

Training Programme Efficient Management


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OBJECTIVES

Achieving greater impact
through excellent management skills



The general objective of this training programme is to familiarise managers with the most relevant and up to date concepts and techniques in general management and its different subfields, i.e. strategic and project management, organizational behaviour, human resources management, communication and leadership.

Target groups

- Managers and future managers of private companies and public institutions
- Collaborators with team management responsibilities
- Heads of departments
- Project managers
- Level 6-7 European Qualification Framework

Specific objectives

- Acquisition of knowledge and skills on the different subjects
- Application of this knowledge and these skills in practical situations
- Preparation and realization of a personal strategic project
- Development of a self-reflecting attitude
- Learning of a systemic approach

PROGRAMME

MODULES

INTRODUCTION TO MANAGEMENT | Origins | Definition and Theoretical Background | General Principles |

STRATEGIC MANAGEMENT | The 10 Steps of Strategic Management |

PROJECT MANAGEMENT | Conceiving, Defining and Implementing Projects |

ORGANISATIONAL BEHAVIOUR | Individual, Social and Organizational Aspects of human behaviour in organizations |

COMMUNICATION | Case study “Twelve Angry Men” | Efficient vs. inefficient communication |

LEADERSHIP | Famous and unfamous leaders | Leadership strategies | Case Studies based on movies focussing on leadership |

HUMAN RESOURCES MANAGEMENT | The 10 Steps of efficient HR management |

CREW RESOURCES MANAGEMENT | The 33 steps of the human factor to improve the performance of employees and to reduce errors and accidents

TRAIN THE TRAINER | Training engineering | Pedagogical engineering | Training management | Introduction to didactics / teaching practice | Training delivery

Most courses are based on books written by Prof. Dr. Marc Ant.

INTRODUCTION TO MANAGEMENT

TOPICS

Introduction

The Efficient Manager: What You Do, How You Do It

Management Theory: Essential Background for the Successful Manager

The environment of management

The Manager's Changing Work Environment & Responsibilities

Planning

Planning: The Foundation of Successful Management

Strategic Management: How Star Managers Realize a Grand Design

Individual & Group Decision Making: How Managers Make Things Happen

Organizing

Culture, Structure, Design: Building Blocks of the Organization

Human Resource Management: Getting the Right People on the Right place

Organizational Change & Innovation: Life-Long Challenges for the Manager

Leading

Managing Individual Differences & Behaviour

Motivating Employees: Achieving Superior Performance in the Workplace

Groups & Teams: From Conflict to Cooperation

Power, Influence, & Leadership: From a Manager to a Leader

Interpersonal & Organizational Communication

Controlling

Techniques for Enhancing Organizational Efficiency

STRATEGIC MANAGEMENT

TOPICS

Definition

What is strategy and why is it important?

The managerial process of crafting and executing strategy

10 of Steps Strategic Managements

Mission, Critical Incident, Audit, Problem Identification, Scenarios, Vision, Objectives, Strategy Crafting, Project Definition and Implementation, Evaluation

Core Concepts and Analytical Tools

Evaluating a company's external environment

Evaluating a company's resources and competitive position

Crafting a Strategy

Generic competitive strategies—which one to employ?

Supplementing the chosen strategy

Competing in foreign markets

Tailoring strategy to fit specific industry and company situations

Strategy, ethics, and social responsibility

Executing the Strategy

Building an organization capable of good strategy execution

Managing internal operations: actions that facilitate better strategy execution

Corporate culture and leadership: keys to good strategy execution

Monitoring the Strategy

Tools and instruments to enhance constant monitoring and controlling



PROJECT MANAGEMENT

TOPICS

Birth and life of a project

The project structure, Distribution of roles
The proposal, The initial study stage
The detailed studies stage
The development and testing stage
The commissioning stage
Post-implementation review
Apply the multi-step structure
Related projects

Managing multiple projects at once

The project portfolio
Too many projects!
Resources
An environment to manage your portfolio

Successful projects

Project teams and style
The implementation of the project
Managing profits
Planning management
Manage finances
Managing what can (or well) go wrong
Managing what went wrong (or well)
Let's change tactics!
Progress reviews, again and again
The closure of the project



ORGANISATIONAL BEHAVIOUR

TOPICS

Introduction, Personality, Individual Differences

Introduction to the study of organizational behaviour, overview of theories of personality and individual differences, measuring personality.

Motivation, Job design and Rewards

Content and process theories of work motivation. Intrinsic and extrinsic motivation. Financial and non-financial rewards. Role of job design.

Perception, Cognition and Decision Making

Models of decision making in organisations, overview of cognitive 'shortcuts' used by decision makers.

Stress management

Signification and mechanism of stress, sources, types and effects on people and organizations. Avoiding and counterbalancing stress.

Group Dynamics and Teams

Fundamental processes of teams and groups; cohesiveness, norms, conflict and speaking up. Benefits and problems linked to groups.

Communication

Introduction to communication theories processes. Mastering efficient communication techniques in order to improve one's own efficiency at work.

Leadership

Nature of leadership as a social influence. Social constructivist principles of leadership as a process of interactive co-construction between stakeholders.

Power and Politics in Organisations

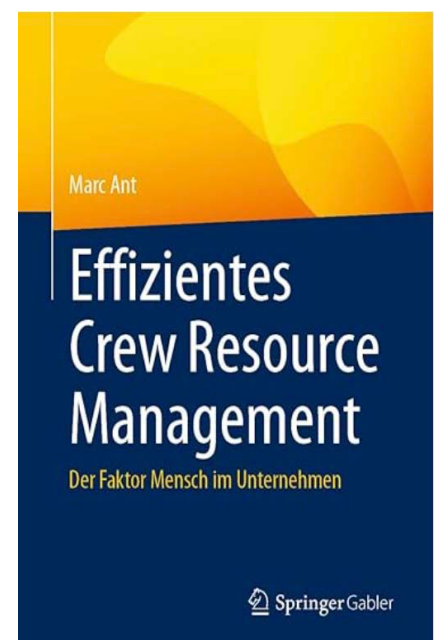
Sources of power, its uses, and abuses. Causes, patterns and consequences of organizational politics.

Creativity and Innovation in Organisations

Methods to transcend traditional ways of thinking or acting, and to develop new, innovative, and original ideas.

Culture in Organisations

The process of culture development in organisations. Effects on individual and organizational performance.



COMMUNICATION

TOPICS

Film "Twelve Angry Men"

Presentation of the film
Discussion, lessons learned
Efficient vs. Inefficient communication
Practical exercise, Meta plan

Theoretical aspects of communication

General communication model
Verbal vs. nonverbal
Communication theories

Social psychological aspects

Group dynamics, Conformity
Group think, Risky shift
Emotional management
Influence of minorities, Social perception

Practical communication exercises

Interpersonal communication
Rhetorics, Public speaking
Presentations

Interpersonal, Group and Public Communication

Relationship Development and Maintenance
Group Decision Making
Organizational Communication

Cultural Context

Intercultural Communication
Gender and Communication

Basics of Business and Professional Communication

Communicating at Work
Communication, Culture, and Work

Personal Skills

Verbal and Nonverbal Messages
Listening and Interpersonal Skills

Interviewing

Principles of Interviewing
Types of Interviews



PRESENTATION TECHNIQUES

Theoretical aspects of communication

General model of communication

Theories of verbal and non-verbal communication

The constituent elements of a presentation

Objective - theme - audience

Content - choice and structure

The development of the presentation as a process

Preparation and planning of the presentation

Definition of objectives

Theme, Title, Audience

Research, Structuring,

Creation of the presentation

Organisation and time management

Practising and training

Delivering the presentation

Introduction to the subject

Presentation techniques

Concluding a presentation

Rhetoric and intelligibility

Body language

Managing disruptive factors

Leading the discussion

Feedback

Follow-up

Assessment

Analysis of strengths and weaknesses



LEADERSHIP

TOPICS

Films "Apollo 13" and "Crimson Tide"

Presentation of the film

Discussion, lessons learned

Efficient vs. Inefficient communication

Practical exercise, Meta plan

Leadership Is a Process, Not a Position

Leadership is everyone's business

Leadership involves an interaction between the leader, the followers, and the situation

Leadership is developed through education and experience

Assessing leadership and measuring its effects

Focus on the Leader

Leadership traits

Leadership behavior

Leadership and situation

Transactional and transformational leadership

Charismatic and superleadership

Focus on the Followers

Communication

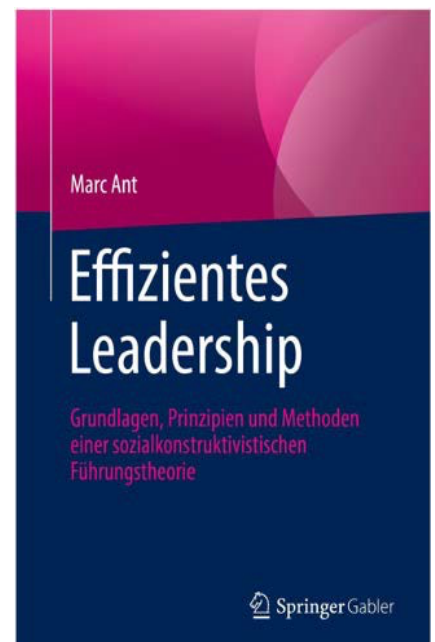
Motivation, delegation and performance

Groups, teams, and their leadership

Leadership Skills

Basic leadership skills

Advanced leadership skills



HUMAN RESOURCES

TOPICS

Personnel policy

Corporate strategy, HR policy
Charter of values

Workforce planning

Personnel requirements planning, job descriptions
Budgeting

Personnel marketing

Branding
Marketing measures

Recruitment

Internal Channels
External Channels

Personnel selection

CV analysis
Selection interviews, selection tests

Human resource development

Vocational training
Career development, incentive systems,
employee evaluation

Personnel communication

Internal and external communication

Leadership

Motivation, Delegation
Feedback

Personnel safety / health management

Safety and health at work

Redundancy

Release procedure
Outplacement



CREW RESOURCE MANAGEMENT

TOPICS

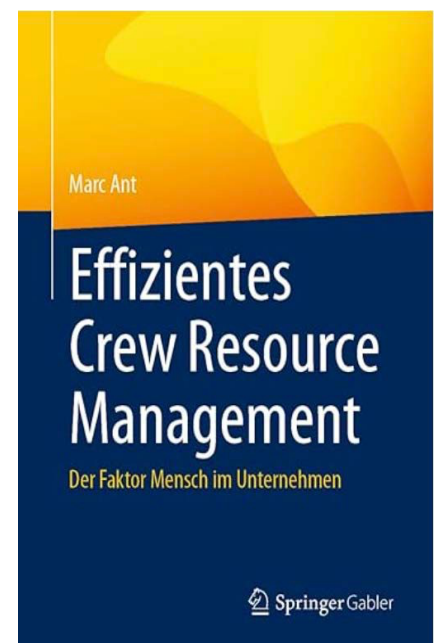
Definition of Efficient Crew Resource Management (ECRM)

Theoretical aspects of ECRM

Methodological aspects of ECRM

Content-related aspects of ECRM

- Workload management
- Attention
- Automation
- Threat management
- Emotion management
- Decision making
- Error management
- Group dynamics
- Heuristics
- Information processing
- Communication skills
- Skills management
- Conflict management
- Concentration
- Coordination, co-operation, collaboration
- Leadership
- Performance
- Monotony
- Motivation
- Fatigue
- Multitasking
- Problem solving techniques
- Risk management
- Safety culture and management
- Situational awareness
- Strategic management
- Stress management
- Startle and surprise
- Reliability
- Vigilance
- Perception
- Resilience



TRAIN THE TRAINER

TOPICS

Training engineering

Company environment
Organisational context
Definition of a company training strategy
Description of employment-related activities
Development of skills frameworks

Training projects

Identification and analysis of training needs
Development and implementation of training plans
Organisation and planning of practical training activities
Implementation of measures to evaluate training activities

Learning design

Design, develop, practise and implement training methods, tools and instruments
Design of training measures
Development of training modules and sessions
Structuring of training sessions

Psychology of learning

Psychology of learning and training
Learning styles, obstacles to learning

Training techniques

Implementation of training methods, tools and instruments
Use of audiovisual aids and teaching resources
Communication with a learning audience
Answering questions
Involvement of the audience
Ensuring feedback



Précis d'ingénierie du projet de formation en entreprise

De l'analyse des besoins à la réalisation de mesures
de formation professionnelles efficaces

Prof. Dr. Marc Ant

Les Cahiers des Centres de Compétences de l'Artisanat
4 / 2024



Précis d'ingénierie didactique en formation professionnelle

Du processus d'apprentissage aux
techniques de formation professionnelle efficaces

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6 / 2024

SPECIFICATIONS

PRACTICAL ORGANISATION

- Interactive Training Sessions
- Duration 4-8 hrs per subject
- Optional
 - Workshop sessions with practical exercises
 - Duration 4-8 hrs per subject
- Optional
 - Individual coaching sessions
 - Duration 1-2 hrs per session

The training course can be organised either as a complete programme over a period of 1 year with one session per month, or individually as a selection of subjects over a shorter period of time

• TRAINING METHODS

- Presentations by trainer and participants
- Self-learning on the basis of an appropriate documentation
- Analysis of problem settings and discussion of solutions
- Group discussions, Case studies
- Viewing and discussing of movies
- Project work, Metaplan sessions
- Individual coaching
- Permanent feedback on personal development

• COURSE MATERIAL

- For each training course, extensive course materials will be provided

• TRAINING LANGUAGES AVAILABLE

- FR, DE, EN
- All training material can be provided in all the languages.

• PEDAGOGICAL METHODS

- **Seminars:** Development of Knowledge
Learning the fundamentals of management through active and participative training sessions
- **Workshops:** Development of Skills
Applying management concepts in practical situations and in the framework of teamwork
- **Coaching:** Development of Attitudes
Investment in the personnel development of participants while elaborating and implementing an individual strategic project through coaching sessions

Prof. Dr. Marc Ant

Biographic Summary

Education	2004 1993 1987	Doctoral thesis (<i>summa cum laude</i>) Master's degree in psychology Bachelor's degree in pedagogy
Professional experience	2016-2024 2004-2016 2012-2016 1999-2004 1995-1999 1993-1995 1989-1993	Luxembourg Competence Centres for the Crafts Sector Founder and managing director Bonn-Rhine-Sieg University of Applied Sciences (D) Professor of Communication and Organizational Behaviour Academic Director of MBA- and Bachelor's Programmes Dean of the Faculty of Business Administration Luxembourg Management Institute (LMI) (L) Consultant / Trainer / Coach European Investment Bank Occupational Health Psychologist Kyungpook National University, Daegu (South-Korea) Visiting professor in organizational behaviour University of Luxembourg Visiting professor in strategic management Études et Formation S.A. (L) Managing-director of business consulting firm Technical Assistance Office of the Leonardo da Vinci programme, European Commission (B) Head of research department National Institute for Continuing Training, Luxembourg Project Manager Banque Générale du Luxembourg Training manager
Profile		Academic lecturer Researcher Consultant Trainer Training manager Manager of training institutions
Expertise		Psychology: Organizational behaviour, Social psychology, General psychology, Management: Strategic management, Human resources management, Leadership, Project management Communication: Communication theories and skills, Rhetoric, Presentation techniques Training management and engineering
Sectors of activities		Vocational Training sector Construction industry and crafts sector Public administrations Health sector Banking and insurance industry
Publications		22 books and 120 scientific articles on management and training topics

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