

Develop yourself, develop your career

The Academy Business Training Catalogue



Dear client,

I am pleased to introduce you to The Academy at PwC – one of the leading training institutions in Romania and across the CEE region. Our vision is to raise the standards of business education on the Romanian market by providing professional qualifications and courses. Our strategy is to deliver value and to help develop the competent and motivated human capital that is needed in all areas of business.

Thanks to our international experience and leading market position, we share our knowledge of different industries across the following key areas:

- Finance & Accounting
- Internal Audit & Controlling
- Tax
- Legal
- Human Resources
- Management & Leadership

As the world's leading professional services organisation, we know what is going on in the global marketplace and can help you to be prepared to meet the challenges of today's changing global environment.

Best regards,



Francesca Postolache
Partner
The Academy Leader

How are we different?

The Academy - a new concept that will help you develop future leaders

Your people will be able to benefit from our:

approach

our philosophy is to develop the best in people through interactive and challenging learning - we provide high-level training workshops, professional qualification programmes, practical courses with case studies from real business.

people & network

all of our tutors are certified specialists in their fields which ensures that they bring the highest value in learning - with over 169,000 professionals in 158 countries, 650 of them being in Romania, we bring our accumulated business knowledge and experience to you through the Academy.

distinctive training facilities

our training and conference centre is conveniently located in North of Bucharest and offers the most up to date and stimulating facilities - café, fully equipped classrooms, interactive teaching tablets, online access.

They said about us

“One of the reasons we chose the ACCA as our key performance qualification was the existence of The Academy, which can provide competitive training programmes and tailored projects.”

„The DipIFR course just confirms our previous experience we have with seminars organised by The Academy. In PwC, they have very excellent tutors with extensive knowledge of the topic, experienced not only in theory but also in practice, good presentation and teaching skills. A high quality of delivered training, clarity and understandable structure of the content is something you can expect as a standard. We also appreciate the materials PwC produced for this course, they are extensive but again well structured...”

“The Academy at PwC has shown me the way to how I can improve.”



What can we deliver?

Choose the way for your development

Hard Skills

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Finance & Accounting

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- Value of Knowledge
 - The Mini MBA programme

¹Association of Chartered Certified Accountants

²International Financial Reporting Standards

³US Generally Accepted Accounting Principles

⁴Chartered Institute of Management Accounting

⁵Computer Assisted Audit Techniques

⁶Certified Internal Auditor

⁷Certified Information Systems Auditor

⁸Chartered Institute of Personnel Development

ACCA Centre of Excellence

The Association of Chartered Certified Accountants (ACCA)

is one of the largest and fastest growing international accountancy bodies. Having been around for over 100 years means that the ACCA has built a reputation for quality and excellence all over the world.

What is the ACCA Centre of Excellence?

Strengthening the code of conduct, regulation and legislation within the finance profession means that there is an increasing demand for finance people who demonstrate the highest ethical and professional standards. For PwC the quality of expertise is essential and that is why our finance trainees study the ACCA. It helps us to develop the key skills and knowledge within the company. With The Academy, you can now learn from the PwC professionals and join our ACCA Advantage Programme.

Study the ACCA along with

424,000

students worldwide.



ACCA Qualification

About the ACCA Qualification

ACCA Qualification is designed to provide the accounting knowledge, skills and professional values that will deliver finance professionals who are capable of building successful careers across all sectors. No previous knowledge of accounting or finance is required to start ACCA studies. All you need is the motivation to make a significant investment in time as this globally recognized qualification generally takes 3 to 4 years to complete.

Who should study ACCA?

The ACCA is not just for accountants. Members have the knowledge and skills to succeed in other areas such as business consulting, taxation, IT, strategic planning, and general management.

Benefits of studying ACCA with The Academy

- Extensive experience gained from delivering the ACCA across a number of regions has enabled us to develop an effective study programme in response to both the students' needs and their employers' requirements
- We offer flexible study options, from a comprehensive study programme to a cost-effective home study option – you can always choose the one that fits you the best
- Our commitment to the quality of courses, study materials and student support is demonstrated by the results of our students – we consistently achieve pass rates around 20% higher than the Global average
- Our tutors are all ACCA-qualified PwC professionals with years of practical experience
- Great support from our team of dedicated and experienced co-ordinators



The ACCA Syllabus

Knowledge Module

- F1 Accounting in Business
- F2 Management Accounting
- F3 Financial Accounting

Skills module

- F4 Corporate and Business Law
- F5 Performance Management
- F6 Taxation
- F7 Financial Reporting
- F8 Audit and Assurance
- F9 Financial Management

Essentials module

- P1 Governance, Risk & Ethics
- P2 Corporate Reporting
- P3 Business Analysis

Optional module

- P4 Advanced Financial Management
- P5 Advanced Performance Management
- P7 Advanced Audit and Assurance

On your path to the ACCA, you will have a chance to attain the introductory and advanced Diploma in Accounting and Finance. The introductory diploma is associated with the first three ACCA exams, F1-F3, and the advanced diploma with F1-F9.

IFRS Centre of Excellence

What is the IFRS Centre of Excellence?

International Financial Reporting Standards (IFRS) is a major issue for most companies and finance professionals. We have developed leading expertise in IFRS to be shared. At PwC, we regularly train our professionals and clients in the latest IFRS issues and challenges for Romanian business. Our expert trainers can transfer the best IFRS knowledge to you, go through a number of practical examples as well as give you important hints for your everyday practice.

What do we offer in the field of IFRS?

- Diploma in IFRS - an international qualification developed by ACCA
- IFRS seminars - open seminars on current IFRS issues

Join our ***IFRS***
students in Romania

Diploma in IFRS

About the Diploma in IFRS

Diploma in IFRS (DipIFR) is an international qualification in IFRS developed by the leading professional accounting organisation – Association of Chartered Certified Accountants (ACCA). Certified specialists in DipIFR will gain comprehensive knowledge of the main IFRS standards and principles, IFRS reporting skills and practical application of IFRS. This flexible qualification enables you to fit the studies around work and social commitments and can be completed in three months.

Who should study DipIFR?

This programme is intended for all professionals working in accounting, audit and finance who want to take a qualification exam and broaden their knowledge of the theoretical and practical aspects of IFRS.

Benefits of studying DipIFR with The Academy:

- Our preparatory courses are led by PwC professionals who are ACCA-qualified and have excellent training skills and extensive experience introducing IFRS and its practical application
- With the preparatory course, you will gain study materials developed by PwC experts, full support from the tutors, a comprehensive study plan for the final exam and a mock exam including interim tests

In the long run, participants of our preparatory courses achieve high pass rates.

IFRS Open Courses

About the courses

Our seminars are designed to help finance and accounting staff in meeting the challenges of applying IFRS and will also illustrate the implications of a conversion to IFRS to companies that are considering a transition.

We are constantly extending our offer of seminars by new and current topics to satisfy our clients' needs. Currently, we are offering the following IFRS topics:

Romanian GAAP versus IFRS

IFRS Framework and Foundations

IFRS Update & News

Business Combinations and Consolidation of Subsidiaries in IFRS

Accounting Treatment of Impairment of Assets (IAS 36) and Provisions (IAS 37)

Deferred Tax in Accordance with IAS 12 Income Taxes

Accounting Treatment of Leases (IAS 17)

FX Risk Management in Relation to IFRS

Understanding Financial Instruments

Hedge Accounting

IFRS 7 - Disclosure Requirements

IFRS 9 – Hot News

IFRS – Specific Issues in various industries (IT, Telco, Pharma, Real Estate, Energy, Retail, Automotive)

IFRS – Specific Issues in the Telco Industry

Who should attend?

The courses will help anyone from the field of accounting and finance to deal with consolidation issues they may encounter in carrying out their financial reporting duties.

Benefits of our courses

- Participants will be provided with the most up-to-date training on the continuously evolving IFRS framework
- All courses are designed and led by experienced audit and finance professionals who use practical examples and engaging case studies

Other Accounting Programmes & Qualifications

*Are you looking for a set of
trainings that will help your
employees to improve their
knowledge of the accounting
standards they need for work?*

US GAAP Programme

About US GAAP Programme

Despite having a great deal of common purpose and concepts, the accounting principles in Romania and the United States can lead to markedly different financial statements.

Our one-day course provides an overview of the workings of US GAAP (Generally Accepted Accounting Principles) and highlights the significant differences between accounting principles followed in the US and in Romania, using both model financial statements and real-world examples.

Who should attend?

This seminar is aimed at those dealing with US parent or subsidiary organisations, which require an understanding of the key differences between US and Romanian accounting principles.

Benefits of the programme

- The seminar will give you a well-structured overview of the most relevant topics related to US GAAP, including reporting of long-term assets, revenue and receivables, inventory costing, etc.
- You will get the most updated information about all hot topics in this area as well as future developments in the matter of convergences between US GAAP and IFRS and the adoption of IFRS in the US
- Sufficient time has been set aside to consider your questions

CIMA Qualification

About CIMA

Chartered Institute of Management Accounting (CIMA) is a leading and globally recognized membership body that offers professional management accounting qualifications. CIMA is a flexible programme with an emphasis on accounting for business, with subjects including managerial accounting, finance, taxes, strategy and business administration.

Who should study CIMA?

Students and CIMA members are current or future consultants, Chief Financial Officers, financial controllers, investment consultants or analysts working in many international companies.

Benefits of studying CIMA with The Academy

- Our programme preparing for CIMA exams is cost-effective, offering in-company courses for individual companies
- The scheduling of exam sittings can be tailored to your needs, taking into consideration your busy schedule and training needs (the entire qualification or selected papers)
- CIMA is also very flexible concerning the start of qualification - even if you don't have any experience in finance or a degree in economics, you can successfully pursue the CIMA qualification
- If your studies were connected with finance or law, you can be exempted from some of the papers

CIMA constitutes an opportunity for development on international labour markets as CIMA certificates are valued by employers worldwide.

Internal Audit, Controlling & IT Audit

Internal Audit needs people that can adapt and contribute, people that have the right technical, commercial, communication and leadership skills to respond within a more complex and challenging business environment.

At PwC, we have extensive experience in assisting clients to meet these challenges, combining depth of training expertise with specialists from the world of internal audit. We are offering different programmes and qualifications that can help you keep up:

- Internal Audit Training Programmes - a core necessary for any internal auditor
- IT Audit Training Programmes
- Certified Internal Auditor (CIA) - the only globally accepted certification for internal auditors
- Certified Information Systems Auditor (CISA) – a cornerstone certification for information systems audit professionals

***Lights, camera, action... scripting
internal audit for a changed world***



Internal Audit Programmes

About Internal Audit Programmes

The internal audit training programmes represent a curriculum designed to develop both technical knowledge and soft skills that internal auditors should have as they progress in their careers to becoming Master professionals in internal audit work.

Our programmes cover the essential areas of internal audit:

- Audit negotiations and interviewing techniques
- Risk assessment and development of annual internal audit plan
- Approaches specifics of internal audit engagements from planning to execution phases
- Internal audit tools and techniques for documentation of work, sampling and testing
- Report writing and communication

Who should attend?

The programme is mainly designed for junior audit professionals interested in building hard technical auditing skills as well as first class soft skills, but also address senior audit professionals interested in refreshing their knowledge and getting the latest internal audit profession insights.

Benefits of the Internal Audit Programmes

- Participants will gain necessary competencies and knowledge to global trends
- First class skills will ensure effective audits covering the full range of operations, risks and controls
- Our programmes will help to improve efficiency and motivate staff through the continuous development of skills and sharing of best practices
- All participants will gain a PwC Certificate

IT Audit Training Programmes

IT General Controls Audit

About IT General Controls Audit

This course covers specifics of the IT audit engagements methodology, tools and techniques to review and test general and application controls as well as relevant case studies with focus on specific industries.

Who should study IT General Controls Audit

The training in IT General Controls is designed to juniors in information systems audit control, assurance and security who are interested in building experience and a career in information systems audits.

Benefits of studying IT General Controls Audit with The Academy

- This course is a powerful way to equip yourself with the basic knowledge of the core competencies that define a successful IS auditor
- Facilitated by trainers with a lot of experience in Information Systems Audits, this training will give you an insight of how the financial systems are integrated with the operational systems within different companies
- In addition this course will provide you the techniques needed to audit such systems for different industries (e.g. Insurance, Telecom, Banking, etc)



Computer Assisted Audit Techniques (CAATs) training

About CAAT

Computer Assisted Audit Techniques are any audit tests that has been automated with the use of a computer and associated software. CAATs can be used to make the audit more effective and efficient, by:

- a) Automating an existing audit test; or
- b) Performing tests that are not feasible to perform manually.

Who should study CAATs?

The study of CAATs is mainly designed for audit professionals interested in developing in-depth technical auditing skills which will improve efficiency during the internal audit assignments.

Benefits of studying CAATs with The Academy

By studying CAATs with The Academy, you will have access to professionals which are using such methods in their day to day work and will provide you training based on real life examples on how to use such techniques in order to:

- Increase long term audit efficiency
 - » In subsequent years the same CAATs programs can be modified and run in less time than the initial year creating even greater efficiencies and savings.
 - » Target testing on risky area
- Increase effectiveness of control
 - » Draw documented conclusions from logical and concise reporting which is not currently available from client systems.
- Decrease audit risk
 - » Testing 100% of the population

Certified Internal Auditor (CIA)

About CIA

The Certified Internal Auditor (CIA) is the only globally accepted certification for internal auditors and remains the standard by which individuals demonstrate their competency and professionalism in the field of internal audit. Candidates leave the programme enriched with educational experience, information, and business tools that can be applied immediately in any organisation or business environment.

CIA is enduring because it requires candidates to master the ability to identify risks, examine alternative remedies, and prescribe the best initiatives to control these risks. CIAs master auditing standards and practices as well as management principles and controls, information technology, and emerging strategies to improve business and government.

Who should study CIA?

CIA is the best choice for long-term internal auditors and future managers who want to accelerate their career as well as raise their professionalism to a higher level.

Benefits of studying CIA with The Academy

- The Academy has a wide network of experienced and qualified tutors in the area of internal audit
- Participants will learn the most significant vocabulary for the international CIA exams and gain unique PwC materials as well as an original study scheme – that is why our students have significantly higher pass rates in exams than the global average



Certified Information Systems Auditor (CISA)

About CISA

Certified Information Systems Auditor (CISA) is globally recognised as the mark of excellence for information systems audit professionals. CISA combines the achievement of passing a comprehensive exam with recognition of work and educational experience, providing you with credibility in the marketplace.

Who should study CISA?

The CISA designation is for professionals in information systems audit, control, assurance and security who have front-line experience with information system audits.

Benefits of studying CISA with The Academy

- Whether or not you intend to immediately sit for the CISA exam, this 5-day course is a powerful way to equip yourself with the knowledge of the core competencies that define a successful IS auditor
- We focus mainly on quality in everything we do – from our tutors to PwC-developed study materials
- An original study scheme enables our students to have significantly higher exam pass rates than the global average

Tax & Legal

***Our programmes
are unique on the
Romanian market.***



Tax and Legal two-year Training Programme

The Academy at PwC is the leading training center in Romania and across Central and Eastern Europe, with a comprehensive offer of professional qualifications and tailored programmes in several areas.

We have taken a new approach to our Technical Tax and Legal programme, to better meet your specific training needs. Starting this year, the members of the Romanian Tax Chamber pursuing the two year programme of our Academy will have the classes attended for each Tax academy year recognised as the mandatory 30 hours per year of professional training required by the Romanian Chamber of Fiscal Consultants for active tax advisors.

Our programme covers:

Corporate Income Tax

Accounting for Tax

Transfer Pricing

Value Added Tax

Customs Duties and International Trade

Excise & Environmental Taxes

Individual Income Tax

Romanian Fiscal Procedure

EU Taxes

Who should attend?

The trainings are aimed at all those who require a comprehensive knowledge of Romanian or international tax principles and related legislation.

Benefits of studying taxes with The Academy

- To satisfy our clients' needs, we are constantly expanding our offer by new and current topics
- Our tutors are selected for their talent for teaching and practical professional tax experience
- Comprehensive study materials developed by PwC and full support from the tutors are a matter of course
- If you have more people to train or specific industry or business needs, you can book an in-house training

Transfer Pricing Programme

Our Transfer Pricing training programme is a series of sessions intended to address the different challenges of transfer pricing that many of you face today.

At PwC, we have always been at the forefront of transfer pricing developments and are considered as thought leaders in this domain. We are proud to have been recognised by the International Tax Review as “*the European Transfer Pricing Firm of the Year*” for four consecutive years. By being present at various forums, such as the European Union Joint Transfer Pricing Forum, PwC is also influential in the shaping of European regulations in the sector.

Who is it for?

The Transfer Pricing Programme is intended for those of you wishing to develop their transfer pricing knowledge and skills so as to meet current legislative requirements.

Session I

will cover topics such as: understanding local legislation provisions, how to compile a transfer pricing file, topical problems in the sector.

As we want to make sure that all the participants gain a practical view of transfer pricing, our Academy will be hosting a workshop on how a transfer pricing file should be prepared, including working together on a case study.

Session II

will consist of debates on problems encountered during tax inspections focusing on transfer pricing, and several case studies aimed at informing you about specific situations that occur in practice.

What’s in it for me and my business?

- These topics will be debated by our professionals in the transfer pricing team, who will deliver two high quality sessions.
- In addition, to bring to the forefront the view of the tax authorities on the legislative developments and their experience gained from tax inspections focusing on transfer pricing, both sessions will have as their special guests representatives of the tax administration authority ANAF

International Mobility

Social Security

The programme provides an overview of the internal and international social security rules applicable for foreigners performing employed or self-employed activities in Romania, including the obligations arising from the Romanian legislation perspective, the EU social security regulations and the provisions of bilateral agreements Romania concluded with other countries, as well as details on the practical methods of ensuring the reporting and payment of social contributions in Romania.

Employment, Visa and Residency Permits

The immigration process is an important factor that should be taken into account when planning the assignment of an foreign national to Romania. The programme contains a description of the immigration documents that should be obtained under the Romanian legislation in force by foreign nationals in order to ensure their legal right of work and stay, information regarding the duration of this process and the impact for both the individual and the company. During the programme our experienced consultants will also present specific situations that might be encountered in practice and practical approach methods.

Tax Residency

The Romanian tax residency criteria are essential in assessing a foreign individual's tax status in Romania and the corresponding tax reporting and payment obligations that arise. New criteria apply as of 2012 and the Romanian tax authorities have introduced related 'arrival' and 'departure' questionnaires. The programme covers tax obligations for residents on worldwide income and for those with limited tax liabilities, based on the rules/regulations in the Fiscal Code and in the applicable Double Tax treaties concluded by Romania with other countries.

Industry Focused Trainings

Each industry has unique characteristics, needs, strategies and sensitive issues to be discussed in confidence.

Tailored Trainings

About tailored trainings

Specific accounting and tax knowledge will improve your ability to react to and anticipate constant changes in the marketplace. We can develop any training solution tailored to the current needs of your company and characteristics of the industry, in areas such as:

Manufacturing

- Automotive
- Chemicals
- Engineering, Construction and Operations
- Industrial Machinery and Components

Financial and Public Services

- Banking and Leasing
- Healthcare
- Insurance

Other Services

- Retail and Consumer
- Telecommunications
- Utilities

Who should attend?

Tailored trainings can be designed basically for anyone – from specialist positions to top management.

Tailored solutions benefits

The tailored training format is very efficient as it allows the participants to manage more comprehensive and complicated topics in a shorter time in comparison to standard courses.

Our industry specifics trainings are:

- *Convenient* – tailored solutions can be delivered on any date, at any location of your choice to help you reduce your travel and lost production time costs; they can also be delivered in the language you prefer (Romanian/English);
- *Flexible* – a training of any structure can be designed in various formats – e.g. as a one-day session or a long-term continuous educational programme;
- *Customised* – together, we will discuss and define the solution that best fits your organisation in order to meet the expectations and needs of your employees and business;
- *Expertise* – all our tutors are PwC experts in the area of Romanian accounting and taxation; they possess extensive teaching and real-world practical experience in relevant industries;
- *Practical* – specific examples from your industry will be incorporated in the programme.

Human Resources & Management and Business Skills

CIPD membership keeps you up to date with developments in the fast-changing HR profession, ensuring professional recognition in the workplace.

The Chartered Institute of Personnel and Development (CIPD)

is globally recognised and Europe's largest HR and development professional body with over 135,000 members. Its aim is to drive sustained organisation performance through HR, shape thinking, lead practice and build HR capability within the profession.

It gives HR professionals the recognition and mark of professional competence, enhanced career prospects and a wealth of other benefits.

Train with The Academy at PwC for:

Human Resources (HR)

The CIPD Certificate in Human Resource Practice (CHRP)

Learning & Development (L&D)

The CIPD Certificate in Learning and Development Practice (CLDP)

The CIPD Certificate in Human Resource Practice (CHRP)

About CHRP

The CIPD Certificate in Human Resource Practice (CHRP) provides a firm foundation in all areas of HR. The programme is divided into 3 modules (10 days in total) and can be completed within one year. By the time you complete the Certificate, you will have gained the knowledge, skills and behaviours required of a professional HR practitioner.

Who is CIPD CHRP for?

The qualification is recommended to those who are new to HR or working in an HR support role but wish to develop their knowledge and skills. The Foundation Level Certificate is perfect for people who are in a support function, want to acquire a wide range of relevant practical skills, and would like to further their career with a professional qualification.

Benefits of CIPD CHRP

- CIPD Certificate gives HR professionals the recognition and mark of professional competence, enhanced career prospects and a wealth of other benefits
- The programme will help you to develop essential HR skills and give you the confidence to be more effective at work and add value to your HR function
- CIPD reflects what good HR looks like and what HR professionals need to know, do and deliver at different stages of their career, be they specialists or generalists, working internationally or locally



The CIPD Certificate in Learning and Development Practice

The CIPD Certificate in Learning and Development Practice (CLDP)

The Certificate in Learning and Development Practice (CLDP) provides a firm foundation in all the areas of Learning and Development (L&D), including its impact on business sustainability. It is an essential introduction for L&D professionals. It will help you develop essential skills and give you the confidence to be more effective at work and add value to your HR or training function. Whether you're just starting out in your career or want to take your career to the next level with a recognised professional qualification, the CLDP will help to build your knowledge and skills.

Who is the Certificate in Learning and Development Practice for?

It is aimed at aspiring and existing trainers and those looking for a strong grounding in L&D essentials, including those who:

- are aspiring to, or embarking on, a career in L&D
- are working in the field of L&D in a support role and wish to develop their knowledge and skills
- have responsibility for L&D activities and decisions within an organisation without a specialist function
- are contracted as employees or independent consultants within the field of L&D

The knowledge toward professional membership.

CLDP provides the required knowledge towards new Associate professional level of CIPD membership. After successful completion of the certificate, if you can demonstrate that you can apply your knowledge in the workplace, through an assessment of your workplace activities and behaviours, you'll be awarded the new Associate.

Benefits of CIPD Certificate in Learning and Development Practice

Studying the CLDP will provide you with the knowledge and skills required to deliver planned L&D activities, focusing on the importance of creating and maintaining a positive learning environment and the knowledge and skills required for the actual delivery of an activity or session. Including:

- Developing a sound understanding of the knowledge for a professional L&D practitioner
- Understanding how L&D activities support an organisation's strategy and assist the achievement of business objectives and how these are shaped by internal and external factors
- It also provides the required knowledge towards Associate professional level of membership



“I think the most important thing that I’m taking away from CIPD is the realisation that I can make a difference.”

“It helps me day to day – we were designing a dashboard in parallel with studying HR metrics and scorecards. Result – right metrics on the dashboard and done in half the time!”

“It’s hard work but it’s worth all the effort and above all it’s a great team working experience for a group of HR professionals.”

Total reward

Who is it for?

The course is addressed to HR professionals (minimum 2-3 years of experience) that are responsible for developing, revising or communicating compensation and benefits programmes.

What's in it for me and my business?

Nowadays, we experience a post-downturn market, where growth is back on the agenda, but in a cost-conscious manner and where turnover is low, but talent is still hard to find. It is therefore critical for the businesses to rely mostly on retaining and developing current workforce, while ensuring a level of engagement that drives results, which are increasingly ambitious. The course will help HR professionals become pro-active and creative about reward programmes, as well as able to communicate the employee value proposition and competitive differentiator.

What will I be able to do after I receive training?

- assess the effectiveness of the current reward programmes, through benchmarking surveys and internal engagement measurements
- revise / develop base pay structures, bonus schemes, broad and flexible benefits
- define reward strategy and employee value proposition
- develop and implement effective communication programmes targeted to various audiences
- provide training, coaching and support to management to “sell” the total reward offering

What will I do and experience during the training?

You will hear about:

- structured approaches to base pay, variable pay and benefits schemes design, developing an employee value proposition and internal communication
 - trends and practices applied by top performing companies in designing, revising and communicating reward programmes
 - methods to train and develop managers
- You will discuss with facilitators and other participants:
- successful practices and their impact on engagement
 - issues and pitfalls of reward programmes, as well as ideas to address them

You will practice:

- interpretation of various quantitative and qualitative measurements
- revision of base pay structures and bonus schemes in proposed case studies
- employee value proposition development and communication strategy

Performance management

Who is it for?

The course is addressed to HR professionals (minimum 3-5 years of experience) that are responsible for developing, revising or managing the performance appraisal process.

What's in it for me and my business?

In order to achieve business goals, management needs to promote a culture focused on results and continuous improvement. This requires an effective process and adequate people management skills (from objective setting and monitoring to giving feed-back and having insightful development discussion) together with commitment and accountability for the performance of the team. The course will help HR continuously improve the process, while being able to go beyond administrator role and pro-actively develop management awareness and capability to effectively implement the process.

What will I be able to do after I receive training?

- assess the effectiveness of the current process
- design improvements in the process
- use internal communication and change management tools to ensure the process is applied
- facilitate moderation / calibration meetings
- provide training, coaching and support to management

What will I do and experience during the training?

You will hear about:

- trends and practices applied by top performing companies, in developing, facilitating and measuring the process
- methods to train and develop managers

You will discuss with facilitators and other participants:

- successful practices and their impact
- issues and pitfalls of performance appraisal processes, as well as ideas to address them

You will practice:

- facilitator role in different stages of the process (eg objective setting / development plans, calibration of ratings, giving feed-back and communicating results)

Business partner

Who is it for?

The course is addressed to HR professionals (minimum 5-7 years of experience) acting as business partners for a part or the organisation or having a business partner role as HR managers.

What's in it for me and my business?

Most business leaders acknowledge the value people bring to the organisation. We are no longer discussing about HR gaining a seat at the table where business decisions are made; in most cases HR is at least consulted and informed, if not even key participant in the decision. It is therefore more important than ever to live up to the expectations and demonstrate value. In a knowledge based, extremely dynamic economy, where innovation in technology is a daily reality and individual needs are changing rapidly, The course will help HR to get in the front line, to understand and anticipate business needs and their impact on people, as well to have the agility and flexibility to respond with sustainable and customised solutions.

What will I be able to do after I receive training?

- define a structure where the HR Business Partner can fulfil the value adding part of role
- plan the activity in such a way that you manage requests while allowing time for pro-active involvement
- identify and develop relevant competencies
- use techniques to identify problems and develop solutions
- negotiate and influence various stakeholders in the organisation

What will I do and experience during the training?

You will hear about:

- structured approaches to developing HR delivery models, delimitation of roles and responsibilities and activity design
- trends and practices applied by top performing companies, in developing and implementing successful HR Business Partner models
- techniques for problem solving, questioning and creative thinking

You will discuss with facilitators and other participants:

- HR Business Partner profile, competencies and development methods
- successful practices and their impact
- issues in developing and applying an effective business partner model, as well as ideas to address them

You will practice:

- exploring needs through insightful questioning in a role play
- issue based problem solving and thinking out of the box in proposed case studies
- “selling” ideas in a role play

HR Analytics

Who is it for?

The course is addressed to HR senior professionals (minimum 5-7 years of experience) who are responsible for analysing and reporting on people performance, as well as for developing HR strategy and forecasting medium and long term workforce needs.

What's in it for me and my business?

Depending on industry, people are one of the most significant cost items and/or the most important value driver. Therefore, businesses should approach human capital as any other investment, looking at impact (on short, medium or long term) and direct and indirect costs incurred.

In order to make sound decisions related to people investment, business leaders need from HR accurate data on current workforce profile and performance as well as thorough analysis on future human resource needs (number and competencies) according to strategy. The course will provide to participants knowledge and tools to use quantitative and qualitative measurement and predictive analysis.

What will I be able to do after I receive training?

- identify, develop and measure relevant metrics and qualitative information related to human capital and to the HR function
- analyse “big” data to draw insightful conclusions on current issues
- use analysis to set objectives, that are relevant, measurable and achievable, while stretched
- develop HR strategy and initiatives, derived from business strategy, using predictive analysis and scenario modelling

What will I do and experience during the training?

You will hear about:

- HR measurement - metrics and qualitative instruments, how they are calculated and used to understand problems and develop solutions
- trends and practices applied by top performing companies, in using data assess and forecast people performance
- approach to developing strategy based on issues and forecasts

You will discuss with facilitators and other participants:

- successful practices and their impact
- issues and pitfalls in developing and applying measurement and data driven decisions

You will practice:

- developing HR strategy within a proposed case study
- using scenario modelling to forecast HR implications within a given case study

Management & Business Skills

Nowadays, soft skills are crucial in all areas of our personal and professional lives

Soft Skills

About the courses

Our soft skills seminars are designed to help participants to set up their targets in the area of personal and managerial development. All of them are conducted and delivered by PwC experts, who are experienced professionals in coaching, motivation for both individuals and teams.

Our portfolio includes topics such as:

Coaching in the workplace	Presenting with Impact	Conflict Resolution
Effective Communication	Time Management	Negotiation Techniques
Influencing Styles	Relationship Building	Knowledge Management
Leading Teams	Action Learning	

Who should attend?

Open courses are aimed at almost everyone – whether people in leading positions who want to successfully manage, coach and motivate others, or any other employees who simply want to raise their own potential by communicating effectively.

Tailored trainings can be designed for any company – they are especially aimed at teams and groups of people who need to cooperate more efficiently or want to enhance any key skills or techniques that are crucial for developing a business.

Benefits of our courses

- All seminars are highly interactive and utilise the best soft skills techniques and models
- Participants will get the chance to share their experiences with other people from across different positions, companies and areas of business
- You save time and money: in-house programmes are a highly flexible, cost and time effective way to get the maximum return on your learning and development investment
- Tailored content: the course is designed to address those issues that are relevant to your organisation; furthermore, sensitive issues can be discussed in confidence
- Your people can learn together and debate the unique circumstances of your organisation, making the learning even more relevant and effective

The Value of Knowledge

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 organisations, their structure and management methodology.

What is PwC 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 organisations, 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.

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 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.

Methodology of training

PwC Mini MBA Programme comprises nine related sessions designed to offer insight into successful business strategies in the modern world.

In the course of these sessions, we will try to provide a systematic framework and clear structure of organisation management, which will help participants to apply the acquired knowledge in their own organisations.

Duration

PwC Mini MBA Programme takes 16 days in total (100 training hours and 2,5 hours for final exam). Except for Module One, lectures are held on Friday (18-22h) and Saturday (9-17h) in The Academy at PwC premises.

Certificate

Upon completion of the programme, all participants will receive a PwC certificate*.

* Requires 76 hours of attendance and passing the final exam.

Language

Lectures and materials are in English language.

The mini MBA is the only accredited program on the market. We collaborate with the Babes-Bolyai University in Cluj-Napoca and our graduates receive a certificate issued by the Romanian Ministry on National Education.

Session 1: Business Breakdown and Map	The basics (Vision, Mission, Stakeholders & Governance) & Environmental Analysis - Competition. Understanding the profitability of an industry as well as its markets.	8 hours of training
Session 2: Corporate & Business Strategy	Understanding strategy development based on critical success factors, portfolios & internal analysis. Selecting options for growth & being innovative.	8 hours of training
Session 3: Cluster and Sustainable Development	Exploring the determinants of national and regional competitiveness building from the perspective of firms, clusters and regions	8 hours of training
Session 4: People Management	Human Resources & the Cultural Dimension.	12 hours of training
Session 5: Management Skills	The basics of personal effectiveness – Time Management, Stress Management, Communication.	8 hours of training
Session 6: Negotiation: sharing the skills and the thrills	Understanding negotiations: preparation, options and strategy, emotional ingredients, tactics.	8 hours of training
Session 7: Accounting Basics, Financial Management & Macroeconomics	Accounting Basics & Financial Management & overall performance management.	12 hours of training
Session 8: Project Management & Business Processes	Understanding principles and tools of effectively managed projects.	12 hours of training
Session 9: Marketing	From traditional promotion techniques to internet based marketing.	12 hours of training
Linking it all together through the use of a map	Business Analysis Map. Business Ethics. Introducing case study.	12 hours of training

We are here for you

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

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