

PROGRAM REPORT

for

Management Training and Economics Education
Project No. AID/181-0029-G-00-4010-00

During the period:

January 1 to March 31, 1996
(Second Quarter - USAID Calendar)

from the

Center for Nations in Transition/ Hubert H. Humphrey Institute of Public Affairs
Department of Applied Economics/ College of Agriculture
Curtis L. Carlson School of Management
of
The University of Minnesota

and

The Warsaw School of Economics/
Polish-American Center for Economics and Management

and

The University of Agriculture and Technology in Olsztyn/
Polish-American Center for Agricultural Marketing and Management

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Part One: Warsaw School of Economics

1) INTRODUCTION

During the second quarter of the FY '96, PACEM in compliance with the Project Implementation Plan for the financial year, conducted several training sessions. In accordance to the Project Implementation Plan, the First Semester of the WEMBA Program was completed. Also, in accordance to the Project Implementation Plan PACEM organized two Round Table Seminars on "Public Budgeting" in Rynia n/Warsaw and on "New Trends in Banking". Moreover, two Executive Workshops were organized, both on "Supply Chain Management" in Jachranka n/Warsaw. Due to developed contacts with other USAID contractors, PACEM contracted and organized additional training session for PIET. As a result, 8 Albanian bankers participated in training on Banking Privatization. Altogether, there were 106 participants of the Round Table Seminars and Executive Workshops organized by PACEM. The gender ratio of participants was: 63 men and 43 women. Overall, evaluation of organized training indicated rating as predominantly "good" and "very good".

During the Second Quarter of the FY '96, PACEM developed projects of two one-year Post-Diploma studies. The first one in Management of Information Systems and the second one in Management. The first project was presented for evaluation and comments to professors at the University of Minnesota. The second one, has been presented to the chief contractor - the Main Institute of Mining in Katowice, Poland, for comments and evaluation.

There are two publications of the PACEM under editing. The first one, "The Supply Chain Management" is scheduled for print at the beginning of May, 1996. The second book, "The Labor Market and Supportive Institutions developments, 1993 -1995" by A. Kurzynowski is scheduled for print and planned to be ready by mid of April, 1996. In addition to the two book publication, PACEM managed to design edit and publish two information booklets. The first one is the informational material of the Polish-American Center for Economics and Management and the second one is the information booklet of the Warsaw Executive Master of Business Administration Program.

During the Second Quarter of the FY '96, PACEM staff members participated in a retreat session along with members of the University of Minnesota and Technical University of Olsztyn teams. During the retreat session several organizational and financial issues were discussed. All members of the Project team elaborated on experiences gained during the Project work, present Project Implementation Plan and financial aspects of Center's activities.

2) WARSAW EXECUTIVE MASTER OF BUSINESS ADMINISTRATION

2.1 Completion of the First Semester

By the end of January '96, the first semester of the WEMBA Program has been completed. All instructors have been evaluated by the student body using forms provided by the University of Minnesota. Evaluation of the faculty provided organizers with important data concerning usefulness of joint teaching method in respective courses. Based on the information, organizers verified needs of participation of the US professors in the program. In most cases, participation of the US faculties was regarded as very necessary to the overall quality of the Program. According to students, in some cases, new faculty members will need to be hired to meet the desired standards and maintain high quality of the program. Evaluation of the first semester turned out to be very useful in design of the second edition of the WEMBA Program.

2.2 Verification of the Second Semester's design

Based on the experiences gained from the first edition of the WEMBA Program, preparations to the first semester of the second edition were initiated. Although the whole structure of the second edition of the WEMBA will most likely remain similar to the first one, several issues were carefully discussed. Organizers of the Program recognized the importance of a joined American and Polish faculty efforts in presentation of the respected materials. This joint effort strongly contributes to the overall quality of the Program. Moreover, joint teaching sessions add up to the attractiveness of the program.

2.3 Preparation to the enrolment of the Second edition of the WEMBA Program

2.3.1 Cost evaluation

Completion of the first part of the Program semester allowed organizers to verify previously estimated costs with actually 3 cost in the course of the first semester. Information gathered by the end of the semester were used in estimation of the costs for the Second edition of WEMBA. Anticipating a raise of costs of several factors, for example costs of teaching hour, varied costs of teaching materials, change in administrative cost - the break even level of tuition for the second edition of the Program was approximated to be \$ 6.500.00 per student. An optimal number of students of the second edition of WEMBA has been set at 35 students. Having established the tuition at that level, preparation to the recruitment process has been started.

2.3.2 Preparation of a new marketing materials

Preparation to the recruitment process required preparation of new marketing materials. To attract a greater number of candidates a new newspaper add was designed and placed in holiday edition of a national daily newspaper "Gazeta Wyborcza". Moreover, for those interested in the Program, a new information booklet was developed. A Polish-English version has been prepared and printed and ready for distribution.

3) ROUND TABLE SEMINARS

3.1 PUBLIC BUDGETING - RYNIA, JAN. 23-25TH, 1996.

For the purpose of seminar was to discuss and exchange experiences of representatives of local administration with representatives of central government agencies. The most important aspect of that conference was the opportunity of discussion of practitioners in exercising governmental regulations with people responsible for development and implementation of new government regulations. As a result, that conference became a venue for verification of effectiveness of new central government regulations and how they impact local conditions on the level of a county.

To lead the discussions several representatives of government agencies were hired. Each one of them was asked to prepare materials for discussion and present one of the issues concerning recent problems in public budgeting policies. The following is a list of moderators:

Czesława Rudzka - Lorenz: Budget Policies and Financial Control in Counties

Danuta Wawrzynkiewicz: Changes in Financial Systems of a County

Jerzy Kurowski: Decentralization of Public Objectives

Stanisław Walicki: Education in County

Alfreda Berger: Budget in a County - Planning, Voting, Implementation and Control

Change in Competencies and Responsibilities of Local Governments - New Legal Regulations and Guidelines

3.1.1 NUMBER OF PARTICIPANTS AND GROUP STRUCTURE BY GENDER

There were 26 invited participants who took part in the proceedings of the Seminar.

Total number of participants:26

men: 15

women: 11

3.1.2 RATING OF THE SEMINAR

For evaluation purpose of the Seminar, organizers used evaluation forms developed according to USAID specifications. According to the results of the survey, the Seminar was evaluated as predominantly "very good". Only 40% of participants rated the conference as "good".

Overall usefulness of the seminar:

very good: 60%

good: 40%

3.2 NEW TRENDS IN BANKING - JACHRANKA, FEB. 23-25TH, 1996.

The main goal of the Seminar was to exchange American experience in introduction of new concepts in banking industry with representatives of Polish banks. In the course of the Seminar key banking institutions were presented the problems of change in monetary policy and a switch from to the reserve money system in the banking industry. Professor Richard Todd and professor Arthur Rolnick from the University of Minnesota and the U.S. Federal Reserve Bank were invited to moderate the discussions. Polish financial institutions were represented by 21 participants from six organizations:

- NBP (Central Bank of Poland)
- Bank Rozwoju Eksportu (Bank of Export Development)
- Bank Inicjatyw Gospodarczych (Bank of Enterprises)
- Gornoslaski Bank Gospodarczy (Upper Silesia Bank of Enterprises)
- Ministerstwo Finansow (Ministry of Finance)
- Krajowa Izba Rozliczeniowa (National Chamber of Financial Control)

One half of these organizations belong to the private sector. The remaining ones represented state agencies.

3.2.1 NUMBER OF PARTICIPANTS AND GROUP STRUCTURE BY GENDER

The gender structure of invited participants was as follows:

Total number of participants: 21
men: 12
women: 9

3.2.2 RATING OF THE SEMINAR

While using the evaluation forms developed in cooperation with USAID the Seminar usefulness was evaluated as "good" and "very good" by 62% of the participants. A more detailed structure of rating with approximation of survey results consisted of following marks:

Overall evaluation of the seminar:
very good: 20%
good: 42%
fair: 29%

4) EXECUTIVE WORKSHOPS

During the second quarter of the FY 1996, Center organized two Executive Workshops. The topic of both of the workshops was "Supply Chain Management". In organization of the workshops a new concept was used. Taking under consideration time and work efforts required to organize "one workshop at the time", organizers decided to organize two training sessions consecutively. While organizing the two workshops at the same place, employing the same "set" of trainers PACEM managed to reduce costs and increase work efficiency. Moreover, organization of the second workshop right after the first one allowed to improve quality of the second session by adjusting it according to experience gained during the first session.

4.1 SUPPLY CHAIN MANAGEMENT I - EXECUTIVE WORKSHOP IN JACHRANKA, FEB. 19-21ST, 1996.

The main topic of the Executive Workshop was management of supply chain management. For the workshop two faculty members were hired: Prof. Stanislaw Kasiewicz from the Warsaw School of Economics and Prof. Abbas Kurawarwala from the university of Minnesota. Both professors conducted a series of lectures, practical exercises and moderated open discussions with participants of the workshop. While the second Executive Workshop on the Supply Chain management was directed to employees of manufacturing sector, the first one was directed to people employed in marketing, distribution and other departments of various private firms. One of the most important aspects of the training was a combination of theoretical approaches of the supply chain management and practical aspects of it. During the training sessions trainees were given an opportunity to discuss their own, practical experiences and problems in supply chain management.

4.1.1 NUMBER OF PARTICIPANTS AND THE GROUP STRUCTURE BY GENDER

Out of the targeted group of 30 potential participants, 28 took part in the training sessions.

Number of participants: 28
men: 18
women: 10

4.1.2 RATING OF THE WORKSHOP

All of the Executive Workshop sessions were evaluated using evaluation forms developed in cooperation with the USAID.

Overall evaluation of usefulness:
very good: 15 %
good: 35 %
fair: 18.5 %

4.2 SUPPLY CHAIN MANAGEMENT II - EXECUTIVE WORKSHOP IN JACHRANKA, FEB. 21-23RD, 1996.

The second Executive Workshop on Supply Chain Management in Jachranka was directed to private manufacturing firms and people employed in manufacturing department of various companies. That kind of preliminary selection and experience gained during the first workshop allowed instructors to better address problems of supply chain management. As a result, overall ratings of the workshop was strongly improved. With some margin of statistical errors we can conclude that the twice as many participants rated the training as "good" and "very good" in comparison to the first session.

4.2.1 NUMBER OF PARTICIPANTS AND GROUP STRUCTURE BY GENDER

The gender structure trainees participating in the sessions was as follows:

Number of participants: 23
men: 14
women: 9

4.2.2 RATING OF THE WORKSHOP

Overall evaluation of usefulness:
very good: 23 %
good: 63 %
fair: 14 %

4.3 BANKING PRIVATIZATION

Thanks to contacts developed through AID/Warsaw, PACEM entered into cooperation with PIET representatives. As a result PACEM contracted a one day training session. The session was organized for Albanian bankers. Objective of the session was to familiarize the participants from Albania with problems of privatization and restructuring of banks. Drawing on the Polish experience, participants had a chance study and to discuss problems of the industry in Poland.

4.3.1 NUMBER OF PARTICIPANTS AND GROUP STRUCTURE BY GENDER

There were eight trainees taking part in the sessions with even gender ratio - 50% of men and 50% of women.

Total number of participants: 8
men: 4
women: 4

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4.3.2 RATING OF THE WORKSHOP

Overall evaluation of the workshop: On a scale from 0 to 5, participant's average rating of content accommodation and organizational effort was rated as 4.47

5) POST DIPLOMA STUDIES

5.1 Management of Information Systems

Preparation to executive Workshop on MIS indicated a high demand for such training. Further market research showed that there is a lack of available courses providing an adequate training for managers of information systems in Poland. Therefore, using the experience gained from organization of Executive Workshop on Management of Information Systems designed a one year Post Diploma studies Program in that field. In the "design" of the program, comments of Executive Workshop participants and instructors were used and inscribed into the newly developed work plan.

The first version of the program was proposed by prof. J. Golinski and discussed with Center Director and other faculty members involved in the field of information systems. At the beginning of March a revised version of the studies Program was sent to Prof. Chervany and Prof. Salvatore March at the University of Minnesota for additional revision and comments. Once revised and accepted, the program is to start by the Fall of 1996.

5.2 One-year Post Diploma Studies in Management

As a result of contacts developed outside of the framework of the MTEE Project, PACEM has been contacted and ordered a design of a one-year Post Diploma Studies in Management. The project has been developed based on the experiences gained in organization of the Warsaw Executive MBA Program and adjusted to needs of the Main Institute of Mining in Katowice. Proposed program has been developed for a cadre of engineers working in the mining industry. This fully commercial program has been presented to the contracting institution for evaluation and acceptance. We anticipate to introduce this program in Fall of 1996.

5) PACEM PUBLICATIONS

6.1 "Labor Market and Supportive Institutions Developments, 1993 - 1995." by Adam Kurzynowski.

The editorial work has been completed and the book has been scheduled for print. The first version is to be ready by the mid of April, 1996.

6.3 "Supply Chain Management" - by Stanislaw Kasiewicz.

The editing of this book is still progressing. We anticipate fully revised version to be ready within several weeks. We have scheduled the book for print at the beginning of May, 1996.

6.4 The Warsaw Executive MBA Program Information Booklet

A new information booklet was edited, designed and scheduled for print. The new version of the information booklet will be available to those interested in the Program by the end of March, 1996.

6.5 PACEM Information booklet

To provide a full set of information about current and planned activities of the Polish-American Center for Economics and Management has been collected, edited and scheduled for print by the end of March, 1996. The new, updated version will be available to those who are interested at the Center's office by the beginning of April, 1996.

7) LIBRARY AND COMPUTER LABORATORY

During the last quarter the Center maintained access to the computer laboratory and library collection. Consequently, the computer lab was available and used by students in January 256 /student-hours, in February for 500/student-hours and in March for 529/student-hours. The total use within the quarter summed up to 1285/student-hours.

8) PACEM ORGANIZATIONAL AFFAIRS

8.1 MTEE PROJECT STAFF RETREAT - LANSK, FEB. 1-4TH, 1996.

At the beginning of February, 1996, the PACEM staff took part in the MTEE Project retreat in Lansk. In the course of the conference the following issues concerning the PACEM project were discussed:

- 1) Major Achievements and Challenges - lead by Zbigniew Bochniarz
- 2) Implementation of the WEMBA Program - lead by Grazyna Lesniak-Lebkowska
- 3) Executive Workshops and Round Table Seminars - lead by Bogdan Radomski
- 4) Evaluation and Monitoring - lead by Mo Reilly
- 5) Institutional Sustainability & Financial Management - lead by Randal Zimmermann
- 6) Planning for Fiscal Year 3 - lead by Zbigniew Bochniarz

Specific details of discussions, issues raised and recommendations are included in report specially prepared by the Minnesota staff in cooperation of PACEM and PACAMAM staff members.

In conclusion we are to report the most important comments and recommendations worked out during the retreat:

- It's been agreed that this kind of retreats promote collaboration and cooperation among groups and allow exchange of knowledge. 1.5 days is a good time frame. Two retreats per year, well planned. One in the early part of the fiscal year and another towards the end of the fiscal year.

Action to be taken:

- A retreat is planned in Poland for June 27-29 with representatives from COSM and AE. Agenda to include finalizing PIP. Other agenda items similar to February retreat but in reverse balance.

The wrap-up session was concluded by Zbigniew Bochniarz:

- The 3 E's were achieved: past was Evaluated, future was Envisioned, and relationships Expended.
- Financial Management systems have proven effective over time.
- Evaluation Systems are not only required, but also serve important internal needs.
- MTEE is currently well positioned for FY3 planning.
- Continue to concentrate on improving quality of lectures and materials.

The following actions were recommended:

- Offer good participants with lower skills in quantitative statistics and economics an extra session or tutorial support.
- Make promotion of lectures and courses a priority.
- Meet with COSM and AE to review retreat.

Furthermore, it's been agreed to offer Executive Workshops and Round Table Seminars which meet demonstrated need and which can achieve cost recovery. Don't hold just PIP programs.

8.2 PACEM OFFICE EQUIPMENT

During the Second Quarter of the FY '96, PACEM's office equipment has been partially upgraded. A new copier was purchased. The primary purpose of having that unit is to service the WEMBA program. To maintain proper communication links a new fax/phone system was purchased for the PACEM office.

Part Two: University of Agriculture and Technology

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II. Evaluation of First Quarter Programs

UAT:

1. EMRIM Program

a. Managerial Economics, January 11-14, 1996

US Instructor

Professor Robert King, UM

PL Instructor

Dr. Szczepan Figiel, UAT

27 participants attended this 20-hour class focused on firm production functions, total, average, and marginal costs analysis, application of linear programming, short- and long-term cost analysis, perfect competition and monopoly analysis, pricing products, decision making under uncertainty, introduction to investment planning process. The quality of both teachers' performance was evaluated very highly by all participants, as well as the level of teaching materials delivered to them at the very beginning of the session. Topics presented at this session were relatively complex and generally new for the students. Thanks to very logic and clear presentations made by both trainers the participants were able to learn effectively. A very important factor that helped students to learn and use acquired skills was computer lab class, where they could solve some decision problems with utilization of specific software.

b. Finance Management, February 8-11, 1996

US Instructor

Professor Glenn Pederson, UM

PL Instructors

Dr. Bogdan Radomski, WSE

Mirosław Kowalewski, M. Sc., UAT

27 participants attended this 20-hour class focused on principles of the financial theory, financial analysis of the firm, income and cost analysis, time value of money concept, investment appraisal and project evaluation techniques, financial planning, evaluation of critical production points, costs, and prices, designing the firm's capital structure, financing international transactions. The participants' opinions on the level of instruction were generally favorable. Teaching materials were comprehensive and contained a number of case studies that enabled students to understand better the application of different concepts and procedures, i.e. designing the optimum firm's capital structure or investment analysis. The participants appreciated a lot a presentation made by Dr. Radomski on financing international transactions. Due to time limits he was able to lecture only for two contact hours, but the contents of his instruction were recognized as very interesting and valuable ones.

The only comment from the side of students on this particular session was that there was no presentation of computer applications for solving finance management issues.

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c. Business Communication; Business Law, March 14-17, 1996

US Instructor (B. Comm.) Professor Ward Nefstead, UM

PL Instructors Dr. Stanislaw Pilarski, UAT (B. Comm)

Marcin Poczobutt, M. Sc., UAT (B. L.)

27 participants attended those two 10-hour classes. Business Communication session focused on conflict and methods of resolution, negotiation styles and techniques, Harvard Negotiations Project, cooperation and competition, conversational activities, characteristics of a good negotiator. Both instructors gained very high recognition from the side of participants. As especially interesting were described two topics: negotiation styles and "body language". Some video presentations were used to give the participants better orientation in the subject. Limited time devoted to this session caused a lack of exercise, i.e. application of the different negotiations styles and techniques. Nevertheless, the participants described the session as very useful and valuable one, which could possibly help them in conducting business activities.

Business Law session focused on rules and conditions of conducting a business, business firms and their classification, protection of economic activities, basic documents in financial activities, banking law, and insurance law. Students' evaluation of this class was positive. Many of them deal with different types of business and due to that they could obtain many informations that could be utilized in everyday activities. The participants found as especially interesting topics related to banking law and protection of economic activities. General comment from the side of the students was that the time scheduled for the session was too short.

2. Post-Diploma Certificate Program for Marketing and Management

a. Sales and Distribution, January 11-21, 1996

US Instructor none

PL Instructor Dr. Andrzej Kowalkowski, UAT

33 participants attended this 20-hour class focused on principles of logistics, resource management, logistic information systems, transportation, storage, principles of distribution, distribution channels management, purchase and sales analysis, trade policy of the firm, salesman characteristics, customer characteristics.

The participants evaluated very highly (grades 7-8 in 8-point scale) the quality of instructors' performance. Teaching materials developed by the instructor were very broad and useful. The students described presented topics as very applied and valuable especially for those who

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already deal with trade or distribution. Eventually they suggested to incorporate in this course more case studies in the future.

b. Business Application of Quantitative Methods II, February 16-18, 1996

US Instructor none

PL Instructor Dr. Bernard Kasietczuk, UAT

33 participants attended this 20-hour course focused on word processor and spreadsheet applications, and application of the spreadsheet in statistical data analysis. The group of the students was divided into three smaller ones so to enable them to have an access to one PC. The participants' opinion on the level of teachers' performance was very positive. They recognized presented topics as very useful in everyday business activities. The general comment from the side of participants was that the time devoted for this particular course was too short.

c. Project Evaluation and Investment Management, March 8-10, 1996

US Instructor Professor Glenn Pederson, UM

PL Instructor Mirosław Kowalewski, M. Sc., UAT

33 participants attended this 20-hour course focused on capital investment analysis, cash-flow analysis of the project, capital investment planning, project feasibility analysis, capital budgeting, costs of the capital-average and marginal. The students were provided with sets of the teaching materials including a number of case studies. The participants described presented topics as very interesting and valuable ones. Most of the students had a contact with issues related to investment planning. Due to that they found it very interesting to acquire some new skills in project evaluation with an utilization of the time value of money concept, etc.

The participants evaluated also very highly the translation quality. They would be more satisfied if there was enough time to do some cases with utilization of the computer software.

d. Business Negotiations; Market Research (part I), March 22-24, 1996

US Instructor none

PL Instructor Dr. Stanisław Pilarski, UAT

33 participants attended this 20-hour course divided into two 10-hour sessions. Business Negotiations session focused on conflict and methods of resolution, negotiations styles, negotiation process structure, negotiations planning and conducting. Dr. Stanisław Pilarski gained very high recognition from the side of participants. Some video presentations were used to give the participants better orientation on how to effectively negotiate under different circumstances. The participants described the session as very useful and valuable one, which

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could possibly help them in conducting business activities.

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Market Research session (introduction to market research) focused on market behavior of the customers, principles of market research and methodology of market research. Since this session was the introduction to the market research, Dr. Pilarski delivered it mainly in the form of lecture. The participants hope to acquire skills in development of the questionnaires and elaboration of the data gathered through surveys. After this course the students evaluated very highly the quality of the presentation and the level of teaching materials.

III. Activities Planned for Third Quarter (1 April to 30 June 1996)

UAT:

1. EMRIM Program

a. Consumer Economics, April 11-14, 1996

US Instructor Professor Benjamin Senauer, UM

PL Instructor Dr. Stanisław Pilarski, UAT

b. Strategic Management, May 9-12, 1996

US Instructor Professor Vernon Eidman, UM

PL Instructor Professor Eugeniusz Niedzielski, UAT/

c. Marketing (I)-Price and Market Analysis, May 30-June 2, 1996

US Instructor Professor Jerome Hammond, UM

PL Instructor Dr. Szczepan Figiel, UAT

d. Business Application of Quantitative Methods (II), June 20-23

US Instructor Professor Jeffrey Appland, UM

PL Instructor Dr. Szczepan Figiel, UAT

2. Post-Diploma Certificate Program for Marketing and Management

a. Market Research (II); Consumer Economics, April 19-21, 1996

US Instructor Professor Benjamin Senauer, UM

PL Instructor Dr. Stanisław Pilarski, UAT

b. Strategic Management; Operations Management, May 17-19, 1996

US Instructor Professor Vernon Eidman, UM

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Part Three: University of Minnesota

MTEE Trainers 1995-96

University of Minnesota

	<u>Trainer/Department</u>	<u>Training Dates</u>	<u>Program</u>	<u>Training Title</u>
1 st Quarter	Willis Peterson Applied Economics	Oct. 19-22, 1995	EMRIM	Macro and Micro Principles
	Diane Liang Strategic Mgmt/Organization	Oct. 21-22, 1995	WEMBA	Organizational Behavior
	Salvatore March Info & Decision Sciences	Oct. 28-Nov. 5, 1995	WEMBA	Management of Information Systems
	Chris Nachtsheim Operations & Mgmt. Science	Nov. 16-20, 1996	WEMBA	Business Data Analysis
	Ward Nefstead Applied Economics	Nov. 16-19, 1995	EMRIM	Managerial Accounting
	Murugappa Krishnan Accounting	Nov. 18-26, 1995	WEMBA	Financial Accounting
2 nd Quarter	Kevin McCabe Economics Accounting	Jan. 6-14, 1996	WEMBA	Managerial
	Rob King Applied Economics	Jan. 11-14, 1996	EMRIM	Managerial Economics
	Albert Andrews Accounting	Jan. 20-21, 1996	WEMBA	Business Law
	Glenn Pederson Applied Economics	Feb. 8-11, 1996 March 8-10, 1996**	EMRIM PDS	Finance Proj Eval/Investment Mgmt
	Abbas Kurawarwala Operations & Mgmt. Science	February 17-25, 1996 February 20-21, 1996	WEMBA Exec. Workshop	Operations Management Inventory & Supply Chain Management
	Dick Todd/Arthur Rolnick Federal Reserve	February 24-25, 1996	WEMBA Round Table Seminar	Monetary Policy Implementation
	Ward Nefstead Applied Economics	March 14-17, 1996	EMRIM	Business Comm/Bus Law
	Michael Sher CSOM	March 24-31, 1996	WEMBA	Finance Management
3 rd Qtr	Ben Senauer Applied Economics	April 11-14, 1996 April 19-21, 1996	EMRIM PDS	Consumer Economics Mkt Research II/ Consumer Economics
	Ed Joyce Accounting	April 14-21, 1996	WEMBA	Managerial Accounting

3rd Quarter

Fred Beier Mktg. & Logistics Mgmt.	April 27-28, 1996	WEMBA	Logistic Management
Vernon Eidman Applied Economics	May 9-12, 1996 May 17-19, 1996	EMRIM PDS	Strategic Management Strategic Mgmt/ Operations Mgmt
John Fossum Industrial Relations	May 11-18, 1996	WEMBA	Human Resources Management
Bill Rudelius Mktg. & Logistics Mgmt.	May 18, 1996 May 20-22, 1996	WEMBA	Advertising Strategy (F-U) Marketing
Orville Walker Mktg. & Logistics Mgmt.	May 19-26, 1996	WEMBA	Marketing Management
Jerry Hammond Applied Economics	May 30-June 2, 1996 June 7-9, 1996	EMRIM PDS	Marketing (1) Prices Mktg Theory/ Intl Agricultural Trade
John Brandl	June 9-16, 1996	WEMBA	Cost-Benefit Analysis
Jeff Appland Applied Economics	June 20-23, 1996	EMRIM	Business Applications of Quantitative Methods

** Airfare will be paid by RAAPS

No travel currently scheduled for 4th Quarter.

[4-15-96]

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