

Programme description

The Value of Knowledge

PwC Mini MBA programme

Serbia, Montenegro, Bulgaria, Croatia, Romania, Poland





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PwC's Academy

The Value of Knowledge

Mini MBA Programme

The PwC Mini MBA training programme is focused on developing the most important business skills. The training course provides participants with a clear picture of organisations, their structure and management methodology.

What is the PwC Mini MBA Programme?

The PwC Mini MBA programme is focused on developing the most important business skills. The training course provides participants with a clear picture of organisations, their structure and management methodology. Participants will have the opportunity to acquire knowledge that has value and can be used in everyday business activities.

The PwC Mini MBA uses a mapping technique and a well thought-out sequence of modules. Mapping an organisation, or analysing it through a sequence plays a significant role in comprehending the concepts and topics delivered around business administration. It is therefore essential to ensure that participants understand where each model can be used or where it is "situated".

Who is it for?

The training course is intended for managers at all levels in all lines of business, owners of small and medium sized enterprises and those who intend to start their own businesses. Managing an organisation or a division requires specific and very often diverse business

skills and knowledge. It is therefore important that managers have the relevant knowledge of the company's operations and an understanding of its strategy, human capital, marketing and other operational challenges.

How will participants benefit?

This programme offers an excellent opportunity to learn how businesses operate and analyse important concepts

such as strategy, competition, marketing, leadership and technical areas such as accounting, finance, project management and others. In essence, it aims to provide participants with the logic behind organisations, their structures and a methodology for analysing both their own organisation and others. Each participant is offered the essentials to analyse the current position of any organisation before decisions take place that will lead to implementation.

What comes first?

- How do I start analysing my organisation?
- What are the steps required to start a new product/division?
- What are the most useful business models?
- How do these interrelate and what are their limitations?
- How can I disrupt my industry to my benefit?
- How can I create an innovation culture?

What does the PwC Mini MBA include?

- 9 interactive lectures with a team of international professionals
- Relevant exercises for implementing knowledge
- Real life business examples, including a selection of relevant films
- Licensed assessment tool helping understand motives and values that drive behaviours
- Technology to support learning and group interaction
- Harvard Business Case at the end of the programme
- Guest speakers

Duration

The PwC Mini MBA Programme takes 15 days in total (100 training hours).

Module 1: Business Mapping, Ethics & Corporate Governance	The basics (Vision, Mission, Stakeholders & Governance) & Environmental Analysis - Competition. Understanding the profitability of an industry and its markets.	12 hours of training
Module 2: Corporate & Business Strategy	Understanding strategy development based on critical success factors, portfolios & internal analysis. Selecting options for growth & being innovative.	12 hours of training
Module 3: The Enabled Organisation	Understanding the link between organisational structure and management effectiveness.	12 hours of training
Module 4: Leadership in the 21 st Century	Understanding the challenges of leadership in modern business and creating a positive environment.	12 hours of training
Module 5: Innovation & Creative Thinking	Understanding how to be innovative, why innovation is a necessity for business survival, how to think creatively through specific tools & models.	8 hours of training
Module 6: Marketing in the Digital Age	Understanding marketing, consumer behaviour, branding and Internet based promotion.	12 hours of training
Module 7: Project Management in Everyday Business	Understanding principles and tools of effectively managed projects.	12 hours of training
Module 8: Accounting Basics & Financial Management	Accounting Basics & Financial Management & overall performance management.	12 hours of training
Module 9: Linking it all together – preparing a business plan or a business analysis plan	Business Analysis Map. Introducing case study.	8 hours of training



Content of the Sessions :

Module 1: Business Mapping, Ethics & Corporate Governance

12 hours of training

This module is about understanding how a business can be mapped by outlining the main areas all organisations need to go through. These are outlined through three main steps, Analysis (position), Choice (options for growth) and Implementation.

The module starts with an introduction of business in the 21st century and how organisations differ from what they were even 5 years ago, let alone in the 20th century, mainly due to technological advances, the internet, interactivity, speed, virtual structures and other things.

It deals with the understanding of the three levels of strategy (Corporate, Business & Functional) and the objectives of each level, through various practical examples of well-known organisations. Furthermore, the module explains and analyses concepts such as Vision, Mission, Corporate culture, Stakeholder analysis and governance issues. These points are the first part of the map and must therefore be addressed before any other modules.

Topics:

- The changing nature of business – 20th century vs 21st century
- Vision & mission – business “purpose” & strategy (as a concept)
- Stakeholder Analysis & mapping
- Corporate governance basics
- Business mapping –part 1

Module 2:

Corporate & Business Strategy

**12 hours
of training**

This module deals with the concept of industry and how it can be analysed through practical examples of industries. It goes into analysing business environments at national & international level through the PESTEL (Politics, Economics, Social, Technology, Environment and Legal) framework before going into the concept of competition and “profitability of an

industry” mainly through the 5 forces framework. This module attempts to explore areas such as barriers to entry, customer switching costs, supplier and buyer power, substitute products & services, the role of international organisations and governments on industries and competition, regulations and opportunities for national competitive advantage.

Topics:

- Industry, Industry types
- Industry evolution & mobility
- Analysis of environments at national & international level (PESTEL)
- Competitive environment analysis (5 forces theory)
- National competitive advantage (Diamond theory)
- Forecasting

This module also deals with the development of strategy. After the main idea (purpose: vision and mission), and the analysis of the competitive environment, it is logically essential for any idea (even a start-up) that the organisation decide on what strategy to adopt. If the company has already been operating for some time, it is essential at this point for the organisation to match its competencies, skills and knowledge to the environment findings from module 2 to evaluate its strategy and make any necessary alterations. This module asks the main question: how do companies compete? First of all, the concept of cost & differentiation is addressed and analysed. Then the idea of competing in a specific segment (niche); Then the concept of strategic groups is addressed based mainly on two parameters: Price & quality. Furthermore, the idea of the

strategic clock is examined which offers the “hybrid” strategy option. After the analysis of the above topics, an analysis of products and services is undertaken through classic models such as the BCG matrix, the GE matrix, the Product Life Cycle (with a special focus on the short life cycles of many products in the 21st century).

One of the most important areas in this module is the analysis of the critical success factors of an organisation prior to setting the Key performance indicators (KPIs) since these areas need to be part of the strategy (if characterised as critical). Finally, the concept of the value chain is addressed and a short analysis of resources is undertaken in this module but not extensively as there are other modules that cover these areas (HR & Finance).

Topics:

- How do companies compete?
- Cost vs differentiation
- Niche strategies
- Strategy clock
- Strategic group positioning
- BCG matrix
- Product life cycle
- CSFs & KPIs
- Value chain analysis
- Resources & competencies

Choice: *Module 2.1:*

Selecting Options for Growth & Being Innovative Based on Your SWOT

This is one of the most important areas of the programme. It actually uses the previous modules as a foundation to start the “choice” section. After a company analyses its environment, its competition, its customers, its marketing strategy and its overall strategy and products (among

other things) it is essential for it to move forward and grow. On the basis of the company’s SWOT analysis, we turn it into a TOWS matrix and then identify the directions a company can take for growth based on markets and products (& services). The concept of diversification is

analysed here as well as various methods for growth such as Franchising, Mergers, acquisitions, JVs etc. One of the most important points is the strategic evaluation of these methods and issues relating to corporate parenting and Strategic Business Units.

- SWOT
- TOWS
- Directional matrix
- Means & methods for growth
- Vertical & horizontal growth
- Corporate parenting
- Strategy evaluation & decision making
- Innovation & knowledge management Licensing
 - Franchising
 - Acquisitions
 - Mergers
 - Exporting
 - Joint Ventures
 - Organic Growth
- Vertical & horizontal growth
- Corporate parenting
- Strategy evaluation & decision making
- Innovation & knowledge management



Module 3: The Enabled Organisation

12 hours of training

This module explores the link between organisational structure and management effectiveness. It addresses key topics like complexity and change, and looks at the management skills needed to respond intelligently. It is based on the idea that more traditional management styles (that place an emphasis on command and control) are becoming less suited to an business environment where talent is mobile, innovation is essential and connection is everywhere.

The module will challenge participants to explore the impact of change on

themselves and on the people they manage. It will also look at the importance of differentiating between 'performance' and 'contribution' when giving feedback and creating a more engaged workforce.

The module will also identify and rehearse a set of skills (including coaching skills) that are aimed at helping staff cope with, and respond positively to, the changes they are facing.

Topics:

- The changing world of work
- The impact of organisational structure on our response to change
- Simplification and subsidiarity
- 5 Trends that need to be addressed
- The impact of change on staff
- The role that 'Mindsets' play in efficiency...and incompetence.
- Management skills for a nimble organisation
- Coaching
- Communicating change effectively



Module 4: Leadership in the 21st century

12 hours of training

High-quality leadership is the hallmark of successful organisations. Some people have a natural talent for the role but good leadership can be learned through training, coaching and practice. The quality of the leadership in place through the ranks of an organisation will in large part determine the success of that organisation in the long term. It is therefore essential that anyone entrusted with a position and responsibility for leading people fully understands and appreciates what this leadership role requires of them in practice.

In this module, the emphasis is placed upon the leader as a person and on efforts to understand individuals and to create an environment where differences, new ideas, curiosity and innovation are encouraged and cultivated. Various dimensions of leadership will be analysed, with reflection on the rapidly changing business environment and people's needs.

Topics:

- Leadership challenges in the modern business environment
- Role modelling –cultivating and embracing followers
- Leadership theories
- Understanding individuals
- Understanding conflict
- Team dynamics
- Leadership during the change
- The leader as motivator and visionary
- 5th level leadership
- Situational leadership

Module 5: Innovation & Creative Thinking



8 hours of training

The main objective of this module is to stimulate participants and make them think differently, learning the techniques required to think creatively towards innovation; it helps participants believe that they can challenge the status quo at their organisation with ideas, and add more value by doing things better.

This can be achieved by helping participants understand that innovation is a necessary requirement for competitive advantage, not an option. Creative thinking is a skill and there are techniques to develop this skill that will be delivered in this workshop. This module also covers the importance of capabilities and Business Intelligence as areas where innovation can be found.

Participants will be inspired:

- *By thinking differently*
- *By learning techniques to think differently that can be applied daily*
- *By understanding how to generate ideas*
- *By understanding how to overcome obstacles in their own areas*
- *By becoming supportive of innovation and “changes” in general with their teams*
- *By making them understand how to screen ideas & implement them*

Topics:

- Why innovate?
- Understanding innovation
- Challenges for innovating in the 21st century –the age of acceleration
- Innovation as a competitive advantage
- Obstacles towards innovating (exercise 1)
- Recognising and avoiding mental blocks and mindsets
- De-brief –The critical success factors for innovation
- Culture & sharing
- Theoretical approaches –models
- The link between creative thinking & innovation
 - Capabilities-based innovation
 - From problem to solution
 - Systematic inventive thinking
 - In-class facilitation –company focus
- Sharing ideas and collaborating
- Avoiding quick judgement
- Main takeaways



Module 6: Marketing in the Digital Age

**12 hours
of training**

Market positioning, combining off-line and on-line marketing tactics; social media for businesses, the importance of content & video and finding the right balance; Customer Relationship Management through software systems & automation.

Marketing involves identifying the customer's needs and wants and satisfying them through the appropriate

“marketing mix”. Together with an analysis of the external environment (from a marketing viewpoint), customers and competitors, these will be the focus of this module. In addition, it should be noted that areas such as branding, Internet marketing, marketing through social media and other concepts and ideas will be explored.

There is a dominant move in the market towards visualisation (videos) and content marketing and these will be explored along with other important trends. Participants should be able to use various marketing tools and theories in real life examples.

Topics:

- The process of marketing
- Marketing research
- Market positioning
- Customer segmentation
- Marketing mix (7 Ps) – special emphasis on price & distribution
- Branding (brand prism)
- Internet marketing
- Viral marketing
- 6 I's theory
- CRMs and their benefits
- Adding value & loyalty and CSR
- Marketing & social media



Module 7: Project Management in Everyday Business

12 hours of training

This module has been designed to provide understanding of the importance of project management methodology and approach in everyday business. The goal of the module is to help participants develop a unified approach towards project management challenges. It is also designed to help reduce the stress associated with project management, and to increase the chances that the project will be completed on time, within budget and to the required quality.

In addition, through practical exercises, participants will learn about the most

important project management tools and techniques and to compare theoretical models with their previous experience.

During the module we will focus on how to:

- Initiate, plan, execute, monitor and control, and close a project
- Understand and manage stakeholder requirements and expectations
- Manage a project in line with organisational strategy
- Understand the processes necessary for the successful completion of a project

Topics:

Introduction to project management –creating common language

- Roles and responsibilities
- Common challenges
- Working with project constraints

Project life cycle

- Initiating
- Planning
- Executing
- Monitoring and controlling
- Closing

Module 8:

Accounting Basics & Financial Management

12 hours of training

This module attempts to provide the basic principles of Accounting & Finance as it includes the areas that people involved in business should be aware of, mainly at an understanding level (not necessarily synthesis),.

It covers areas such as budgets, analysis of financial statements the concepts of assets, capital, profit, revenues, margin, dividends, cash flows and other items (see below).



Topics:

- Strategy and financial strategy
- The role of finance in modern companies
- Accounting and the accounting cycle
- Understanding financial statements:
 - Income statement
 - Balance sheet
 - Cash flow
- International financial reporting standards
- Financial decisions
- Vertical and trendline financial analysis
- Ratio analysis:
 - Profitability indicators
 - Working capital indicators and management
 - Liquidity indicators
- Investment Appraisals and time value of money
- Budgets, controlling budgets & understanding variances



Module 9: Linking it All Together

Preparing a business plan or a business analysis plan & Pre assessment / analysis of case through the use of a map © (Business Analysis MAP)

8 hours of training

Through this module, the programme puts the pieces of the puzzle together. It is common knowledge that many programmes do not link modules effectively, and many participants fail to understand when, how and where each module affects and is affected.

With the use of a business analysis map all participants will be able to understand the logic behind the programme and the logic behind the organisation. The balanced scorecard will also be examined in attempting to evaluate the performance of organisations and finally a special section on how to be entrepreneurial will be delivered.

Cases will be introduced as base for a Case Study Assessment Paper.

PwC's Academy



Experience Knowledge

PwC's Academy is the educational division of the global organisation PwC. PwC's Academy consists of experienced professionals who employ workshops to convey the knowledge and experience they have gained from and embedded in daily practice.

We offer a variety of training courses covering work-related skills and the abilities required in a modern business environment. The courses are based on

The experience of our experts and of PwC Global. They are suited to the needs of modern business and tailored to requirements of our clients.

PwC's Academy in Serbia is part of PwC's growing network of Academies present in over 30 European countries. Through the network of PwC's Academies we continually exchange and test in practice our knowledge, experience, competencies and methodologies.

The courses are divided into four areas of professional concentration:

- Technical skills and abilities (finance and accounting, tax and project management)
- Personal effectiveness skills (management skills and soft skills)
- International professional qualifications (ACCA, DipIFR, CIPD, PMP, CIA)
- Special educational programmes (Mini MBA, training programmes tailored to suit client's requirements)

The courses are organised as:

- Open training courses accessible to everyone
- Internal training courses designed to meet individual client needs

The list of our training courses is not final. We are always open to new training courses designed closely with our clients to ensure that their needs and expectations are fully met. The training courses at PwC's Academy are taught by our best professionals holding the highest

degree of theoretical knowledge verified and amplified through practice, in addition to a number of internationally recognised experts. PwC's Academy premises are especially designed and equipped to address the diverse learning needs of the students.



We are Here for You!

To join this programme or if you would like any additional information about our courses, professional qualifications or tailored solutions, please contact us directly:

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