

# MANAGEMENT TRAININGS

# 2009

Specialized educational trainings and lectures designed for company's management and employees covering several topics in Strategic controlling, Operational controlling, Change management and Supply Chain management.



Decreasing efficiency? **Uncontrollable costs?** *Losing profit?* Unable to read your company's future? *Lost in the labyrinth of corporate goals?* Underestimated corporate market value? *Working twice and wasting time?* **Not enough cash for tomorrow's liabilities?** **Afraid of changes?** FAMILIAR WITH THE ADVANTAGES OF OUTSOURCING?

**WE CAN HELP YOU!** Our experts can effectively help your business in various business-related topics towards faster development and sustainable growth.

**WHAT DO WE OFFER?** CMA Group, s.r.o. in cooperation with our central European partner Boda & Partners Consulting Ltd. provides **special management trainings**, lectures, workshops and seminars, designated **for middle and top management** that will help you find the right solutions customized to your company needs. To read more about specific training activity, please chose the most interesting topic for you, and get to know more details.

Our management trainings portfolio consists of:

✓ **STRATEGIC CONTROLLING**

- Strategic planning (2 days intensive training)
- Rapid scorecard (1 day interactive lecture)
- Intellectual Capital (1 day training)
- Goodwill games (2 days interactive simulation training)

✓ **OPERATIONAL CONTROLLING**

- Master budgeting (2 days business simulation training)
- Human Resources controlling (1 day lecture)
- Process efficiency (1 day lecture with workshop)
- Cash Flow management (1 day eye-opening lecture)

✓ **CHANGE MANAGEMENT**

- Change Management (1 day lecture)



✓ **SUPPLY CHAIN MANAGEMENT**

- Overview of logistics trends (1 day lecture)
- Supply Chain for non-logistic managers (1 day lecture)

**OUR REFERENCES:** All specialized trainings are being led by international lecturers, who have long-time experience both in academic and corporate sphere and have successfully finished many projects in Business Consulting field.

## Boda & Partners

- DHL / Excel Supply Chain – integration project management CEE (logistics, Czech Republic) (2006 / 2007)
- Activity based costing projects for Raiffeisen Bank Hungary – (2006-2008)
- Support of business planning; design of business planning model – Hungarian prefabricated reinforced concrete structures manufacturer – (2007)
- Business modeling for a newly established pension fund (Romania) – (2007)
- Evaluation of research partners of a leading pharmaceutical company – (2007)
- Supporting the strategy creation process of an independent pan-European logistics company (2007)
- Assisting the business due diligence project relating to Slovak transport companies for Enterprise Investors (2007)
- Integration project support for the investee companies (Slovakia) - (2008)
- Supporting the strategy creation process of a Hungarian trucking company (2008)
- Balanced Scorecard project – holding company with various significant subsidiaries in food manufacturing (2008)
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### HOW CAN YOU CONTACT US?

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# STRATEGIC CONTROLLING



## **STRATEGIC PLANNING** (2 day business simulation)

### How to turn strategic goals into strategic actions?

How to be sure that accomplishing your budget effectively leads to accomplishing your strategic goals as well? *Can you read and plan your company's future from financial reports?*

Nowadays controlling has become an essential element of smooth corporate operation. A well-prepared plan and planning model is a basis for long-term sustainable growth. We can help you to develop your own planning and controlling system to always be one step ahead of your competitors.

We offer an interactive and effective corporate training program, which is also suitable for team-building. Our model provides an opportunity to simulate different **companies competing with each other** and to illustrate unique dilemmas of **planning and strategy-making**.

The training allows participants to understand:

- ✓ *how a **company operates**;*
- ✓ *how **the operative and the strategic planning systems** work in companies;*
- ✓ *which **financial variables and indicators** are the most important in business operation;*
- ✓ *which financial variables can be determined and influenced as **inputs** by the management.*

The model simulates the **strategic planning** exercise, where tables and indicators are in harmony with the generally accepted accounting standards and methods. The model is presented in **MS Excel**. The participants of the training should define their company's strategy, decide among the **investment/development projects** and define the way of **financing**.

**Participants:** 6 – 16 persons



**RAPID SCORECARD** (1 day interactive training)

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**LOST IN THE LABYRINTH OF YOUR CORPORATE GOALS? How to be sure that your goals will be realized?** How to test quickly the consistency among your goals, processes and development projects?

Modern evaluation systems help company managers to find a way out of the desperation of daily operations to the achievement of strategic goals. It is not enough to set the goals, but each company should use the right tool that keeps an eye on the complexity of priorities. The Balanced Scorecard could be the appropriate solution for such problems.

We offer a one-day lecture which will familiarize you with the concept of Balanced Scorecard and help you to set up your own performance evaluation system. Our experienced lecturers will professionally guide you through each step of a Balanced Scorecard creating process, such as:

- ✓ ***strategic goals identification in four different perspectives;***
- ✓ ***strategy map processing – defining the hierarchy among strategic goals;***
- ✓ ***matching of the strategic goals with corporate core business processes;***
- ✓ ***definition of the proper development projects with purpose to achieve specified goals;***
- ✓ ***identification of performance indicators.***

By the end of the course, you will have an overview of the whole process of Balanced Scorecard creation to be sure that your strategic goals will be realized.

**Participants:** 5 – 20 persons



## **INTELLECTUAL CAPITAL** (1 day training)

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*Did you know that you are at least twice as rich as your book reveals? Are you familiar with the real market value of your company? Do you know the elements of your most important value drivers?*

The assets presented in a Balance Sheet are not the only assets your company has. Managers should realize that an important part of corporate assets is „invisible” and cannot be seen directly in financial reports. Although the “invisible assets” are increasing your company’s value, these are the most risky assets: they cost a lot, and due to their nature it is impossible to fully own them. For this reason you can easily lose them.

Our experienced trainers can show you modern and practical approaches of Intellectual Capital Management. The purpose of the training is to help businessmen and managers to identify their intellectual assets, ways to reduce risks associated with intellectual capital, and thus the possibilities to increase profit.

During our one-day training you will get familiarized with such themes as:

- ✓ **qualitative competency** of your colleagues;
- ✓ **business relationships** and the necessity of developing broad networks;
- ✓ well-organized **internal structure**.

The result of attending our training could lead you to the proper recognition of Intellectual Capital among your corporate assets.

**Participants:** from small teams up to a large audience



**“GOODWILL GAMES”** (2 days business simulation)

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How can you maximize the company's value? How do you manage the assets of your company? *Can you succeed in today's challenging management environment?*

It is always the managers, who „have the company value in their hands”. The company's success primarily depends on their decisions. Even if the company is divided into several departments following their own goals, the departments should co-operate as one unified unit with a common strategy.

Our unique interactive business simulation training focuses on strategic Intellectual Capital Management. Only the best coordinated teams can achieve outstanding results and be the winner of this challenging and continuously changing simulated market exercise.

The training consists of three main parts:

- ✓ *first of all participants have to form teams of 3-4 people – **the corporate management**;*
- ✓ *each group represents a company;*
- ✓ *companies should carefully **manage their resources**;*
- ✓ *companies get different tasks every quarter, and thus they have to face all sorts of **new problems**;*
- ✓ *the aim is to achieve the **highest company value** in specified time frame (5 years); the **performance** is evaluated at the end of the training.*

This training offers the method of playful studying, at the same time it provides a deep understanding of business operation, explains strategic management leaded by the market value and indirectly emphasizes the importance of Intellectual Capital Management.

**Participants:** 12 – 16 persons

# OPERATIONAL CONTROLLING



## **MASTER BUDGETING** (2 days business simulation)

**Do you fully control your finances?** *Do you properly understand your operation and business model?* How can you make an effective decision-support tool out of your controlling system?

We believe that each management member should have a complete overview of their corporate operations and the related financial figures. Boda & Partners has developed a modeling method which has been successfully used in dozens of consultancy projects in recent years.

Our business simulation training guarantees an efficient knowledge transfer both for financial and for non-financial managers. The training simulates the **operative planning exercise** where:

- ✓ *participants have to compete – either as a **separate company** on the market or as a **team**;*
- ✓ *participants can easily **change different inputs** of the enterprise model (quantity of production or sales, stock file quantity, number of permanent staff and other employee related data);*
- ✓ *participants can immediately see the results of their **managerial decisions***
- ✓ *goal of the simulation is to become the **market leader** and the most prosperous company on the market.*

The tables and indicators of the model are in harmony with the generally accepted accounting standards and methods. The model is presented **in MS Excel**.

Compared to a traditional financial lecture, using this model – simulating a real company operation – you will receive a real-time hand-on experience.

**Participants:** 6 – 16 persons



## **HR CONTROLLING** (1 day training)

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**DO YOU KNOW HOW TO GET THE BEST OUT OF YOUR EMPLOYEES?** Are your people connected with your corporate strategy and profit? *How can you minimize the risks of investments which you can never totally own?*

There is no big issue in **Hiring** and **Recruiting**, but HR does not stand only for these two activities! Employees should always be planned, managed, evaluated and motivated in harmony with the corporate strategy. Satisfied, correctly motivated and skilled manpower has principal importance in company's business success and achievement of strategic goals.

People never can be owned like other production factors, and their leaving can take away significant investments if appropriate HR methodologies are not applied. All these facts underline the necessity of using more and more complex HR controlling tools for corporate experts.

We provide a one-day lecture, where our trainers can help you to get a complex overview of:

- ✓ *the **HR value chain** and the role of **modern HR tools**;*
- ✓ *general directions in HR management, especially **HR controlling**;*
- ✓ *the distinction of **personnel management** and the strategic **human resources management**;*
- ✓ ***employee motivation models**, risk minimization related to human resources;*
- ✓ ***intellectual capital management**.*

As a result of attending our lecture the participants will understand better the necessity of modern HR approaches and will have an overview of the way of their implementation.

**Participants:** from small teams up to a large audience



## **PROCESS EFFICIENCY** (1 day training)

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*Do you often feel as working twice as much as you should and wasting your time? Is your efficiency low despite you have tried almost everything to improve it? How to improve cost-efficient decision making at the hand off level below the departmental level?*

Nowadays in modern businesses it is undoubted that corporate processes are paramount to companies' departments.

With a correct process analysis and optimization you will be able to identify the possibilities to increase your company's overall performance. The solution lies in your hands and we can help you to become aware of it.

During the training you will find out how to:

- ✓ **identify the processes** in your company and find their customers;
- ✓ **organize the processes** and divide them into **core and supporting processes**;
- ✓ *try to improve the processes to get the **best efficiency** from each one of them;*
- ✓ *eliminate the useless and **overlapping activities** and processes.*

Using modern approaches and methods such as TAPE® Grid process customer analysis helps the proper cost and efficiency evaluation of each corporate process. Be a part of our process management team for a day!!!

**Participants:** from small teams up to a large audience



## **CASH FLOW MANAGEMENT (1 DAY TRAINING)**

Do you have enough cash for tomorrow's liabilities? How  
CAN YOU MEASURE YOUR COMPANY'S FINANCIAL HEALTH? *Do you not know where your  
cash has suddenly gone?*

While a business can survive for a short time without sales or profits, with no cash it could go bankrupt. Large companies tend to particularly lose their control of cash inflow and outflow, because they neglect closely monitoring their cash flow figures.

During this eye-opening lecture you will get examples how to manage the cash flow wisely and not to expose your company to the risk of insolvency.

Via real case studies you will have a clear vision of:

- ✓ **financial** cash flow;
- ✓ **operational** cash flow;
- ✓ **investment** cash flow;
- ✓ **free** cash flow;
- ✓ and **overall** cash flow management.

Learn how to not undervalue the importance of CASH FLOW Management and see how easily your company can get in trouble without this important managerial tool. Find out how to use this tool to avoid any future problems and also to evaluate your corporate financial health according to the most up-to-date techniques.

**Participants:** from small teams up to a large audience

# CHANGE MANAGEMENT



## **CHANGE MANAGEMENT** (1 day training)

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*Does your company suffer changes or wisely handle them?* How can you utilize changes in an environment where the only certain thing is that everything is uncertain?

Changes – either internal or external, which you cannot influence – bring fear to most managers. Change represents additional costs and time to deal with, and in the end the result is often disappointing. Changes are unavoidable, and all organizations must face this challenge.

During this course the participants will receive an insight into change management, including:

- ✓ *identification of change situations;*
- ✓ *planning according to change;*
- ✓ *implementation of change management techniques;*
- ✓ *controlling the whole change process.*

To have a continuously prosperous company, we believe that change management is an essential part of managerial tools.

Attending our special one day lecture, you will gain great ideas and a wider picture related to this far-reaching topic, as well as the knowledge of “in- time” identification of change situations and further management of them.

**Participants:** from small teams up to a large audience

# SUPPLY CHAIN MANAGEMENT



## **OVERVIEW OF LOGISTICS TRENDS** (1 day lecture)

*Are you familiar with the advantages of logistics outsourcing? Do you have an updated overview of the regional logistics environment? Do you know how the new trends in logistics could (and will) affect your company's operation?*

Supply chain and logistics is a key success factor for both manufacturing companies and those who have commercial activities. Outsourcing of certain logistics activities has a long term history in the developed countries. This trend has reached the CEE region too. We all need to be familiarized with the recent trends and find the answers for our own cases!

During this one day lecture the participants will receive a complete overview about the trends in the logistics industry, including the following topics:

- ✓ **market environment** – *players, cost level, service mix;*
- ✓ **globalization** – *what does it mean for our everyday operation;*
- ✓ **objective of outsourcing;**
- ✓ **outsourcing – opportunities and threats;** *how to co-operate efficiently with a logistics service provider.*

This course is fundamental for management teams who want to extend their knowledge base in this field and search for new approaches which could lead to a cost restructuring or a service level improvement for their customers.

**Participants:** from small teams up to a large audience



## **SUPPLY CHAIN FOR NON-LOGISTICS MANAGERS** (1 day lecture)

**Are you familiar with the elements of the supply chain?** DO YOU KNOW HOW AN EFFICIENT SUPPLY CHAIN CAN IMPROVE YOUR COMPANY'S PERFORMANCE?

Besides marketing and R&D, supply chain is the area where a company can easily differentiate itself from its competitors.

During this one day lecture the participants will understand the complex operation of supply chain and will learn the following details:

- ✓ *elements of supply chain*
- ✓ *interconnections among supply chain elements*
- ✓ *integrated supply chain*
- ✓ *key performance indicators in supply chain*

These days, it is a must for all managers to have a proper overview on the operation of supply chain, even if they are not directly involved.

Our lecture will be a tutorial into the supply chain management field for non-experienced managers.

**Participants:** from small teams up to a large audience

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