"Managing Your Business in Today's Dynamic Environment"
Sponsored by EBRD's Small Business Initiative Team
Joint Vienna Institute: 4 to 9 October 2015

DAY	TIME	SESSION
Sunday 4 October	**19:00**	• **Welcome Dinner**
Monday 5 October	**09:00**	• **Introductions / Objectives / Expectations** *Coffee Break* • **Trends in the Business Environment** *Group Photograph* *Lunch* • **Practising Decision Making Skills** *Coffee break* • **Developing a Strategic Approach**
Tuesday 6 October	**09:00**	• **Adaptive Strategy Formulation** *Coffee break* • **Adaptive Strategy Formulation (continued)** *Lunch* • **Key Elements of Effective Leadership** *Coffee Break* • **Key Elements of Effective Leadership (continued)** • **Participant Presentations 1**
Wednesday 7 October	**09:00**	• **Organisation Culture and Change** *Coffee break* • **Organisation Culture and Change (continued)** *Lunch* • **Presentation by Kaori Ishimaru, EBRD: Investing in Small Businesses, Building Big Economies** *Coffee Break* • **Participant Presentations 2** *Course Dinner*
Thursday 8 October	**09:00** **19:00**	• **The Art of Delegating** *Coffee Break* • **Communicating to Motivate Staff** *Lunch* • **Negotiating for Success** *Coffee Break* • **Negotiating for Success (continued)** • **Cross-cultural Communication** *Course Dinner*
Friday 9 October	**09:00** **12:00**	• **Building Productive Teams** *Coffee break* • **Building Productive Teams (continued)** • **Key Takeaways** • **Closing Ceremony**