

**MASTER OF SCIENCE
IN
INTERNATIONAL RESOURCE
PLANNING AND MANAGEMENT**

MASTER OF SCIENCE IN INTERNATIONAL RESOURCE PLANNING & MANAGEMENT

MOROCCO: AN EMERGING MARKET

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This thesis focuses on the evolution of the Moroccan economy. It also looks at how the implementation of the Structural Adjustment Program delayed decentralization and how its success led to privatization that resulted in improved performance of the economy.

During the first decades after the independence, the Moroccan economy made considerable strides. The intervention of the government was essential and, as a result, the GDP averaged 5.6% in 1968-72 and 7.5% in 1973-77. Investment expanded but savings and exports did not follow the same stream. However, since 1976, financial disequilibrium began to lessen growth and development.

Decentralization was institutionalized to avoid misadministration, inefficiency, and to improve decision making. The purpose was to give more autonomy to the communes and more importance to the local market. However, the crisis emerged in 1981 and Morocco was forced to call IMF and launch the Structural Adjustment Program that lasted ten years.

The success of the SAP resulted in the implementation of privatization. Actually, the performance of the economy is the best indicator that Morocco would play an important role in the region as interface between Europe, Middle East, and Africa. Finally the analysis suggests that there are many reasons to be optimistic over Morocco's economic future and the development of a viable emerging stock market.

TRANSFORMING CENTRALLY-PLANNED ECONOMIES: THE CASE OF POLAND

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The thesis analyzes the Polish experiences in the 1990s of the stabilization "shock therapy" implemented simultaneously with the set of system-transforming reforms. The primary research question was: is Poland on the right track to a market economy? The main thrust of the study is the critical evaluation of the efforts made by reformers of the Polish economy to lessen the gap between Poland and Western Europe. It presents the areas of success and failure, so that any reader could learn more about the significance and difficulties of economic transformation in Poland. The thesis starts with the analysis of the failure of the Soviet-type economy. However, the basic focus of the research is limited to evaluation of the period between 1989 and 1995 and to presentation of possible strategies for the last five years of the century. The thesis argues that the Polish experience of the first half of the 1990s has proved that traditional tools of macroeconomic stabilization can be a success in a largely socialist economy. Despite many problems and difficulties, today Poland enjoys the fastest economic growth in all of Europe. The Polish economy entered the 1990s as the weakest in Eastern Europe; it is heading for the new century with a good chance of emerging as the strongest.

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THE MANAGEMENT OF THE CORPS OF PROFESSORS OF THE PHILIPPINE MILITARY ACADEMY

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This is an analysis of the Personnel Management System (PMS) of the Corps of Professors of the Philippine Military Academy (CP, PMA). Executive Order- 237, Republic Act 291 and unwritten policies relevant to the CP were interpreted to answer the following questions: 1) What is the present system of recruitment, seniority, promotion, career development, utilization, and separation of the CP, PMA? 2) How is this PMS assessed in terms of the best utilization of the CP as the main academic arm of PMA? and 3) What recommendations can be offered to policy and decision-makers to improve the CP PMS?

The researcher found that the CP is not optimally utilized as the main academic arm of PMA. The present CP, PMA is governed by EO 237, RA 291 and unwritten policies. The lack of a single synthesizing point among these policies led to inconsistent application of the rules. Recruitment procedures are not spelled out. Seniority has been a nagging problem despite the lengthy provisions of EO 237 and RA 291. These two laws do not cover Career Development policies. Should a member of the CP be a scholar first or military person? On utilization, a CP member is limited to PMA. Also, policies on separation are insufficient.

Thus, there is a need to revise EO 237 and to redefine tile goals of the CP. The CP, PMA must collectively develop a coherent, consistent, and long-ranged Personnel Management System. It must come up with specific implementing guidelines for recruitment, career development, promotion, and utilization.

TURKEY'S ECONOMY: PAST PERFORMANCE AND FUTURE PROSPECTS

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The purpose of this study is to offer a fairly general discussion of the patterns of development in Turkey between 1923 and 1991 by contrasting the 1923-1980 period with the post-liberalization era of the 1980s, and to analyze the dynamics of economic growth and the concomitant mutation the economy underwent during these years. It also strives to demonstrate that despite some favorable effects, these liberalization attempts and structural adjustment policies failed to remedy some of the most important structural problems of the Turkish economy.

The body of the thesis has focused on the government's attempts and structural adjustment and liberalization, especially those occurring during the 1980s. Based on this analysis, the thesis brought an assessment of the sustainability of the Turkish program. Finally, generalizations have been drawn as to the efficiency of economic policy making in Turkey.

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THE NATIONAL INTEREST, PRODUCTION, AND TRADE IN EL SALVADOR

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The objective of this thesis is to develop an analysis of El Salvador's economy using available statistical data.

First, an examination is made of El Salvador's democratization process in a historical perspective. Second, an analysis is undertaken of the country's policy through historical budget allocations. Third, an assessment is made of the economic standing point of El Salvador. This discussion embraces the production sectors, to determine their strengths and weaknesses from the resources efficiency point of view. Fourth, the study analyses the implications of El Salvador's increasing trade deficit from the efficiency and equity perspectives. Fifth, a presentation is made of the economic strengths, weaknesses, threats and opportunities of the country from the short and long run perspective.

Finally, conclusions are drawn and recommendations made which could be utilized to improve El Salvador's economic future.

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