

PROFILE OF MNG CENTRE Ltd

ABOUT US

The main field of work at MNG Centre is developing practically usable competence of individuals and organizations, **through a variety of methods and forms of training (learning), and professional development.**

We were initially founded in 2005, and later, in 2008, the transformation to a Limited Liability Company was made .

The basic idea at MNG Centre has been established through all forms of learning in which **participants gain useful, practical skills**, or relevant experience through the learning process **that will help them to improve their own performance**, i.e. to perform their jobs better and more efficiently. All our forms of learning are focused on one goal: to gain knowledge, skills or attitudes (behaviour), and after training, to implement these in a real working environment.

Our mission is oriented towards all individuals, who we want to support in the acquisition of knowledge, skills and attitudes for successful work, career development, professional mobility and employment, as competencies are what the individual offers to the labour market.

AREAS OF WORK WITHIN MNG CENTRE

- Continuous Professional Development and Training of Managers and Employees through the use of different short forms of learning, in open and in-house options;
- Training for a Qualification (longer training programmes) using face-to-face, e-learning and other methods;
- Development and organization of various forms of training/learning in the workplace;
- Certification(verification and validation) for Competence of individuals in accordance with the standard ISO 17024;
- Leading the National Representative Office for EBC*L in Serbia and Certification of Management and Business Competencies within the EBC*L system ;
- Providing Advisory Services in the field of Internal Training Systems and Performance Management Systems;
- Development and Management of Projects for national and sub-national institutions in the field of Systems Development for the development of skills, Knowledge Management, and other areas of development for socio-economic infrastructure;
- Publication of manuals, technical books and publications;

Over the past years of operation, according to different business indicators, **we have become one of the largest regional platforms** for training and to support competence development of employees, in the economy and the public sector.

Our open and in-house training and other forms of learning (workshops, conferences, longer certificated training programmes etc.), **have so far been attended by more than 35 000 participants, and about 2 050 educational activities held.**

We have a modern and fully equipped Training Centre which consists of an area of 550 m2, including several training halls and full comfort for the participants of our training and other forms of learning.

In order to ensure quality **we apply the guidelines for the ISO 10015 standard – Quality Assurance Training.**

We cooperate with more than 60 partner organizations from the public and private sectors who share our commitment to delivering superior quality and excellent service.

RESULTS OF WORK AT MNG CENTRE

The results and the quality of our work are best understood from the following data:

- So far we have developed and include **in our offer more than 450 active training topics**. On an annual basis we develop about 20 per cent additional new teaching programmes.
- We have developed **45 qualifications – Certificated Training Programmes and professional training based on the „competency based“ principle** and this is finalized using the methods of Assessment and Certification of Competencies (Certification).
- **Our expertise in the field of Training and Professional Development** is recognised by a multitude of experts from international and national institutions such as the UN Development Programme (UNDP), the official agency of EU education - ETF, the Institutions of the Republic of Serbia and others, which have shown confidence and invited us to realise concrete, measurable and result-oriented projects in the field of vocational education and training.
- So far, we have implemented 25 international and national Projects in the fields of development of systems for **Training Needs Analysis, Analysis of Competency Needs, Early Recognition of Qualification Needs, Entrepreneurial Training, development of a System for Professional Qualifications Training. The System for Training in the Workplace (mentoring and coaching)** and training the unemployed, etc., which we carried out for government institutions or institutions at the local level, and the useful results of this work are measurable and practical.
- **We are accredited by EBC*L International** and lead the National Representative offices for Serbia for the European Business Competence Licence - EBC*L;
- **We cooperate with over 260 top National and International Experts and Trainers** whose basic characteristic is the experience of working in a real business environment and have practical expertise;
- **More than 35 000 satisfied participants** from companies and institutions in Serbia and the region have passed our training programmes, which have become known for their practical usability and skills development;
- We are one of the few organisations in the European context, **which applies the guidelines of the ISO 10015 standard** – the Quality of Training for Employees as well as the corresponding elements of the British Investor in People standards.
- We have built up a **system for Quality Assurance in Training** which consists of procedures and instructions for a Developed Set of Indicators for Quality Control.
- We are guided by the **guidelines of the ISO 17024 standard**, in the process of certification of personnel, and in the process of acquiring qualifications.
- From 2007, we have trained and certified 23 organizations in Serbia for the implementation of the EBC*L standards.
- The EBC*L examination was passed and **certified by more than 2 430 individuals** from all target groups of business leaders and company employees as well as the unemployed and students.
- We have established a **portal for e-learning** (<http://mngcenter.bitmedia.cc/static/mngcenter/en/startpage.ihtml>) and Knowledge Management, successfully combining classical and e-learning in the form of so-called blended learning.
- We have translated into Serbian **the famous international e-learning programme, „Easy Business“**, which is part of our Portal for e-learning and Knowledge Management.

- **We have published 12 books – manuals and an e-learning programme** for managers and entrepreneurs.
- Within **MNG Centre** there is a **Library containing more than 500 reference titles** (mostly in English) in different functional areas of business, from Human Resources and Management to Controlling. The Library is available to the users of our services. In addition to the Library in the physical form, MNG Centre has a comprehensive electronic data base of knowledge in the field of Human Resources Development, which contains more than a thousand titles and is made up of scientific and technical papers, manuals, text books, tools for use in the organizational environment and the like.

Also, we have a **base of our own professional materials (scripts), case studies, exercises, e-learning programmes and other didactic means** that **Training Managers and Trainers of MNG Centre** use to develop and deliver training.

SOME OF OUR CLIENTS ARE:



TRAINING CENTRE

MNG Centre has a modern and fully equipped Training Centre of 550 square metres of floor space, providing comfort for all participants of our training and education. The Training Centre has been established with the best global practices and the highest standards for equipment.

Within the Training Centre are:

- Three training/conference halls (one of 80 m2 and two smaller, each of 40 m2);
- Two halls for rest and refreshment of trainees, equipped for serving coffee, tea and juices as well as for catering;

Details of Training from MNG Centre:

TRAINING AND PROFESSIONAL DEVELOPMENT BY MNG CENTRE

We have developed and are implementing over **450 different training sessions** that have different durations, methodology and approaches, and which are designed for all levels of employees. Their main characteristics are: a deep specialist character and orientation towards solving the problems that arise in practice. To achieve this we apply methods for the development of „**competency based**“ training programmes (practical applicability in the workplace), which represent the ruling methodology for the development of training programmes focused on results.

We cover the following Business:

- Finance, Accounting and Taxes
- Legal Affairs and Legislation
- International Business, Trade, Shipping
- Production Management, Quality and Health and Safety at the Workplace
- Business and Management Skills
- Human Resources Management, Training and Development
- Marketing, Sales and Purchasing
- Information Technology

CERTIFICATION OF COMPETENCE

MNG Centre has developed standards of competence for the purpose of their certification by adhering to the guidelines and requirements of the international standard ISO 17024 (Certification of Competence of Personnel) as well as the ISO 10015 standard which prescribes the Quality of Training Employees.

Some of the Certifications are:

- Certified Manager for E-business
- Training in Leadership and Management Skills
- Certified Human Resources Manager
- Certified Protocol Manager
- Certified Manager for Culture
- Certified Business Secretary
- Certified Associate in Labour Relations
- Certificate of Basic Business Skills

- Business Process Management
- Certified Web Designer
- Preparatory Training for the examination to obtain the Licence for Bankruptcy Trustee
- Preparatory Training for the professional examination for Chemical Advisor according to the Law on Chemicals
- Preparatory Training for the professional examination for Public Procurement
- Preparatory Training for the professional examination for obtaining a licence for a Real Estate Agent

EBC*L – EUROPEAN BUSINESS COMPETENCE LICENCE

MNG Centre has been an accredited Institution since 2006, that meets the high quality standards required and is the **National Representative for the EBC*L Certification System** for Managerial Competence.

Based on these facts, the candidates who have qualifications in Management and Business Administration have the opportunity to acquire an integrated EBC*L qualification together with the MNG Pro Cert certified (appropriate qualification) as proof of professional competence. In this way, candidates acquire two certificates: MNG Pro Cert and EBC*L International.

Knowledge and skills which are certified by the EBC*L International qualification are recognised by employers and Public Institutions around the world.

EBC*L qualifications are currently acquired in over 50 countries worldwide.

EBC*L LEVELS

Level A

- Accounting
- Financial Indicators and Ratios
- Cost Accounting
- Business Law

Level B

- Business Planning
- Project Planning
- Business Analysis
- Marketing
- Sales
- Investment Analysis
- Financial Planning / Budgeting
- Methods of Financing Business
- Profitability Analysis

Level C

- Human Resources Management
- Controlling-Management Accounting

In Serbia, **more than 2 430 people have passed the EBC*L International certification.**

PUBLICATIONS

MNG Centre is dedicated to the ideas of improvement and knowledge transfer. Therefore, publishing is an important activity for MNG Centre.

MNG Centre has so far published several titles and a single programme for electronic learning for the needs of Business and the Public Sectors.



**Manual for the Study of
Transfer Pricing**



**Manual with Tools for Performance
and Evaluation of
Employees**



**Manual with Tools for the
Development of Skills**



**Manual with Tools for Preparation,
Development and Evaluation of Training
Needs Analysis**



Injuries at Work and Occupational Illnesses-Praktikum



Public Procurement in Practice, issued 2010



Manual to Prepare for Exams for the European Business Competence Licence EBC*L Level B



Manual to Prepare for Exams for the European Business Competence Licence EBC*L Level A

ADVISORY SERVICES

MNG Centre offers the following Advisory Services in the field of improving organizational efficiency and development of a system for Competence and Performance Management:

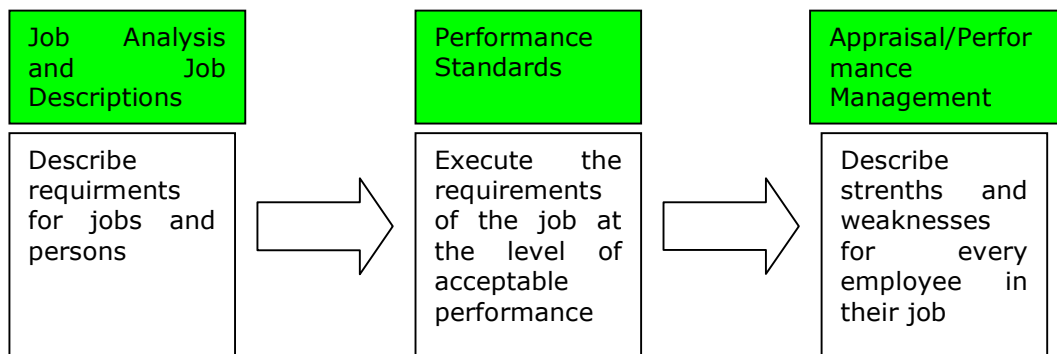
1. Reorganization and Reengineering of Business Models and Business Processes:

1.1. Improvement and Systematization of Jobs and Wage System

Within this group of Advisory Services, with a top team of experienced professionals we perform the following:

- Analysis of the current situation / Analysis of the structure of Employees
- Analysis of jobs and defining quality and business process-based job descriptions
- Evaluation of operations
- Stimulative payment of wages

The analysis of business processes, organizational units and tasks can be significant for improvement. Responsibility, span of control, the level of decentralization, specialization and coordination methods are **elements** of the organization that **can be changed in order to enhance efficiency and effectiveness of operations. From the description of duties / tasks performed by employees, the validity of the organization, in a large part, can be seen**, from the standpoint of labour and utilization of work time. Description of tasks can be used for expedient allocation of tasks and for greater use of working time.



1.2. Employee Performance Management (Performance Management/Appraisal Systems) and the Establishment of Performance Indicators for the Workplace

The Performance Management System, among other things, **enables measurability and documentation to achieve the objectives** of the work and competence of staff. Establishing a Performance Management System consists of the following activities / phases:

Establishing Objectives (SMART technique) for the Employee, including:

- Job Analysis RM; establishing performance standards;

- Identifying the behaviour that the Organization requires (Competence Framework);
 - Documenting the agreed objectives;
 - Developing a personal plan for development and training
- Procedure: **the performance of work in accordance with defined standards** in order to achieve defined objectives
 - **Monitoring: check the progress** in achieving goals, providing feedback and continuity of the process
 - **Staff Appraisal** and periodic interviews with employees: maintaining periodic meetings for analysis of progress achieved and achievements in the attainment of defined goals.

1.3. Evaluation of Tasks in the Workplace and Analysis of the System for Earnings (Compensation & Benefit)

Evaluation of activities is standard procedure in restructuring the organization if it is based on relevant criteria that would **establish the relative value of jobs** and improve the salary system (to be based on the principles of efficiency and effectiveness). The evaluation is **based on the definition of the criteria and elements of the criteria** used for comparison and evaluation of different activities such as: the complexity of the job (necessary knowledge, experience, ability, skill and leadership), responsibility (for the process, safety, facilities and information), effort (mental and physical) and working conditions (working environment and working hours). Based on the significance of certain criteria and elements of criteria every job carries a certain coefficient which shows the overall quality or value of that job and that affects the calculation of earnings.

1.4. Analysis of Needs for Competencies of Employees

The aim of this activity is to analyse the need for competence (technical and behavioural) based on the demands of the workplace and competency standards for each individual employee to improve performance and training.

1.5. Analysis and Mapping of Business Processes and their Improvement – Business Process Management

Business Process Management includes:

- Review of the structure of the business system,
- Defining the jurisdiction and responsibilities in the business system,
- Determining the division of labour,
- Organizing the business system,
- Business System Management,
- Defining a model of the business system and its subsystems,
- Discovering places and courses of poor performance, low productivity, slow work and exceeding deadlines, increased costs, poor rivalry, insufficient business efficiency,
- Application of requirements for International Standards (ISO 9000, ISO 14000, HACCP).

1.6. Analysis of the Organizational Structure and Design of New Organizational Model

1.7. Creating a Competency Frameworks and other Business Standards

The Framework for Competencies is the standard in terms of personal competencies (attitudes and behaviour). This document and the tool provide clear indicators of behaviour required of employees. The Competency Frameworks serve to manage behaviour of employees, in terms of support to employees, that their behaviour enables the development of organizations, to achieve performance and develop their behavioural skills.

2. Management System:

2.1. Establishing Managerial potential among Employees on the basis of standardized internationally recognized Tools.

The aim of this activity is to assess potential employees for leadership roles at all levels of management.

2.2. Training of Managers with modern Methods and Techniques of Management in accordance with best global practice.

In order to establish a management process based on best global practices, improving productivity as planned and reaching the set of KPI (Key Performance Indicators) MNG Centre offers the following Consultancy Services:

- Establish an internal system for professional development of managers through the use of standards for management (Competence Framework, Role Model Management, etc.), in order to improve the management process at all levels and to establish a common understanding of the business process of management between all levels of management.

The Training of Managers includes at least the following:

- Strengthening the process of delegation,
- Setting periodic targets for employees,
- Monitoring implementation,
- Conversation and communication with employees about performance,
- Providing feed-back,
- Conflict Management and Solutions,
- Implementation of business and corporate standards,
- Establishment of control mechanisms,
- Enhancing personal and organizational effectiveness,
- Conduct meetings and negotiations,
- Time Management and tools and methods for successful organizing and self-organization
- Project Management (in the sense that each job, time-bound, with defined objectives and results can be organized as a structured set of activities)

3. Implementing and Managing Change in Organizations:

Professional methodological work based on achieving the desired organizational culture in the Company through work and group communication (workshops) with managers, employees, union representatives, identification of (non)formal leaders and the like, results in an improved business climate, proper managerial communication and consequently in job satisfaction and increased productivity.

4. Support to Enterprises in establishing HR Functions

PROJECTS

SOME OF THE PROJECTS THAT WE HAVE IMPLEMENTED:

- „Support to Tourist Destinations in Central and Mountainous Regions of Montenegro”; Client: German Federal Ministry for Economic Cooperation and Development, and the Ministry of Foreign Affairs of the Kingdom of Norway
- „Certified Manager E-Business – Improving the Professional Skills of SMEs in Electronic Business”: Client: Ministry of Culture, Media and Information, and the Information Society of the Republic of Serbia
- „Project: Bor Regional Development Project - provision of EBC*L Training in Bor for Socio-economic Regeneration Component”; Client: World Bank, Ministry of Economy and Regional Development of the Republic of Serbia
- „Support for the Development of EBC*L and E-learning in Serbia”; Client of the Project: Austrian Development Agency (ADA);
- „Developing a Methodology for Training Needs Analysis at the National Level”; Client: ETF- official EU Agency for Education;
- „Analysis of Skills Needed in the Economy for the three countries of the Western Balkans”; Project supported by: SPARK (Netherlands);
- „Establishing a network of Examination Centres EBC*L in AP Vojvodina”; Client: Provincial Secretariat for Education and Culture”;
- „Equal – Competitive”- Development and Training for the Development of Managerial Competence for Directors of 34 Companies and the creation of a Draft Document on the System of Training for Persons with Disabilities. Client: UNDP;
- „Agribusiness - EBC*L”. Client: Provincial Secretariat for Agriculture, Forestry and Water Management;
- „Employed-Empowered” – performance of training in 5 towns in Serbia for 500 participants; production of 3 Manuals, conducted 3 round-tables on the Employment of Vulnerable Groups in the Labour Market;
- „Turn Around Management Project”- training of representatives from 17 companies for Management of Human Resources. Client: EBRD;
- „Creating Local Economic Development Strategies for Municipalities of Northern Banat”. Client: The Executive Council of AP Vojvodina;
- „Development of a System for Analysing Training Needs in the Countries of the Western Balkans”. Client: SEECEL.

CONTACT INFORMATION:

MNG CENTRE doo
Jevrejska 24/III, 11000 Belgrade
Tel: +381 11 3284-269, 3284-761
Fax: +381 11 3284-485
Mobile: 063 70-111-20
E-mail: office@mngcentar.com