

The Value of Knowledge

PwC's Mini MBA programme

Bulgaria, Croatia,
Montenegro, Romania, Serbia



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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 Mini MBA Programme?

PwC Mini MBA 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.

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 or where it is "situated".

Who is it for?

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

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 does 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 toll helping understand motives and values that drive behaviours
- Technology to support learning and group interaction
- Harvard Business Case at the end of the programme
- Guest speakers

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?

Duration

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

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



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.

- 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 (KPIs) 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

Choise: *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.

Topics:

- 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 a business environment where talent is mobile, innovation is essential and connection is everywhere.

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

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

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

Topics:

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



Module 4: Leadership in 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 the leader as a 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.

Topics:

- 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: Innovation & Creative Thinking



8 hours of training

The main objective of this module is to stimulate 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 that

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.

Topics:

- Why innovate?
- Understanding innovation
- Challenges for innovating in the 21st century – the age of acceleration
- Innovation as a competitive advantage
- Obstacles towards innovating
- 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
 - Capabilities Based Innovation
 - From problem to solution
 - Systematic Inventive Thinking
 - In class facilitation – company focus
- Sharing ideas and collaborating
- Avoiding quick judgement
- Main takeaways



**12 hours
of training**

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 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 also be explored. The participants should be able to use various marketing tools and theories to real life examples.

Topics

- 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. The goal of the module is to help participants 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 in line with organizational strategy
- Understand the processes necessary for the successful completion of a project

Topics:

- Introduction to project management – creating common language
- Roles and responsibilities
- Common challenges
- Working with project constraints
- Project life cycle
 - Initiating
 - Planning
 - Executing
 - Monitoring and controlling
 - Closing

Module 8: Accounting Basics & Financial Management

12 hours of training

This module provides 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 .



Topics:

- 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 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 an attempt to evaluate the performance of organizations. Finally a special section on how to be entrepreneurial will be delivered.

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

PwC's Academy



Experience Knowledge

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

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

The courses are organised as:

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

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

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



We are here for you

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



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PwC's Academy website:



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