**EUROPEAN MANAGEMENT CENTRE**

1, P. Volov Str., 1504 Sofia, Bulgaria, Tel: Mob.+359 887 51 66 45

+41 79 79 48 613

**emc@emcbg.eu, www.emcbg.eu**

UNITED NATIONS GLOBAL COMPACT MEMBER

MEMBER OF THE INTERNATIONAL VOCATIONAL TRAINING ASSOCIATION

UNIDO Representative for Bulgaria/CORPORATE SOCIAL RESPONSIBILITIES ACTIVITIES

# EUROPEAN

# MANAGEMENT

# CENTRE

UNITED NATIONS GLOBAL COMPACT MEMBER

Member of the International Vocational and Training Association

**PROGRAMMES**

**2023**

Location: Austria, Wien and Baden bei Wien

1 P. Volov Str., 1504 Sofia, Bulgaria

E-mail: emc@emcbg.eu

[**www.emcbg.eu**](http://www.emcbg.eu)

###### EUROPEAN MANAGEMENT CENTRE

General Management...............................................3

Open Seminars........................................................8

In-House Training....................................................33

Project Management.................................................43

Our Customers.........................................................46

Program Language is English or German



###### EUROPEAN MANAGEMENT CENTRE

###### Know-How Transfer

**General Management Program**

**EMC Program Team**

**Location:**

### WIEN and Baden bei Wien, Austria

# Beginning:

### TARGET GROUP

Executives, Strategic Managers, Leaders, People founding their own business, Top and Middle-level managers who wish to improve their knowledge, experience and self-confidence.

## OBJECTIVES

## The programme aims the building of

* Leadership skills
* Selecting skills
* Observation skills and skills for gaining experience
* Skills for making important decisions

**Integrated Training Programme on Effective Leadership Skills**

The programme is run by a leading Austrian lecturers and designed to prepare you for your future professional career and your successful business as well.

**This management programme is designed as a systematic training programme**

**and offers the opportunity to**

* Acquire and improve knowledge about the efficient management of an enterprise,
* Get to know methods to increase performance and
* Apply new management techniques and processes.

## PROGRAMME METHODS

* The programme is interactive and requires your participation individually and in groups

Lectures, tutorial, audio-visual media, case studies, role plays, possibilities for self-assessment, group work, individual work, creative techniques.

**PROGRAMME DESCRIPTION**

**MODULE I**

Strategic management

**Company and personnel development**

**Еeffective Management of Human Resources**

**Mag. Helmut Prenner**

# Prof. Dr. Martin Stieger, Dr. Alexander Schlick,

# Mag.Harald Schwarz, Dr. Ernst Walmuller, Eng. Norbert Ulbing

**Length of time 9 a.m. – 4 p.m**

###### Overview

The aim of this module is to train executive officers and managers at different levels in business management. The programme is practically oriented to equip you with knowledge on various topics, as well as experience and self-confidence in finding solutions even in the most difficult situations.

The programme will provide you with understanding about the most important and indispensable issues in your work, so that you can be positive and convincing in taking the right decisions and it will help you build a complete approach towards this goal

**Trainingmethods**

**Active training oriented towards sharing experience using the model:**

**Experience – evaluation – theoretical rationale**

The programme is tailored to the needs of the participants and ensures the continuous implementation of acquired knowledge in practice.

Provides opportunities for direct practical work with each individual participant

* Independent and group work
* Development of practical case-studies proposed by the participants
* Exercises for consolidation and implementation in one’s own practices
* Theoretical support by the lecturer
* Working material for further enhancement of knowledge and skills

**Strategic management**

* Forming a successful working relationshipbetween manager and employees – prerequisites for success
* Comparison and discussion of management models taking account of the experience of participants as executives and managers
* How to find solutions for a change
* How to gain a realistic idea of our potential
* The importance of defining and performing management roles
* Checking one’s own understanding of management and awareness of the possible consequences of different management styles
* The skill of communicating successfully at different levels
* Management and delegation of authority
* Management and motivation

**The role of strategy in corporate management**

* Development and improvement of strategic corporate management
* Understanding the development trends of the organization
* Strategic planning – company management
* Why strategy?
* Idea, goals and concepts
* Strategic planning and management tools
* Redefining the organizational processes in one’s own company
* Strategic analysis – analyzing the immediate situation
* Internal analysis. Vision. Ideal
* Strategic business units
* Analysis of advantages and disadvantages

**MODULE II**

Modern marketing and integrated communication

**Customer relationship management**

# Mag. Harald Schwarz

**Length of time 9 a.m. – 4 p.m**

Fundamental to understanding the customer relationship, we must be aware of the distinction between relationships and mutual exchange processes. A relationship typically has a definite beginning, brief or extended duration and an end, whereas the service-for-service exchange is normally short-term.

That is why relationship marketing, rather than concentrating only on single transactions, takes into account the individual customer features. I.e., relationship marketing goes beyond the scope of separate relationship periods and makes an effort to analyze and picture the overall business relationship.

**MARKETING OBJECTIVES – MARKETING STRATEGIES**

### Marketing information system

### Market research

### Objectives

### АBC-analyses to define priorities

**Customer Relationship Management – CRM – Is this for me?**

* **Transaction marketing**
* Customer satisfaction
* Customer service
* CRM – Customer Relationship Management
	+ **Analytical CRM**
* Customer segmentation
* Customer evaluation

▪ Evaluation of customer attitude towards the company – methods

▪ Scoring model

* **Sales as a profession**
* Main skills
* Tasks
* Quality requirements
	+ **Personal sales**
	+ **Selling technique**
* Basics
* Establishing the contact
* Rationale
* Transaction negotiating technique
	+ **The telephone as a sales tool**
* Opportunities for application
* The right attitude
* The right customers
	+ **Preparation**
* Conversation targets
* When and where?
	+ **The conversation concept**
* Opening the conversation
* Structuring the conversation
	+ **Sound of Service**
* Active Communication
* Speaking
* Listening

**❑ The telephone conversation**

* The first impression
* Questioning is gold
* Considering possible objections
* Successful closing
* Securing success
	+ **The significance of letters in direct marketing**
		- **Direct Mail Marketing including**
* The advertising letter
	+ - The envelope
		- Form of address
		- Offering the product
		- Ease of reply
		- Additions
		- Tips
* Е- mailing
* Applications
* E-mailing as a service
* Tips on E-mailing
	+ **Direct Mail Marketing**
* Newsletter – design
* Newsletter – content
	+ **Internet**
* Features
* Services
* Tools
	+ **Advertising on the Internet**

**MODULE III**

Strategic Management

**Financial management-Planning and Control**

**Mag. Helmut Prenner**

 **Length of time 9 a.m. – 4 p.m**

* **Vision. Ideal.**
* Idea, goals and concepts
* Why strategy?
* **Strategic planning** and management tools
* Development and improvement of strategic company management
* **SWOT Analysis**
* Understanding the developmental trends of the organization
* Redefining the organizational processes in one’s own company
* **Strategic analysis** – defining the immediate situation
* Internal analysis
* Analysis of advantages and disadvantages
* **Strategic business units SBU**

Financial management and the financial corporate behaviors programme is an important tool for any company working in conditions of a dynamically developing market. This programme will give you the opportunity to adapt your business activity to the European standards and manage it more efficiently.

**How to make investments. Methods. Correct fund management**

**How to exercise control**

**Strategic Controlling**

* **Defining the concept**
* Setting a goal
* Control
* Deviation
* Taking measures
* Controlling tools
* Indices, systems
* Benchmarking. Evaluation
* Balanced Scoring Card

# Visit to Austria –5 Days /4 Nights/

**4+\* Hotel Herzoghof, Baden bei Wien**

<http://www.hotel-herzoghof.at/>

Rezeption: +43 2252 87 297 • office@hotel-herzoghof.at

|  |  |  |
| --- | --- | --- |
| http://www.emcbg.eu/source/programs/117/image005.jpg | http://www.emcbg.eu/source/programs/117/image004.jpg | http://www.emcbg.eu/source/programs/117/image006.jpg |
| The Herzoghof hotel | Seminar Hall |

The aim is to open new trade contacts, business partnership, co-operation, Austrian company visits and to improve knowledge of western business practice.

Programme Language: English or German, Interpretation is provided

**The Programme includes:**

* **Materials and CD with the full information for each delegate.**
* Training programme – 3 modules
* Documentation
* Audio-visual study materials
* 4+\* Hotel accommodation and food
* Co-ordination of events in Austria
* Organization of supplementary training activities in Austria
* Co-ordination and organization of technically-relevant business internships and visits to companies in Austria
* Organization of events which will support commercial relations
* Opera or Concert is include in Wien
* Degustation of Best Austrian wine
* **Transportation cost within Austria /transfer from the airport to Baden and back, traveling expenses to Vienna and back,**
* **Around the country-Baden Area-visits- conference presenters-leaders will visit the resource marketplace Shopping City Süd – [www.scs.at/](http://www.scs.at/)**
* **Welcoming dinner, Pleasant evenings in typical Austrian wine house**
* **Coffee breaks**
* **Play in Casino/25Euro thickets free/**
* **Play in Casino/25Euro thickets free/**

2500 Baden
Kaiser-Franz-Ring 1

+43 2252 444 96

baden@casinos.at

[Parkplatz](https://www.google.at/maps/place/Parkdeck%2BCasino/%4048.0098927%2C16.2299243%2C17z/data%3D%214m8%211m2%212m1%211sParkplatz%2BArenastra%C3%9Fe%2BBaden%213m4%211s0x476db060eb7a1733%3A0x910faaeee3663208%218m2%213d48.0100905%214d16.2313132)

<https://www.casino-urlaub.at/casinos/baden-wien-oesterreich.html>

HOTELS & CASINOS AUSTRIA
Verein für Kultur und Lebensstil
Untere Donaustraße 11/3. OG
1020 Wien
+43 1 2300013
info@casino-urlaub.at
[www.casino-urlaub.at](http://www.casino-urlaub.at/)

Im Kurpark, Kaiser-Franz-Ring 1
2500 Baden

+43 (0) 2252 44496

baden@casinos.at

[www.casinos.at](http://www.casino-urlaub.at/ssl_redirect.php?enc=aHR0cDovL3d3dy5jYXNpbm9zLmF0L2RlL2JhZGVu)

Casino: täglich ab 15.00 Uhr
Jackpot Cafe: täglich ab 14.00 Uhr
Geschlossen am 24. Dezember

Distance Casino- 

[Hotel Herzoghof](https://www.holidaycheck.de/hi/hotel-herzoghof/48cf9fa0-75ca-30b6-be6c-89ff04f45d9f)=200meter

* **Thermal Bad Sauna, Using free**
* **Wine degustation**
* **Official Diploma Delivering include Gourmet Dinner –**

**Diploma Delivering Prof. Stefan Hlawacek**

**In Biggest Casino in Europe, Casino Baden bei Wien**

* **Documentation.**
* **Audio-visual study materials.**
* **Visit The Heiligenkreuz Abbey (Stift Heiligenkreuz, Closter Heiligen Creyz or Santa Crux)**
* **EMC takes Engagements for Visa Support**

The packet price is 1720 Euro /

The price does not include travel costs

# Tickets to Wien and Retour

****

# EUROPEAN

# MANAGEMENT

# CENTRE

UNITED NATIONS GLOBAL COMPACT MEMBER

Member of the International Vocational and Training Association

Open Programmes

**Management**

**Professional Management for executives and managers** – 28–29 May……...………………….9

**Management for the middle managerial level** –

Module I – ………………………………………………… Module II ….……………………………………………….. 11

**Strategic Management and its implementation through “Performance Management“**– ....................................................................................................……………………. 13

**Management through coordination of goals** (Annual appraisal with each employee) -…………………………………………………………………………………………………………………………………… 14

**The Manager – Team Trainer – Building the right team motivation**……………………......... 16

**The Newly Appointed Manager**.................................................................................. 17

**Personal Development**

**Time Management and Organisation –** ………............................................ 18

**Motivation & Self-Organisation** – ............................................................. 19

**From Action to Vision** – ............................................................................ 20

**Emotional Intelligence**.............................................................................................. 22

**Marketing and Communications**

**Modern Marketing & Customer Relationships Management –** ................ 24

**Tactical Negotiating & Dealmaking** – ………………………………………………………….25

**Public Relations Management**................................................................................... 26

**Persuasive Presentations –** ............. 27

**Conflict Management – Perfect Communication**……………………...................................... 28

**Effective Selling Methods –**..................................................................... 29

**Finance and Accounting reporting**

**Financial Management for Non-specialists**................................................................ 30

**Controlling Management Practices –..**………………...................................... 31

**Financial Management and Control for Specialists** – …......................….. 32

**DURATION:, 9 AM–5 PM**

**Open Programme**

Professional Management

###### Strategic management for executives and managers

**LECTURER: Prof. Dr. Martin Stieger**

**OVERVIEW**

This is an extremely successful training programme for executive officers and managers at various business managerial levels. It is practically oriented to provide knowledge on all essential topics, as well as experience and self-confidence to find solutions even in the most difficult situations.

**AIMS AND CONTENT**

* **The tasks and roles of successful managers**
* Forming a successful working relationship between manager and employees – prerequisites for success
* Comparison and discussion of management models taking account of the experience of participants as executives and managers
* Different roles and tasks of the manager (personal strengths and development needs, personal interests and necessities arising from the company situation)
* Personal impact analysis
* The benefit of feedback (observation, perception, feedback)
* Perceptions and communication
* The tension field of the middle manager
* Behavioural self-evaluation in teamwork situations
* Evaluating the ability to communicate in managerial situations
* Comparison of motivation principles and theories with one’s own experience
* Personal planning and implementation of measures
* Building basic managerial skills
* Development of comprehensive understanding about management
* Learning theories and models and comparing them with one’s own “repertoire”
* Motivation and achievement; employee and team development
* Further development of sensitivity to processes in the group
* Analyzing one’s own understanding of management and finding the possible consequences of different management styles
* Management and delegation styles
* Situational management and decision making
* **Strategic company management**
* Development and improvement of strategic company management
* Understanding the developmental trends of the organisation
* Why strategy?
* Idea, goals and concepts
* Vision. Ideal
* Strategic planning and management tools
* Redefining the organizational processes in one’s own company
* Strategic analysis – defining the immediate situation
* Internal analysis
* Analysis of advantages and disadvantages
* Strategic business units (SBU)

**TARGET GROUP**

#### The seminar is designed for senior managerial staff, executive officers and entrepreneurs.

* **Translation is provided**
* **Each participant will receive handouts**

* + **The programme can be conducted as *In House Training* for a particular company, in which case it will take into account the specific activity of the company. The training will be custom tailored to the specific needs of the client, stressing issues and topics from the content that relates to a particular interest.**
	+ ***In House Training* meets the time preferences of the company.**
	+ **The fee for *In House Training* is negotiable.**

**DURATION: – Module 1**

 **– Module 2**

Management

For middle level managers

**LECTURER: Dr. Alexsander Schlick**

The multistage nature of this programme has resulted in its success. The four sections are taken separately resulting in easer assimilation of knowledge and effective implementation. The four sections are:

* **Module 1: Middle level management (3 days)**
* Practical stage (4-8 weeks)
* **Module 2: Looking deeper into management topics, communication and conflict management (3 days)**

## Practical stage (4-8 weeks)

The practical stages included in the programme provide the participants with the opportunity to implement the knowledge acquired during the first module, to exchange experience with colleagues and to discuss the results with superiors. This is also an opportunity to share the experience and the questions arising during the second module and, based on comments by the remaining participants in the group and the lecturer, to re-examine their management style and problem solving method.

The programme is conducted by Dr. Schlick, highly qualified specialist, leader of practical programmes at the Institute of Strategic Planning in Vienna, Austria and at the University of Manheim, Germany. Peter Stüber is held in high estimation in the academic world. For the last 8 years, Mr. Stüber has trained over 320 executive officers and managers from about 150 large Bulgarian companies and organizations.

**AIMS AND CONTENT OF THE PROGRAMME**

###### Module 1

###### Basics of management and motivation (3 days)

* Self-analysis: Finding out one’s own managerial potential (analyzing the strengths and the areas needing further development)
* The role of the middle manager (requirements, opportunities and the skill to overcome contradictions)
* Checking one’s own understanding of management and determining the possible consequences of different management styles
* Management tools, situational management and decision taking
* Creating and managing a team
* Establishing and improving communication skills in the process of management
* Motivation principles and theories and one’s own practice
* Planning and implementation of one’s own measures

###### Practical stage (4-8 weeks)

* Practical implementation and gaining experience
* Observations and deepening of knowledge
* Contacts in the form of Peer Group Meetings (programme partnerships).

**Module 2**

**Guiding the practical implementation /follow-up/ and deepening the management topics; organisation development and strategic management (3 days)**

* Checking implementation and taking corrective action if required
* Finding out one’s own strengths and the needs of employee development and team building
* The process of change management and encouraging the readiness to change
* Enhancing the sensitivity for processes within the group
* Determining the strengths and the need to develop in “communication situations”
* Behaviour in conflict situations
* Strategic management principles and management of change

###### Practical stage (4-8 weeks)

* Observation and deepening of knowledge
* Contacts in the form of Peer Group Meetings (programme partnerships)
* Summary

###### FORMS AND WORK METHODS

* Active training, oriented towards exchange of experience by the model:

Experience – evaluation – theoretical rationale

* The programme is tailored to the needs of the participants and provides continuous implementation of acquired knowledge in practice
* Opportunity for direct practical work with each individual participant
* Individual and group work
* Development of practical case studies proposed by the participants
* Role plays
* Exercises for consolidation and implementation in one’s own practices
* Theoretical support by the lecturer
* “Learning Diary” for each participant
* Working materials for further enhancing of knowledge and skills

**TARGET GROUP**

Executive employees at middle managerial level wishing to gain higher practical managerial skills and evaluate their potential. Line managers, project managers, team managers and managers in strategic positions working with staff

* **Translation is provided**
* **Each participant will receive handouts**
	+ **The programme can be conducted as *In House Training* for a particular company, in which case it will take into account the specific activity of the company. The training will be custom tailored to the specific needs of the client, stressing issues and topics from the content that relates to a particular interest.**
	+ ***In House Training* meets the time preferences of the company.**
	+ **The fee for *In House Training* is negotiable.**

**DURATION: 9 AM – 4 PM**

**Open Programme**

##### Strategic management and its implementation through

##### Performance Management

**LECTURER: Helmut Prenner, M.Sc.**

In the same way as the coach trains the best sportsmen, so the manager should develop and implement a “training plan”, if he wants to achieve top results. Such training plan is referred to as Performance Management.

**AIMS AND CONTENT**

The executive staff of the company is usually too busy with daily tasks to strive towards achieving top results of the company. Essential for the company success is the development of a working strategy and its implementation. This seminar will introduce you to the methods for developing successful strategies and how to implement them practically. On the basis of specific examples, you will be able to understand the advantages and disadvantages of the strategic Performance Management.

The seminar will show you the progress in the strategic management development and the introduction of the Performance Management:

* Developing vision, mission and strategy in the company
* Methods for strategic environment analysis in the company analysis (SWOT, portfolio, scenario technique, GAP analysis)
* Methods for finding markets and competitive strategies
* Balanced Score Card as a tool for the implementation of the strategic perfomance management
* Electronic implementation of Performance Management
* Performance management and employee management

**TARGET GROUP**

Executive directors; managers; executive officers; controlling-specialists and managers of Human Resource departments

* **Translation is provided**
* **Each participant will receive handouts**
* **The fee for participation in the *Open Programme* is**

**€ (excluding VAT)**

* + **The programme can be conducted as *In House Training* for a particular company, in which case it will take into account the specific activity of the company. The training will be custom tailored to the specific needs of the client, stressing issues and topics from the content that relates to a particular interest.**
	+ ***In House Training* meets the time preferences of the company.**
	+ **The fee for *In House Training* is negotiable.**

**DURATION: 9 AM - 5 PM**

**Open Programme**

Management through coordination of goals

(Annual appraisal with the employee)

**LECTURER: Dr. Alexander Schlick**

The annual conversation with the employee, specifically to coordinate goals, is an important tool for motivating employees, assisting their development and raising achievements.

Most successful and modern companies have already established the principle “Goals Management” and use the appraisal interview.

**AIMS AND CONTENT**

1. **What is the annual conversation (appraisal) with the employee?**
* What aims are pursued with it and how this reflects on the organization
* The annual conversation with the employee as a management tool
* The annual conversation with the employee as an instrument for staff development
* What are the kinds/possibilities of conversation with employees
* Information from evaluation systems
* Duration and progress of the appraisal
1. **Structure and content of conversations with the employees**
* Joint analysis of work in the past year
	+ A view backwards,
	+ Performance evaluation of goals and tasks,
	+ Dividing the joint work of employees and managers into topics,
	+ Analysis of potentials – determining the strengths and the areas needing development (weaknesses),
	+ Stimulating satisfaction from work (motivation).
* Joint defining of future developments and goals
	+ Coordinating the goals and tasks for the coming period.
* Support and stimulation measures
	+ Combining the need of qualification and the stimulation measures for the employees through goal setting.
	+ Making the professional and personal development opportunities clear.
1. **Implementation process**

 In the ideal case:

 Main prerequisites in respect to the framework of conditions in the company

Elaborating possible approaches – draft-plan

1. **Conducting the conversation**

 Conducting the conversation and the manager’s behaviour, techniques of

 Asking the questions and approach to difficult situations

###### WORK METHODS

Brief theory, group work, exercises, discussions and elaboration of concepts

**TARGET GROUP**

Managers involved with organization and staff development, executive officers at all levels and employees whose tasks are related to staff development.

* **Translation is provided**
* **Each participant will receive handouts**
	+ **The programme can be conducted as *In House Training* for a particular company, in which case it will take into account the specific activity of the company. The training will be custom tailored to the specific needs of the client, stressing issues and topics from the content that relates to a particular interest.**
	+ ***In House Training* meets the time preferences of the company.**
	+ **The fee for *In House Training* is negotiable.**

**DURATION: 2 days 9 AM - 5 PM**

**Open Programme**

The Manager – Team Trainer

Building the Right Team Motivation

**PROGRAMME LEADER: Mag. Harald Schwarz**

Successful team work is the basis for higher quality and quantity results. Coping with complex tasks nowadays is possible only by mobilizing the knowledge and skills of as many specialists as possible. It is not sufficient, however, only to announce working in a team. Team work will function on the condition that adequate attention is given to the selection of team members and to the team development and improvement.

**CONTENTS**

* Types of teams and stages in team building.
* Selection of the **right** team members. What kind of people do I need in the team?
Tasks, competences. Defining the requirements.
* Role of the team leader. Porter’s theory on personal profile.
* When people work together, conflicts will arise. Identification of conflict types and finding solutions.
* Which are the **reasons** for stress in teams?
* How to solve conflicts in the team?
* Competition or cooperation. Advantages and disadvantages.
* Trust as success factor. How we perceive the others and ourselves?
* Creating team norms and their significance for the success.
* Defining the team leader profile.
* Team motivation. Human relations in the team.
* Factors for the achievement of top performances with the team

**TRAINING METHODS**

Brief theoretical part, exercises (work techniques), work in small groups and role games, tests, discussions, exchange of experience

**TARGET GROUP**

Managers and members of company and organization teams

* **Translation from is provided**
* **Each participant will receive handouts**
	+ **The programme can be conducted as *In House Training* for a particular company, in which case it will take into account the specific activity of the company. The training will be custom tailored to the specific needs of the client, stressing issues and topics from the content that relates to a particular interest.**
	+ ***In House Training* meets the time preferences of the company.**
	+ **The fee for *In House Training* is negotiable.**

**DURATION: 2 days 9 AM - 5 PM**

**Open Programme**

The Newly Appointed Manager

**PROGRAMME LEADER: Dr. Ernst Walmuller**

When you are raised from the circle of your colleagues to a higher position, such a change of roles generates a number of challenges. In this course, we will train you for your new tasks and you will acquire the necessary capacities to face successfully the new requirements.

**AIMS AND CONTENT**

The management process is getting increasingly difficult, while many managers are increasingly less prepared for these tasks. This course will not only give you managerial knowledge, but it will also demonstrate the vital importance of your own personality power for success as a manager.

This course will train you to:

■ achieve goals with people

■ discover the strong and weak points of management styles

■ create the best management style for yourself

■ maintain the motivation of your employees

■ motivate your self

■ conduct confidently even the most difficult conversations with employees

■ manage your time still more efficiently

■ use positive stress to achieve success and avoid distress.

**TRAINING METHODS**

* Group and individual work
* Feedback through video recording
* Exchange of experience
* „Action learning“
* Experiments

**TARGET GROUP**

* young people in managerial positions
* people who are about to undertake managerial tasks
* people who will be team leaders
* **Translation from is provided**
* **Each participant will receive handouts**
	+ **The programme can be conducted as *In House Training* for a particular company, in which case it will take into account the specific activity of the company. The training will be custom tailored to the specific needs of the client, stressing issues and topics from the content that relates to a particular interest.**
	+ ***In House Training* meets the time preferences of the company.**
	+ **The fee for *In House Training* is negotiable.**

**DURATION: 9 AM – 5 PM**

**Open Programme**

Time management

**Using one’s own time more consciously**

**LECTURER: Mag. Harold Schwarz**

We must learn to manage success and stress. To achieve higher working capacity, one needs successful self-organisation of one’s own resources.

The participants in this seminar will learn how to cope with the demands and stress of fast changing times. High working capacity is a powerful asset and a necessity for a successful career. To achieve this it is necessary to deal with stress which means managing time effectively.

**AIMS AND CONTENT**

* Awareness of one’s own working style and the “time and work” structure in one’s own company
* Identifying the obstacles to effective and efficient work.
* Awareness of the “time wasting” factors and their causes (in one’s own area of activity, in the company and in external relationships)
* Time economy and value creation processes
* Introduction to time-saving techniques for problem analysis, decision making and planning, and exercising them
* Planning personal goals, tasks and objectives
* Finding the balance between time saving and time wasting factors
* Stress management, preventative measures
* Developing detailed measures to handle work and time problems

###### FORMS AND TRAINING METHODS

Emphasis will be placed on the questions and topics of particular interest to the participants.

In order to implement as many ideas and objectives as possible in both personal and company activities we find it advisable to conduct the seminar in 3 stages:

1. Preparatory stage and data collecting (aided with a questionnaire)
2. Seminar
3. Follow-Up (0,5-1 day in the company)

This process aids implementation. In particular it offers the opportunity to monitor achievements and/or difficulties which may have emerged, take appropriate action and exploit opportunities which may appear.

**TARGET GROUPS**

###### Managers and executive officers willing to analyze critically their current behaviour related to time so that they can better utilize time in future.

* **Translation from is provided**
* **Each participant will receive handouts**
	+ **The programme can be conducted as *In House Training* for a particular company, in which case it will take into account the specific activity of the company. The training will be custom tailored to the specific needs of the client, stressing issues and topics from the content that relates to a particular interest.**
	+ ***In House Training* meets the time preferences of the company.**
	+ **The fee for *In House Training* is negotiable.**

**DURATION: 9 AM – 5 PM**

**Open Programme**

Motivation and Self-Organisation

**PROGRAMME LEADER: Harald Schwarz**

**Motto:**

”Our own condition reflects on the team, too – we are doing something for us“.

**PURPOSE**

Through mobility (spiritual and physical) and mental balance reach higher physical and psychic balance Energy and strengths for ourselves and for the team

**CONTENTS OF THE SEMINAR**

**Indoor:**

What requirements do I set for myself, what requirements are set for me.
(Stress, perfectionism, pressure, overload, responsibility....)

How to I manage this? How do I treat myself, my body?

How do I motivate myself – my employees?

How do I perceive myself as a manager?

Individual – group – responsibility

Avoiding the “vacuum of habits”

Unity, support

More time for the essential things

**Outdoor:**

Charging reserve energy

Techniques for physical and mental relaxation

How do I manage stress?

Relaxation through spiritual creativity

How can I motivate the employees?

How do I administer management?

How do I overcome obstacles?

**TARGET GROUP**

Management staff: administrators or managers, leaders of working and project groups.

* **Translation from is provided**
* **Each participant will receive handouts**
	+ **The programme can be conducted as *In House Training* for a particular company, in which case it will be taken into account the specific activity of such company. The Training will be custom tailored to the specific needs of the client, stressing issues and topics from the content that represent a particular interest.**
	+ **The *In House Training* corresponds with the time conveniences of each company.**
	+ **The fee for the *In House Training* is negotiable.**

**DURATION: 9 AM – 5 PM**

**Open Programme**

From Vision to Action

**Future has just started – And we are prepared for it**

**PROGRAMME LEADER: Mag. Harald Schwarz**

In a successful company, the actions and the results of the different employees coincide with both the goals and the strategy of the organization.

**The prerequisite for this is a common vision**. Visions and ideas filled with potential plus a realistic common goal will lead to success.

This situation provides the organization with purposeful and motivated employees stimulates quality and efficiency and so guarantees a long-term success.

**PURPOSES OF THE SEMINAR**

* Building our future actively
* Finding new markets, clients and the products appropriate for them
* Continuing our development: our own capabilities and values
* Achieving the common vision
* Improving the motivation and creativity of each individual person
* Increasing capacity to work as a team

###### CONTENTS

* Vision
* Which capacities and advantages distinguish our organization?
* Preparing scenarios (optimistic & pessimistic)
* Converting the extremes into a realistic picture of the future
* Enhancement of the success factors
* Which factors have a strong impact on our organization from the outside and which have a weak impact?
* Motivation
* Who or what motivates me?
* Whom do I motivate and how?
* What is my understanding of motivation?
* More time for the essential things. Time available? Which is essential?
* Conflicts – Conflicts of goals
* Personal goals - measures - time
* Team
* Stronger as a team than as lonely warriors
* With each other instead of against each other
* Concentration of common efforts – for a higher productivity
* More involvement and own initiative
* Encouraging ideas from employees
* Avoiding in-house conflicts through techniques of problem resolution.
* Action
* Developing an action list
* Practical implementation (who, what, how, when, where?)

###### METHODS

The processes in human behaviour are shown and analysed through established learning methods in a group. Work in groups, practical examples, and particular situations in companies, experience exchange, check-lists for practical implementation, exercises and games.

* **Translation from is provided**
* **Each participant will receive handouts**
	+ **The programme can be conducted as *In House Training* for a particular company, in which case it will be taken into account the specific activity of such company. The Training will be custom tailored to the specific needs of the client, stressing issues and topics from the content that represent a particular interest.**
	+ **The *In House Training* corresponds with the time conveniences of each company.**
	+ **The fee for the *In House Training* is negotiable.**

**DURATION: 2 days 9 AM – 5 PM**

**Open Programme**

Emotional Intelligence

***„Imagination is more important than knowledge“***

**Albert Einstein**

**PROGRAMME LEADER: Mag. Harald Schwarz**

Your second key – besides knowledge – to success

* better perception and control of your own emotions
* better interpretation and use of the emotions of other people
* Use of the productive combination between reason (ratio) and emotion (emotio) as guarantee to your success.

“What use is the high IQ, if one is an emotional ignoramus?“ This provoking question was asked in 1997 at a Conference in Washington by Daniel Goleman, author of the bestseller “Emotional Intelligence”. In his bestseller, he points to the deficiency in our society: we feel and perceive increasingly less. In spite of our material welfare, we are living in spiritual poverty. We are becoming ever more “people of the organization”, ever more “something”, while we are exposed to the danger of losing the quintessence of our existence – that we are living people! The rise of natural sciences caused particularly great development of man’s intelligence. At the same time, we are experiencing a fall of the human relations. But feelings are still the motive power of our actions!

**AIMS AND CONTENT**

* **Better awareness and handling of your own emotions**
* What is emotional intelligence?
* Why are emotional intelligence and reason so important for the professional success?
* Management of emotions (self-control)
* Understanding, evaluation and control of your own emotions
* How can I motivate myself
* How to remain capable of action in a stressful situation
* Constructive management of anger and rage
* **Winning people at our side**
* Realizing and understanding the emotions of others
* Sympathy and antipathy
* Staff management: when is emotional intelligence meaningful?
* Acting with authority and power without authoritarian affectations
* Win the person rather than the fight
* **Stimulating the willingness for success of your employees**
* Realizing and understanding the emotions of others
* Sympathy and antipathy
* The success of optimists
* WIN / WIN as a goal
* **Leading the teams towards success**
* The culture of trust as basis for productive team work
* Use the emotional differences of all team members

**TARGET GROUP**

Managerial staff, future managers, team and group leaders and project managers

* **Translation from is provided**
* **Each participant will receive handouts**
	+ **The programme can be conducted as *In House Training* for a particular company, in which case it will be taken into account the specific activity of such company. The Training will be custom tailored to the specific needs of the client, stressing issues and topics from the content that represent a particular interest.**
	+ **The *In House Training* corresponds with the time conveniences of each company.**
	+ **The fee for the *In House Training* is negotiable.**

**DURATION:, 9 AM – 5 PM**

**Open Programme**

Modern Marketing

**Customer Relationship Management**

**„Modern CRM”**

**LECTURER: Prof. Dr. Martin Stieger**

**OVERVIEW**

The ever more difficult conditions of competition and the growing pressure of costs require different thinking in the field of marketing and sales. Only with modern tools for sales management and control, and stronger customer orientation on all levels, we will be able to gain advantages with respect to competition and to strengthen our own position on the market.

**AIMS AND CONTENT**

This programme will acquaint you with specific CRM methods in your daily practices – concise theoretical units, group exercises and case studies relevant to this theme, and ideas for exchange of experience. We have also included as tools in your practice the possibilities of the new media (E-mail and Internet).

* Clear **fundamentals** for professional and successful CRM
* Familiarization with the essential methods for strategic and operational CRM
* Understanding the meaning of customer orientation in practice
* Evaluating the potential of CRM through a professional management of customer relations
* Using Internet and E-mail for the successful and profitable care for clients

**Besides fundamental knowledge of CRM, the following themes will be examined:**

* + Customer satisfaction and loyalty
	+ Measurement of customer satisfaction
	+ Customer binding management
	+ Customer binding tools
	+ Client estimation, feedback, management
	+ Client segmentation in CRM
	+ Low cost client care through Internet and E-Mail

###### TRAINING METHODS

Besides the theoretical part, concrete case studies are considered and group work is applied.

**TARGET GROUP**

Managers and executive officers in marketing/sales departments, services and CRM, key client managers, product managers, profit center managers.

* **Translation from is provided**
* **Each participant will receive handouts**
	+ **The programme can be conducted as *In House Training* for a particular company, in which case it will take into account the specific activity of the company. The training will be custom tailored to the specific needs of the client, stressing issues and topics from the content that relates to a particular interest.**
	+ ***In House Training* meets the time preferences of the company.**
	+ **The fee for *In House Training* is negotiable.**

**DURATION: 9 AM–5 PM**

**Open Programme**

Tactical Negotiating & Dealmaking

**Creating and implementing deals that last**

**LECTURER: Dr. Ernst Walmuller**

The Negotiating Program will increase your confidence and effectiveness in negotiating. We combine ethical standards with effective techniques to achieve a successful result based on the “win-win” principle.

The Program is based on the theories developed by the Harvard Law School Project on Negotiation, Herriot Watt University, Edinburgh & the Wharton Business School at Stanford University. It is designed for professionals involved in deal making and customer relations.

The participants will be given an in-depth understanding of the negotiation process and will be given opportunities to practice through simulations, exercises, and case studies.

**OBJECTIVES AND CONTENTS**

* Myers Briggs Type Indicator (MBTI) profiles
* Interpersonal communication
* The Negotiation Process
* Negotiation Analysis Model
* Types of negotiators & negotiation styles
* Understanding your counterpart
* Preparing and developing strategy
* Gathering information & questioning techniques
* Making & responding to proposals
* Bargaining concessions and trading
* Closing & implementation
* Conflict resolution
* Dealing with difficult people & deadlock
* Negotiating for sales people and buyers
* Understanding body language
* Dealing cross culture & cross border
* Tips & Tricks for effective deal making

**TRAINING METHOD**

The training method consists of short lectures with emphasis on “learning by doing”. The course uses Harvard University case studies where groups will plan and conduct negotiations. This is followed by detailed feedback. There is an emphasis on interpersonal communication skills.

TARGET GROUP

* People who engage in external business negotiations.
* People who negotiate with internal departments.

* **Programme Language - English**
* **Each participant will receive handouts and CD information**
	+ **The programme can be conducted as *In House Training* for a particular company, in which case it will take into account the specific activity of the company. The training will be custom tailored to the specific needs of the client, stressing issues and topics from the content that relates to a particular interest.**
	+ ***In House Training* meets the time preferences of the company.**
	+ **The fee for *In House Training* is negotiable.**

**DURATION: 2 days 9 AM–5 PM**

**Open Programme**

Public Relations Management

**LECTURER: Mag. Helmut Prenner**

Reputation and image take years to build and one minute to destroy.

Effective Public Relations is becoming more and more important in this globalised, web based world where a story breaks and is across the globe sometimes before the company is made aware. The need for an Integrated Communications Structure is being recognised by more companies and effective crisis management is a must. How to go about your Corporate Social Responsibilities (CSR) and how to realise the full benefits of such a programme is also a major issue for most companies.

This course is designed for new and experienced PR practitioners and gets to the core issues of modern PR. Using a mix of short lectures, case studies, exercises and discussions the course takes the participants through the PR jungle. The philosophy of the programme is learning by doing and through the mistakes of others.

The PR industry is booming in Bulgaria and this course is a must for anybody involved in this ever expanding sector.

**PROGRAMME CONTENTS**

* Public Relations Basics
* Dealing with the media
* Corporate Social Responsibility
* Crisis Management
* PR Plan & Strategy
* Brand Equity
* Building an image
* Reputation Management
* Measuring PR success
* Integrated communications
* Effective communication
* Persuasive Presentations
* Networking
* Internal PR
* PR Ethics
* PR successes & disasters
* Trends & Developments (useful services)
* Working with PR agencies
* **Programme Language - English**
* **Each participant will receive handouts and CD information**
	+ **The programme can be conducted as *In House Training* for a particular company, in which case it will take into account the specific activity of the company. The training will be custom tailored to the specific needs of the client, stressing issues and topics from the content that relates to a particular interest.**
	+ ***In House Training* meets the time preferences of the company.**
	+ **The fee for *In House Training* is negotiable.**

Persuasive Business Presentations

**LECTURER: Mag. Harald Schwarz**

High impact, professional and persuasive presentations for business presenters,
in today’s global business world, presentations are an integral part of the decision-making process. This training will help you to communicate information, make proposals and gain approval for your ideas. You will learn how to make clear concise and logical presentations that are more convincing, more confident and make a greater impact.

This training is perfect for all professional presenters who wish to get their message across clearly, concisely and with confidence. Each participant will gain more confidence creating, structuring and delivering highly persuasive and professional presentations.

**PROGRAMME CONTENTS**

* Understanding your audience. You can’t please all the people all the time BUT you can please all the people some of the time.
* Understanding structure. The Persuasion Plan and the Four Step Structure.
* Rhetoric skills. Tips and Tricks for the effective use of language. Use your voice powerfully.
* Effective Body Language. Dos & Don’ts of non verbal communication
* Using Multimedia.
* Build winning slides with PowerPoint or Keynote.
* Presenting in Teams.
* Video feedback. Learn by doing
* **Programme Language - English**
* **Each participant receives handouts and CD information**
	+ **The programme can be conducted as *In House Training* for a particular company, in which case it will be taken into account the specific activity of such company. The Training is been custom tailored to the specific needs of the client, stressing issues and topics from the content that represent a particular interest.**
	+ **The *In House Training* corresponds with the time conveniences of each company.**
	+ **The fee for the *In House Training* is negotiable.**

**DURATION: 2 days, 9 AM – 5 PM**

**Open Programme**

## Conflict Management – Perfect Communication

##

**LECTURER: Dr. Alexander Schlick**

## Conflicts are as natural in life as the air that we breathe.

## Conflicts mean confusion and inefficiency. Their force is destructive, but they can also be used in a positive way. The purpose of this Workshop is to learn methods for making conflicts into Win-Win situations. The most important instrument for this purpose is effective communication. Since most communication is achieved through non-verbal signals, the emphasis will be placed on such signals and how to make conscious use of them.

**PURPOSE OF THE SEMINAR**

Improved conflict management in the future!

Removing obstacles to effective communication!

###### CONTENTS

* What are conflicts?
* Our normal mode of reaction and how to change it
* Identification of the seeds of conflict and taking timely action
* Keeping to the subject
* How to reach a win-win decision
* What does my partner in the conflict want?
* How do I react in conflict situations, how should I react?
* How to deal with anger
* Giving the message
* Communication types according to R. Mucchielli
* Conversation styles and their impact

###### METHODS

Questionnaires, role play, simulation, group and individual work, and discussions

* **Translation from is provided**
* **Each participant will receive handouts**
	+ **The programme can be conducted as *In House Training* for a particular company, in which case it will take into account the specific activity of the company. The training will be custom tailored to the specific needs of the client, stressing issues and topics from the content that relates to a particular interest.**
	+ ***In House Training* meets the time preferences of the company.**
	+ **The fee for *In House Training* is negotiable.**

**DURATION:, 9 AM–5 PM**

**Open Programme**

Effective Selling Methods

**LECTURER: Mag. Harald Schwarz**

**PROGRAMME CONTENTS**

* Sales – Theory, Methods and Processes
* The Changing Face of Selling - Traditional (typified by 1960's-80's and amazingly still found today), Modern (essential today to sustain success in business-to-business and consumer markets)
* „AIDA” (Attention, Interest, Desire, Action) and the Hierarchy of Effects
* The Seven Steps of the Sale – PLANNING, INTRODUCTION or OPENING, QUESTIONING, PRESENTATION, OVERCOMING OBJECTIONS/NEGOTIATING, CLOSE or CLOSING, AFTER-SALES FOLLOW-UP
* The Ten Steps of Strategic Selling
* research and plan - market sector, prospect, and decide initial approach
* make the appointment
* attend appointment to build rapport and credibility, gather information about business needs, aims and process, and develop/agree a project/product/service specification
* agree survey/audit proposal (normally applicable)
* carry out survey/audit (normally applicable)
* write product/service proposal
* present proposal
* negotiate/refine/adapt/conclude agreement
* oversee fulfilment/completion
* feedback/review/maintain ongoing relationship
* The Product Offer – „FAB’s”, „USP’s”, „UPB’s”
* Collaboration, Facilitation and Partnership Selling
* Tips for Gaining Experience
* **Programme Language - English**
* **Each participant will receive handouts and CD information**
	+ **The programme can be conducted as *In House Training* for a particular company, in which case it will take into account the specific activity of the company. The training will be custom tailored to the specific needs of the client, stressing issues and topics from the content that relates to a particular interest.**
	+ ***In House Training* meets the time preferences of the company.**
	+ **The fee for *In House Training* is negotiable.**

**DURATION: 2 days, 9 AM – 5 PM**

**Open Programme**

Financial Management for Non-specialists

**What should executives know about finance and accounting?**

Cash flow; return on investments, concepts such us Shareholder-Value, which you confront every day as executives. People involved with controlling, financial management and tax officers speak their “own” language. Learn to understand it and, even more important, to ask the right questions.

**AIMS AND CONTENT**

When you next meet the controller, the banker or the accountant, you will not be nervous because you will know already what to expect from them. You will build constructive relationships and select important information for your leadership practice. In this way, you will not only enhance your financial competence for planning and decision taking, but also your chances of career progress.

* Financial-economical system
* Structure of financial reporting and accounting reporting
* Difference between financial accounting, cost computation and financial accounting reporting
* Accounting reporting
* Aims of reporting
* Structure of the balance sheet and the profit & loss statement
* Annual closure of accounts and valuation
* Reporting by US-GAAP international accounting standards
* Company accounting
* Aims of internal accountancy
* Cost drivers and their allocation by drivers
* Computation of coverage share
* Professional profile of the controller
* Financial accounting
* The company as a “money machine”
* Analysis of the balance sheet and indices
* Financing and the stock exchange
* Basel II

###### WORK METHODS

Theory and specific case studies to be developed in group work.

**TARGET GROUP**

Executives who are increasingly confronting the financial management world due to their position in the company and need to expand their knowledge and implement it in practice

* **Translation from is provided**
* **Each participant will receive handouts**

**DURATION: 9 AM – 4 PM**

**Open Programme**

Controlling Management Practices

**LECTURER: Helmut Prenner, M.Sc.**

**PROGRAMME AIMS**

* Practical implementation of discussed themes on the basis of specific case-studies and examples
* Fundamental concepts of controlling

**CONTENTS**

* **Cost analysis and calculation**
* Example – implementing cost calculation by their place of origin in a production company
* Example – implementing cost calculation by their place of origin in a trade business company
* Example – implementing cost calculation of operations in a service company
* **Workshop – implementing cost calculation of operations on the basis of a given case study.**
* **Indicator-based management**
* Example of company analysis key indicators
* Indicators as basis for staff evaluation
* **Workshop Benchmarking**
* **Planning and Budgeting – Predicting the Company’s Future**
* Budgeting techniques
* Budgeting mistakes
* **Structure of management reports**
* Requirements to the reports
* Which reports refer to which departments
* Concrete examples of efficient reports
* **Elaboration of corporate strategy**
* Vision as the basis of strategy
* **Workshop: SWOT-analysis as the basis for strategy development**
* Example: **Balanced Score Card** **as a tool for the practical implementation of strategy**

* **Translation from is provided**
* **Each participant will receive handouts**
* **The fee for participation in the *Open Programme* is**

**€ (excluding VAT)**

* + **The Programme can be conducted as *In House Training* for a particular company, in which case it will be taken into account the specific activity of such company. The Training is been custom tailored to the specific needs of the client, stressing on issues and topics from the content that represent a particular interest.**
	+ **The *In House Training* corresponds with the time conveniences of each company.**
	+ **The fee for the *In House Training* is negotiable.**

**DURATION:, 9 AM – 4 PM**

**Open Programme**

Financial management and control for specialists

**LECTURER: Helmut Prenner, M.Sc.**

We are offering three modern methods for financial management and control illustrated with case studies. The participants will have the opportunity to apply what they have learnt in specific examples.

**AIMS AND CONTENT**

* **Implementation of operation costs computation**

What are operation costs?

Difference between classical costs and operations costs

Specific examples of operation costs

Progress of operation costs computation and implementation

* **Modern implementation of budgeting processes**

Structuring the budgeting process and tools

Budgeting and Balanced Scorecard

Innovative principles in budgeting

How Beyond Budgeting functions in detail

Implementation of Beyond Budgeting – Implementation strategies and case studies

Considering a budgeting case study

* **Risk controlling as a management tool**

Basics of risk controlling

Legal framework of risk controlling in the European Union

Elements of the risk controlling system

Progress of the risk controlling system implementation project

###### WORK METHODS

Theory and specific case studies to be developed in group work.

**TARGET GROUP**

Employees involved with controlling in medium and large companies. Being designed for specialists, the seminar presupposes that the participants already have a basic know-how in controlling.

* **Translation from is provided**
* **Each participant will receive handouts**
	+ **The programme can be conducted as *In House Training* for a particular company, in which case it will take into account the specific activity of the company. The training will be custom tailored to the specific needs of the client, stressing issues and topics from the content that relates to a particular interest.**
	+ ***In House Training* meets the time preferences of the company.**
	+ **The fee for *In House Training* is negotiable.**

# EUROPEAN

# MANAGEMENT

# CENTRE

****

UNITED NATIONS GLOBAL COMPACT MEMBER

Member of the International Vocational and Training Association

IN HOUSE TRAINING

****

**Keep Your House**

OUR UNDERSTANDING ABOUT CONSULTING AND TRAINING

EMC PHILOSOPHY and PRACTICES

We accompany and support learning and development processes for

* Individuals,
* Teams, sectors and
* Organisations.

In this process, it is important for us to develop concepts and solutions together with the customer. In this way, it becomes possible:

* To take into account current training needs
* To incorporate them in the staff development plan and
* To create confidence in the company strategy.

With these steps:

* The training needs of executives and employees are determined
* The development goals and changes are coordinated
* The target groups are defined
* Structuring and time schedules are elaborated and
* The steps of execution and implementation are identified.

To achieve higher responsibility – particularly of the senior management – for the necessary staff development, it is advisable to set up a management group.

It should include experts on staff development and training, a representative group from the customer organisation top management and EMC partners.

In this way, the training and development are more likely to be suitable for the participants and adequate for the organization, and to have a sustainable effect.

Besides, parallel to individual training, we can also support learning in the whole organisation.

PROGRESS

**Initiative and project description:**

Where are we?

What do we strive to achieve?

What will have to be changed afterwards?

(Who has to think, feel and act differently and how?)

\

**Defining the target groups and the aims of training**

**Interim control**

**Concept, design and**

**Diagram of time and quantity**

**Pilot project**

(Possibly)

**Implementation**

**Valuation of implementation and durability of the project**

LEARNING AND TRAINING PRINCIPLES AND METHODS

To provide high quality learning and implementation, the real life experience of the trainees comes to the foreground.

The progress of the seminar is determined by their situation at work and in management, by their questions, topics and problems.

Therefore:

* Lecturers and trainees determine and coordinate together a framework of the areas and terms of training
* The management theories and the thinking models are discussed and compared with the experience and potentials of the trainees, and the steps for practical implementation are coordinated
* Back-up means to facilitate self-analysis are determined by analyzing one’s own strengths and the need for development
* The method of work is based on experience oriented learning using the model “experience – analysis – theoretical rationale”
* Particular importance is attached to creating a network among the trainees and to learning from each other both during the seminar and afterwards
* In most training sessions, the trainees are invited to adapt mentally through special checklists.
* Agreement to maintain confidentiality.

Generally, multistage training sessions with shorter duration are more efficient.

For example: one training module and the follow-up. Where this is impossible, we include the above-mentioned back-up implementation means in the form of peer groups for learning, or groups for exchanging experience.

FREQUENT PROBLEM AREAS

Starting situation

In the beginning, representatives of the client and of EMC meet to talk and find out the type of training needed.

The exact concepts and the design, where needed, are elaborated by experts of the Client Company, managers in the respective management sectors, where the trainees will come from, and EMC.

Self-organisation and time management –

a more conscious approach towards one’s own self and

One’s own time

**CONTENT**

* Awareness of one’s own working style and of the “time and work” structure in one’s own company.
* Identifying the obstacles, effective and efficient work.
* The time wasting factors and their causes (in one’s own area of activity, key points in the company, external relationships)
* Developing detailed measures to handle better work and time problems
* Planning personal goals, tasks and time

**APPROACH**

To be able to implement as many intentions and measures as possible in the individual and specific company situation, it is advisable to conduct the seminar with preliminary preparation and follow-up analysis (which has been already provided by ……) – i.е. 3 stages:

1. Preparation and data collecting (aided with Question cads)
2. Seminar to build peer groups to support practical implementation

(1 evening + 1 day)

1. Follow-up after 8 – 12 week (0,5–1 day in the company)

This will improve the level of success of practical implementation. The peer groups discuss the performance results; achievements are “celebrated” and where difficulties are still present, supplementary measures are planned and the next steps are coordinated.

Communication with difficult customers

Sometimes, employees working in direct contact with customers have to communicate with angry people. This training can help them handle difficult situations during a talk. The way of holding the talk and the employee behaviour should make the customers feel that they are treated as serious partners and not as adversaries.

**POSSIBLE CONTENT**

* Personality prerequisites, awareness of one’s own limit of tolerance and aggression, which “types of people” are easier, and respectively more difficult, to communicate with
* Handling emotions, particularly when confronted with aggressive behaviour
* How to prevent anger escalation
* Proactive dialogue with the customer
* Complaints management and considering objections
* Talking by questioning
* Analysis of body language

**ABOUT THE METHOD:** Besides giving brief information about theories and concepts, emphasis is placed on reality related exercises to carry on a conversation (role play, possibly with analysis based on video-recording). Towards the end of the seminar, groups of two or three participants are selected, who have to observe each other and give peer-based feedback. In this way, it is easier to translate into practice the acquired knowledge of behaviour.

**POSSIBLE DURATION:** 3 days

“Distance” management, cooperation

The need for training is determined on site. The situation and the background of “scattered groups” are always a special challenge for the respective executive staff and employees.

That is why we also offer, jointly with the experts on staff development, a representative sample of the people subject to training, in order to specify the expectations of the participants.

During this meeting/situation analysis, the following questions should be considered among the others:

* What has to be changed? Why should it be changed?
* To whom and what advantages does this situation give?
* Who suffers more or less from the situation?
* What after the intervention (which is to be defined) should become different and better, and should happen less often or more often?
* Who and how can determine that the intervention has produced a result?
* What will happen if it fails?
* Etc.

**ABOUT THE EXPECTED RESULT**

Clarity for the next steps (steps for qualification or training/supervisors for the group leaders, or …) and a diagram of time and quantity

**POSSIBLE DURATION:** 2 x 0, 5 days

EXEMPLARY EMC MODELS FOR **IN HOUSE SEMINARS**

*The descriptions of seminars below will give you the opportunity of creating a first impression of the In House Training offered by ЕМС. With the joint analysis and concept development, aims, contents and methods can be coordinated and can comply with the requirements of the client organisation.*

In the area of administration and management:

Introductory seminar for senior management

This seminar covers three important management competence areas, including planning of individual measures and how to guarantee their implementation.

#### Tasks and roles of successful executive employees

* The different roles and tasks of the managerial position (own strengths and need for development, personal interests and necessities determined by the situation in the company)
* Personal impact analysis
* Various ways of understanding and perceiving the organization and its environment – possible consequences
* Perception and communication

#### Employee and team oriented management

* Developing a comprehensive understanding of management
* Comparing theories and models and comparing them with one’s own repertoire
* Motivation and achievement; employee and team development
* Further development of sensitivity for processes in the group
* Checking one’s own understanding of management and awareness of the possible consequences of different management styles
* Management and delegation styles

#### Strategic management and administration in the strategic change process

#### Providing and developing strategic resources

* Prerequisites for successful work on the strategy
* Strategic planning structure and process
* Stages in the process of change
* “Impact portfolio“ in the organization and one’s own success
* Management in the process of change and stimulating the willingness to change and the learning capacity in one’s own area of activity

**Planning personal measures and implementation mode Contacts in the form of “Peer Group Meetings“ (partnerships for learning), which will continue working after the seminar.**

**POSSIBLE DURATION:** 4 days

Management for middle-level

Executives and managers

For this target group a multistage approach proved to be successful.

It is advisable for the respective superiors to have preliminary talks with the participants about their attendance on this seminar. This is a way to coordinate the requirements for development and the aims of the training and after the training evaluate the achievements and the success of implementation. Experience shows that this provides “soil” for the acquired knowledge.

Where needed, the managers can be prepared for their role as trainers with brief instruction.

**POSSIBLE CONTENT**

To facilitate practically oriented learning and particularly its implementation in one’s own practice, the programme consists of four parts.

### I. Module 1: Management at the middle managerial level (3 days)

* Self-analysis: Determining one’s own managerial potential (analyzing strengths and determining development needs)
* The role of the middle manager (requirements, opportunities and the skill to handle contradictions)
* Checking one’s own understanding of management and awareness about the possible consequences of different management styles
* Management tools, situational management and decision taking
* Team building and management
* Creating and building the skill to communicate in management situations
* Motivation principles and theory and one’s own practices
* Planning personal measures and implementing them

## II. Practical stage (4-8 weeks)

## Implementing “on job“contacts between learning partners

* Conversations with superiors for feedback

**III. Module 2: Looking more deeply into management topics, communication and conflict management (3 days)**

* Checking practical implementation, supporting steps for "correction"
* Determining one’s own strengths and the areas which need development for the employee and team management
* Management in the process of change and stimulating the willingness to change
* Further development of sensitivity for behaviour and activities in the group
* Determining one’s own strengths and the need to develop them in order to be more effective in communication and other management situations
* Conflict management
* Principles of strategic management and change management

## IV. Practical stage (4-8 weeks)

* Evaluation review with the superior
* Assistance for practical implementation (superiors, partnerships for learning)

Examples of build-up seminars

Strategic management and change management

Through the "strategic" company culture, the time for the company reaction to internal and external requirements is cut down and the opportunities in the market become more visible.

The seminar treats the following issues:

* What is effective strategy?
* Which methods, tools and processes support development strategy?
* How to initiate and manage necessary changes?

**POSSIBLE DURATION:** 3 days

Successful introduction of and conducting the annual employee conversation

Annual conversations about goals coordination and performance are important motivation tools for the employees, for their development and for higher production. Most successful and modern companies have already established the “goals management” principle.

The seminar treats the following issues:

* What is the annual employee conversation?
* Structure and content of the annual employee conversation
* Implementation process
* Conducting the conversation

**POSSIBLE DURATION:** 3 – 4 days (including the conversation – ideal option 4 days)

Project Management

The increasing complexity of tasks and repeated environmental changes can often mean that the normal management structure cannot effectively deal with the problems which can arise. In such cases it is desirable to make use of a project team. This team will require special management.

Project management is capable of utilizing company resources and will be able to bring about solutions to problems and introduce innovations in a more effective, rapid and flexible way.

This helps the company cut down the time for reacting to internal and external influences and respond more adequately to the wishes and needs of employees.

The trainees will learn to work with each other more cooperatively, innovatively and conflict-free. The company will gain considerable extra benefit as result.

**POSSIBLE DURATION**: 3 days

Communications and conflict training

This multistage training will introduce the participants to the principles of successful communication. They will understand better the impact of their own behavior in conversations both with colleagues, employees and superiors in the company and with customers and suppliers outside the company. They will be supported to develop their strengths further, to use them better and to reduce gradually their weaknesses.

The participants should not include manager/subordinate people. This training works best if all participants are at the same level. It is advisable to have no more than 10 persons in the group, because concentrated behaviour training is included (exercises, role games with prepared practical case studies and video analysis with detailed feedback).

**POSSIBLE DURATION**: 3 days

SPECIALISED SEMINARS

Basics of marketing for executives

All parts of the company including those not directly involved with sales can have a considerable positive or negative impact on relations with customers and marketing success.

This seminar illustrates the link between many company activities and the customer.

Basics of financing and accounting for executives

Executive employees have to take decisions on a daily basis and these may have an impact on the economic position of the company. Knowledge in the area of finance and accounting is necessary to make these employees more credible, when meeting financial specialists both internal and external.

SEMINARS FOR SPECIALISTS:

**Controlling with indices**

**Company management with indices**

**Balanced Scorecard**

**●**

**Negotiation tactics**

**Successful selling skills**

**Corporate communications**

#

# EUROPEAN

# MANAGEMENT

# CENTRE

UNITED NATIONS GLOBAL COMPACT MEMBER

Member of the International Vocational and Training Association

PROJECT MANAGEMENT

**Professional project management**.............................. 42

**DURATION: 9 AM – 4 PM**

Professional Project Management

Management of projects

Management through projects

**Management through project work and project decisions**

**Achieving higher work efficiency based on**

**higher performance of projects and project decisions in companies, organisations and institutions**

**LECTURER: Gerhard Hammerschmied**

The increasing complexity of tasks in a rapidly changing environment can make problem solving in a hierarchical organization very difficult. Project management is capable of utilizing company resources and its ability to innovate in a flexible way.

This helps the company reduce the time for reacting to internal and external influences and respond more effectively to the wishes and needs of employees.

Through project management, participants will learn to work together more cooperatively and innovatively. The company will gain considerable extra benefit and further development.

Project management is a good choice for dealing with complex tasks in particular those subject to time pressure. Frequently the cooperation of personnel from more than one part of the company is needed to identify and define the problem, make plans, implement and monitor. This cooperative process results in higher success rates, reduced cost and improved timeliness.

**AIMS AND CONTENT**

* + Introduction to and mastering strategic management principles and techniques
	+ Improving functional (horizontal) communication.
	+ Improving team work and team management.
* **What is a project? Success and risk factors for projects**
* **Project context – defining elements and roles**
* Project management in compliance with corporate stategy
* Manangement through projects (project-based management)
* **Project organization**
	+ Project organization types
	+ Organization of the project
	+ Pure project organization
	+ Headquarters project organization
	+ Matrix project organization
	+ Project assistants
	+ Project manager
* **Main team or project team**
	+ Case study: Requirements for setting up a project team
	+ Elaboration of rules for project culture on the basis of a case study
* **Methods of project planning and steering**
	+ Understanding and using planning methods and project organization!
	+ Armed with solid theory and with experience from working on specific projects, you will acquire competences provided by this method and will be able to use it for your own projects. Having attended this seminar, you will be ready to manage successfully your next project by using skillfully this method.
	+ Planning the activities by a plan of the project structure
	+ Planning the time schedule
	+ Methods of resource and cost planning
	+ Case study: resource planning
	+ Types of project documentation
	+ Implementation of electronic processing in projects
* Efficient project workshops, meetings
* Moderation techniques for steering the decision taking processes, conflict management and problem solving in project management
* Preparation of moderation on the basis of 3 different case studies
* Visualization – tasks of visual rhetoric
* Conflict in the roles of the project manager – moderator
* Project team management

**WORK METHODS**

Brief theoretical sessions, exercises (working techniques), work in small groups and role play, discussion of practical case studies.

**TARGET GROUP**

Managers and team members in companies and organizations who can apply project team working to one or more aspects of company activity.

* **Translation from is provided**
	+ **The programme can be conducted as *In House Training* for a particular company, in which case it will take into account the specific activity of the company. The training will be custom tailored to the specific needs of the client, stressing issues and topics from the content that relates to a particular interest.**
	+ ***In House Training* meets the time preferences of the company.**
	+ **The fee for *In House Training* is negotiable.**

**Compiled by:**

EMC PROGRAMME TEAM

**Petroslav Petrov – Executive Director**

**All rights reserved!**