



# Fit for Partnership with Germany

The Manager Training Programme of the  
Federal Ministry of Economics and Technology

Germany - Azerbaijan

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## Bilateral agreements between the two countries

On 12 October 2009, the Federal Ministry of Economics and Technology (BMWi) and the Ministry of Economic Development of the Republic of Azerbaijan signed a joint agreement to work together to train managers from the Azerbaijani business community.

The Federal Republic of Germany and the Republic of Azerbaijan are delivering this Manager Training Programme as part of their agreement to promote economic cooperation between their two countries.

The Manager Training Programme is an instrument to promote foreign trade, with Germany and Azerbaijan working in tandem to intensify their mutual economic relations and cooperation. It focuses in particular on promoting small and medium-sized enterprises (SMEs).

The BMWi commissioned GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH) to act as general programme manager for the German part of the programme. The Baku Business Training Centre (BBTC) is our partner in Azerbaijan.

## Shaping economic partnership

The high income provided by the export of oil and natural gas has allowed Azerbaijan to enjoy double-digit gross national product growth in recent years. But oil and gas are not the only factor driving Azerbaijan's growth. There is great potential for the country to develop its non-oil sector in general and, in particular, to grow its construction, agriculture and service sectors. The country's economy needs to diversify further and, as such, knowledge transfer for firms not involved in the oil industry is growing in importance. This is where the German-Azerbaijani Manager Training Programme comes in.

## Fit for Partnership: competences and contacts

The Manager Training Programme enables participants to get acquainted with the German market, initiate business relationships with German companies and build up long-term partnerships. Tailored training seminars enhance individual management skills and company visits provide good examples of German business practice. In addition, direct business contacts open up access to the German market.



## Management training

In interactive, practice-oriented training seminars participants are familiarised with the intercultural characteristics of German business and work to improve their professional performance. These seminars are modular and are designed to meet the individual needs of participants.

## Business practice

Participants visit successful German companies for in-depth discussions with German managers on subjects including corporate development, international cooperation and human resource management. They receive first-hand practical knowledge from German entrepreneurs, gain insights into German business culture and experience modern technology and equipment operating in situ. Participants deepen their existing management skills and benefit from exchanging experiences with their German colleagues. This programme element is:

- industry-specific;
- subject-related;
- delivered individually and in groups;
- conducted with specialist institutes and commercial partners.

## Initiating business

Participants discuss possible cooperations directly with potential business partners and have the opportunity to present themselves, their products and companies. In order to ensure discussions have the best chance of success, the Azerbaijani managers identify potential business partners in advance of the training programme and realistically assess the market viability of their proposals.

The German companies engaging in discussions and negotiations with participants are small, medium-sized or large companies from all industries and federal states. They are seeking to expand their economic activities in Azerbaijan and view the programme as an opportunity to meet managers from Azerbaijani companies and acquire personal contacts for possible future business partnerships.

## Programme organisation

The Manager Training Programme comprises five phases: the application process, preparation in Azerbaijan, practical training in Germany, implementation in the home country, and alumni work.

## Requirements to qualify as a participant

The programme is designed for young experts and executives from middle or upper management who are employed in Azerbaijani firms offering foreign trade potential, stable management structures and qualified personnel. Programme participants should ideally come from small and medium-sized companies that are interested in building contacts with German companies or enhancing existing business links with Germany. The programme is open to all sectors.

Participants will have graduated from MBA programmes or successfully completed comparable multi-year university study programmes. They will have several years of professional and management experience and will be able to demonstrate a strong interest in finding practical solutions to global management tasks. A sound knowledge of business administration and sufficient proficiency in the English language (fluency in business English) are required.

A joint selection committee from GIZ and the Baku Business Training Centre (BBTC) chooses programme participants based on their application documents and a personal interview (more information and application forms: <http://www.bbtc.az>).

## Preparation in Azerbaijan

After submitting an application and successfully participating in a selection interview, participants begin preparing for the practical training in Germany. Independent research and training seminars provide learning about German business practices and inculcate foreign trade and intercultural management skills. GIZ works closely with its Azerbaijani partner, BBTC, during this phase.

## Advanced practical training in Germany

The Azerbaijani experts and executives undertake a one-month practice-oriented advanced-level training programme in Germany, which enables them to build up business contacts with German companies. The programme is conducted in English and in exceptional cases Russian. Training in Germany is organised and carried out by leading German business training centres in close coordination with GIZ.

## Lasting partnerships

Six to twelve months after completing the advanced training in Germany, participants attend a two-day follow-up seminar organised in Azerbaijan in cooperation with the BBTC. Supported by German experts, participants exchange ideas and experiences and report back on their current efforts to implement their personal training and partnership goals. Presentations detailing programme success stories provide ideas for overcoming individual hurdles and further modules provide advanced training on current management topics.



## Global Campus 21

Programme participants are supported by the Global Campus 21 internet portal, both during and after the programme.

This portal provides access to an active network of more than 7,000 managers from 14 European and Asian countries and offers alumni a wide variety of ways to plan joint business projects.

## Financing

Participants bear the costs of the preparation phase in Azerbaijan and of international travel. The Baku Business Training Centre takes care of all visa formalities.

In Germany, the programme is funded by the Federal Ministry of Economics and Technology and by contributions from the German business community. Programme funds provide participants with scholarships, transfers and accommodation in Germany, as well as health, accident and liability insurance cover for the duration of their stay.



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