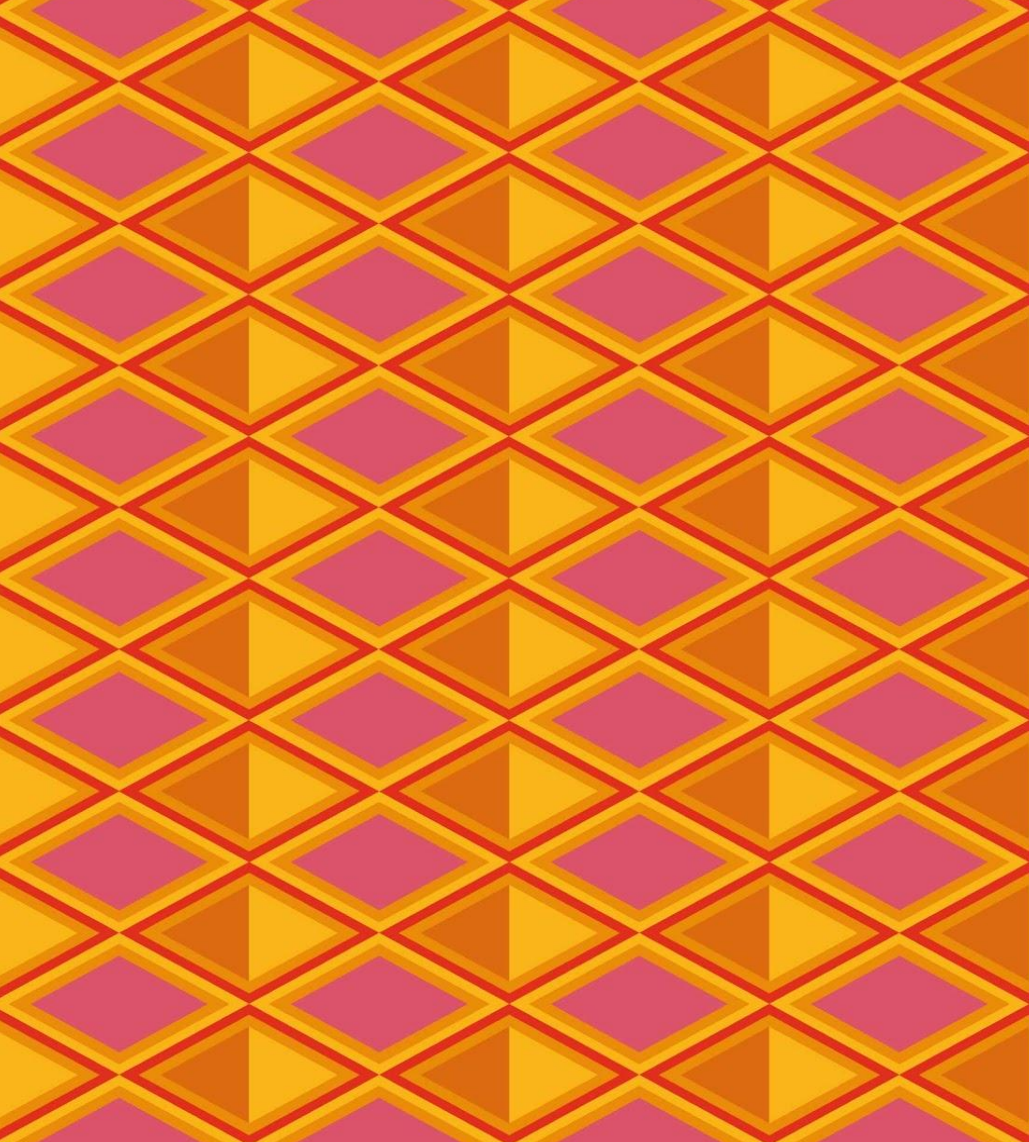


PwC's Mini MBA online

The most important business skills





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.



The most important business skills

What is PwC's Mini MBA Programme?

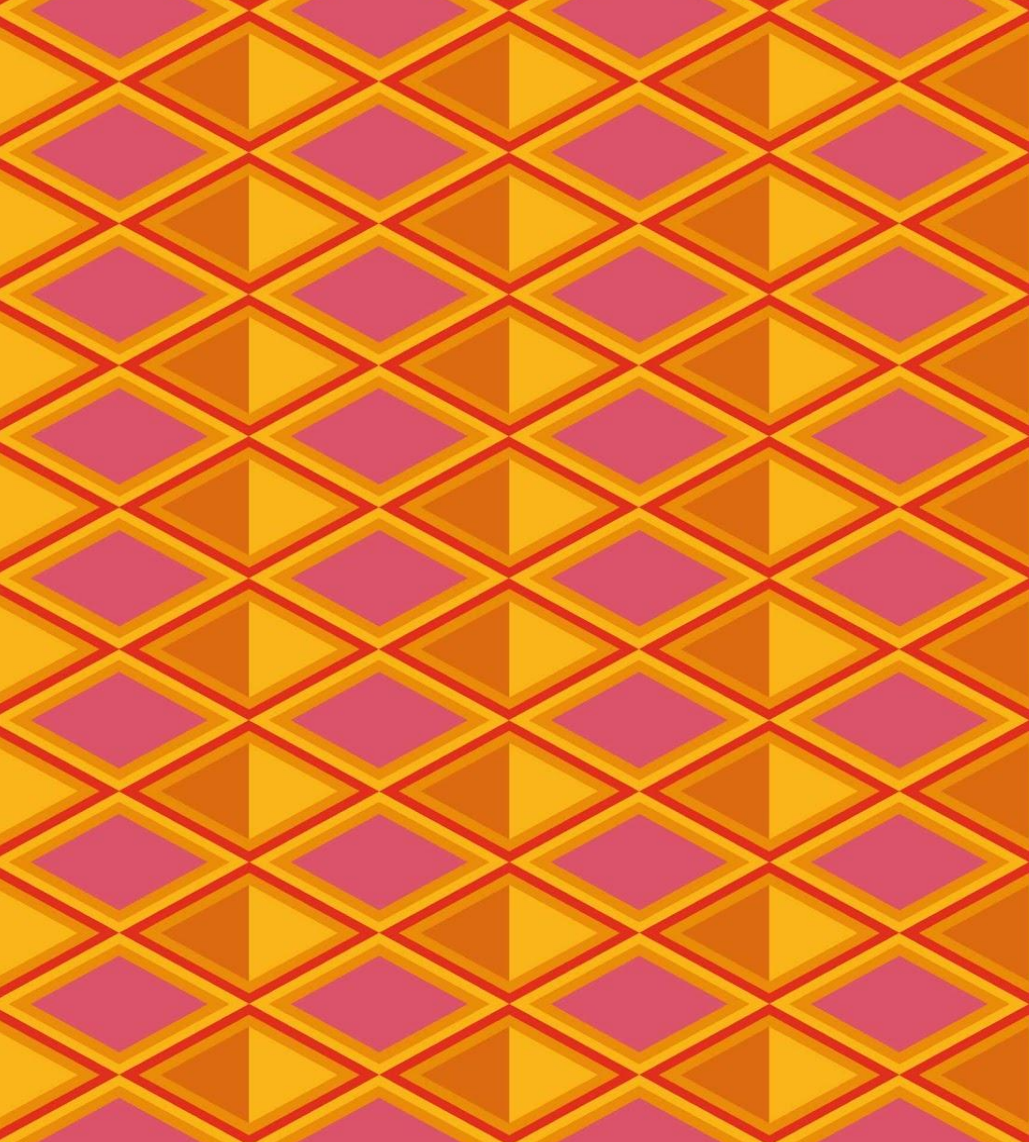
PwC Mini MBA training programme is focused on developing the most important business skills. The training course provides participants with a clear picture of organizations, their structure and management methodology. Participants will have the opportunity to acquire the knowledge that has value and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

Why PwC's Mini MBA online?

By joining our VILT (Virtual Instructor-Led Training) program you will be able to learn from the comfort of your home or office. All sessions are live and interactive so you will have full access to our expert trainers and other participants.

Who is it for?

The training course is intended for managers at all levels in all lines of service, owners of small and medium-sized enterprises and those who intend to start their own businesses. Managing an organization 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.



Find out more about Mini MBA
modules



Modules 1 and 2:

Business Mapping, Ethics & Corporate Governance/ Corporate & Business Strategy

Those modules are 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 first part starts with an introduction of business in the 21st century and how organisations are dramatically changing on a daily basis due to market forces, disruption, 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 and application of relevant theory. Furthermore, the module explains and analyses concepts such as “Purpose”, 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 constantly changing nature of business
- Business Acumen as a skill
- The wider business context
- Why – How – What - “purpose” & strategy (as a concept)
- Stakeholder Analysis & mapping
- Corporate governance basics & why it matters
- Business Structures & cases
- Business mapping – part 1

Time and date: 18 - 20.03.2021

Lecturer: Dr. Constantine Kiritsis

** Modules 1 and 2 make one unit*

Modules 1 and 2:

Business Mapping, Ethics & Corporate Governance/ Corporate & Business Strategy

The unit also 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 environmental frameworks before going into the concept of competition and “profitability of an industry” mainly through the 5 forces framework. Here we attempt 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.

This module also deals with the development of strategy. After the main idea purpose 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 towards a strategic fit. A look at digital strategies and recent challenges on the theory are offered

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). Further, a solid look at the role of data in the modern business (Data analytics, Privacy, cloud etc.) and the concept of the value chain are addressed in this module along with benchmarking prior to selecting growth options.

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 & Scenarios

- How do companies compete?
- Cost vs differentiation
- Freemium & Dynamic Pricing
- Niche strategies
- Strategic group positioning
- Portfolio Management & Assessment
- Product life cycles
- Big Data, Analytics & Data Privacy (GDPR)
- CSFs & KPIs
- Value chain analysis
- Resources & competencies
- Growth & Methodologies

Time and date: 18 - 20.03.2021

Lecturer: Dr. Constantine Kiritsis

* Modules 1 and 2 make one unit

Module 3:

Project Management in everyday business

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

Time and date: 15 - 17.04.2021

Lecturer: Miro Smolović

Module 4:

The Enabled Organisation

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

Time and date: 13 - 15.05.2021

Lecturer: Tim Kemp

Module 5:

Accounting Basics & Financial Management

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).

Time and date: 10 - 12.06.2021

Lecturer: Mirela Paunescu

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
- Managerial accounting and Financial decisions
- Concept of costs and Break even point
- Vertical and trendline financial analysis
- Ratio analysis:
 - Profitability indicators
 - Working capital indicators and management
 - Liquidity indicators
- Investment Appraisals and time value of money
- Budgeting, forecasting & monthly reporting
- Data analytics

Module 6:

Marketing in the digital age

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 as well as a good look in the area of ethics in marketing

Topics:

- The process of marketing
- Marketing research
- Market positioning
- Customer segmentation
- Marketing mix (7 Ps)
- Branding (brand prism)
- 6 I's theory
- CRMs and their benefits
- Adding value & loyalty and CSR
- Basics of Digital marketing and new approaches

Time and date: 08 - 10.07.2021

Lecturer: Lazar Džamić

Module 7:

Leadership in 21st Century

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

Time and date: 05 - 07.08. 2021

Lecturers: Denisa Panaite Casu & Raul Dumitrascu

Module 8:

Innovation & Creative Thinking

Innovation is seen as a requirement towards organizational sustainability at all levels - not a choice; Creating a mindset towards innovation through methodologies such as systematic inventive thinking;

The importance of capabilities and Business Intelligence towards innovation; The main objective is to **stimulate and make participants to think differently and learn the techniques required** to think creatively towards innovating *AT the workplace and on a personal level*. it helps participants understand that they can challenge the status quo at their organization with ideas and add more value by doing things better.

Topics:

- Innovation - Why innovate?
- Innovation as a competitive advantage
- Challenges for innovating the age of acceleration
- Are we innovating enough?
- Obstacles towards innovating
- Avoiding “Fixedness”
- Capabilities Based Innovation
- From Problem to Solution
- Systematic Inventive Thinking

Time and date: 03.09.2021

Lecturer: Dr. Constantine Kiritsis

Module 9:

Linking it all together

The wrap up is based on the **Mini MBA's awarded *mapping technique*** and the sequence of modules. It puts the 'pieces to the puzzle' together and creates a framework towards understanding - through visualization - what has been delivered throughout the course. It also supports the case assessment day as a discussion will take place during this last day preparing candidates for the case assessment.

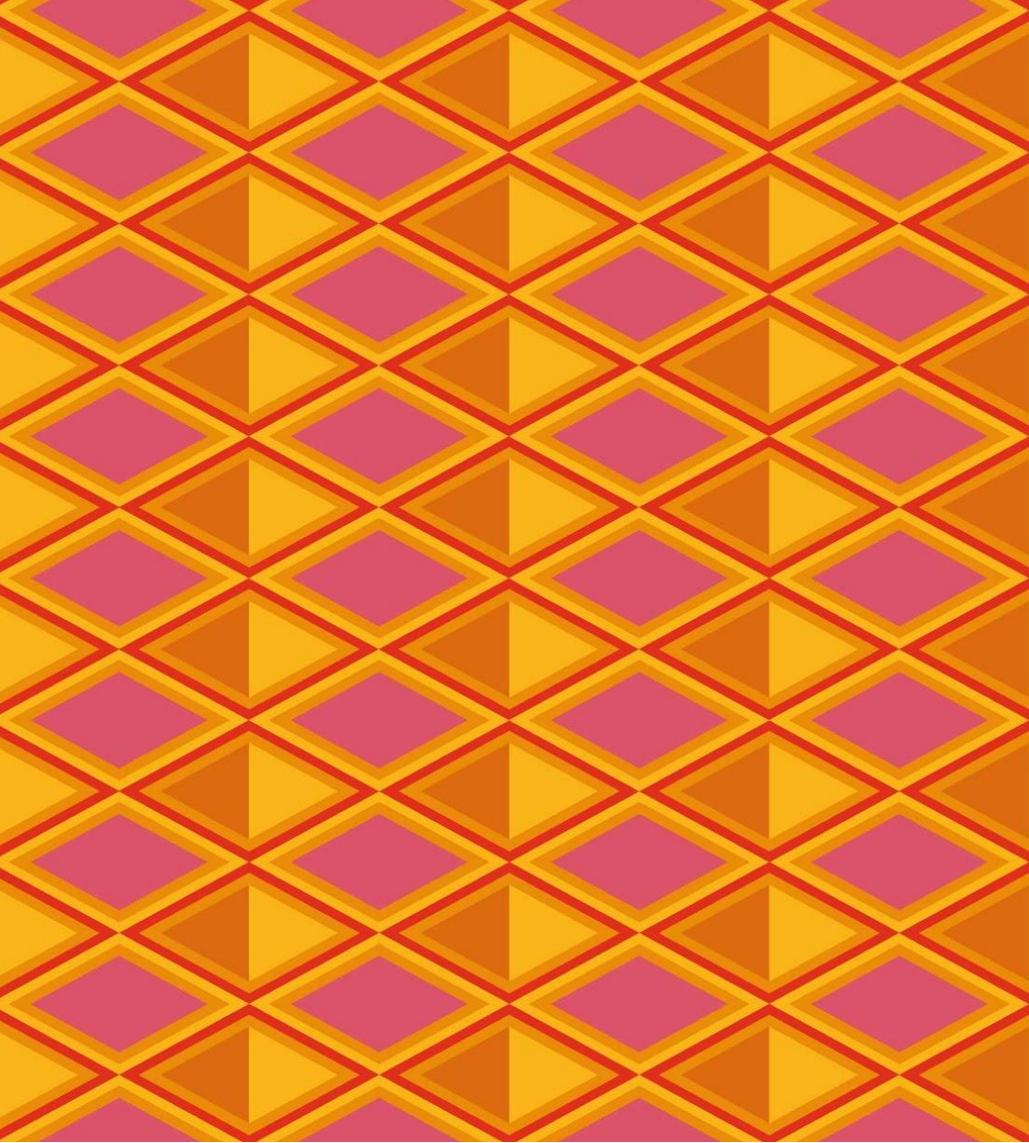
Topics:

- Wrap up
- Inspiration

Time and date: 04.09.2021

Lecturer: Dr. Constantine Kiritsis





Our Mini MBA Lecturers



Dr Constantine Kiritsis



Dr. Constantine Kiritsis is Curriculum Development Expert for PwC's Academy in Serbia, 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 is a consultant and International Curriculum Development expert for PwC's Academy in Serbia and founder of StudySmart. He is also the former Head of PwC's Academy in Greece and has done work with PwC's Global Steering Committee for Private Company Services and was instrumental in developing curriculum, methodology and mapping procedure for PwC's Mini MBA programme being offered in the CEE region & the Middle East in 10 countries.

His knowledge areas span from Business Mapping, business analysis, Entrepreneurship, Strategy and Corporate level training to developing programmes, career management and education, Professional qualifications (PQs) and teaching topics such as Corporate Strategy, Entrepreneurship, Business Planning, Marketing and HR (for specialist qualifications (ACCA, CIA, CIMA, SHRM) and Universities (for the University of Surrey (UK), University of Strathclyde (UK), Henley Management School (UK), University of Nicosia (CY) and PwC Academies in Europe and the Middle East. Constantine has also been involved in corporate accounts training for well – known multinational firms such as Dell, Public S.A. Coca Cola, Brinks Security, Amana Constructions, Abu Dhabi FSC, Piraeus Bank, Alpha Bank, Eurobank, BAT, ICAP, Cosmos Business Systems, etc.

He holds a Bachelor's degree from the University of Connecticut (USA), a Masters and a PhD from the University of Surrey (UK), a Diploma in Corporate Governance from the ACCA (Association of Chartered Certified Accountants) is a Fellow RSA UK, a Fellow of the Institute of Business Consultants UK, an Associate Member (AICA) of the International Compliance Association and a Senior Certified Professional from the Society of Human Resource Management (SHRM – SMP) USA.

Miro Smolović



Miro presently holds a position of a Director in PwC's Academy in South-East Europe. He is a professional with over 25 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, inter-disciplinary 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. He worked in Serbia, Slovakia, Czech Republic, Romania, Bulgaria, Albania, Croatia, Bosnia and Herzegovina, Macedonia, Poland and other countries in the region.

Miro graduated from City University of Seattle and he is certified PMP (Project Management Professional). Miro is also certified trainer for PMP PREP by RMC, certified trainers for Daniel H. Pink's Drive (The Surprising Truth About What Motivates Us) and certified trainer for SDI (Strengths Deployment Inventory).

Mirela Paunescu



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.

Lazar Džamić



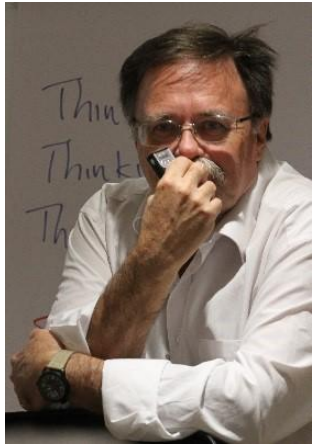
Lazar Džamić is a lecturer in Digital Marketing at the Faculty for Media and Communications in Belgrade (FMK) and one of the foremost brand and marketing strategists in the region, with more than 20 years of strategic marketing experience in one of the most competitive markets in the world.

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.

Tim Kemp



Tim is a Chartered Fellow of the Chartered Institute of Personnel and Development, a Fellow of the Chartered Management Institute, a Member of the European Coaching and Mentoring Council and a Visiting Fellow at Bristol Business School.

- Over thirty two years working as a facilitator and Learning and Development specialist
- Trained trainers and facilitators in over two dozen organisations
- Creative force behind a range of learning simulations, podcasts, video ‘triggers’ and web seminars
- Respected advisor and coach to strategic leaders in a variety of sectors and industries
- Sparked and nurtured innovation-focussed, Action Learning programmes in over two dozen organisations in three countries
- Adviser to GSK Project Management Academy, PwC HR Academy (with the CIPD) and Morrison’s Coaching Leadership Academy

Tim is respected as a designer and facilitator of markedly effective learning events and has written extensively on team working, HR issues and leadership. He has developed a range of management learning simulations and web-based seminars for clients across EMEA and in the US. His most recent work has been with The Economist, The PricewaterhouseCoopers Academy, GlaxoSmithKline, the Council of Europe, AT Kearney, Dell, Microsoft, MolsonCoors, the Royal Navy, McCann IPC and UNICEF. In the banking sector, he has worked with the Bank of America, BancInter, CapitalOne, Abbey National and Barclays. He is retained by a small group of C-Level executives as a coach and leadership adviser.

He completed a Masters in Education in 1985 and a Masters in Business Administration at LBS in 1990. In 2010, Tim wrote the screenplay for the film ‘Hell’s Pavement’, which won three awards at the Beloit International Film Festival (including Best Film).

Denisa Panaite Casu



Denisa Panaite Casu is an enthusiastic Learning and Development Consultant with a drive to make a difference in the world. With an educational background in marketing, organisational psychology and business coaching, Denisa has 20 years of experience in corporate learning consultancy. After 5 years as a Training Consultant with BPP Professional Education where she developed and facilitated management development training programmes, it was time to put on the client shoes and deep dive into the industry; 3 years within the EMEA Organisation & Talent Development team at Oracle University and 10 years with METRO Cash & Carry as Training & Development Manager unveiled what needs to happen before and after training to make the learning have an impact.

She has worked with C-Level executives, elaborated learning and development strategies for over 5,000 employees and was involved in implementing many large scale change management & leadership projects. Through her work, she aims to build skills that support people in the long term, both in their professional and personal lives.

She is part of the executive coaches' team in PwC and co-facilitator in several flagship leadership programmes of PwC's Academy: Business Coaching Diploma, Team Coaching at the Top, Mini MBA, Leading (remote) teams, Leading with Emotional Intelligence, etc.

One of PwC's key experts in adult learning, she is often pairing with subject matter experts to complement any training product with engaging instructional design, whether in class or online. Her recent professional development includes ICF Membership, Certificate in HR Management from CIPD (Chartered Institute of Personnel & Development), Certified Genos EI facilitator.

Denisa is now an intrapreneur, leading PwC's Academy (client training division), building the brand and developing the training portfolio.

Raul Dumitrascu



Currently acting as Training Manager in PwC, Raul is involved in delivering various soft skills learning programs, designing workshops and facilitating them, as well as providing strategic advice on learning and development, to internal PwC stakeholders as well as PwC clients, for both Romania and other EU territories. He has sharpened his skills in designing, delivering and coordinating development programs, workshops, key advisory, for all levels, from the most junior ones to Board level C suits.

In the past 8 years, Raul has built his experience in HR with focus on learning and organizational development. Coordinator for management development programs & other HR related projects, he also has direct management experience. He has a mix background of experiences, ranging from B2B Sales, to Project Management, Teams Coordination and finally Training and Facilitation. His strong project management & prior sales expertise contribute to his business mindset.

He is part of the executive coaches' team in PwC and co-facilitator in several flagship leadership programmes of PwC: iLead, Mini MBA, Coaching for Performance, Leading (remote) teams, Story Selling, etc.

Raul believes strongly in experiential learning, always delivering practical tools and concepts that are applicable in daily business. He believes that real life examples and participants' experiences are key elements in building awareness and commitment towards adopting new behaviours.

Contact



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