



BUSINESS EFFECTIVENESS ***(POSLOVNA UČINKOVITOST)***

is announcing professional education

„SCHOOL OF CONTROLLING“

Belgrade, Holiday Inn
22. – 25. November 2010

DESCRIPTION AND GOALS:

After receiving positive feedback from participants in several Croatian cities, Business Effectiveness Ltd. (Poslovna učinkovitost Ltd.) decided to organize this four day professional education in Belgrade.

As an assurance of quality and distinctiveness of this education Business Effectiveness Ltd. offers its experience from implementation of controlling in practice and organization of controlling seminars.

Education is intended to all professionals who recognized the importance of controlling in practice and want to upgrade controlling in their companies. This education is also recommended to the professionals who are going to implement controlling in their companies.

The goal of the School of Controlling is to contribute to development of the controlling as a profession and dissemination of the knowledge among controllers and those who want to become controllers or are simply interested in this subject.

Education also provides with a unique opportunity to meet peer practitioners from other companies. This aspect of education will also contribute to personal and professional development of each participant.

Participants will be able to use gained knowledge in business practice very easily because this program is executed in interaction with lecturers and other participants through examples and exercises from real life business practice.

Participants are kindly asked to bring their own laptops since exercises are done in Excel.

Participation fee covers education materials, CD with practical examples in Excel, certificate from Business Effectiveness Ltd., lunch and refreshments during breaks.

WHO SHOULD ATTEND:

- Owners and managers who want to get acquainted with importance and practical possibilities of controlling aimed at improving business effectiveness,
- Professionals in controlling, finance, accounting and internal audit who want to expand their knowledge of controlling.

PROGRAM:

DAY 1

- **Implementation and Organization of Controlling in Company**
 - Concept and content of controlling
 - Implementing procedure for controlling
 - Organisation of controlling in the company

- **Business Planning**
 - Concept and content of business planning
 - Profit and loss statement planning model
 - Cash flow planning model
 - Balance sheet planning model

DAY 2

- **Instruments of Strategic Controlling**
 - Strategic goals of the company
 - Balanced Scorecard
 - Benchmarking
 - Potential analysis

- **Instruments of Operational Controlling**
 - Operational goals of the company
 - ABC analysis
 - Break-even analysis
 - Contribution margin

DAY 3

- **Required Profile for Controller**
 - Controller's professional competencies
 - Controller's psychological competencies
 - Sociological prerequisites and threats to implementation and organization of controlling

- **Project Controlling**
 - Concept and role of project controlling
 - Controlling of project phases
 - Evaluation of projects

- **Management Reports in Controlling**

- Main types and goals of management reports
- Presentation styles of management reports
- Communication skills

DAY 4

- **Accounting in Controlling**

- Basic breakdown of accounting principles
- Relationship between accounting and controlling
- Preparation of accounting reports for controlling

- **Investment Controlling**

- Basics of capital budgeting
- Types of investment projects
- Methods for evaluation of projects' profitability
- Risk assessment at capital projects

- **Application of Excel in Controlling**

- Financial statement analysis
- Risk analysis
- Excel models for investment projects

- **Certificates of Attendance for School of Controlling**

TRAINERS' CVs:



Mladen Meter, MSc is a business consultant and a managing director *Business Effectiveness Ltd. (Poslovna učinkovitost Ltd.)* for business advisory in controlling, finance, accounting, internal audit and ERP/SAP. The company was founded after many years of professional experience on management positions in international companies (Kaufland, Generali, Basler). In 1999 graduated at Faculty of Economics in Split and in 2005 finished postgraduate study at Faculty of Economics in Zagreb. In 2006 completed Controlling Stufenprogramm at Österreichisches Controller-Institut in Vienna and received Controller Diploma. In 2009 completed General Management Program at IEDC Bled School of Management and from 2008 certified internal auditor for banks and financial institutions as well as information systems. He is lecturer at controlling course at Zagreb School of Economics and Management and from 2008 board member of Croatian Controllers Association.



Jelena Zelenbrz, MA in Psychology, is working in Human resources field for more than five years. She worked in the Horizont International, Agency for Human Resources Development, as a director of HR consultants, trainer for soft skills (communication skills, conflict management, motivation, stress management etc.), employee selection, psychological assessment and management consulting specialist. She developed and implemented other HR activities for clients in tourism, informatics, real-estate, civil engineering, automobile industry and others (development of systematization of working places, employee satisfaction survey etc.) She got the MA degree in psychology at University of Philosophy in Zagreb. She finished the cognitive-behaviour therapy school, NLP and education for trainers.



Marko Lončarević, PhD is business consultant at *Business Effectiveness Ltd. (Poslovna učinkovitost Ltd.)* for business advisory. Past five years he worked as a business consultant for a global audit and advisory company KPMG. He is specialized in the area of business processes improvement as well as in review and improvement of business information systems. During his academic and professional careers he has gained extensive experience in company restructuring (state and privately owned companies). Marko received his master's degree in 2005 from the Faculty of Economics in Zagreb (Application of the Balanced Scorecard in Croatian companies). In 2008 he received his doctorate degree from the Faculty of Economics in Rijeka (Restructuring of Croatian Railways). From 2002 until 2005 he was an employee of Končar Elektroindustrija where he worked on the operational implementation of the development and production of a new line of city trams for the city of Zagreb. He has published several papers in foreign and domestic, internationally reviewed journals.



Tanja Rukavina, MSc graduated and holds master degree in Macroeconomics, Faculty of Economics in Zagreb. She also holds diploma from London School of Economics in the field of business valuations. Her specialties are accounting, finance, controlling and business valuations. She possesses long-term managing working experience in the finance and accounting in companies as Peugeot, PLIVA and Nestle, while in Overseas Express / UPS and COLAS Group / Cesta-Varaždin, she worked as finance manager at the first and later as well as the President of the Board. Tanja currently works as director and consultant in the company Abak usluge d.o.o. specialised in accounting, finance, consultancies and trainings.



Dušan Banović, MSc is a business consultant at Business Effectiveness Ltd. (Poslovna učinkovitost Ltd.) for business advisory. He has extensive knowledge from the field of finance, accounting, controlling and internal audit that he gained working at managerial positions of large regional companies like Gorenje, Droga Kolinska and M SAN Group. His international career also encompassed work at International Medical Corps, US nongovernmental organization, where he was involved at implementation of various medical projects in the countries of East Africa.

He finished MBA program at the Faculty of Economics in Ljubljana, Slovenia. He is also a member of Croatian Association of Corporate Treasurers and Croatian Controllers Association, and candidate at CFA and ACCA programs.



Renata Fijan, prof., NLP DV trainer, hypnotherapist and coach

Humanistic oriented in her interests and education, she has been working for ten years as Human Resources Specialist in big international trade and insurance companies.

As an independent trainer and business schools associate, she is making numerous trainings in the field of communication skills, human resources management and personal development and transfers her rich experience to the participants.

Renata graduated in German and Italian language and literature at the University of Zagreb.

After several years of experience in teaching and tourism, she specializes in Human Resources Management. In the last five years she gained proficiency in the field of Neuro-Linguistic Programming (NLP) and Coaching.



Tonći Jelić, MSc started his career in process industry and continued in finance industry. For more than one and half decade he is active in insurance sector. He acquired business experience in international operating insurers such as Generali insurance, Basler insurance Zagreb and Merkur insurance on leading positions as board member, director of different sectors and department leader. Also, he was the project leader for founding one respectable insurer. In focus of his business interest is measuring and improving processing of business cases.

In several companies he was a company's representative in board of Croatian Insurers Bureau (Bureau of Green card), member of committee for non-life insurance at Croatian chamber of commerce, as well as representative of Croatian Insurers Bureau at National program for traffic security.

In focus of his interest are product management, product controlling and project management. He finished scientific graduate study at faculty of Economics in Zagreb.



Renata Kostić, MA in Psychology, she worked in Horizont International, Agency for Human Resources Development, as a trainer and coach for soft skills with groups and individuals. She developed various trainings in communication skills, conflict management, motivation, stress management, change management etc. She developed self-development program based on principles of transactional analysis.

She got the MA degree in Psychology at University of Philosophy in Zagreb and finished four year training of transactional analysis in the psychotherapy field. She attended numerous workshops in TA organizational field as well.

Notice: within stated period of performance, Poslovna učinkovitost Ltd. retains the right to change the sequence of particular classes of this education, if necessary. Six speakers were anticipated for execution of the entire program, but eight were presented so that in a case if someone is prevented, we could guarantee undisturbed performance on the same level of quality.

APPLICATION FORM:

NAME OF EDUCATION	SCHOOL OF CONTROLLING
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INFORMATION ABOUT COMPANY

Name	
Address	
Registration/tax no.	
Phone	

INFORMATION ABOUT APPLICANT

Name and surname	Position	E-mail

Registration can be done using following web: **www.poslovnaucinkovitost.eu** or by sending company and applicant's data to this e-mail: **info@poslovnaucinkovitost.eu**.

Participation fee for four days education amounts to **990,00 EUR** and can be paid **at the latest of 17.11.2010.**

Bank: Privredna banka Zagreb, Račkoga 6, Zagreb, Croatia

Bank account no.: 2340009-1110356112

IBAN: HR6023400091110356112

SWIFT CODE: PBZGHR2X

Eligibility for discount:

- **10%** - for 2 applicants from the same company (**unit price 891,00 EUR**)
- **20%** - for 3 or more applicants from the same company (**unit price 792,00 EUR**)

In case that applicant is not able to attend the education, it is possible to make refund of paid amount but reduced for 25% of administration costs. To request a refund it is necessary to send an e-mail up to latest of 17.11.2010. After that deadline it is not possible to achieve refund, but it is possible to send a replacement for missing participant. Poslovna učinkovitost Ltd. retains the right to cancel this education in case of insufficient number of applicants and commits to returning all in advance paid funds until 26.11.2010. Customers must bear all banking costs by while VAT should be calculated based upon address of service recipient.