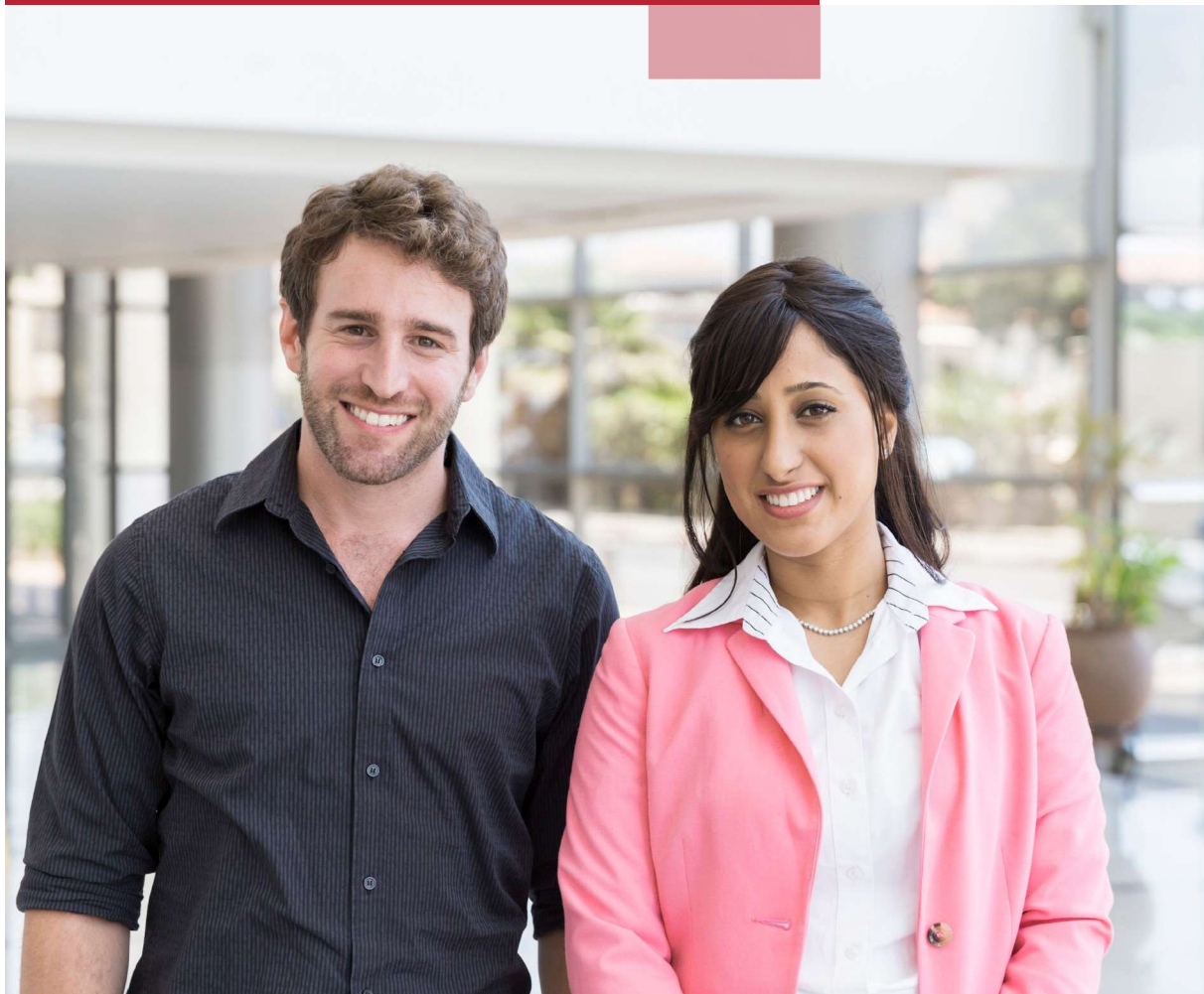


Programme description

The Value of Knowledge

PwC's Mini MBA programme





3 The Value of Knowledge

4 Duration

Topics

5 Module 1: Business Mapping, Ethics & Corporate Governance

6 Module 2: Corporate & Business Strategy

7 Module 3: Enabled organisation

8 Module 4: Leadership in 21st century

9 Module 5: Innovation & Creative Thinking

10 Module 6: Marketing in the digital age

11 Module 7: Project Management in everyday business

12 Module 8: Accounting Basics & Financial Management

13 Module 9: Linking it all together

14 Tutors Presentation

15 PwC's Academy

PwC's Academy

The Value of Knowledge

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

What is PwC's Mini MBA Programme?

This programme addresses all the components of a classical MBA in a very practical manner.

Participants will have the opportunity to acquire knowledge that has value and can be used in everyday business activities.

The Mini MBA uses a mapping technique and a sequence of modules that has been well thought of. Mapping an organization, 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 and how it fits in the overall strategy.

How will participants benefit?

This course programme offers an excellent opportunity to learn how businesses operate and analyse important concepts such as strategy, competition, marketing, leadership as well as technical areas such as accounting, finance, project management and others.

In essence, it aims to provide participants with the logic behind organizations, their structures and a methodology of analysing their own organization as well as others.

Each participant is offered the essentials to analyse the current position of any organization before decisions take place that will lead to implementation.

What comes first?

How do I start analysing my organization?

What are the steps required to start up 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?

Who is it for?

The programme 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 its segment requires specific and very often diverse business skills and knowledge. Therefore, it is very important that managers have the relevant knowledge on company's operations and understanding of company's strategy, human capital, marketing and other operational challenges.

What does our Mini MBA include?

- 9 interactive lectures with international team of professionals
- Relevant exercises for knowledge implementation
- Real life business examples including 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

Duration

PwC Mini MBA Programme takes 13 days in total (100 training hours).

| | | |
|---|--|----------------------|
| Module 1: Business Mapping, Ethics & Corporate Governance Lecturer: Konstantine Kiritsis | The basics (Vision, Mission, Stakeholders & Governance) & Environmental Analysis - Competition. Understanding the profitability of an industry as well as its markets. | 12 hours of training |
| Module 2: Corporate & Business Strategy Lecturer: Konstantine Kiritsis | Understanding strategy development based on critical success factors, portfolios & internal analysis. Selecting options for growth & being innovative. | 12 hours of training |
| Module 3: Enabled organization Lecturer: Tim Kemp | Understanding the link between organisational structure and management effectiveness | 12 hours of training |
| Module 4: Leadership in 21st century Lecturers: Miro Smolovic & Edin Veljovic | Understanding challenges of leadership in modern business and creating positive environment | 12 hours of training |
| Module 5: Accounting Basics & Financial Management Lecturer: Mirela Paunescu | Accounting Basics & Financial Management & overall performance management | 12 hours of training |
| Module 6: Marketing in the digital age Lecturer: Lazar Dzamic | Understanding marketing, consumer behaviour, branding and Internet based promotion | 12 hours of training |
| Module 7: Project Management in everyday business Lecturer: Miro Smolovic | Understanding principles and tools of effectively managed projects. | 12 hours of training |
| Module 8: Innovation & Creative Thinking Lecturer: Konstantine Kiritsis | 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 9: Linking it all together –preparing a business plan or a business analysis plan king Lecturer: Konstantine Kiritsis | Business Analysis Map. Introducing case study. | 8 hours of training |



Sessions content:

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 organizations 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 organizations differ from what they were even 5 years ago, let alone the 20th century, mainly due to technological advances, the internet, speed, interactivity, virtual structures and other.

It deals with the understanding of the three levels of strategy as well (Corporate, Business & Functional) as well as the objectives of each level through various practical examples of well-known organizations. 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 therefore need to be addressed prior to 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 of entry, customer switching costs, supplier and buyer power, substitute products & services, the role of international organizations and governments on industries and competition, regulations as well as national competitive advantage possibilities.

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 strategy development. Logically, after the main idea (purpose –vision and mission), and the analysis of the competitive environment for any idea (even start-ups) it is essential for the organization to decide on what strategy to adopt. If the company is already operating for some time, at this point it is essential for the organization 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 of 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 mainly based 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, the 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 organization prior to setting the Key performance indicators (KPI's) since these areas need to be part of the strategy (if characterized as critical). Finally, the concept of the value chain is addressed as well as a short analysis of resources is undertaken in this module but not extensive 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
- CSF's & KPI's
- Value chain analysis
- Resources & Competencies

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 every company analyses its environment, its competition, its customers, its marketing strategy as well as its overall strategy and products

(among other) it is essential for it to move forward and grow. Based on 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 the various methods for growth such as Franchising, Mergers, acquisitions, JV's etc. One of the most important points is the strategy evaluation of these methods as well as 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: 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.

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.

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

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 21st century

12 hours of training

Quality leadership is the hallmark of successful organizations. 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 which is in place through the ranks of an organization will in large part determine the success of that organization in the long-term. It is essential therefore, that anyone who is 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 given to leader as person as well as on efforts to understand individuals and to create environment where differences, new ideas, curiosity and innovations is encouraged and cultivated. Different dimensions of leadership will be analysed with reflection on fast changing business environment and people needs.

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

Module 5: 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 asset, capital, profit, revenues, margin, dividends, cash flows and other (see below).



- Strategy and Financial strategy
- Finance role in modern Companies
- Accounting and 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 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 customer's needs and wants and satisfying these through the appropriate "marketing mix".

Together with an analysis of the external environment (through a marketing perspective), 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 visualization (videos) and content marketing and these along with other important trends will be explored. The participants should be able to use various marketing tools and theories to real life examples.

- The process of Marketing
- Marketing research
- Market positioning
- Customer Segmentation
- Marketing Mix (7 P's) – special emphasis on price & distribution
- Branding (brand prism)
- Internet marketing
- Viral marketing
- 6 I's theory
- CRM's 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. Goal of the module is to help participants to develop unified approach towards project management challenges. It is also designed to help reduce the stress associated with project management activities, 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 map theoretical models to their existing experience.

During the module we will focus on how to:

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

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: Innovation & Creative Thinking



8 hours of training

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

This can be achieved by making participants understand and realize that

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

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

- 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)
- Recognizing 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
 - o Capabilities Based Innovation
 - o From problem to solution
 - o Systematic Inventive Thinking
 - o In class facilitation –company focus
- Sharing ideas and collaborating
- Avoiding quick judgement
- Main takeaways



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 to 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 organization. The balanced scorecard will also be examined in attempting to evaluate the performance of organizations and finally a special section on how to be entrepreneurial will be delivered.

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



Tutors presentation

Dr. Constantine Kiritsis, Entrepreneur, Consultant & Motivational Speaker, he is Curriculum Development Expert for PwC's Academy in the CEE region and the Middle East, consultant & Professional Trainer for PwC in the CEE (for ACCA, CIMA, CIA) as well as Part Time Lecturer for the American College of Greece (MBA). He has extensive experience in education and professional training, as former Head of PwC Academy in Greece and by setting up Globaltraining in the late 1990's in Greece and serving as a Partner & Executive Director for close to a decade. He is also the founder and Managing Director of StudySmart.gr®, a company offering Professional training and information on education, educational systems on a global scale, certifications, and founder and president of the non-organization named Teachers Without Borders Greece.

He is the author of the only educational guide offered in Greece since 2004. He is considered as one of the leading experts in education and training in Europe having launched, set up, written and participated in numerous activities relating to vocational, professional and academic education. He has been an active speaker on educational and business development issues in over 100 events in the past decade and has written extensively on the topic of education through his own writings. His knowledge areas spans from general education to developing programmes, vocational education and training (VET), Professional qualifications (PQs) and teaching topics such as Corporate Strategy, Entrepreneurship, Business Planning and HR (for the University of Surrey (UK), University of Strathclyde MBA (UK), Henley Management School MBA (currently University of Reading UK), University of Nicosia (CY) and PwC Academies in Europe

Tim Kemp is a consultant, facilitator, researcher and writer with over 30 years experience. He has been working with PwC Academies in Eastern Europe, delivering Masterclasses in HR strategy, People Management and Leadership. He works as an advisor and leadership coach to C-Suite Executives in a variety of global companies. He trained over 500 trainers and facilitators in over two dozen organisations.

Tim is also a Programme Director with Corporate Learning Solutions, one of Europe's most innovative people development consultancies, and a Senior Consultant with Leading Women, one of the world's premier consulting firms for companies committed to closing the leadership gender gap and a and achieving their goals for women's advancement.

He is the creator of 'The Edge', a coaching-based management programme that has been designed to accelerate the effectiveness of new managers and team leaders.

Tim is a Chartered Fellow of the Chartered Institute of Personnel and Development, a Fellow of the Chartered Management Institute, a registered and approved Growth Coach for GrowthAccelerator, helping ambitious businesses achieve rapid and sustainable growth by providing tailored expert advice, and a Visiting Fellow at Bristol Business School'.



Tutors presentation

Miro Smolovic, PMP, PwC Academy Leader in Serbia
Miro is the PwC Academy Leader in Serbia and a professional Senior Manager with over 20 years of experience in providing services within corporate, private and non-governmental sectors.

In the past he was working in the emerging markets of Central and Eastern Europe where he has gained a reputation for the quality of his management, organization and leadership of international, interdisciplinary project teams on both private sector and donor funded development projects. His current focus is on business development and helping clients in various aspects of people development. He worked with clients in various industry sectors including banking, production, FMCG, public sector etc.

He delivered large number of project management and other management skills training in central and Eastern Europe and EU countries (Serbia, Slovakia, Czech Republic, Croatia, Romania, Bulgaria, Macedonia, Albania and other countries in the region). Miro's major clients include Banca Intesa, Tarkett, Nelt, Delhaize, Coca Cola, Lafarge, Schneider and many others. He graduated from City University of Seattle and he is certified PMP (Project Management Professional).

Miro is certified trainer for PMP PREP by RMC and only certified trainer for Daniel H. Pink's Drive (The Surprising Truth About What Motivates Us) in Central and Eastern Europe. Miro is also certified SDI trainer.

Edin Veljovic, MBA, MCMI, MIC, Assoc CIPD
Edin is a Senior Management Consultant and a Trainer at PwC's Academy with extensive experience gained in both the profit and non-profit sectors providing services to multinational companies, small and medium sized enterprises, government departments and agencies and engaging himself in EU funded projects. The extensive experience Edin has gained includes designing and delivering training programs in areas of business strategy, strategic human resource management, marketing and CSR strategies, entrepreneurship, innovation and personal effectiveness (leadership, team work, communication, critical thinking, and preventing the burnout syndrome).

Edin holds diplomas from respectable business schools and institutes in the UK such as the University of Sheffield Management School (Executive MBA programme), the Chartered Management Institute (CMI), Chartered Institute of Personnel and Development (CIPD) and the Institute of Consulting (IC) which helped him boost his career prospects and update his professional experience.

Edin's experience background includes seeking creating and implementing various initiatives within both the profit and non-profit organizations and industry sectors such as the telecommunications, public relations, IT, steel industry, rubber industry, textile industry, education, pharmaceuticals, publishing and healthcare sectors. Edin is affiliated lecturer on MBA programme of Grenoble Graduate School of Business.



Tutors presentation

Lazar Džamić is a lecturer in Digital Marketing at the Faculty for Media and Communications in Belgrade (FMK) and one of the foremost brand and marketing strategists in the region, with more than 20 years of strategic marketing experience in one of the most competitive markets in the world.

He is a former Head of Brand Planning in Google's creative think tank ZOO in London, where he created the strategy team and introduced to the industry two of the world's first Creative Data Scientists. His mission at Google was to 'turn light into heat': a vast amount of Google data into surprising and deep insights for creating great brand stories. Prior to Google, he also served as a Strategy Director in several London creative agencies and was one of the first digital strategists in the United Kingdom. He worked on campaigns and programmes for some of the UK's most loved brands such as Tesco, John Lewis, Waitrose, Virgin Holidays, Nando's etc.

After his return from London, Lazar is a much sought-after trainer for digital marketing transformation, working with some of the biggest local and regional clients such as Telenor, Mercator, Adidas, Erste Bank and others. He is also a member of the Serbian Prime Minister's Creative Council, advising on aspects of developing Serbia's creative sectors.

He is the creative industries consultant for The European Bank for Development and Reconstruction, an ex-journalist, contributor to The Guardian and a best-selling author in Serbia. He is a regular speaker at global and regional conferences on topics of digital marketing and brand storytelling.

Mirela Paunescu, PhD, MBA (graduated in the US with High Distinction) and ACCA, has over 20 years of experience in training professionals, may they be CPAs or managers. Among the topics she covers are IFRS, Audit and Taxation. Mirela is also an experienced practitioner being a partner in a consulting firm.

Mirela is an accredited trainer with teaching experience both in classroom and on-line courses in the field of auditing projects funded by European funds and has a tutoring experience for POSDRU beneficiaries, being an accredited auditor for programs funded by European funds issued by CAFR on the basis of the protocol concluded with the Ministry of European Funds).

Her professional experience includes auditing European funds, internal auditing, taxation, transposing European legislation, and drafting policy guides and manuals on various topics and areas of work.

Mirela is a PhD Associate Professor at the Academy of Economic Studies, CAFR lecturer and ACCA lecturer, having published numerous books and articles in various specialized magazines. Academic studies include a master's degree in accounting and auditing at the Academy of Economic Studies and one in Tax Law at Bucharest University.

PwC's Academy



Experience Knowledge

PwC's Academy is the educational segment of the PricewaterhouseCoopers (PwC) global organization.

PwC's Academy comprises experienced professionals who during workshops convey to the learners their knowledge and experience gained from and embedded in daily practice.

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

both our experts and PwC Global. What's more, they are suited to the needs of modern business and tailored to our clients' requirements.

PwC's Academy in Romania 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, experiences, competencies and methodologies.

The courses are divided into four areas of professional concentration:

- International professional qualifications (CIPD, ICF, CIMA, ACCA, CEH, CCISO)
- Special educational programmes (Mini MBA, Business Coaching Diploma, training programmes tailored to suit clients' requirements)
- Technical skills and abilities (finance and accounting, tax human resources and information security)
- Personal effectiveness skills (leadership, coaching and soft skills)
- Digital Fitness Assessment & Development (through microlearning)

The courses are organised as:

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

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.

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.



We are here for you

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

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