

**SWP 56/90 GRADUATE ENTERPRISE PROGRAMME VI, 1990
RECRUITMENT AND SELECTION REPORT
(EAST MIDLANDS REGION)**

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GEP 6 RECRUITMENT AND SELECTION - EAST MIDLANDS REGION 1990

HIGHLIGHTS

As part of the Training Agency's GEP 6 Recruitment Programme, the Cranfield School of Management has just completed the task of selecting 20 entrepreneurial graduates and business ideas in the Training Agency's East Midlands Region.

These graduates come from a wide background of undergraduate and postgraduate courses and will set-up a diverse range of product based and service businesses; average age is 24 and median age is 23.

- Exhibit 1

A series of seminars, to build upon or stimulate entrepreneurial interest amongst students, were held throughout the Region in January and February. Thanks to the efforts of Careers Advisory Services and as a result of national promotional material provided by the Training Agency, a total of some 305 students attended these seminars, an average of 19 students per seminar (compared with 28 on GEP 4 and 16 on GEP 5). Following on from the seminars 99 students applied for places on the two day small business selection workshop at Cranfield.

(Exhibits 2 and 3)

Three two-day workshops were held at Cranfield in late March/early April (Exhibit 4) with the dual purpose of providing a training input on best practice in starting a new business as well as aiding and ultimately selecting students on the basis of business application forms completed during the workshop. In this way 72 completed application forms were received as well as 72 action plans as to how students intended to get into business with or without the GEP. (Exhibit 5 - example Action Plan)

Further analysis was undertaken of the 72 students doing the selection workshop for GEP 6, much of which confirmed previous study (see Progress Report on GEP - Cranfield Working Paper No. SWP 2/88).

- Most students (89%) planned to set up their business before they heard about GEP, only 11% were stimulated directly by GEP; (Exhibit 6) whilst 88% mentioned they would do so regardless of results of GEP selection (Exhibit 7).
- 42% of students originally intended to start within 5 years of graduation; the effect of GEP selection, as previously noted, is to bring these plans forward to immediately (Exhibit 8).
- 41% of business ideas have come from student hobbies; helping to find markets for these skills has been one of the main beneficial effects of previous Graduate Enterprise Programmes (Exhibit 9).

- 89% of students have family support for their idea of starting their own business, indicating a considerable improvement in the attitude of parents towards self-employment (**Exhibit 10**). Family provide more support than local enterprise agencies (**Exhibit 11**).

- unlike previous years, when business training was the major appeal of GEP for students, this year, students rated training, contact with other students and business counselling on an equal footing (**Exhibit 12**).

- to be independent is, nonetheless, still what makes most students (49%) want to start their own business, followed by "to create jobs for others" (27%) (**Exhibit 13 a,b,c**).

- more than a third (37%) of students had fathers who had run their own businesses, and 28% had fathers in self employment (**Exhibit 14 a,b**).

- Continuing recent trends; exactly a half (50%) of students on selection (of whom men outnumbered women 2:1) claimed to have had more than 12 months work experience (**Exhibit 15**).

- in the East Midlands, nearly a third of students attending selection workshops were from Colleges of Higher Education (31%), more than two-thirds were undergraduates, with a near equal split Arts and Science (**Exhibit 16**).

- finally, and most importantly for the timing of GEP recruitment, nearly a third of students on selection (30%) at Easter-time were already in receipt of an offer of a full-time job. An early offer of a place on GEP is, therefore, important to

help students in the 'job versus self-employment' decision they have to make
(Exhibit 17).

The Cranfield training programme for GEP 6 is planned to conclude with a sales exhibition in late November which is aimed to ensure:

- all students leave the training fully equipped to sell and with first sales from the exhibition, often to influential, specially invited, buyers;
- the exhibition is a media event, attracting local Anglia t.v. coverage, and is an opportunity to invite key regional student careers advisers as well as parents to help spread the enterprise culture (Exhibit 18).

The Cranfield database, fed by the semi-annual audit report to all previous GEP students, provides the source of the GEP Newsletter, which shows the continuing good business progress of previous course members. Copies of this Newsletter may be obtained from Michelle Kent at Cranfield.

EXHIBIT 1

GRADUATE ENTERPRISE PROGRAMME 6 - 1990

EAST MIDLANDS REGION

PARTICIPANTS' LIST

NAME	AGE	M/F	UNIV/COLLEGE	DEGREE	PRODUCT/SERVICE
1. Diran Afolabi	24	M	London Univ Cranfield Inst Tech	BEng MSc	Computer aided design and applications (solid modelling)
2. Ernest Ang'awa	30	M	Poly of Wales Silsoe College	BA(Hons) Bus Studies MSc Marketing & Product Mngt	Kenyan food, music & theme caterers with the aim of setting up a Kenyan theme restaurant/coffee bar/gallery
3. Andrew Bell/ Glen Burke	21	M	Loughborough College of Art & Design	BA(Hons) Furniture Design	Design and make furniture, financed by a 'bread & butter' line
4. Helen Block/ Alison Eley	26	F	Amersham College of Art & Design Loughborough College of Art & Design	BA(Hons) Textiles/Fashion	Provide exciting & original decoration and artwork for conference rooms and halls, by commission
5. Karen Boa	24	F	Loughborough College of Art & Design	BA(Hons) Fine Art	Producing handmade, designed and printed cards on handmade paper
6. Peter Durant	37	M	Univ of Surrey Derbyshire College of Higher Education	BSc(Hons) BA (Hons)	Architectural/industrial photographer with arts bias
7. Trevor Evans	22	M	Norwich City Coll	HND Electronics (Distinction)	Computer Maintenance
8. Alistair Heslop	29	M	Univ of Leeds Cranfield Inst Tech	Hons Degree Mech Eng MSc in CAD/CAM	Writing and selling business software

9.	Annette Hudson	27	F	St Andrews Univ Loughborough Univ	BSc Hons MSc; PhD	Initially a service based on clients premises offering health checks, nutritional analysis, information & advice. Eventually to establish own 'clinic'
10.	Stephen Humphreys	33	M	Univ of Ulster Herts College of Art & Design	BSc	Ladies court shoe design, manufacture marketing and franchise
11.	Henry Mayhew	24	M	Bristol Univ	BSc(Hons) Politics	Headhunting firm specialising in undergraduates
12.	James Morley	21	M	Newcastle Univ	BSc(Hons) Agricultural & Food Marketing	A food manufacturer of goatmeat
13.	Tim Needham	22	M	Silsoe College	BSc(Hons) Agricultural Technology & Management	Design, development and marketing of agricultural/horticultural equipment
14.	Russell Poole/ Sean Bradbury	21	M	Nottingham Univ	Production and Operations Management	Sponsorship of higher education/events linked in with recruitment
15.	Jenny Rudd	20	F	Univ of East Anglia	BA Development Studies	Design and manufacture of hats
16.	Matthew Slotover	21	M	Oxford Univ	BA Experimental Psychology	Glossy magazine that will show and sell art by artists without galleries
17.	Julia Underwood	21	F	Nene College	Combined Studies (Hons)	Retailing imported clothes and accessories from around the world - Europe to the Third World
18.	Dafydd Walters	22	M	Loughborough Univ	BSc(Hons) Elec, Computer & Systems Engineering	Electronic control systems. First product is a controller for environmental chambers
19.	Elizabeth Wellby	22	F	Loughborough College of Art & Design	BA(Hons) Fine Art	Design of edible decorations Design & production of wooden decorations: Easter & Christmas
20.	Stuart Wright/ Caroline Flatley	20	M F	Cambridge College of Arts & Technology	BTec Business & Finance	A social functions agency

EXHIBIT 2

BUSINESS START-UP SEMINARS TYPICAL PROGRAMME

1.	GEP - History and Broad Objectives	20 Mins
2.	How to evaluate a Business Idea and Yourself	20 Mins
3.	Video Experience of recent graduates	10 Mins
4.	How to apply to get on the GEP - Detailed Explanation	10 Mins
5.	Network of Support - Counsellors and Enterprise Agencies	10 Mins
6.	Concluding remarks and questions	20 Mins

Programme runs for approximately 1½ hours

EXHIBIT 3

GEP 6EAST MIDLANDSRECRUITMENT & SELECTION

<u>University/College</u>	<u>Seminar Attendance</u>		<u>Applications Received</u>		<u>Applications Accepted</u>	
	<u>89</u>	<u>90</u>	<u>89</u>	<u>90</u>	<u>89</u>	<u>90</u>
Bedford College of H.E.	12	5	5	1	1	
Cambridge College of Art and Technology	0	-	1	1	1	1
Cambridge University	8	6	5	4	2	0
Cranfield Institute of Technology	14	15	8	8	2	2
Derby College of Higher Education	2	23	1	7	0	1
University of East Anglia	11	20	7	9	0	1
Leicester Polytechnic	5	7	2	3	1	0
Leicester University	6	3	4	0	2	0
Lincoln College of Art	22	20	3	8	0	0
Loughborough College of Art	20	56	8	16	1	4
Loughborough University	40	31	18	10	1	2
Nene College, Northampton	6	3	6	2	1	1
Norwich City College of H.E.	13	6	6	1	1	1
Norwich School of Art	8	0	1	0	0	0
Nottingham University	62	25	17	8	0	1
Silsoe College	40	65	7	6	1	2
Suffolk College of HE	20	-	7	-	2	-
Trent Polytechnic	4	20	1	11	1	0
Other (Outside Region)	-	-	15	4	3	4
Total	<u>293</u>	<u>305</u>	<u>122</u>	<u>99</u>	<u>20</u>	<u>20</u>

TEACHING TIMETABLE
2-DAY BUSINESS WORKSHOP

Objective: To successfully complete application form (mini business plan) for GEP 6 and to plan actions post graduation and prior to coming on GEP.

DAY ONE	Wednesday 28th March 1990	Lecture Theatre 7
10.00 - 10.30	Registration in Mitchell Hall	<i>Michelle Kent</i>
10.30 - 10.45	Coffee in Forum of School of Management	
10.45 - 11.00	Introduction, Administration and GEP Application Form	<i>Robert Brown</i>
11.00 - 12.00	Introduction for course members	<i>Robert Brown</i>
12.00 - 12.30	Talk : Market Research; How to find out customers needs	<i>Robert Brown</i>
12.30 - 13.30	Buffet lunch in Forum of School of Management	
13.30 - 15.00	Exercise : Drawing up Market Research Questionnaire	<i>Robert Brown</i>
	Tea in Forum of School of Management	
15.30 - 16.15	Video : The Balance Sheet Barrier (John Cleese)	<i>Colin Barrow</i>
16.15 - 18.00	Talk and Exercises : Finance and Accounting; how much is getting started going to cost.	<i>Colin Barrow</i>
18.00 - 18.30	Review GEP application form with Group Counsellors	<i>Counsellors</i>
19.30	Dinner : Senior Lounge, Mitchell Hall	
After dinner	Read Case : 'SCOOPS'; Complete GEP application form	

Continued over.../...

DAY TWO

Thursday 29th March 1990

Lecture
Theatre 7

09.00 - 09.30

Talk : Which Business Structure?

Colin Barrow

09.30 - 10.00

Talk : The importance of selling
techniques in getting started

Robert Brown

10.00 - 10.30

Video : 'Sales Presentation'

Robert Brown

Coffee in Forum of School of Management

11.00 - 12.30

Case : Small groups analyse and
present 'SCOOPS'

Andy Burnett

12.30 - 13.00

Introduction to Group and
Individual Planning Exercise

Robert Brown

13.00 - 14.00

Buffet lunch in Forum of School of Management

14.00 - 15.30

Group and Individual Planning
Exercise; hand in completed application
forms, action plans and T.A. expense claims

Robert Brown

Tea in Forum of School of Management

16.00 - 16.30

Closing session: Sources of Finance,
Cash Books and
Video: 'In Search of Excellence'

Robert Brown

EXHIBIT 5

GROUP EXERCISE

ACTION PLAN SUMMARY		BUSINESS <u>ARCHITECTURAL/INDUSTRIAL PHOTOGRAPHY WITH ARTS BIAS.</u>											PROP: PETER DURMANT.			
		DATE <u>3/4/90.</u>														
ACTION ITEM	MAJOR ACTIVITIES AND STEPS	TEAM RESP.	MONTHS (STARTING APRIL 1990)											END PRODUCT		TEAM RESP.
			A	M	J	J	A	S	O	N	D	J	F	DOCUMENT	DATE	
			1	2	3	4	5	6	7	8	9	10	11			
1	PHASE OUT GERMAN WORD TRANSLATION SERVICE	1	///	///	///	///										
2	PART TIME LECTURING PHOTOG	2	///	///	///											
3	DESK RESEARCH: MARKET, COMPET. TARGET CLIENTS FOR PORTFOLIO, PRICES LINKS WITH DESIGN AGENCY (Y/N)?	3	///	///	///	///	///	///	///	///	///	///	///	///	MARKET INFO. LISTS OF COMP. EXAMPLES OF OTHER PEOPLE'S WORK. MODIFICATION REQUIREMENTS	MAIN OBJECTIVES FULFILLED BY END NOV. END JUNE END AUGUST
4	FIELD RESEARCH: PRESENT TARGETED COMPANIES WITH MY WORK, MONITOR. REPLY RESPONSE - REPEAT.	4		///	///		///									
5	PART-TIME ASSISTING WORK TO TOP PEOPLE IN THE INT/EXT FIELD. PROVIDES INCOME, CONTACTS AND INVALUABLE HANDS ON EXPERIENCE. ALSO FREELANCE EDITORIAL PHOTO WORK, PICTURE LIBRARIES. ETC.	5	///	///	///	///	///	///	///	///	///	///	///	///	INCOME EXPERIENCE	ONGOING.
6	GEP	6					///	///	///	///					MORE STREET WISE	
7	BUSINESS PLAN	7						///	///	///					BANK DOC.	END NOV.
8	LOGO, STAT.	8								///					COMPANY IMAGE.	END NOV.
9	FUNDING	9							///	///	///					END DEC.
10	START	10										○	→			1/1/91
11	MAILSHOT, PROMOTION.	11										///	///	///		

EXHIBIT 6

Were respondents going to set up their own business before hearing about v.I.P?

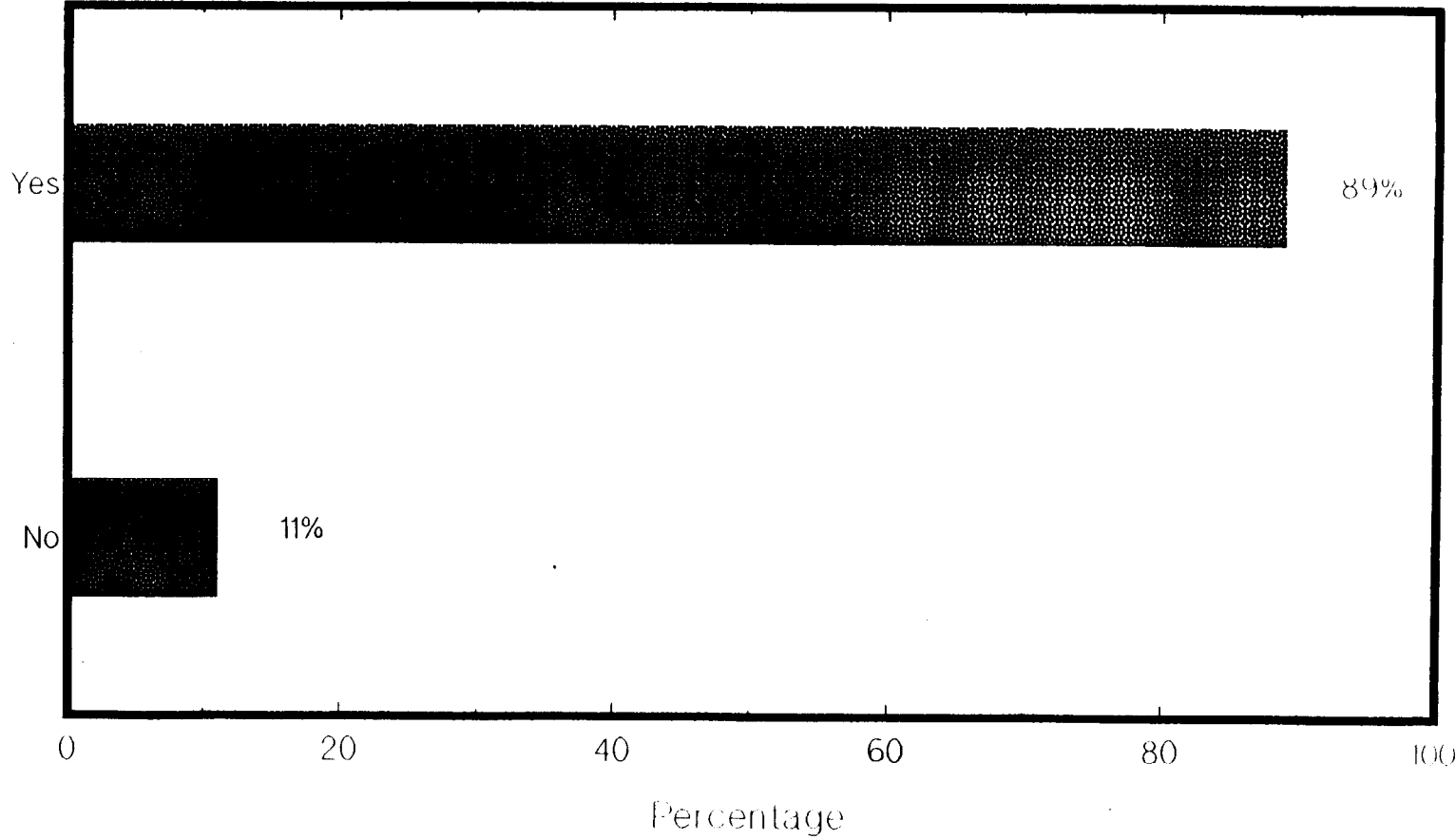


EXHIBIT 7

Set up own business regardless of GI P

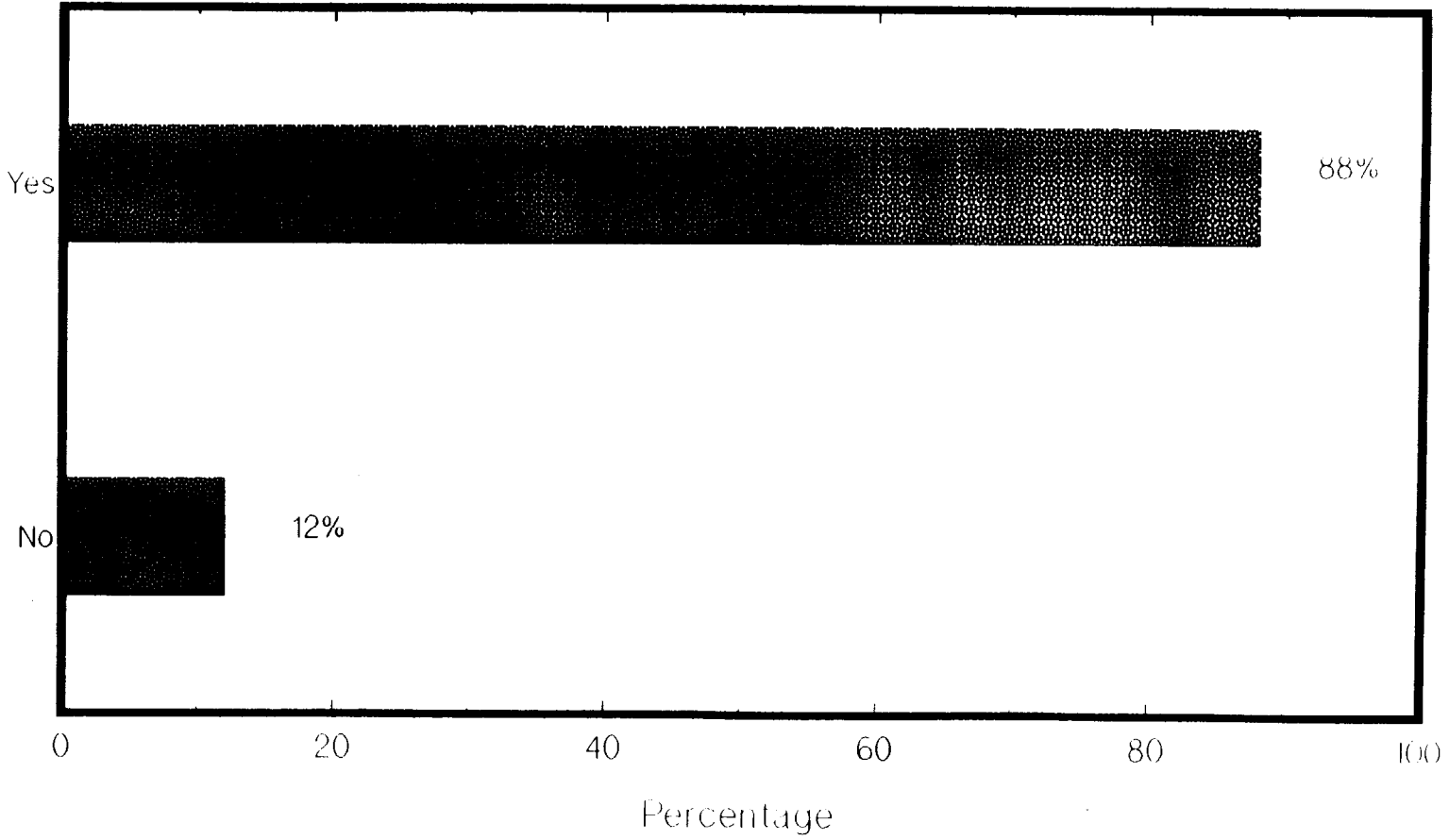
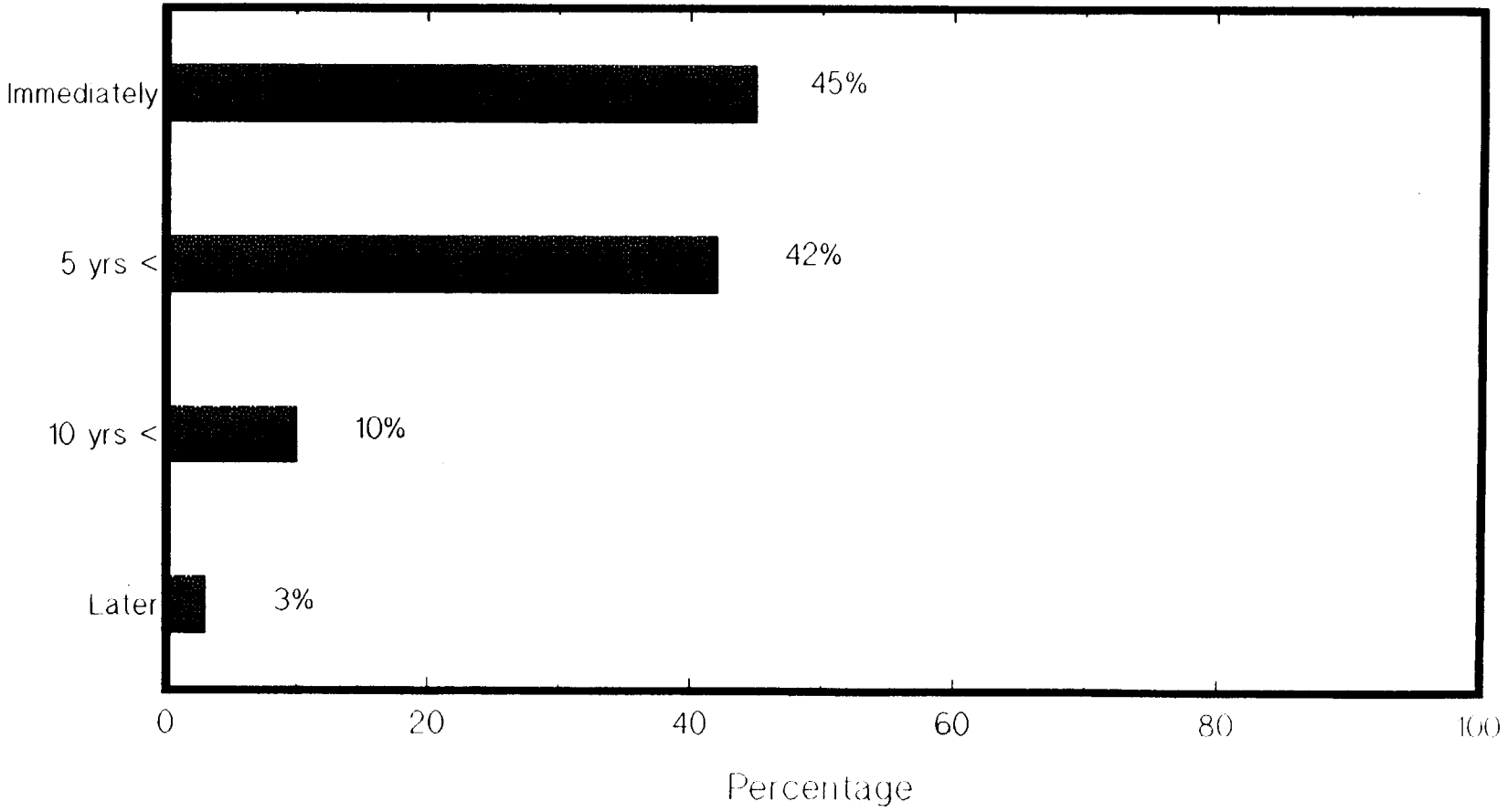


EXHIBIT 8

Stage at setting up their own business



Source of business Idea

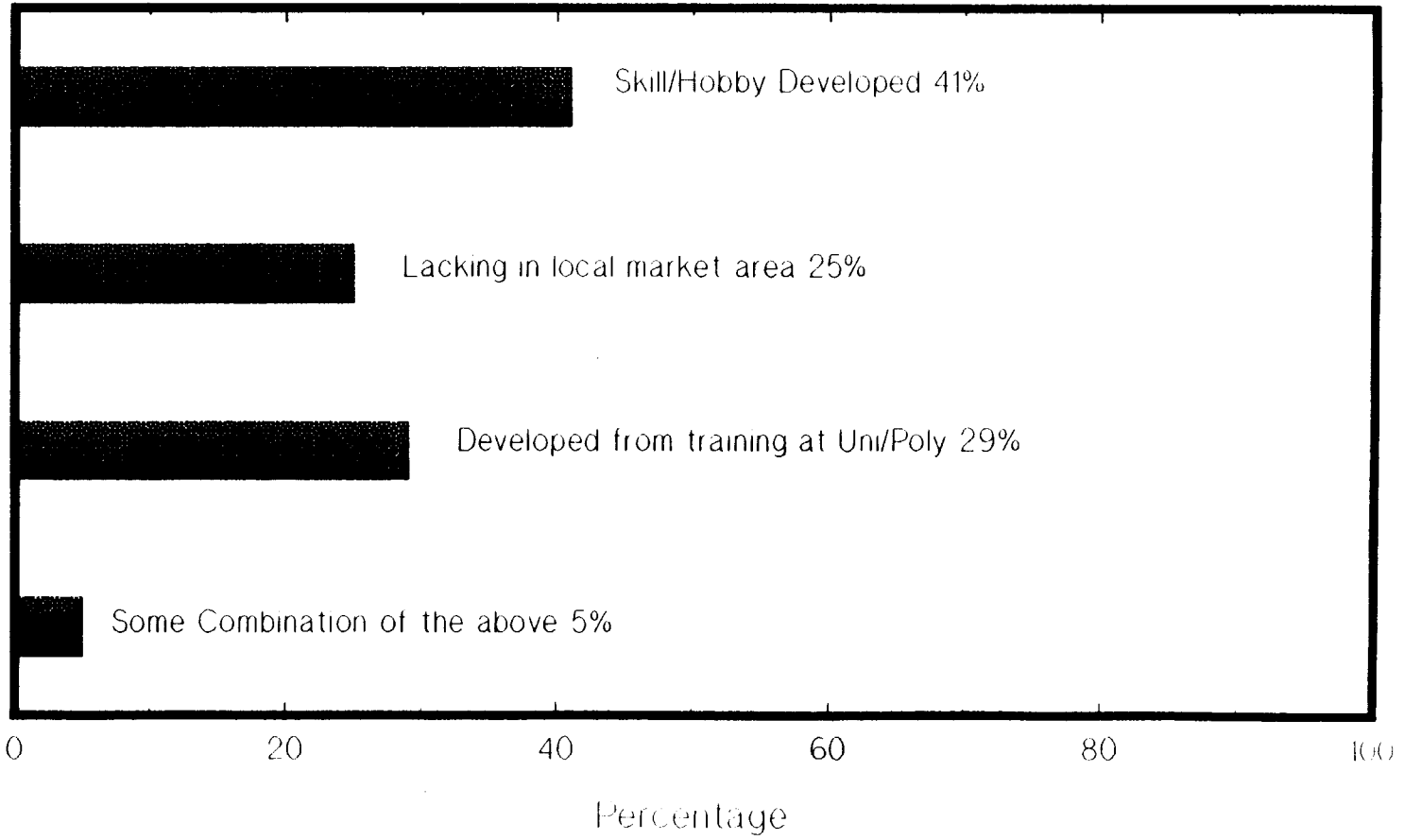


EXHIBIT 10

Does family support idea of own business?

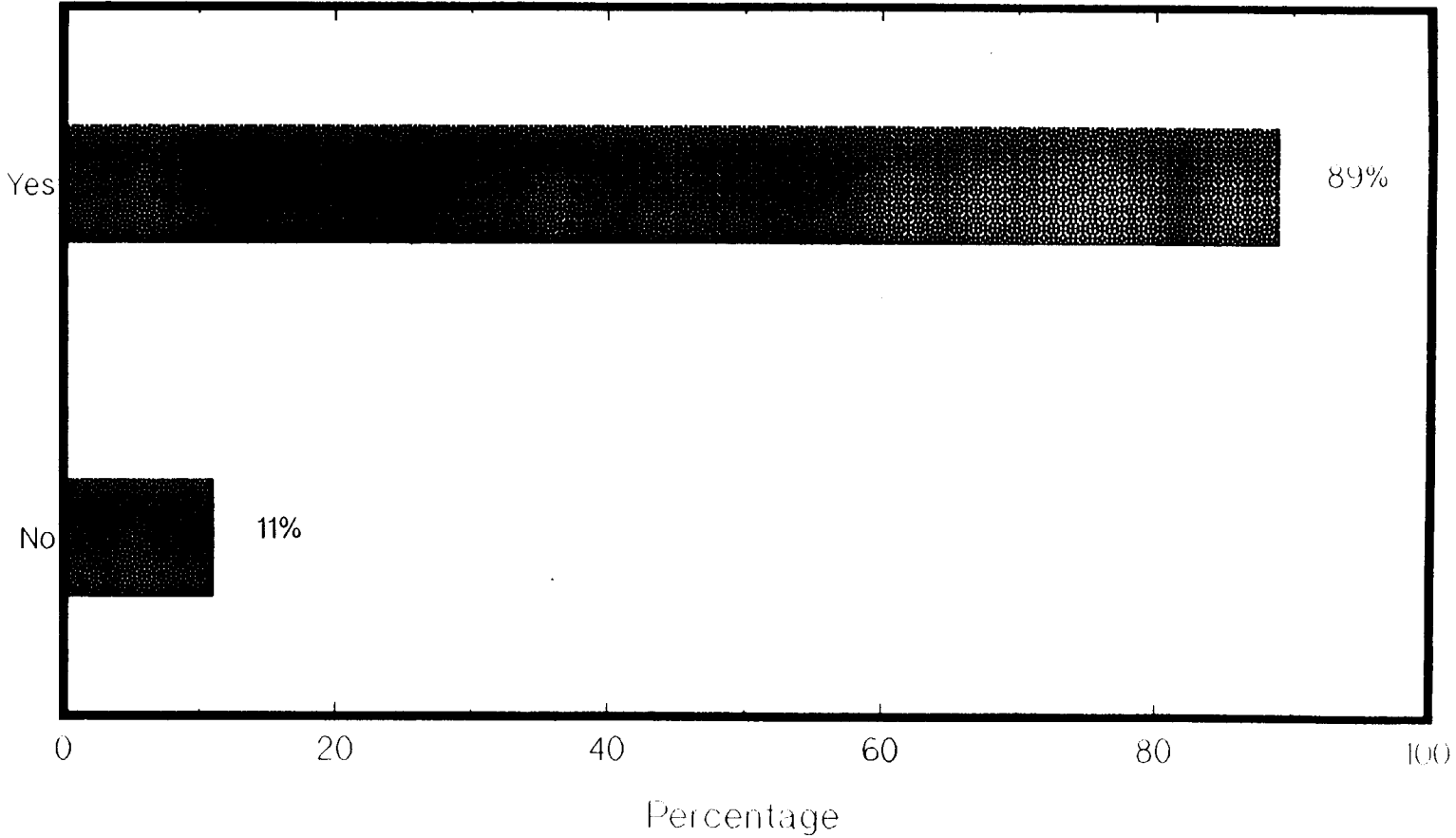


EXHIBIT 11

Were they helped by the following

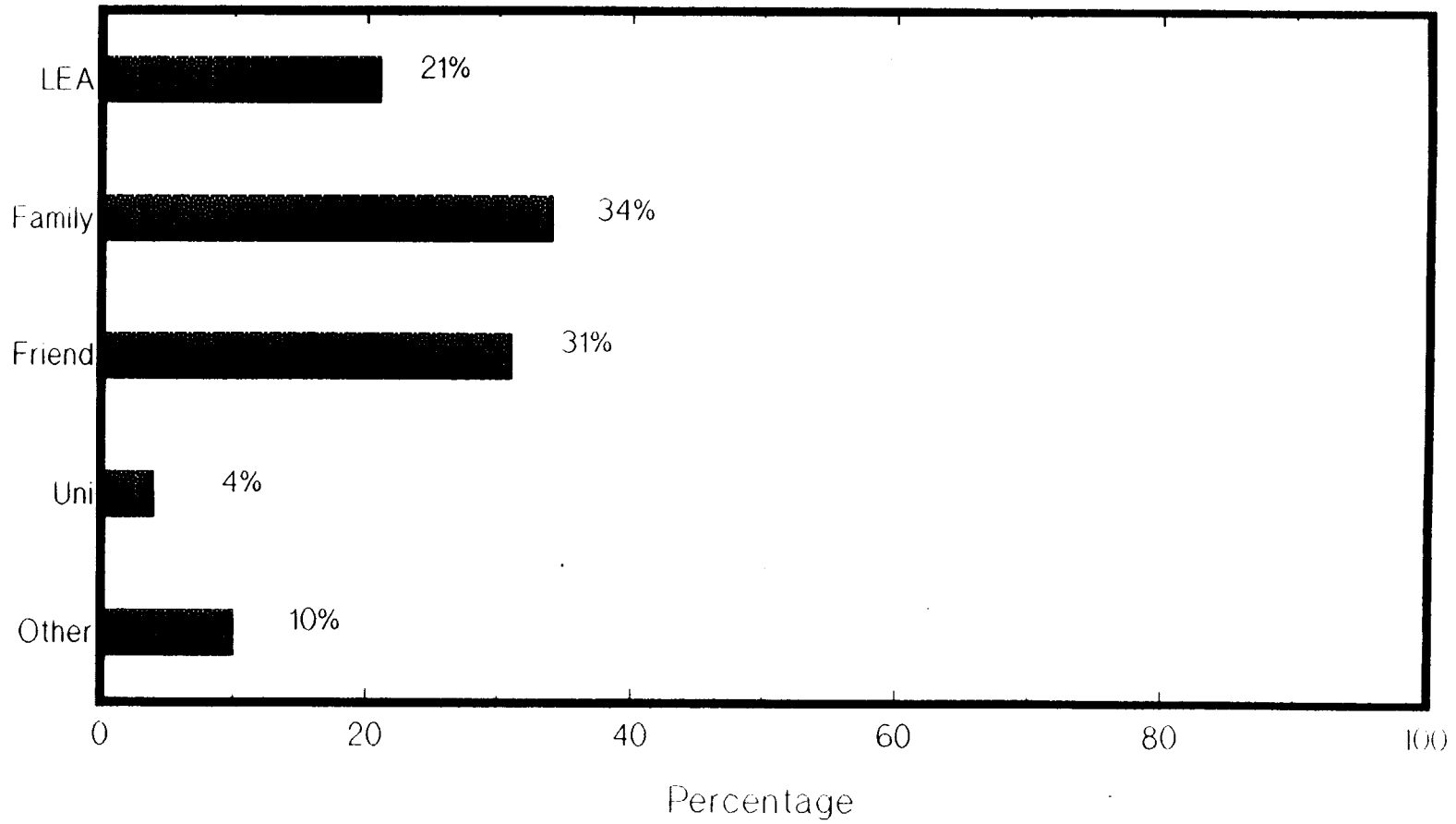
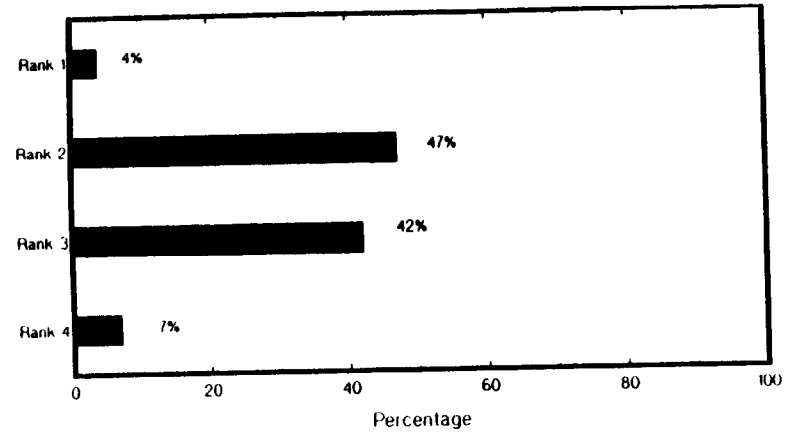
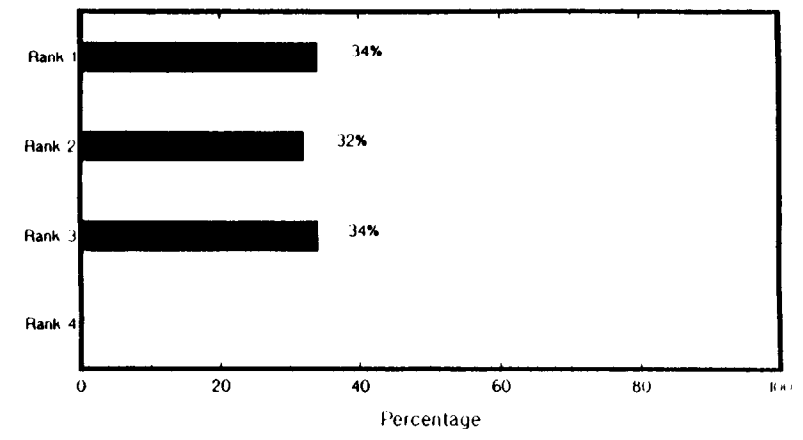


EXHIBIT 12

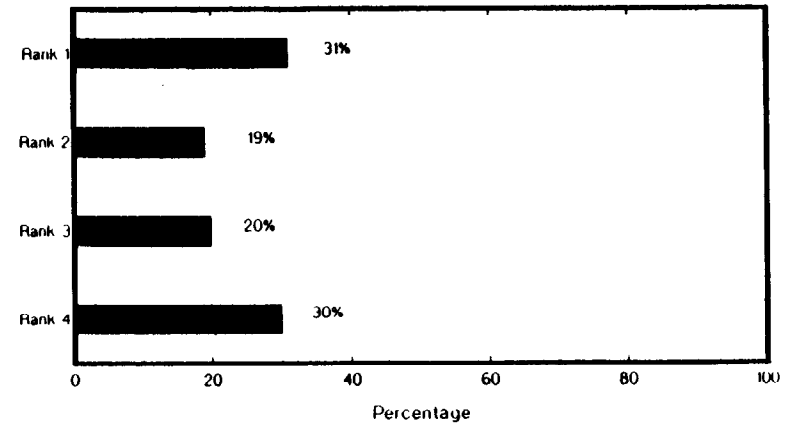
What appeals to them most about GEP?
Money



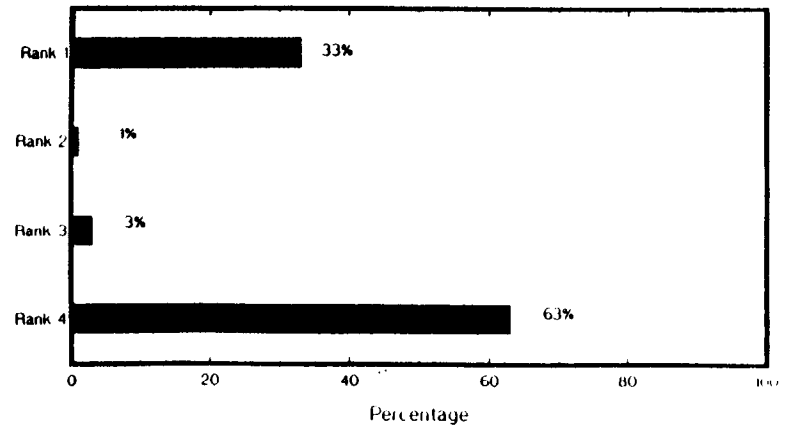
What appeals to them most about GEP?
The Training



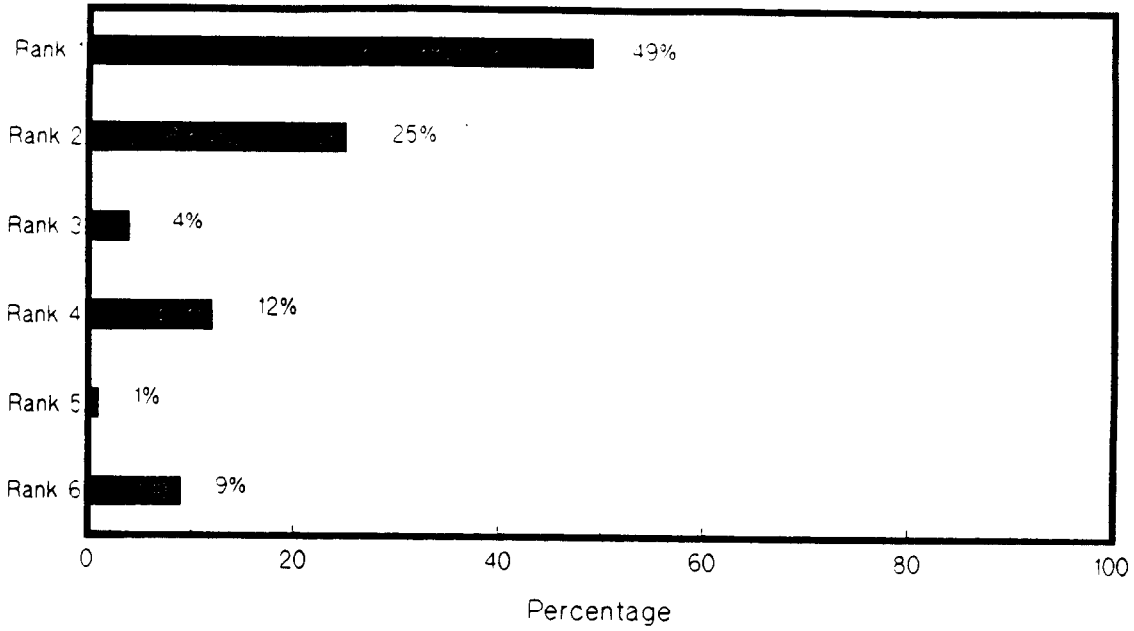
What appeals to them most about GEP?
The Counselling



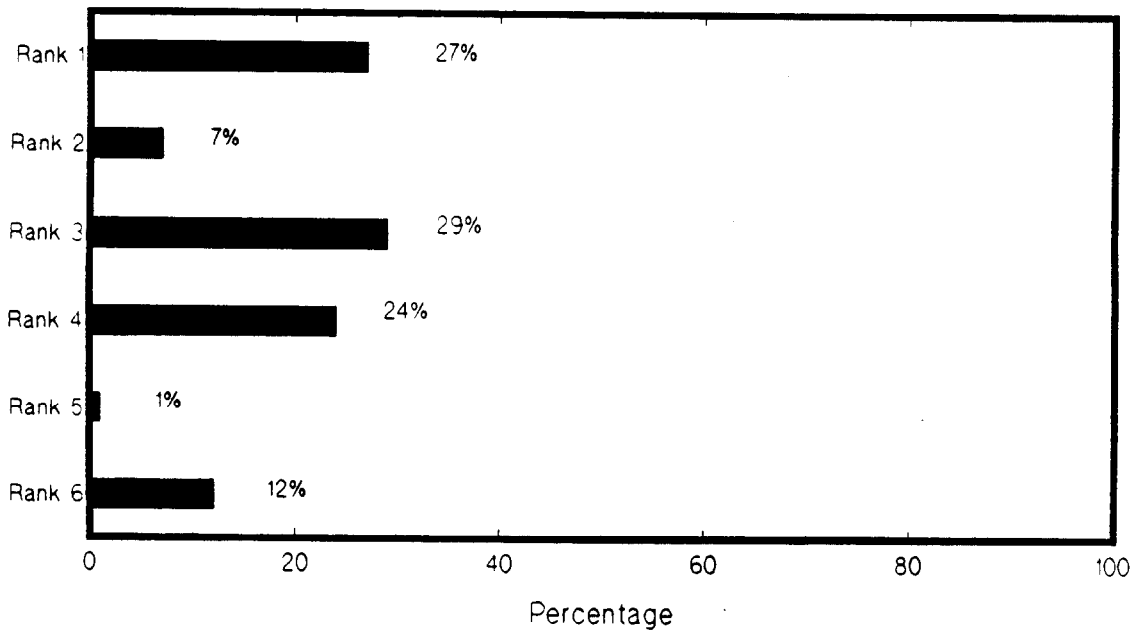
What appeals to them most about GEP?
Contact with Other GEP Students



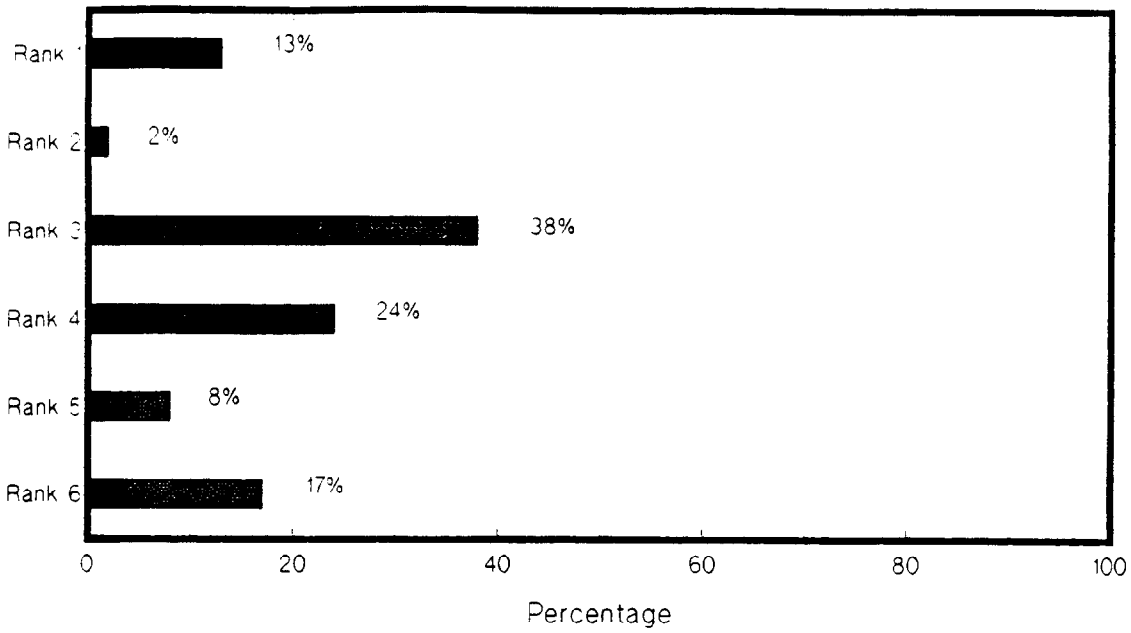
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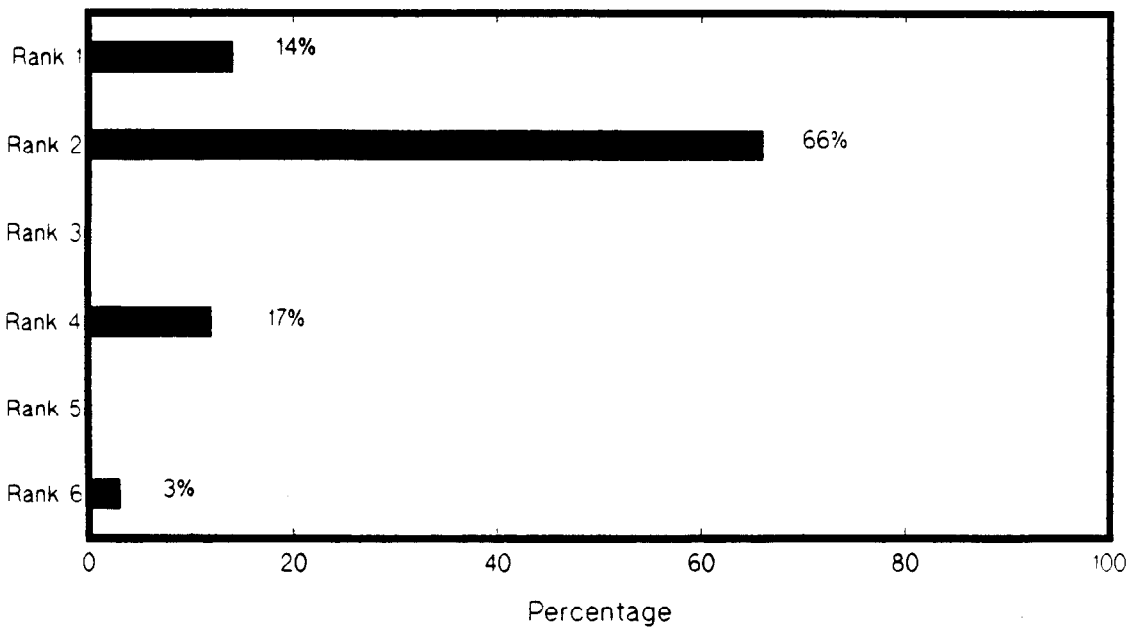
What Makes them want to start their own business?
To Create Jobs for Others



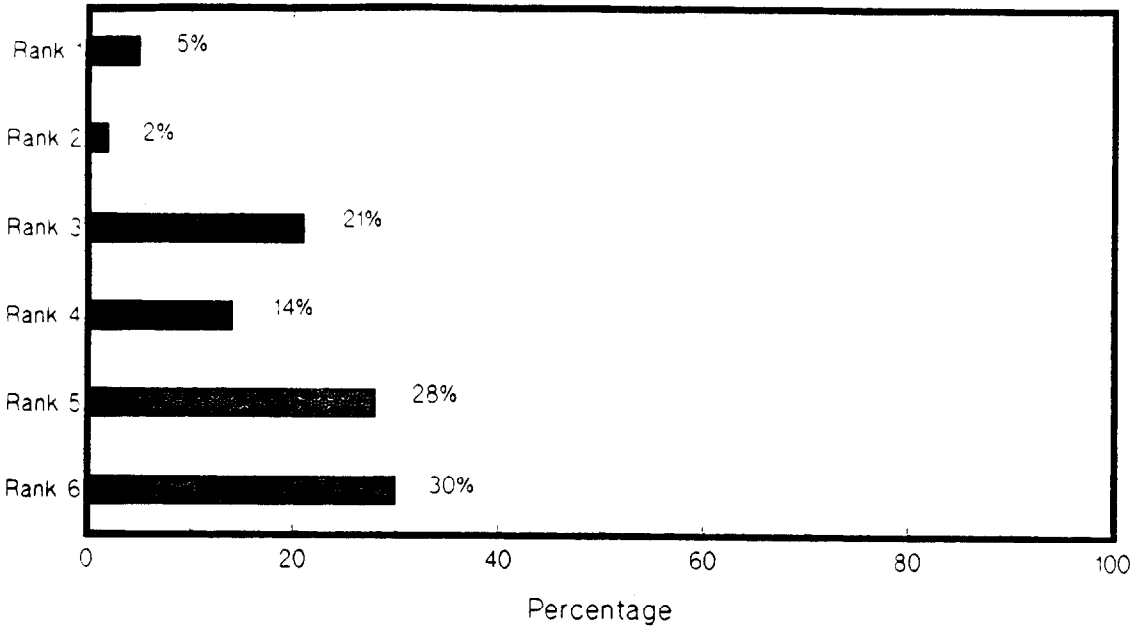
What Makes them want to start their own business?
To Make Money



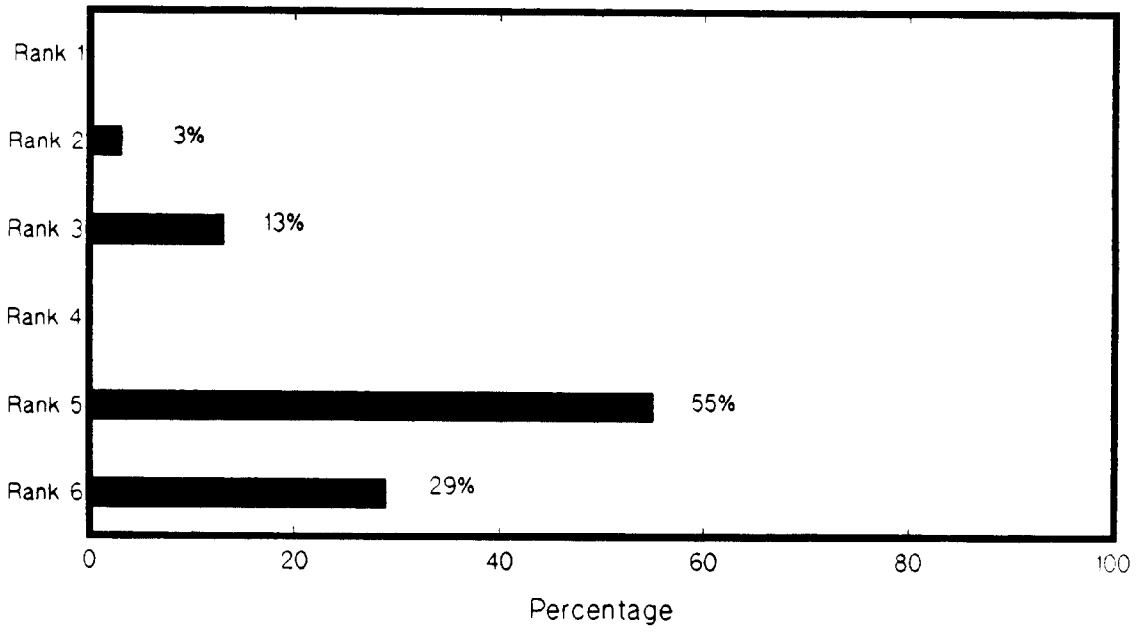
What Makes them want to start their own business?
To Make Money



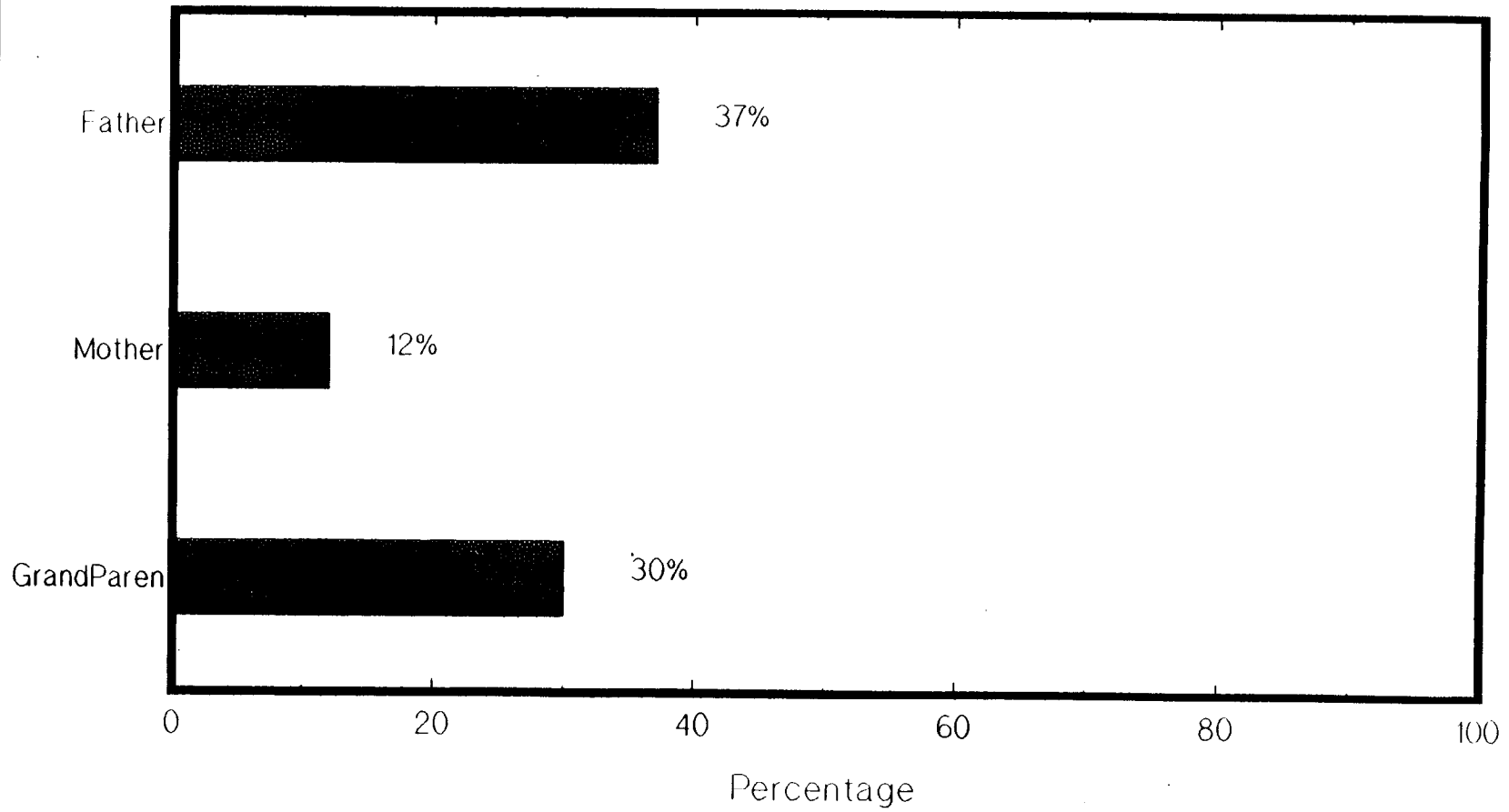
What Makes them want to start their own business?
Poor Job Outlook



What Makes them want to start their own business?
Poor Job Outlook



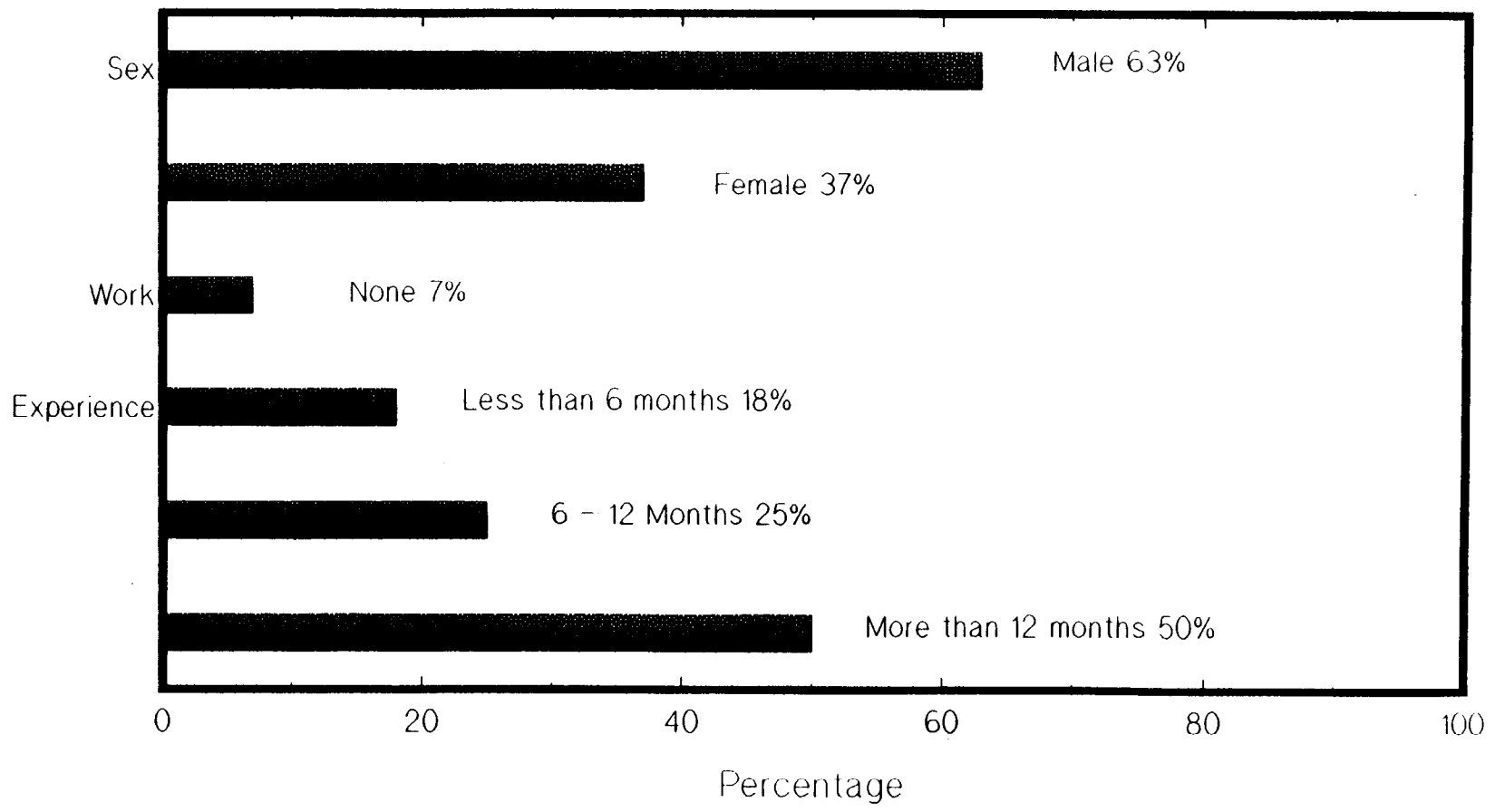
Do/Did any of the following run their own Business?



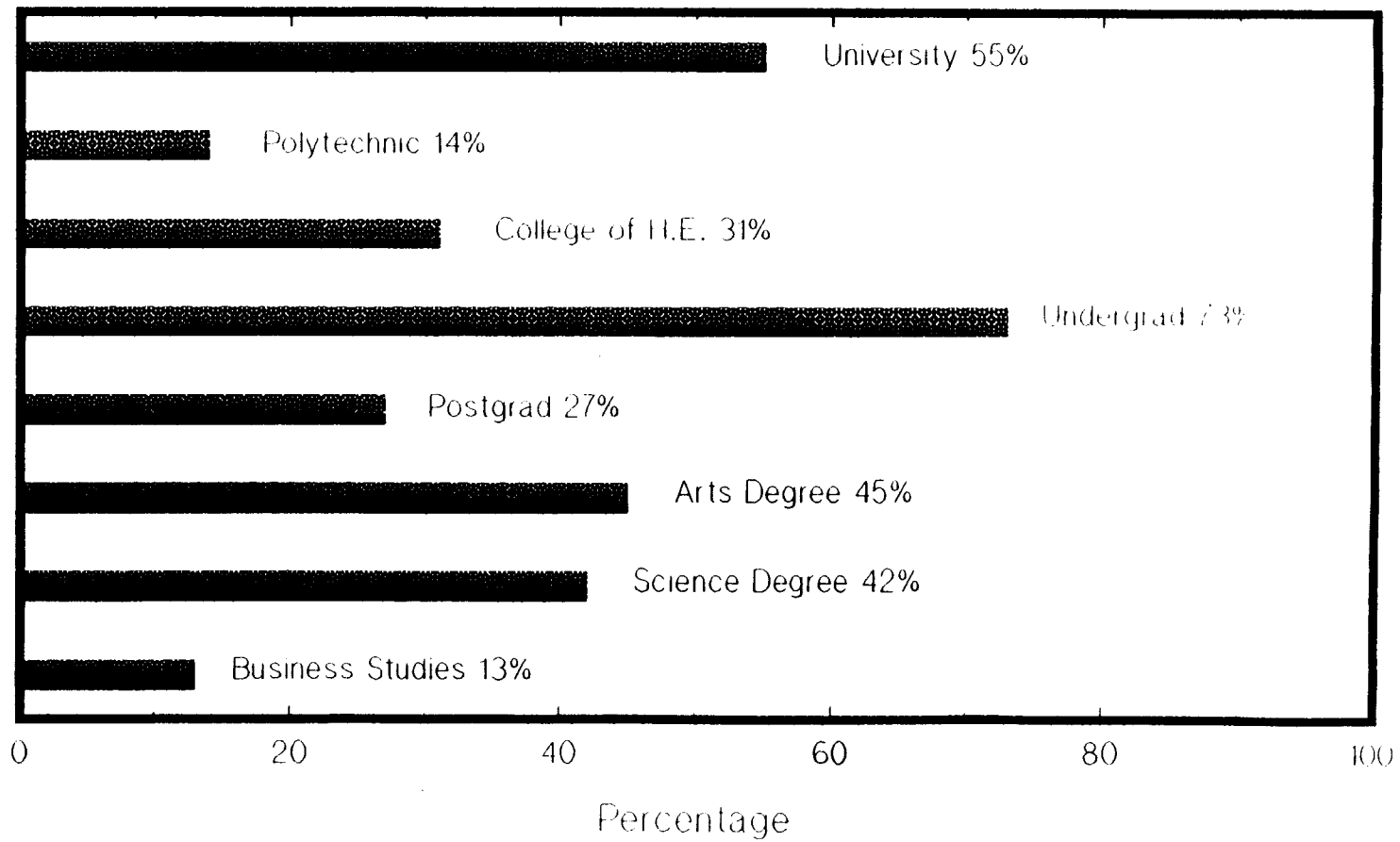
Classification of Parent's Main Background



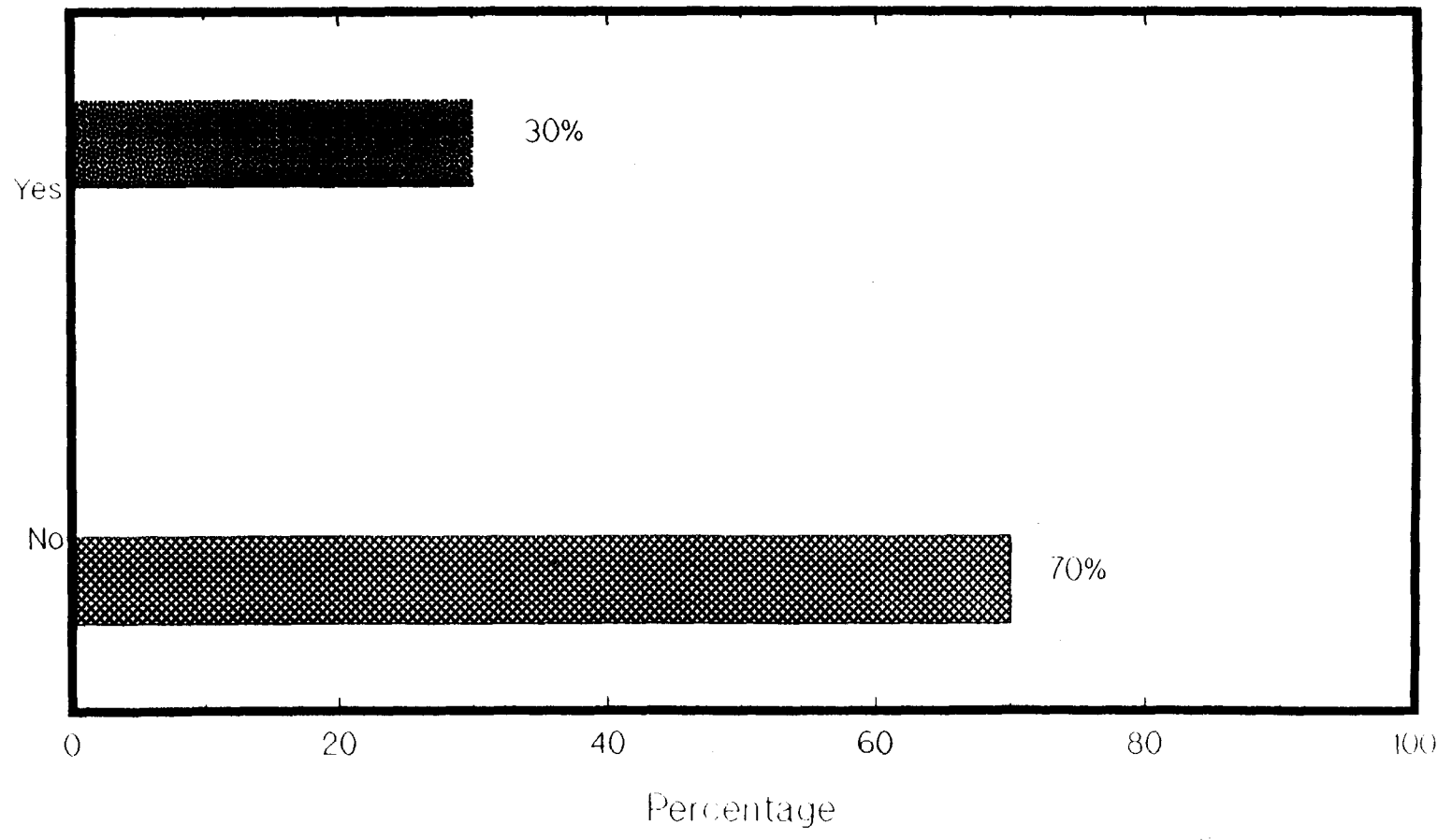
Background: Sex and Work Experience



Educational Background



Received an Offer of a Full Time Job



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GRADUATE ENTERPRISE PROGRAMME 6 TEACHING TIMETABLE (Monday 30th July - Saturday 4th August 1990)**THEME: BUSINESS PLAN AND WORKBOOK**

EEK 1	0900-1030	1100-1230	1400-1530	1600-1730	1735-1830	EVENING WORK
IN 90	Registration in Mitchell Hall Tour of Management Library	Introduction to Business Plan and Workbook (Robert Brown, Assign. 1 & 2)	Introduction to Accounting (Ian Marshall)	Venture Simulation (Paul Barrow, Andy Burnett, Leo Montoute)	Group Meetings with Counsellors: Paul Barrow Chris McEvoy Georgina Byam-Cook Andy Burnett	Pre-Dinner drinks with Counsellors. Complete Workbook Assigns. 1 and 2. Read Workbook Assigns. 2-5, Cranfield Bookshop Case 1 & Industry note & Gregson Pack Business Plan
ES 90	Turning your idea into a Business - Cranfield Bookshop (Robert Brown)	Products and services, customers and competitors (Robert Brown) Assigns 2-5	E.A.S. Lynette Holiday- Green	Report back on Assigns. 2-5 (Robert Brown)	<u>G.E.P. 2 Visitor</u> Michael Gregson Gregson Pack	S P O R T (Main Sports Hall booked from 5.30 - 7.00 pm for volleyball etc.) Complete Workbook Assigns. 2-5 Venture Simulation Group 1 (Leo or Andy) Read Workbook Assigns. 6-9
D 00	Marketing - 4 P's (Robert Brown) Assigns. 7-9	Groups report back on 4 P's. (Robert Brown)	Market Research and Market Segments (R. Brown) Assign. 6	Groups report back on Market Research and Assigns. 1-6. (Robert Brown)	Patents and Trademarks (Mr J.F. Williams) J.F. Williams & Co.	Complete Workbook Assigns. 6-9 Venture Simulation Group 2 (Leo or Andy) Read Scoops case and Connect Air Business Plan
URS 00	The Marketing Plan - Scoops Case (Robert Brown)	Connect-Air Business Plan - Case (Robert Brown)	Promotional leaflet & P.R exercise (Robert Brown)	<u>GEP visitors</u> Selling Art (Honey Denny)	S P O R T (Main Sports Hall booked from 5.30 - 7.00 pm)	Prepare individual sales brochure and P.R. releases Venture Simulation Group 3 (Leo or Andy) Read Assigns. 11, 13 & 14, Honey Denny Brochure, Goldsmiths Fine Foods Case
00	Individuals report back on promotional leaflet exercise (R.Brown & Hyde & Partners)	Sales Forecasting & sales exercise preparation (Robert Brown) Assign. 11	Profit & Loss & Cash Flow (Ian Marshall) Assign. 13-14	Groups report back on P & L Assigns. 13-14 (Ian Marshall)	<u>GEP Visitor</u> Starting a wholesale food business (Simon Hersch)	Group Meetings with counsellors Complete Workbook Assigns. 11, 13 & 14 Venture Simulation Group 4 (Leo or Andy) Read Assign. 10
00	Manufacturing & Materials, People (Robert Brown) (Assign. 10)	Starting a Restaurant (Martin Spooner) Spooners Restaurant	S P O R T	S P O R T		Complete Workbook Assign. 10 Read Assignments 12, 15

GRADUATE ENTERPRISE PROGRAMME 6 TEACHING TIMETABLE (6th August - 11th August 1990)

EK 2	0900-1030	1100-1230	1400-1530	1600-1730	1745-1845	EVENING WORK
IN 90	Balance Sheet (Ian Marshall) Assign. 12	Getting your Financial Plan up on a Micro Computer (Andy Burnett & Leo Montoute)		Break-Even Analysis (Robert Brown) Assign. 15	Group Meetings with Counsellors	Work with <u>Counsellor</u> Complete assigns. 12 & 15 Computer Studio work (Financial) Group 1 (Leo or Andy) Read Case on Wooldridge Kit Cars
ES 90	Selling Exercise 1 Robert Brown and Andy Burnett (i.v. studio)			<u>GEP 1 Visitor</u> Manufacturing Kit Cars (Mark Wooldridge)	S P O R T (Football match GEP v. NASEP outdoor pitch)	Computer Studio work (Financial) Group 2 (Leo or Andy) Read Assigns. 16-17
D 90	Sources of Funds (Paul Barrow) Assign. 16	Advice on Funding (Helen Blackwell, Nat West Bank)	Book-keeping systems (Paul Barrow) Assign. 17	Business Structure and Controls (Paul Barrow) Assign. 17	<u>GEP 1 Visitor</u> History of Strida Bikes (Mark Sanders)	Complete Assigns. 16-17 Computer Studio Work (Financial) Group 3 (Leo or Andy) Read Assign. 18-19, A Peter's Business Plan
URS 90	Writing up and presenting your business plan (Robert Brown)	Manufacturing & materials Revision (Robert Brown)	Marketing Controls (Robert Brown) Assigns. 18, 19)	<u>GEP 2 Visitor</u> Cleaning Carpets (Alfonso Peters)	S P O R T (Main Sports Hall booked from 5.30 - 7.00 pm - volleyball etc.)	Computer Studio Work (Financial) Group 4 (Leo or Andy) Read Assign. 20
I 1.90	Selecting Premises (Brown & Merry, Commercial estate agents Stephen Taylor)	Personal Financial Planning, Insurance & Pensions (Peter Quinn - Allied Dunbar)	Time Management (Murray Steele)	Group and individual meetings with Counsellors to review Business Plan tasks		GEP Reunion/Barbeque Cranfield Social Club Work on Assign. 20 (next 3 weeks) Read Vicky Richards Case
I 1.90	Am I really an Entrepreneur? (Malcolm Harper)	<u>GEP 1 Visitor</u> Starting up a fashion business (Victoria Richards)	S P O R T	S P O R T		

GRADUATE ENTERPRISE PROGRAMME 6 TEACHING TIMETABLE (3rd September - 5th September 1990)

THEME: BANKERS PANELS

WEEK 3	0900-1030	1100-1230	1400-1530	1600-1730	1735-1830	EVENING WORK
Monday 30	Registration in Mitchell Hall	Briefing on Bankers Panels (Robert Brown)	Rehearse presentations for Bankers Panels with <u>Counsellors</u> Photo Sessions (see separate timetable)		SPORT	Work on Business Plans (Presenting and revising)
Tuesday 30	BANKERS PANELS (Nat West Bank and Small Firms Service) (Please see timetable attached) PHOTO SESSIONS (Continued)					Work on revising Business Plans and preparing Market Research plan
Wednesday 30	Bankers Panels (Continued)	Advertising and Promotion (Hyde & Partners and R. Brown)	Legal Matters (Keith Lewington Shoosmiths & Harrison, Solicitors)	Legal Clinic (Keith Lewington)		

GRADUATE ENTERPRISE PROGRAMME 6 TEACHING TIMETABLE (28th & 29th September 1990)

THEME: THE GROWING BUSINESS

EK 4	0900-1030	1100-1230	1400-1530	1600-1730	1735-1830	EVENING WORK
Friday 09.00	Registration in Mitchell Hall Read Bagel Express Case	Growing your Business Cranfield Bookshop (2) (Robert Brown)	Enterprise Agencies (Mr Alan Matthews)	Employing People (Chris Brewster)	Review Market Research with Counsellors. Visitor: David Sinclair Bagel Express	Dinner at Claridges Restaurant Bovingdon, Herts - coach departs Mitchell Hall at 6.30 pm prompt. (Sue and Carol Claridge, Owners & former GEP students)
Saturday 09.00	Financial Info for Managing the Business (1) (Brian Warnes)	Financial Info for Managing the Business (2) (Brian Warnes)	Venture Capital Report (Lucius Carey)	Prince's Youth Business Trust (Michael Goodfellow)		

GRADUATE ENTERPRISE PROGRAMME 6 TEACHING TIMETABLE (26TH & 27TH OCTOBER 1990)

THEME: COUNSELLING AND MARKET RESEARCH/REVISED BUSINESS PLAN PRESENTATIONS

Day	0900-1030	1100-1230	1400-1530	1600-1730	1735-1830	EVENING WORK
Friday 10.90	Registration in Mitchell Hall Read Solicitec Case	GEP 3 Visitor "When Saturday Comes" (Dea Duncan)	Market Research Budgets (Colin Barrow & Robert Brown)	Rehearse Market Research Presentations (Counsellors)	GEP 1 Visitor Neil Erwin Solicitec	Dinner in the Senior Lounge Mitchell Hall
Saturday 10.90	Market Research/Revised Business Plan Panels (Small Firms Service and Counsellors) (See timetable attached)					
	FINCO Accounting Systems Revision (Paul Barrow)					

GRADUATE ENTERPRISE PROGRAMME 6 TEACHING TIMETABLE (28th, 29th & 30th November 1990)

THEME: EXHIBITION SELLING

EEK 6	0900-1030	1100-1230	1400-1530	1600-1730	1735-1830 EVENING WORK	
Wednesday 11.90			2.00 - 2.30 pm Registration in Mitchell Hall 2.35 pm Exhibition Briefing (Robert Brown)	EXHIBITION ASSEMBLY		
Thursday 11.90	GEP 6 EXHIBITION (SCHOOL OF MANAGEMENT FORUM)			Dismantle and clear stands	End of course dinner Spooners Restaurant, Woburn Sands (Coach departs Mitchell Hall at 19.30 <u>prompt</u>)	
Friday 11.90	Accounting Support for 1990 (Angela Lickorish and Alastair Ross Keens Shay Keens Accountants Milton Keynes)	Visitors: a) Matthew Hicks (GEP 2) Hicks Plants b) Harry Salmon (Consultant) c) Cranfield Management Association				