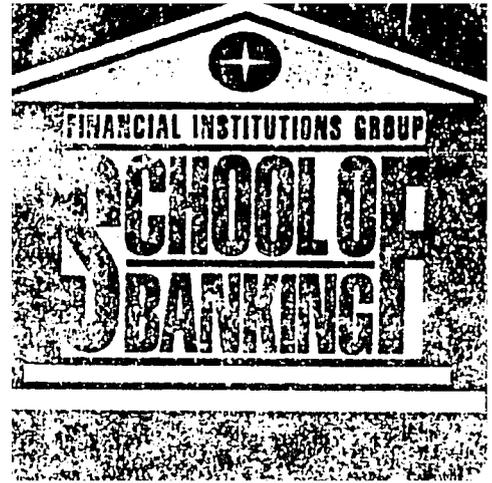
## TERCER AÑO

1) BECAS PROGRAMAS RESIDENCIALES \$ 85,239  
=====

GRAN TOTAL \$ 307,581

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APPENDIX E



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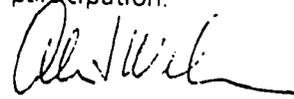
## OUR CLIENTS

We are pleased to present the 1990 Program Catalogue of the Financial Institutions School of Banking.

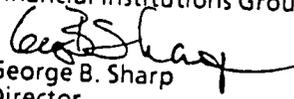
The Financial Services Industry has been changing dramatically, and the forces producing the changes are expected to continue for some time. Those institutions that have the human resources prepared to meet the challenges of change will be the most successful. The School develops quality professional skills programs in response to coordinated needs analyses, with input from line managers and training directors, and offers the programs at its Training Center in New York and other sites as requested. Reflecting this feedback from you, we are including new programs for 1990, as well as continuing to update our other programs.

The programs in the catalogue form a continuum of training designed to develop the participants' professional skills as they progress in their careers. This training, which we believe is essential to achieving success in the Financial Services Industry, starts when individuals are hired, and continues throughout their career as responsibilities and market conditions change.

We welcome the opportunity of making this quality training available to you and to your institution, and we look forward to your participation.



Alan Weber  
Group Executive  
Financial Institutions Group



George B. Sharp  
Director  
School of Banking

## HOW TO USE THIS CATALOGUE

This catalogue is divided into seven subject areas:

- Credit
- Management
- Marketing
- Treasury
- Special Projects
- Other Courses
- Computer-Assisted Models

Course offerings in each specific program are found in the Table of Contents. The detailed program descriptions include information on objectives, recommended eligibility criteria, methods, dates and tuition costs.

Additional program information is available from the School of Banking or from your Citibank Relationship Manager.

## NOMINATION PROCESS/ADMINISTRATIVE MATTERS

### REGISTRATION:

A registration form can be found at the end of this catalogue. Additional forms may be obtained from the FIG School of Banking. A separate form should be completed for each nominee for each program.

Completed registration forms should be returned to:

Citibank, N.A.  
Financial Institutions Group  
School of Banking  
21-21 44th Drive  
Long Island City, New York 11101

Att: Lucie D. Casale  
(718) 784-5097

FAX: (718) 784-0179

Telex Address: ITT420392  
ref: NYIBG  
or  
RCA235530  
ref: NYIBG

### SUBSTITUTIONS:

Substitutions can be made by the sponsoring institution up to one week before the start of any program not requiring extensive pre-course work. For programs requiring extensive pre-course



work, substitutions will be permitted up to two weeks prior to the starting date. Every effort will be made to accommodate changes after these times, but no substitutions will be possible once the program has started.

**PRICING:**

Prices in this catalogue are for programs given in the New York area, unless otherwise noted.

**CANCELLATION POLICY FOR PARTICIPANTS:**

There will be no charge for cancellations, provided we receive notice in writing at least 30 business days prior to the program's start date. A charge of 50% of the program cost will be incurred for written cancellation notices received 29 to 5 business days prior to the program start date. A charge of 100% of the program cost will be incurred for cancellations received thereafter.

**OTHER:**

The precise timing and location of programs will depend on faculty and space availability, as well as enrollment.

Participants are responsible for their own travel, as well as room and board expenses and arrangements, unless otherwise noted.

We will be pleased to offer recommendations and/or assistance in making these arrangements.

**1990 TRAINING CALENDAR**

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	
	<ul style="list-style-type: none"> <li>Fundamentals of Credit Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Loan Structuring &amp; Documentation</li> <li>Managing Information Technology</li> </ul>	<ul style="list-style-type: none"> <li>Consumer Lending Seminar</li> <li>Corporate Finance &amp; Merchant Banking Techniques</li> <li>Structured Finance</li> </ul>		<ul style="list-style-type: none"> <li>Country Risk Evaluation &amp; Marketing Skills Workshop</li> </ul>				<ul style="list-style-type: none"> <li>Corporate Finance &amp; Merchant Banking Techniques</li> <li>Country Risk Evaluation &amp; Exceptional Sales Workshop</li> <li>Loan Structuring &amp; Documentation</li> </ul>	<ul style="list-style-type: none"> <li>Fundamentals of Credit Analysis</li> <li>Managing Accelerated Change</li> <li>Strategic Assessment of Organizations</li> <li>Structured Finance</li> </ul>	<ul style="list-style-type: none"> <li>Advanced Credit Strategy</li> </ul>	

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# FUNDAMENTALS OF CREDIT ANALYSIS



This intensive four-week program covers basic financial accounting and credit evaluation techniques, and their application to business and banking. Topics include: U.S. financial reporting practices, understanding of financial statements, cash flows, leasing and the analysis of business risk and corporate strategy.

## OBJECTIVES:

At the completion of the program, the participant will be able to:

- describe the relationship between financial reporting and the underlying business activities;
- analyze financial statements;
- evaluate funds flows in the context of the industry and economy;
- evaluate a concern's financial structure and options;
- use financial statements as a tool for investment and credit decisions; and
- determine the risk level associated with the company's strategies given its financial condition and competitive ranking.

## RECOMMENDED FOR:

Bankers with little prior corporate credit experience.

## PREREQUISITES:

None.

## FORMAT:

Significant pre-course and daily readings and work are assigned. The format consists of daily classes with lectures and case studies, each requiring approximately eight hours of homework and preparation. The faculty includes staff of the School of Banking, consultants, and other specialists.

## OFFERINGS & LOCATION:

Feb. 26 - Mar. 23, 1990	LICTC* - N.Y.
June 4 - June 29, 1990	LICTC* - N.Y.
Oct. 1 - Oct. 29, 1990	LICTC* - N.Y.

*\*Long Island City Training Center*

## PRICING:

Tuition: \$4,400

*This program has been accredited by the New York State Regents for graduate and undergraduate studies.*

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# LOAN STRUCTURING AND DOCUMENTATION

This ten-day program covers the principles of loan structuring and documentation. The emphasis is on the linkage between strategic issues and financial constraints; identifying critical strengths and weaknesses in management, the business and the financial structure of companies; and learning techniques for structuring credits to minimize potential risks.

## OBJECTIVES:

At the completion of the program, the participant will be able to:

- structure transactions to minimize the risks identified in a credit request;
- derive pricing for transactions under different options;
- participate in loan negotiations; and
- identify the key legal aspects of the proposal and selected loan documentation appropriate to the transaction.

## RECOMMENDED FOR:

Bankers with corporate credit responsibilities.

## PREREQUISITES:

Completion of the Fundamentals of Credit Analysis Program, or its equivalent.

## FORMAT:

Lectures and case studies presented by the staff of the School of Banking, attorneys, outside consultants and other senior officers. Each class session will require extensive homework and preparation.

## OFFERING & LOCATION:

Mar. 26 - Apr. 6, 1990      LICTC\* - N.Y.  
Sept. 10 - Sept. 21, 1990      LICTC\* - N.Y.

*\*Long Island City Training Center*

## PRICING:

Tuition: \$3,300

\$3,100 when taken in conjunction with *Fundamentals of Credit Analysis*

## CONSUMER LENDING SEMINAR

The Consumer Lending seminar is a five-day course in managing risk to maximize profits in the consumer loan business. It presents the latest strategies for balancing the risk and reward of major consumer products, including credit cards, automobile and home equity loans. The course emphasizes a high-volume, actuarial decision process for portfolio selection and management.

### OBJECTIVES:

The purpose of the seminar is to foster a credit culture within an organization which improves profits in today's highly competitive environment. Consumer lending focuses on maximizing profits through three major themes:

- balancing risk and reward;
- managing actuarially; and
- modeling and planning for profitability,

### RECOMMENDED FOR:

The program is designed for middle and senior level managers in the consumer finance industry, including personnel from sales, marketing, credit, finance, operations, auditing and general management.

### FORMAT:

The program consists of lectures, exercises and case studies. It covers the credit cycle, as well as two specialized areas of consumer finance: home mortgages and indirect business.

### LOCATION & OFFERING:

Apr. 30 - May 4, 1990      LICTC\* - N.Y.

\*Long Island City Training Center

### PRICING:

Tuition: \$3,500

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# CORPORATE FINANCE AND MERCHANT BANKING TECHNIQUES

This five-day seminar builds on the concept of "value creation" through which managers attain positive and improved spreads in the financing and leverage aspects of their business. The concept of value creation is essential to gaining an understanding of corporate restructuring possibilities and the role that bankers can play in assisting in the process.

## OBJECTIVES:

At the completion of the seminar, the participant will be able to:

- apply the analytical and mathematical techniques on which merchant banking products are based;
- evaluate the impact on both corporate and financial institution clients of securitization methods (pass-throughs), as well as FRNs, RUFs and the range of interest rate hedging strategies followed around the world;
- understand and communicate how risks and rewards associated with various financing options affect the firm's performance; and
- evaluate the credit risks to the provider of various merchant banking products.

## RECOMMENDED FOR:

Lending officers with at least three years of corporate lending experience.

## FORMAT:

Significant pre-course and daily readings will be assigned. There will be lectures and case presentations each day. The perspectives of both the Chief Financial Officer and of the Merchant Banker will be given in the course and participants will have an opportunity to negotiate for specific deals to test their understanding of the course material. The faculty consists of senior credit officers and outside consultants.

## OFFERING & LOCATION:

Apr. 23 - Apr. 27, 1990	N.Y. Area
Sept. 10 - Sept. 14, 1990	N.Y. Area

## PRICING:

Tuition: \$4,100

Room and Board included.

## ADVANCED CREDIT STRATEGY

This five-day seminar addresses issues of lending to companies in transition; managing the risks and opportunities of a diversified loan portfolio against the backdrop of changing industry trends, shifts in management and the economy, and evolving legal and accounting structures. The material will be drawn from recent bank experiences and will provide the framework for discussion and group projects throughout the program.

### OBJECTIVES:

At the completion of the seminar, the participant will be able to:

- identify and evaluate the impact of external variables affecting a borrower's performance under loan agreements such as shifting industry trends, the business cycle and exchange and interest rates;
- apply proactive management techniques to credit portfolios to enhance profits and minimize losses; and
- apply the current provisions of the relevant legal framework to transactions and situations, with emphasis on CERCLA and other "lender liability" issues.

### RECOMMENDED FOR:

Lending officers with more than five years of experience in commercial lending.

### PREREQUISITES:

Completion of Loan Structuring and Documentation or its equivalent.

### FORMAT:

Lectures, discussions, case studies, team projects and microcomputers will be used. The faculty consists of members of Citibank's Credit Policy Committee and members of the Institutional Recovery Management Group.

### OFFERING & LOCATION:

Nov. 12 - Nov. 16, 1990      N.Y. Area

### PRICING:

Tuition: \$4,100

Room and Board included.

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## STRUCTURED FINANCE

This three-day seminar addresses the issues of understanding the complex transactions arranged in support of leveraged and management buyouts and the concerns of securitized asset sales. The material presented will be drawn from recent restructurings and buyouts and will present the framework for a comprehensive analysis of the credit and pricing concerns of these types of financings.

### OBJECTIVES:

At the completion of the seminar, the participant will be able to:

- identify and assess the credit, interest rate, economic and business risks of these types of transactions;
- set up and monitor these types of transactions, once booked, so as to manage and control the participant risks going forward; and
- propose means to maximize profitability of participating in these transactions.

### RECOMMENDED FOR:

Corporate lending officers and others involved in structuring proposals or monitoring participation in MBO or LBO activities.

### PREREQUISITES:

Completion of Advanced Credit Strategy or its equivalent.

### FORMAT:

Lectures, discussions, case studies and team projects will be used. The faculty consists of senior credit officers, other senior lending officers and outside consultants.

### OFFERING & LOCATION:

Apr. 16 - Apr. 18, 1990      LICTC\*-N.Y.  
Oct. 1 - Oct. 3, 1990      LICTC\*-N.Y.

*\*Long Island City Training Center*

### PRICING:

Tuition: \$1,800

## COUNTRY RISK EVALUATION

This three-day seminar addresses the techniques for identifying and analyzing risks attendant to multinational exposure. As much of country risk management relates to the adjustment programs of the International Monetary Fund, this program provides a detailed analysis of how such programs are constructed, how they produce adjustments to international accounts and how such adjustments affect the creditworthiness of individual countries.

### OBJECTIVES:

At the completion of the seminar, the participant will be able to:

- analyze how countries control their key policy variables to achieve international creditworthiness;
- understand and use the analytical tools that will permit effective predictions for good or bad international accounts performance; and
- understand the inner workings of the IMF stand-by programs, international adjustments programs and the meaning of "conditionality" with regard to drawing rights under IMF programs.

### RECOMMENDED FOR:

Any banking officer who is involved in country risk lending. In Citibank, we offer this seminar to officers from the Senior Vice President to Assistant Vice President level. The course work is intended for those with policy making responsibilities, individual country risk reviewers and international lenders.

### OFFERING & LOCATION:

May 20 - May 23, 1990	Europe
Sept. 30 - Oct. 3, 1990	N.Y. Area

### PRICING:

Tuition: \$2,300

Room and Board included.

# MANAGING INFORMATION TECHNOLOGY\*\*

MANAGEMENT

This five-day program provides a basic understanding of the various technical concepts of information technology such as Operating Systems, Database Management, Transaction Processing and Data Communications.

## OBJECTIVES:

At the completion of the program, the participant will be able to:

- understand the various technical concepts of information technology such as Operating Systems, Database Management Systems, Distributed Processing, On-line Transaction Processing and Data Communications; and
- highlight management issues in system development, achieving adequate service levels, organizing the information technology department and the changing role of the information systems executive.

## RECOMMENDED FOR:

EDP managers and their direct reports, business managers and line managers.

## FORMAT:

Lectures, discussions, case studies, team projects and microcomputers will be used.

## OFFERING & LOCATION:

Mar. 19 - Mar. 23, 1990 LICTC\*-N.Y.

*\*Long Island City Training Center*

## PRICING:

Tuition: \$1900

\*\*New program for 1990.

## STRATEGIC ASSESSMENT OF ORGANIZATIONS

This three-day program gives managers a systematic framework to describe their business organization in functional terms, and to develop a common language for organizational activities. Participants will practice techniques in problem identification and problem solving, and will build skills in diagnosing the sources of present organizational concerns and addressing potential ones.

### OFFERING & LOCATION:

Oct. 9 - Oct. 11, 1990      LICTC\*-N.Y.

*\*Long Island City Training Center*

### PRICING:

Tuition: \$950

## MANAGING ACCELERATED CHANGE

This three-day program provides a systematic approach in implementing changes in organization, methods, operations or management.

### OBJECTIVES:

At the completion of the program, the participant will be able to:

- deal with change successfully in the workplace; and
- will gain experience in applying the skills in planning and implementing change.

### RECOMMENDED FOR:

Anyone who will need to make decisions or analyze situations requiring changes.

### OFFERING AND LOCATION:

Oct. 15 - Oct. 17, 1990      LICTC\*-N.Y.

*\*Long Island City Training Center*

### PRICING:

Tuition: \$950

## MARKETING SKILLS WORKSHOP\*\*

This intensive four-day workshop is a skills-building workshop designed for sales-people involved in long-term client relationships. The workshop includes a series of exercises, discussions, concepts and negotiating techniques which are designed to build strong client relationships.

MARKETING

### OBJECTIVES:

At the completion of the workshop, the participant will be able to:

- open and conclude a sales call;
- uncover in-depth information about client needs;
- make convincing presentations;
- handle objections;
- achieve the specific conditions that underlie negotiable issues;
- position themselves and their products for the best long- and short-term results; and
- keep the sales process organized and moving forward.

### RECOMMENDED FOR:

All account relationship managers with sales and service responsibilities who have client contact.

### FORMAT:

Lectures, roleplays and small group discussions will be supplemented with video tapes to illustrate effective handling of a sales call and negotiation situations.

### OFFERING & LOCATION:

May 29 - June 1, 1990      LICTC\* - N.Y.

*\*Long Island City Training Center*

### PRICING:

Tuition: \$1,050

\*\*New program for 1990.

## EXCEPTIONAL SALES PERFORMANCE

A three-day seminar designed to help participants learn what they can do outside the customer's office to improve their sales productivity and performance. The participants' short-term performance will improve as they focus their attention on managing the sales job, developing their relationships with important accounts, understanding the buyer's point of view, competing for business and managing their territory. The participants' long term performance will improve as they continue to apply the knowledge and sales tools they acquire during the program on a regular basis, or whenever conditions on their jobs and the marketplace require.

### OBJECTIVES:

At the completion of the seminar, the participant will be able to:

- ensure that job activities contribute more significantly toward reaching their objectives;
- develop competitive strategies to win, and then keep prospective accounts;
- analyze customers' motivational patterns and respond to these patterns in selling situations;

- assess existing relationships with their customers to discover and act on strengths and weakness in these relationships;
- analyze and plan for increased penetration of their territory; and
- incorporate the tools and ideas presented in the program into a comprehensive plan for achieving their objectives.

### RECOMMENDED FOR:

All staff with customer contact.

### PREREQUISITES:

It is recommended that participants have successfully completed the Marketing Skills Workshop.

### OFFERING & LOCATION:

Sept. 5 - Sept. 7, 1990      LICTC\* - N.Y.

*\*Long Island City Training Center*

### PRICING:

Tuition: \$800

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## BOURSE COURSE (FOREIGN EXCHANGE AND MONEY MARKETS)

A six-day seminar enabling participants to become comfortable with foreign exchange and money market terminology, concepts, techniques, transactions and related risks. The course also covers major treasury products.

### OBJECTIVES

At the completion of the seminar, the participant will be able to:

- understand the mechanics and terminology of foreign exchange;
- identify the features and benefits associated with treasury products; and
- recognize marketing opportunities and develop solutions responsive to customer needs.



### FORMAT:

Lectures provide the basis for a computerized foreign exchange and money market trading game called the "Bourse Game". Participants from "Banks" bid on commercial transactions and trade foreign currencies and money market instruments in a simulated commercial environment. Computer-assisted instruction offers further practice.

Role plays demonstrate product risks and marketing opportunities. Completion of pre-course work is required.

### OFFERING & LOCATION:

TBA

### PRICING:

Tuition: \$4,000

Room and Board included.

## SPECIAL PROJECTS

The School of Banking has worked with governmental agencies, bankers' associations, training institutions and banks to develop proprietary training programs designed to meet the needs identified through on-site analyses and consultations. These programs have been offered both on the School's premises and at clients' locations. Certain of these projects have resulted in tailoring of programs covered elsewhere in our catalogue to include cases drawn from clients' files, as well as the instruction of clients' credit policies. Examples of these special projects include:

- **Advanced Banking Seminar** for the senior staff of an offshore branch in an oil importing developing nation, covering international banking practices, credit and automation.
- **Middle Management Survey Course** for the Bankers' Association of an oil importing developing nation. A seven-week seminar was developed to complement the skill levels of the Association.
- **Credit Skills Program** for a U.S. regional bank expanding into new areas of lending, designed to complement existing skills levels.
- **Middle Management Seminar** covering a range of banking skills including export trade finance, treasury operations and lending techniques.

SPECIAL PROJECTS

We would be pleased to meet with clients to identify and satisfy specific training needs not covered in our catalogue.

Pricing of tailor-made courses and of courses delivered outside of the New York area will be determined on a case-by-case basis. These training programs may qualify for USAID and/or regional development funding.

## OTHER COURSE OFFERINGS

The School of Banking will also make available to our clients the following seminars if there is sufficient customer demand.

### ASSET-BASED FINANCE

A two-day program covering the techniques of secured lending in the United States. Equipment finance and leasing, tax syndications, vendor leasing, corporate asset funding and leveraged buyouts will be featured. Participants will learn the necessary criteria for structuring successful secured transactions.

### BANK/BHC LENDING

A three-day program on the framework for the analytical assessment of U.S. and non-U.S. banks and bank holding companies. Participants will learn techniques of managing risks in credit exposure to this market segment.

### DOCUMENTATION AND DISBURSEMENT

A three-day program providing a review of documentation standards, with cases and discussion of alternatives. Participants will also review post disbursement monitoring of files, collateral and credits.

### INTERNATIONAL TRADE SERVICES

A three-day program covering the organizational and processing needs of a documentary-based international department. Participants will learn how to

use Government financing and other insurance programs, as well as risk management approaches. A Spanish language seminar is also available.

### REAL ESTATE LENDING

A six-day program covering the techniques and returns of real estate financing for both the lender and investor. Participants will learn aspects of real estate investments and exposure in the United States.

### FUNDAMENTALS OF BANKING

This two-day seminar provides the participant with an overview of the Financial Services Industry. It examines the roles of banks and other financial intermediaries in the market that deal with money, debt instruments and credit. The roles of the regulatory agencies and the Federal Reserve System are discussed as are various functions including lending, investment trading account, trust department, commercial bank operations and international banking.

### DEVELOPING MANAGEMENT SKILLS

A five-day program designed to provide the skills and knowledge necessary to motivate and manage people successfully. Content is based on Citicorp cases, policies and procedures. Topics include: the supervisor's role; communicating effectively; setting goals; staff development; performance appraisal and compensation; applied problem solving, budgeting and project management; managing change; personnel management and development and career planning.

OTHER COURSES

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## COMPUTER-ASSISTED TRAINING MODELS

The School of Banking has developed self-instructional computer based tutorials and models that are used in developing skills in credit and corporate finance. These models are used in various School of Banking programs and a copy is provided to participants as appropriate. These models are now available directly from the School.

### CREDIT MODEL:

Consists of a financial analytical model based on the cash flow lending, "operating/non-operating" format pioneered by Citibank. This comprehensive credit analysis program model allows the spreading and forecasting of non-financial company data to analyze and support cash flow lending. This model operates on an IBM\* or compatible computer, and requires Lotus 123\* 2.1 software.

The price of the *Credit Model* is \$400.00.

### VALUATION MODEL:

A major enhancement to the Credit Model (described above) which uses three different discounted cash flow techniques to determine the value of a company. The *Valuation Model* generates an analysis for each of the techniques, providing insight into whether the company is currently under- or overvalued. This model operates on an IBM\* or compatible computer, and requires Lotus 123\* 2.1 software.

The price of the *Valuation Model* is \$100 as a stand alone or \$450 together with the *Credit Model*.

### MATH OF FINANCE:

Consists of a self-instructional program for learning and applying the mathematical relationships in foreign exchange and the time value of money. The functions covered include calculations for yields and discounts, simple and compounded interest calculations, present values and internal rates of return, swap points and forward interest rate calculations. The *Math of Finance* package operates on an IBM\* or compatible computer.

The price of the *Math of Finance* program is \$250.00.

Trademarks of the International Business Machines Corporation and/or of the Lotus Development Corporation.

**FIG-SCHOOL OF BANKING - 1990 PROGRAM SYLLABUS**

TOPIC	TITLE	DURATION	OFFERING	PRICE
Credit	Fundamentals of Credit Analysis	Feb 26 - Mar 2, 1990 June 4 - June 29, 1990 Oct 1 - Oct 29, 1990	20 days	\$4,400
	Loan Structuring & Documentation	Mar 26 - Apr 6, 1990 Sept 10 - Sept 21, 1990	10 days	\$3,300
	Consumer Lending	Apr 30 - May 4, 1990	5 days	\$3,500
	Corporate Finance & Merchant Banking Techniques	Apr 23 - Apr 27, 1990 Sept 10 - Sept 14, 1990	5 days	\$4,100
	Advanced Credit Strategy	Nov 12 - Nov 16, 1990	5 days	\$4,100
	Structured Finance	Apr 16 - Apr 18, 1990 Oct 1 - Oct 3, 1990	3 days	\$1,800
	Country Risk Evaluation	May 20 - May 23, 1990 Sept 30 - Oct 3, 1990	3 days	\$2,300
Management	Managing Information Technology	March 19 - 23, 1990	5 days	\$1,900
	Strategic Assessment of Organizations	Oct 9 - Oct 11, 1990	3 days	\$ 950
	Managing Accelerated Change	Oct 15 - Oct 17, 1990	3 days	\$ 950
Marketing	Marketing Skills Workshop	May 29 - June 1, 1990	4 days	\$1,050
	Exceptional Sales Performance	Sept 5 - Sept 7, 1990	3 days	\$ 800
Treasury	Bourse (Foreign Exchange and Money Mkts)	TBA	6 days	\$4,000

**REGISTRATION**

Seminar: \_\_\_\_\_  
 Seminar Dates: \_\_\_\_\_  
 Name: \_\_\_\_\_  
 Title: \_\_\_\_\_ Parent Country: \_\_\_\_\_  
 Bank/Corporation: \_\_\_\_\_  
 Office Address: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 Office Tel. #: \_\_\_\_\_ Office FAX #: \_\_\_\_\_  
 Office Telex #: \_\_\_\_\_  
 Position Title: \_\_\_\_\_  
 Nature of Responsibilities: \_\_\_\_\_  
 \_\_\_\_\_  
 Date of Registration: \_\_\_\_\_

The Invoice for the Seminar Should Be Sent To:

Return Completed Application To:  
 (Please indicate full name and address)

Citibank, N.A.  
 Financial Institutions Group  
 School of Banking  
 Long Island City Training Center  
 21-21 44th Drive  
 Long Island City, NY 11101  
 FAX #: (718) 784-0179

Cancellation Policy:  
 Up to 30 Days Notice - No Charge  
 29 - 5 Days Prior Notice - 50% of Program Co  
 4 Days Notice or Less - 100% of Program C.

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APPENDIX F

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**The Graduate School of Banking  
of the South**

**May 20 - June 2, 1990**

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*The 41st session of the Graduate School of Banking of the South will be held May 20 - June 2, 1990 on the campus of Louisiana State University in Baton Rouge, Louisiana.*



**Sponsored by the Bankers Associations in the States of:  
Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana,  
Mississippi, Missouri, North Carolina, Oklahoma, South  
Carolina, Tennessee, Texas, Virginia, West Virginia**

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# Curriculum

For over forty years, the Graduate School of Banking of the South has served the commercial banking community by providing graduate-level banking education to experienced bank officers. Completion of the program has become a standard prerequisite to professional advancement in many banks. Bank officers at multi-billion dollar institutions as well as community bankers find that the School's curriculum addresses many of their educational needs.

The Graduate School of Banking of the South is a generalist's school, providing wide coverage of all aspects of banking to middle and upper-level management of all size banks. The School offers a strong "core" curriculum while also providing new specialized programs to meet the developing needs of the banking industry.

The course of study spans a three-year period, with a two-week resident session each year. During the three-year program, banker/students receive more than 200 hours of classroom instruction. Organized evening study, written examinations, and home study problems between resident sessions are an integral part of the School's comprehensive program. The course of study is challenging, and students must have a commitment to a high degree of personal discipline to graduate.

FIRST YEAR COURSES
Asset-Based Lending Asset/Liability Management I Asset/Liability Management II Monetary Economics
ELECTIVES
Credit Analysis for Non-Lenders Intermediate Credit Analysis
CASES
Business Finance Capital Analysis Capital Budgeting Cash Management Internal Controls/Loss Prevention Micro-Based Credit Analysis Performance Evaluation Profit Improvement Profitability, Personnel & Growth

SECOND YEAR COURSES
Bank Marketing Financial Markets Managerial Economics Special Banking Issues Staff Management
ELECTIVES
Agri-Banking Bank Regulatory Law Consumer Banking Human Problems in Management International Banking Marketing Research Real Estate Financing Sales Management Trust Banking
CASES
Investments Real Estate Construction Financing Strategic Planning Seasonal Lending Term Lending

THIRD YEAR COURSES
Advanced Credit Issues Human Resources Management Interpreting Economic Change
ELECTIVES
Bank Regulatory Law Communicating & Negotiating Ethics in Banking & Business International Banking Loan Management Marketing Research Mergers & Acquisitions Real Estate Financing Strategic Financial Analysis Sales Management Trust Banking
BANK SIMULATION
<i>The final year places a heavy emphasis on the integration of material covered in the previous two years with 40 percent of the student's time devoted to BankSim II, a sophisticated computer-based bank management simulation model. The bank management simulation course features a combination of lectures and case studies which produce a dynamic, interactive exercise that provides the students with immediate feedback for evaluating their decision-making skills.</i>

# Faculty

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The Graduate School of Banking of the South takes pride in its most important resource--its 120 member faculty which is composed of outstanding bankers, university professors, and other professional leaders from all parts of the country. Each member of the teaching team is carefully chosen for special knowledge, experience, and the ability to teach effectively. About 40 percent of the faculty are practicing commercial bankers.

Extensive evaluations of each faculty member are conducted with the view of assuring that the most current and effective teaching techniques are employed in the classroom. The School's informal learning environment provides the student ample opportunities to discuss banking topics with its nationally recognized faculty.



# Student Profile

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An important benefit of the GSBS program is the knowledge gained from interaction with fellow students. The relationships developed during the resident sessions have been found by graduates to be of immeasurable benefit to them and their organizations.

In the 1989 Session, approximately 90% of the banker/students held the rank of vice president or higher; more than 80% of the students had five years of experience in banking; and approximately 75% held at least one college degree. The student body represents banks from approximately \$5 million to \$20 billion in assets with the median bank size being about \$100 million. Regulatory officials make up about 5% of the student body. The number of women bank officers enrolled in the Graduate School of Banking of the South has grown dramatically in recent years. In 1989, approximately 135 of the 980 bankers attending GSBS were women.



# Facilities

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Classes are conducted in air-conditioned classrooms on the campus of Louisiana State University, Baton Rouge. Students are housed in modern, air-conditioned dormitories (two students to a room) and have access to the University's athletic and recreational facilities. These include an 18-hole golf course, swimming pool, tennis courts, as well as a Field House that



provides basketball courts, racquetball courts, a weight room and an indoor jogging track. The Graduate School of Banking of the South also organizes special runs for joggers, tennis and golf tournaments, and other athletic contests.

# Admission Requirements

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Admission to GSBS is competitive. Listed below are the minimum requirements necessary for admission. Since GSBS frequently has more applicants than can be accommodated, application before **December 31** is urged.

- **EDUCATION:** Applicants must have credit for courses in basic accounting and either economics or money and banking. This credit may be obtained from a college or university or from the American Institute of Banking. (*College graduates are given higher priority in the admission process.*)
- **POSITION:** All students must be bank officers or regulatory officials. (*Priority is given to higher-ranking officers.*)
- **EXPERIENCE:** A minimum of three years experience as a bank officer is required; applicants from supervisory agencies must have a minimum of five years experience in bank supervision. (*Higher priority is given to applicants with greater experience.*)

The admission policies of GSBS assure equal opportunity for all qualified applicants without regard to race, sex, color, creed, national origin, or age.



## Graduation Requirements

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Students must satisfy the following requirements to graduate from GSBS:

- Satisfactory completion of a series of 12 home study problems, six each year.
- Satisfactory grades on written examinations during the resident sessions.
- Full participation in all assigned classes and activities.

## Fees

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A \$15 non-refundable application fee must be submitted with the application for admission.

The tuition fee for the 1990 Session is \$1,400 for bankers from one of the 15 sponsoring states and \$1,500 for other applicants. The tuition fee, which covers room, board and all instructional materials, is due upon notification of admission. If an applicant withdraws before January 1, 1990, the full tuition fee will be refunded. An applicant withdrawing between January 1 and April 1 will forfeit \$100; an applicant withdrawing from April 1 to May 1 will forfeit one-half of the tuition; an applicant withdrawing after May 1 will forfeit the entire fee.

# **Application Deadline**

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Applications should be received by **December 31, 1989**. The School's Committee on Admissions reviews all applications, and applicants will be notified of the action of the Committee in January, 1990. Qualifying bankers applying after December 31, 1989, can be admitted only if space limitations allow.

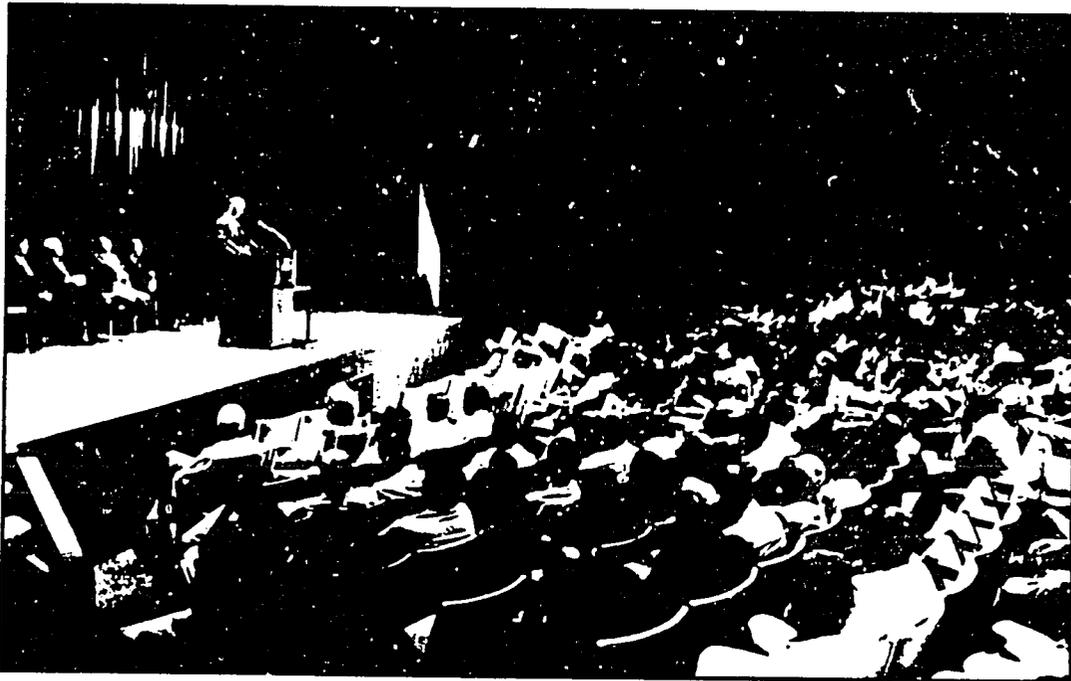
**FOR FURTHER INFORMATION, PLEASE WRITE OR CALL:**

**Graduate School of Banking of the South**

P. O. Box 25114

Baton Rouge, LA 70894-2114

504/766-8595



**APPENDIX G**



**Banco Central de Honduras**  
**y**  
**Universidad Nacional Autónoma**  
**de Honduras**

**Programa**  
**Técnica Bancaria**



**7 de enero a diciembre 1985**

**DATOS GENERALES DEL PRIMER**  
**PROGRAMA DE**  
**"TECNICA BANCARIA"**

La carrera de Técnico Bancario surgió como una iniciativa del Banco Central de Honduras, en su condición de organismo rector del Sistema Bancario Nacional, dirigido a funcionarios bancarios, con el objeto de que a través del entrenamiento y capacitación impartido en un año de estudios, adquieran la capacidad técnica y las aptitudes necesarias que les permitan interpretar la importante función de los bancos en el proceso de desarrollo económico y social.

Para tal fin, un equipo de trabajo constituido por funcionarios del Banco Central de Honduras y otros profesionales que tienen práctica en el ambiente de la Banca y las Finanzas, así como experiencia docente, logró la configuración de la carrera de Técnico Bancario, la que es coordinada y supervisada académicamente por la Universidad Nacional.

El programa está dirigido a personal del Banco Central de Honduras y del Sistema Bancario, diseñado en forma de carrera corta, por la urgente necesidad de preparar lo más pronto posible a los funcionarios bancarios.

**Objetivos de la Carrera:**

- a. Capacitar personal de mando intermedio, con el suficiente nivel de competencia académica, para que presten un aporte significativo al desarrollo de la banca nacional;
- b. Mejorar la capacidad de servicio del empleado bancario;

c. Ofrecer al participante la oportunidad de hacer carrera dentro de las actividades bancarias, a través de una adecuada capacitación en ese ámbito, que le habilite para un desempeño eficaz de su trabajo; y,

d. Aportar mediante esfuerzos mancomunados y en coordinación con la Universidad Nacional Autónoma de Honduras, a los programas nacionales de formación profesional.

## V. Aspectos Generales de la Carrera

### a. Admisión y Requisitos de Ingreso

— Se requiere que los participantes sean graduados de Educación Media y que se encuentren en servicio activo dentro del sistema bancario.

— Deben concurrir las condiciones de la formación académica contable y la experiencia necesaria para que los estudiantes puedan desenvolverse en un contexto metodológico en el que será necesaria su participación dinámica.

### b. Duración de los Estudios

La duración del programa es de aproximadamente de 12 meses, comprendidos entre los meses de enero a diciembre de 1985. El desarrollo del mismo se hace en siete períodos de seis semanas cada uno, y los recesos serán de una semana al final de cada período.

En cada etapa se impartirán dos asignaturas por medio de clases diarias, de lunes a viernes, y en el horario comprendido de las 8:00 a las 11:45 a.m.

### c. Reconocimiento Académico

Al completar y aprobar las 14 asignaturas, el estudiante recibirá el título de Técnico Bancario, emitido por la Universidad Nacional Autónoma de Honduras.

### d. Financiación del Curso

El Banco Central de Honduras financiará los gastos de instrucción, exceptuando el pago de libros de texto de uso particular.

### e. Local

Las clases se imparten en el local que ocupa el Centro de Capacitación del Banco Central, en el Barrio La Granja.

## VI. Plan de Estudios

El plan de estudios de la carrera de Técnico Bancario comprende catorce asignaturas que forman parte de la carrera de Administración Bancaria que imparte la Universidad Nacional.

La totalidad de asignaturas, conforme convenio firmado con la Universidad, serán reconocidas como crédito universitario con las materias iguales o afines de las otras carreras que se sirven en la Universidad y que otorgan título académico.

Las catorce asignaturas del curso son las siguientes:

1. Contabilidad II
2. Legislación I
3. Matemáticas Financieras
4. Legislación Bancaria
5. Contabilidad Bancaria

6. Principios de Economía
7. Moneda y Banca
8. Administración General
9. Costos Bancarios
10. Operaciones de Comercio Internacional
11. Administración Financiera
12. Formulación y Evaluación de Proyectos
13. Evaluación y Administración de Instituciones Financieras
14. Sistemas de Información I.

Además de las materias contempladas en el plan de estudios, se impartirán seminarios por personas de reconocida experiencia en las técnicas y prácticas bancarias.

Todas las asignaturas son de formación profesionalizante, porque dan un conocimiento teórico-práctico que convertirá a los participantes en Técnicos Bancarios.

## VII. Metodología de la Enseñanza

La metodología a utilizarse está basada en las técnicas modernas de instrucción de adultos, y todas sus asignaturas son servidas por especialistas en la materia.

Se hace un enfoque teórico de los temas buscando siempre orientarlos hacia la aplicación práctica, por lo cual a lo largo del programa se desarrollan casos y se hace énfasis en el uso de materiales didácticos actualizados y congruentes con la realidad nacional.

Por esa razón es que además de 810 horas teóricas, se exigen 655 horas prácticas.

APPENDIX H

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## APPENDIX H

### SCOPE OF WORK FOR ACTIVITY NO. 3

The scope of work for Mr. Davis under this activity was as follows:

The consultant will provide 15 days of personal services, including travel to and from place of assignment.

The consultant will meet in Washington with FSDP AID Project Manager, Ms. Sandra Frydman, and FSDP Contractor Director, Mr. Richard Breen, to become informed on the objectives of the FSDP and the mechanism for delivery of services under the USAID buy-in.

The consultant will then travel to Honduras and meet with Messrs. Kermit Moh and Guillermo Bolaños of USAID/Honduras' Office for Private Sector Programs (PSP) to be briefed on the Mission's strategy to support the development of the Honduran financial markets and on the specific task to support the Honduran bankers' association (AHIBA) Bank Strengthening Program.

The consultant will then work for approximately 10 working days directly with AHIBA Executive Director, Sergio Membreño and AHIBA's Executive Board Secretary, Salvador Gómez.

The consultant will review AHIBA's strategy for development of the association and its design for the Bank Strengthening Program.

The consultant will then meet with as many managers and/or presidents of the member banks of AHIBA to discuss their views on the development of the association, the status and strategy for development of the banking sector, and their needs for management training under T.A. The latter will focus on the need for individual bank strategic planning, management of assets/liabilities, credit policies and procedures, management information systems, trade finance, and development of personnel policies and training program.

The consultant will then discuss with Messrs. Membreño and Gómez his recommendations for AHIBA's strategy for institutional development, the development of the Bank Strengthening Program, and specific topics for the senior level seminars. The consultant will brief AID cognizant officials prior to departure and will deliver to AID a brief report on his activities under the task order. The report should summarize his principal observations and recommendations.