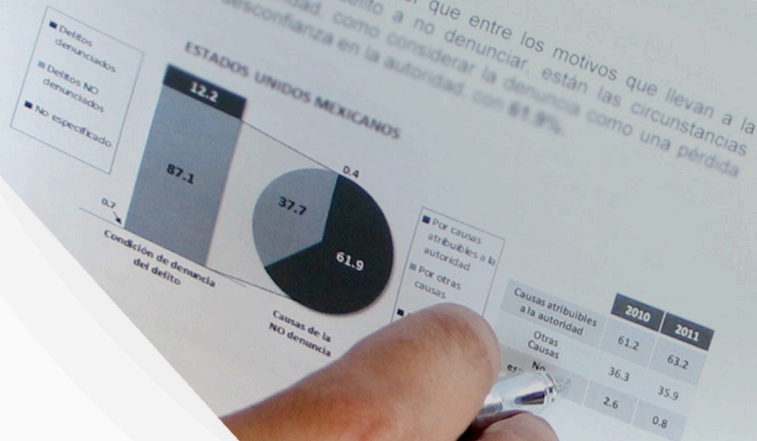


Beyond Consulting

partnership in special projects



Tomasz Domański

mini MBA training of managerial competences

business theory and practice

training

mini-MBA

is a unique training program addressed to middle and senior management of enterprises. It provides sought-after knowledge and practical management skills that are necessary to effectively run and develop business in the conditions of global standardization of economic processes, growing competition and intensifying crisis phenomena. In a concise educational formula, it offers a rich package of competences necessary for every manager who wants to run a modern company professionally.

Training of managerial competences is an attractive alternative to expensive, stationary academic programs such as Master of Business Administration (MBA). The topics and structure of the trainings that make up the "mini MBA" program have been developed on the basis of its author's experience gained from many years of professional practice in modern, international business and consulting.

The value of the offered program has been proven in numerous open and closed trainings organized for small, medium and large enterprises. In each case, it received the highest ratings from participants recruited from among the management staff of private and state-owned companies. It was also offered as an academic subject in study programs implemented in cooperation with the University of Wales and the University of Wisconsin.

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Knowledge and skills deficits

(...) Knowledge deficits in the processes of preparing adaptation and modernization changes identified among entrepreneurs relate to the lack or insufficient knowledge in the field of effective business management, in particular regarding the internal development of the company: developing and introducing new products to the production and service program, organizational development of the company and the self-education mechanism and acquiring new knowledge, including in the field of new information and communication technologies. Knowledge deficits are related to the lack of ability to penetrate and acquire knowledge from the environment and changing external conditions.

(...) There is no know-how in companies concerning running a business, managerial activities and production operations.

(...) The main barrier of knowledge in the processes of adaptation and modernization changes is in the management Staff and employees. Regarding the management staff, an important weakness is insufficient managerial preparation and a low level of specialist knowledge regarding the nature of the change.

(...) Knowledge deficits, identified among the managerial staff, result from gaps in education (including knowledge of foreign languages and modern management methods and techniques) and too short a period of performing managerial functions, enabling the acquisition of appropriate management experience. Managers lack knowledge about technological changes taking place in their own industry and in related industries, and the company does not have a system for observing and assessing the usefulness of these changes for the development of its own company.

(...) The key challenge faced by business leaders, managerial staff and specialist personnel of companies in the context of the implementation of adaptation and modernization changes is to combine the anticipated technological changes with the introduction and development of new products, considering macro-trends and development perspectives of their own industry.

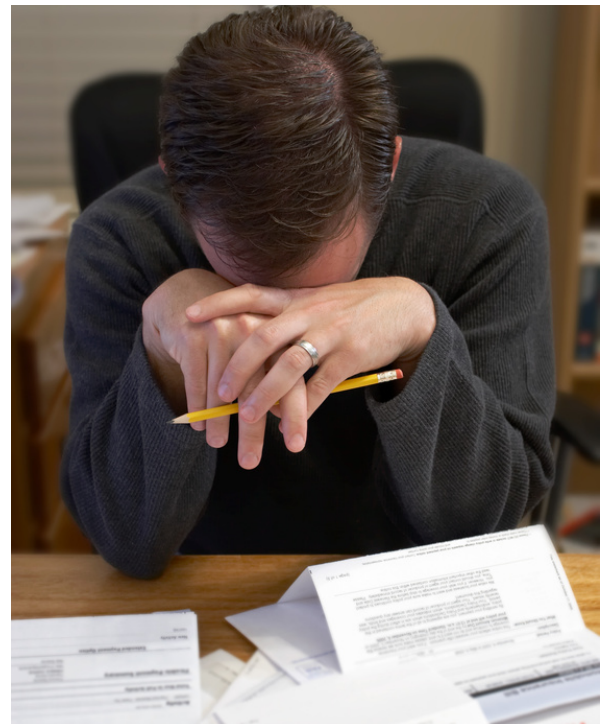
(...) Skill deficits in the processes of preparing adaptation and modernization changes occur to a similar extent in the group of entrepreneurs, managerial staff and basic staff. In the group of entrepreneurs, skill deficits in the processes of preparing a change relate to the ability to divide time between strategic thinking and conceptual work, and time related to the operational running of the business. A significant weakness of the surveyed companies is the low efficiency of managing people and the low level of interpersonal communication, which significantly affects the company's success in business. Entrepreneurs also point to the inability of companies to cooperate with the public sector. Information technology is used to a poor extent in running a business.

(...) Deficits of tools in the processes of preparation of adaptation and modernization changes in the group of managerial staff concern all types of programs as coherent sets of adaptation or modernization projects. Changes are made in the form of incidental plans and are not based on systematically created, updated and implemented programs. There are shortcomings in the planning of technological and technical changes, the development of training and professional qualifications, project management, in particular evaluation and control of the implementation of individual projects.

(...) Skill deficits of entrepreneurs in the processes of adapting and modernizing changes concern, in the basic scope, courage in risking career and money, experience in efficient management of people, and a simple lack of consistency in the implementation of the decisions taken.

Citations:

prof. zw. dr hab. Andrzej Klasik,
dr Krzysztof Wrana, mgr Marcin Budziński
ADAPTATION AND MODERNIZATION PROCESSES
IN CHORZÓW COMPANIES



mini-MBA program

The offer structures

The training program under the general name of "mini MBA" consists of three extensive modules that can be offered individually or together – as a scalable program for building managerial competences spread over time. Dividing the program into three modules, with varying degrees of detail of the presented topics, allows for flexible adjustment of the content and form of training to the individual needs of the participants.

Training modules	Duration	Additional workshop	Training type
1. Strategic management of the company	2 days	1 Day	open or closed
2. Project management in practice	2 days	1 Day	open or closed
3. Training of managerial competences	5 days	//	closed

The first and second training modules can be extended by an additional workshop day, aimed at consolidating the presented knowledge and skills. In the case of closed training, an additional day may be devoted to individual consultations devoted to the analysis of problems occurring in the company using the training.

Addressees of the training

Training under the "mini MBA " program is addressed to all those managers who intend to acquire practical knowledge and skills in the field of professional management of a modern company, and in particular to:

- middle and senior management of enterprises,
- project managers, leading undertakings of strategic importance to the company,
- employees of the strategy and marketing departments.
- reserve management staff.

The program will be very useful for those professionals who plan to build an efficient model of strategic company management, as well as for companies planning to launch new products on the market or expand into new business segments.

Working methods

The working methods used during the training allow for easy assimilation of both theoretical content and practical skills. Lectures are clear and richly illustrated with multimedia presentations. Workshops are conducted with the help of case studies, outlines, forms and spreadsheets. Professional terminology is presented in Polish and English. The optimal size of the group of participants, allowing for comfortable and effective conduct of workshops, is 10-15 people. This reservation is irrelevant if the training is limited to the lecture part only.

* * *

module 1. STRATEGIC MANAGEMENT IN BUSINESS

THEORY - TOOLS - PRACTICE

*The best way to predict the future
is to create it.*

Peter Drucker

Strategic management is the art of analytical thinking and making business decisions aimed at optimal use of the company's resources to achieve market success and build its sustainable competitive advantage. This is an art that can be critical to master in times of economic downturn and the need to radically reduce costs.

Form of training	Duration	Working methods	Tongue
Open or closed	2 days (16 hours) or 3 days (with workshop)	Lectures and workshops	Polish or English

Training objectives

The training focuses on presenting the methods and tools for managing a company that are appropriate for middle and senior management. It shows the connections between the basic and supporting business processes at the stage of analyzing the conditions for the company's development, strategic planning, budgeting, project management and organizational change management.

Training program

Lectures

- Introduction to strategic management
- The concepts of "strategic business unit" and "corporation"
- Characteristics of corporate, business and functional strategy
- Defining the company's business model
- The concept of the value chain and its practical use
- Modeling and managing business processes
- Defining the company's development vision and mission
- Analyzing the company's competitive environment (KSF, PEST, 5Forces)
- Analyzing the company's value chain
- Portfolio analysis and product life cycle analysis (BCG Matrix, PLC)
- SWOT analysis and cause and effect analysis
- Strategy mapping and building a balanced scorecard (KPIs, BSC, MBO)
- Formulation of strategic action plans and strategy budgeting (ABC)
- Project management based on PMI-BOK and Prince2 methodologies
- Rules and procedure for developing a new product
- Optimizing organizational structures
- Planning and managing organizational change
- Communication in the strategic management system
- The roles of leaders and managers in the process of strategic management

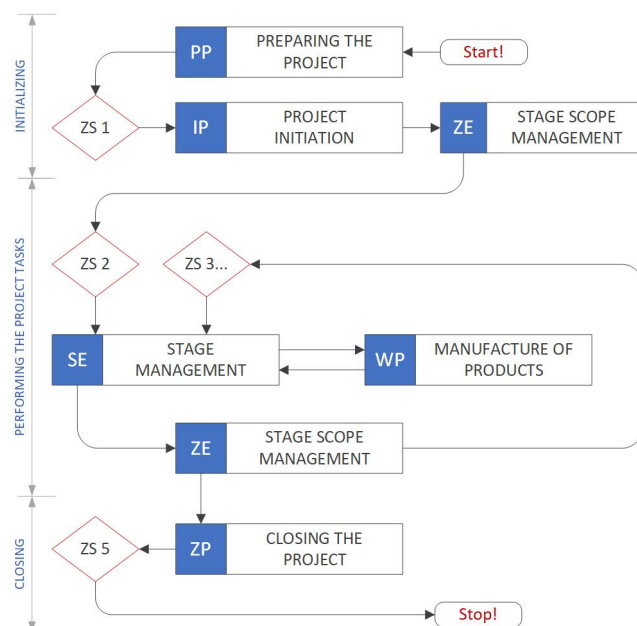
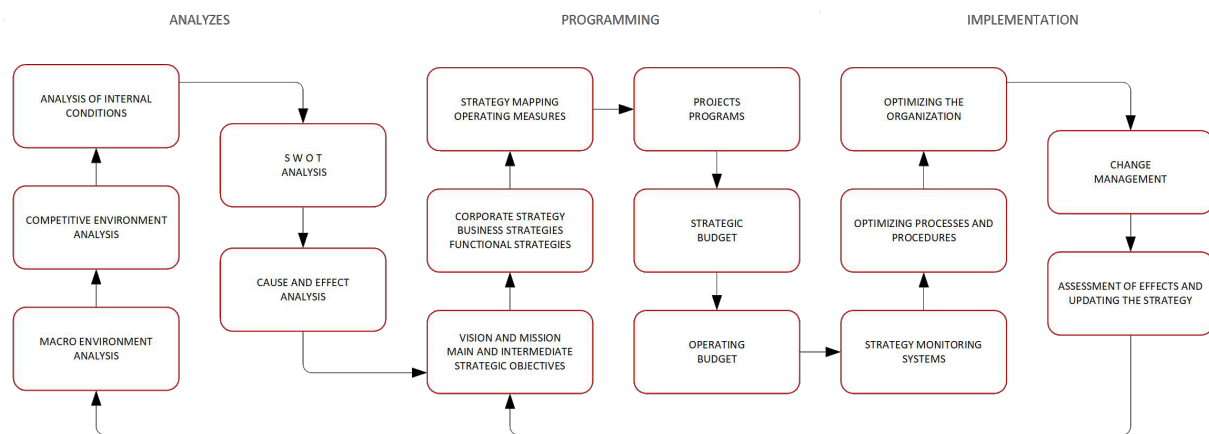
Workshops

- Identifying company stakeholders
- Identifying new areas of activity
- Identifying elements of the value chain
- Modeling of business processes
- Business process mapping
- KSF, PEST analysis (option)
- SWOT analysis with NGT technique

Optional - third workshop day

Development of a business plan for a new business

Issues: selection of the area of new activity; identifying market segments and products; choice of location; assessment of the necessary capital, human and organizational resources; setting a task list; organizing a project team; developing a business case; developing a schedule and other elements of project management necessary to launch a new activity.



module 2. PROJECT MANAGEMENT

PRACTICAL ASPECTS

*No task is particularly difficult
if you break it down into smaller subtasks.*

Henry Ford

Regardless of the mission pursued, all organizations are involved in various project, which are the basic tool for achieving strategic goals. They all also have a shorter or longer list of costly failures in their implementation...

Form of training	Duration	Working methods	Tongue
Open or closed	2 days (16 hours) or 3 days (with workshop)	Lectures and workshops	Polish or English

Training objectives

The aim of the training is to provide practical skills in organizing, planning, implementing and closing a project, allowing for minimizing project failures, in particular:

- Presenting the project as a tool for implementing strategic action plans,
- Presenting the key elements of the popular Prince2 and PMI-BOK methodologies,
- Detailed presentation of project management processes and sub-processes,
- Providing practical skills in the field of:
 - Organizing the project and the project team,
 - Calculating the profitability of the project,
 - Product-based planning,
 - Project budgeting,
 - Project risk management,
 - Project quality management,
 - Analysis of project stakeholders and the project's relationship with the environment,
 - Project communication,
 - Keeping project documentation.
- Presentation of the tasks, organization and tools of the project office,
- Discussion of the main causes of project failures.

The training program was designed based on the key elements of two popular and complementary methodologies - PMI-BOK and Prince2. In the process layer of project management, the training program refers to the Prince2 methodology, while in the field of project planning, it presents techniques taken from the PMI-BOK methodology.

In addition to standard, methodical design issues, he devotes a lot of attention to the issue of assessing business justification. It presents techniques for forecasting the profitability of introducing a new product to the market, calculating the investment repayment period and estimating the project's profitability, considering the loss of the value of money over time.

The benefits that the participants receive from the training are the acquisition of the ability to organize and efficiently run complex projects. These are in particular:

- Professional project management principles,
- Better results in less time,
- optimized use of project resources,
- Realistic calculations of the project's financial parameters,
- The ability to prioritize the implementation of project tasks,
- Proper project budgeting and execution of this budget,
- Efficient internal communication in projects,
- Proper documentation of projects.

Training program

Lectures

Introductory issues

- Project in the structure of strategic management of the company
- An outline of the history of project management
- The concept of project and project management
- Basic dimensions and design features
- Project life cycle vs. product lifetime
- The main elements of the PMI-BOK and Prince2 methodology

Organizing the project

- Main levels of project management
- Project tolerances
- Organizational structures in the project
- Organizing the project team
- Roles and tasks of project team members
- Project manager - tasks and personality
- Seven deadly sins in project management

Project planning

- Project management process model
- Processes and sub-processes in the project according to Prince2
- Project preparation stage
- Project initiation stage
- Project products
- Product-based planning
- Task groups and work packages
- Product succession diagram
- Network Diagram (PERT)
- Critical Path Calculation (CPM)
- Scheduling project tasks (Gantt)
- Resource allocation in the project
- Principles of project budgeting
- Business justification for the project
- Profit and loss analysis of new product implementation
- Profitability ratios of the company's operating activities
- Investment repayment period
- Profitability of the project, considering the loss of value of money over time
- Project risk management

Implementation of the project

- Strategic project management
- Controlling project implementation stages
- The stage of manufacturing project products
- Assigning tasks and receiving tasks
- Managing the scope of the implementation stage
- Quality management in the project
- Computer programs for project management

Closing the project

- Preparation of the project for closing
- Communication plan and reporting in the project
- Identifying follow-up actions
- Project Evaluation Review

Project documentation

- Standard management documentation
- Structure of key management documents
- Organizing and archiving documentation
- Supervision and support for the project
- Project Management Office (PMO)

Workshops

- Classifying projects

Division of projects into basic categories: groundbreaking, infrastructural, evolutionary projects and customer support projects.

- Analysis of the profitability of introducing a new product to the market

Preparation of assumptions for introducing a new product to the market; market segmentation; demand assessment; pricing strategy; assessment of the business case based on a 12-month simulation of the profit and loss account.

- The project business case justification

Calculation of the investment repayment period; assessment of the project's business case based on the discounted return on investment (NPV).

- Calculation of project implementation times

Determining task groups and Network Diagram (PERT); single time estimation (CPM) critical path calculation; critical path calculation with triple time estimation.

- Planning an economic conference

Determining the form of project implementation; organizing a project team; identifying project product groups; establishing a network diagram (PERT); critical path counting (CPM); preparation of task schedule (Gantt Chart); development of a responsibility matrix; preparation of the risk register; preparation of a communication plan.

Optional – third workshop day

Development of a business plan for a new business

Selection of the area of new activity; identifying market segments and products; choice of location; assessment of the necessary capital, human and organizational resources; setting a task list; organizing a project team; developing a business case; developing a schedule and other elements of project management necessary to launch a new activity.

module 3. TRAINING OF MANAGERIAL COMPETENCES

A MANAGER'S ESSENTIAL

*If the crew and the captain understand each other,
then no gale or storm will prevent the ship
from being brought to the shore.*

Rudyard Kipling

The program is an extended version of the "Strategic company management" training. The closed training formula allows you to adapt its content to the specificity of the industry in which the company operates and its business model. An important advantage of this formula is also the possibility for the company to obtain free consultations related to the issues covered by the training.

Form of training	Duration	Working methods	Tongue
Closed	5 days (40 hours)	Lectures and workshops	Polish or English

Training objectives:

Lectures and workshops allow you to understand the connections between numerous managerial functions performed at the strategic, tactical and operational levels of the company. After completing the training, participants will gain knowledge and skills that will allow them to:

- understand what a "strategic business unit" is,
- differentiate between corporate, business unit and functional strategies,
- learn the methods and tools for effective strategy planning and implementation,
- identify the standard elements of the strategic management process,
- identify the roles of leaders and managers in the process of strategic management,
- identify the company stakeholder groups and their impact on managers' decisions,
- identify the elements of the company's business model and its process structure,
- understand the practical meaning of the concept of the company's value chain,
- practical use of the product and industry life cycle model,
- practical use of the portfolio analysis model,
- assimilate the analytical methods used to study the company's environment,
- map the strategy and construct the operational metrics,
- construct balanced scorecards,
- formulate the strategic action plans and budgeting strategy,
- efficiently manage project, based on the PM-BOK and PRINCE2 methodologies,
- design and optimize business processes and operating procedures,
- design and optimize organizational structures,
- plan change and conduct change management,
- consciously shape the corporate governance,
- understand the importance of strategic thinking.

Training programme

Day One | Session 1

Introduction to strategic management

Lectures

- Definitions and basic terms in the field of strategic management
- Company stakeholders and their expectations
- Strategic management vs. tactical and operational management
- Economic sector, industries, markets, market segments, demand, supply, customer value
- Corporation vs. autonomous (strategic) business units
- Structure of the company's strategic plan
- The process of planning and implementing the company's strategy
- Practical aspects of the strategic management process
- Defining the company's business model
- The Value Chain concept
- Developing a new product in the context of the company's strategy
- Business process - elements and characteristics
- Processes, subprocesses, activities and tasks
- Business process mapping
- Business process management
- Corporate strategies - diversification, mergers and acquisitions, strategic groups
- Business strategies - product management, price, quality or expense dominance
- Functional level strategies
- Developing quality, efficiency, innovation and customer orientation

Workshops

- Company stakeholder mapping
- Identifying autonomous (strategic) business units
- Identifying the value chain in the company structure
- Modeling business processes

Day Two | Session 2

Basics of strategic analyzes and organization the strategy department

Lectures

- Competitive project intelligence
- Organizing the data collection and analysis process
- Analytical cycle - needs, data, analysis, conclusions, sharing
- Data sources for strategic analysis
- Data quality and reliability
- Analogy, deduction, induction, extrapolation, interpolation
- Classic methods of strategic analysis
- Challenges and risks in the strategic analysis process
- Business analyst competencies
- Analysis of key success factors
- Macro-environment analysis
- Analysis of the competitive environment
- Analyzing the company's value chain
- Portfolio analysis
- Product life cycle analysis
- Analysis of strengths, weaknesses, opportunities and threats

- Cause and effect analysis
- Functions of the strategy department in the company's organizational structure
- Structure and tasks of the strategy department

Workshops

- KSF analysis
- PEST analysis
- Analysis of five forces according to M.Porter
- SWOT analysis and Cause and effect analysis
- TQM workgroup techniques

Day Three | Session 3

Planning, implementing and monitoring the company's strategy

Lectures

- Defining the company's development vision and mission
- Analysis of examples of the company's mission and vision of development
- Setting the main and intermediate strategic goals
- The main sequence of the company's strategic goals
- The SMART principle and its implications
- Cascading of strategic goals and management by goals
- Characteristics of the main types of strategic action plans
- Examples of strategic goals and related action plans
- Principles of budgeting the company's development strategy
- Strategic control systems of the company's functioning
- Key business metrics
- Strategic vs. operational metrics
- EBITDA and other basic financial ratios
- Mapping strategy
- Strategy monitoring with balanced scorecards
- Rules for building balanced scorecards

Workshops

- Formulating the company's vision and mission
- Mapping the strategic goals
- Measuring the quality of the company's service
- Constructing a balanced scorecard

Day Four | Session 4

Practical aspects of project management

Lectures

- Characteristics of strategic action plans
- Project and project management
- Basic dimensions of the project - scope, time, resources
- Analysis of the economic profitability of the project - *business case*
- Clean project; project in a functional and matrix structure
- Characteristics of project management according to the PMI-BOK methodology
- Characteristics of the project management process according to the Prince2 methodology
- Project stakeholders
- Organizing the project team
- The principle of project planning based on project products

- Acceptance criteria for the completion of project works
- Quality management in the project
- The structure of tasks within the project - WBS
- Planning based on a network diagram
- Critical paths in the project structure
- Task scheduling - Gantt Chart
- Project card and project plan (project initiation document)
- Responsibility matrix
- Identifying and managing project risks
- Communication plan in the project
- Developing a new product

Workshops

- Analysis of the business case for the project
- Project planning

Day five | Session 5

Restructuring and change management

Lectures

- Importance of organizational changes (transformation and restructuring)
- Relationship of change planning with strategic planning
- Basic concepts and terminology in the sphere of change management
- Basic types of restructuring processes
- Distinguish between technical and "human" aspects of change management
- Organizational change management process structure
- Plan of organizational change - structure and principles of planning
- Change management team vs. project teams
- Participants of the change - sponsor, change agent, managers, employees
- Capital resource plan in the change management process
- Analyzing and optimizing business processes and operating procedures
- Analyzing and optimizing organizational structures
- Passive attitudes in the change management process and their causes
- Psychological reactions of employees to changes
- Individual approach to employee changes
- Achieving awareness, understanding, acceptance and commitment to change
- Social engineering in the process of managing organizational change
- Ten strategies for effectively engaging in change
- Communication in change management - tools and goals
- Fundamental principles in the communication process
- The roles of leaders and managers in the change management process
- Principles of shaping the right corporate culture
- Key success factors in the change management process
- Typical reasons for failure in implementing organizational changes

Workshops

- Identifying strategic projects
- Communication planning in the process of change
- Organizing a change management team