

The Value of Knowledge

PwC Mini MBA Programme

*Programme
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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.

Language

Lectures and materials are in English language.

Duration

PwC Mini MBA Programme takes 16 days in total (100 training hours and 2,5 hours for final exam).

Certificate

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

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

How to make reservation?

For more information about the Programme and how to register please contact:

PwC's Academy
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Duration

PwC Mini MBA Programme takes 16 days in total (100 training hours).

<i>Session 1: Business Breakdown and Map</i>	The basics (Vision, Mission, Stakeholders & Governance) & Environmental Analysis - Competition. Understanding the profitability of an industry as well as its markets.	<i>12 hours of training</i>
<i>Session 2: Corporate & Business Strategy</i>	Understanding strategy development based on critical success factors, portfolios & internal analysis. Selecting options for growth & being innovative.	<i>12 hours of training</i>
<i>Session 3: People Management</i>	Human Resources & the Cultural Dimension.	<i>12 hours of training</i>
<i>Session 4: Management Skills</i>	The basics of personal effectiveness – Time Management, Stress Management, Communication.	<i>8 hours of training</i>
<i>Session 5: Marketing</i>	Understanding marketing, consumer behavior, branding and Internet based promotion	<i>12 hours of training</i>
<i>Session 6: Leadership & Negotiation</i>	Understanding your client & how to lead & gain new business.	<i>12 hours of training</i>
<i>Session 7: Accounting Basics, Financial Management & Macroeconomics</i>	Accounting Basics & Financial Management & overall performance management.	<i>12 hours of training</i>
<i>Session 8: Project Management & Business Processes</i>	Understanding principles and tools of effectively managed projects.	<i>12 hours of training</i>
<i>Session 9: Linking it all together</i>	Business Analysis Map. Introducing case study.	<i>8 hours of training</i>



Topics (more detailed):

1. Business breakdown & the Map

The basics (Vision, Mission, Stakeholders & Governance) & Environmental Analysis - Competition. Understanding the profitability of an industry as well as its markets.

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 in three main brackets, Analysis (position), Choice (options for growth) and Implementation. The module starts with an introduction of business in the 21st century and how different it is compared to 5 years ago, 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. Therefore:

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

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

This module deals with the concept of industry and how it can be analysed through practical examples of industries. It goes into analyzing 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. Therefore:

Topics:

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

This module also deals with strategy development. Logically, after the main idea (purpose – vision and mission), and the analysis of the competitive environment for any idea (even start-ups) it is essential for the organization to decide on what strategy to adopt. If the company is already operating for some time, at this point it is essential for the organization to match its competencies, skills and knowledge to the environment findings from module 2 to evaluate its strategy and make any necessary alterations.

This module asks the main question of **how do companies compete?** First of all, the concept of cost & differentiation is addressed and analysed. Then the idea of competing in a specific segment (niche); Then the concept of strategic groups is addressed mainly based on two parameters: **Price & quality.**

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

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

Topics:

- How do companies compete?
- Cost vs Differentiation
- Niche strategies
- Strategy clock
- Strategic group positioning
- BCG Matrix
- Product Life Cycle
- CSF's & KPI's
- Value chain analysis
- Resources & Competencies

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
 - *Licensing*
 - *Franchising*
 - *Acquisitions*
 - *Mergers*
 - *Exporting*
 - *Joint Ventures*
 - *Organic Growth*
- Vertical & horizontal growth
- Corporate parenting
- Strategy evaluation & decision making
- Innovation & knowledge management





3. People Management

Human Resources & the Cultural Dimension.

12 hours of training

This module introduces HRM. It examines key policies and systems used to manage people and discusses contemporary issues. It addresses major topics, such as the link between business strategy and HRM, the impact of HRM on business performance, recruitment, appraisal, balanced scorecard, compensation, benefits and organizational culture. Using theories, research evidence, and practical tools (case studies & videos), participants will understand and evaluate Human Resources Management in practice. Further, the module aims to provide participants with:

a) A 'managerial' view of the contribution of HRM to organizational performance including practical knowledge and skills on how to manage and develop people, b) A 'critical' view of the management of people in modern organizations

The module will describe the relationship between business strategy and HRM, evaluate the influence of HRM on organizational performance and describe the role of (and critically evaluate) key HRM policies and practices

Topics:

- Business strategy and the link with HRM (HR as a strategic partner)
- HRM and the link with performance
- Competencies and Skills
- Recruitment and Selection
- Performance Appraisal
- Motivation
- Managing reward
- Culture management
- Flexible organizations and changing trends in the labour market
- Employee Participation and Involvement



4. Management Skills

The basics – Time Management, Stress Management, Communication.

8 hours of training

The aim of this module is to provide the basics of effective management. Time management and Communication are crucial in this section. What energizes and individual or a group to accomplish something is highly important. The motivation might be money, security, status, prestige of position, or might be something else. In addition, the essence of management is communication, whether it entails planning, directing, or leading,

good communication skills are necessary for the manager to be successful. Long term planning, as well as weekly and daily planning will be covered. All of these topics will be covered with practical examples to be able to place the participants in the right direction for time management.

Topics:

- Time management
- Communication types & problems (assertiveness)
- Communication in the internet era
- Empowerment
- Time management basics
 - Time, setting objectives and priorities
 - Pareto's law
 - ABC priorities
 - Handling calls
- Managing meetings / ROI on meetings
- Stress management
 - Stress for better performance
 - Stress reduction

5. Marketing

Understanding marketing, consumer behavior, branding and Internet based promotion

12 hours of training

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. 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

6. Leadership & Negotiation

Understanding your client & how to lead & gain new business



12 hours of training

In this module, the emphasis will be on the understanding that the business of business is building relationships with clients and the business of all professionals in the front

line is making friends and building these relationships. A special emphasis on how to create a network will be delivered as well.

Topics:

- Impact
- Types of leaders
- Leadership vs. management
- The role of leader in problem solving
- Negotiations with internal and external clients

7. Accounting Basics, Financial Management & Macroeconomics

Accounting Basics & Financial Management & overall performance management.

12 hours of training

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

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



Topics:

- Financial statements based on IFRS
- International Accounting Standards basics (revenue recognition, assets, leasing, deferred tax...)
- Nature and Purpose of Finance Management
- The relationship between corporate strategy and corporate & financial objectives
- Developing financial objectives
- Financial analysis / Ratios for decision making
- Liquidity, cash flows and profit (understanding the concepts)
- Working Capital Management
- Sources of Capital
- Gearing, factoring, leasing, sale and lease back
- Investment Appraisals
- Risk Management
- Understanding a P&L statement
- Budgets, controlling budgets & variances (do's and don't's of budgets & types)

8. Project Management & Business Processes

Understanding principles and tools of effectively managed projects.

12 hours of training

From an operational perspective, it is essential to understand how an organization operates, its value chain, the costs involved, how to create value and the business processes adopted.

Furthermore, it is common knowledge that almost every employee handles or is

involved in projects. It is imperative to include this module as individuals need to be aware on how to deal with resources, deadlines, people and learn how to plan effectively, control and check quality, monitor and ensure that the deliverables are those expected.



Topics:

- Business Operations
- Planning and Executing small scale projects
- Understanding the project environment
- Understanding the Project life cycle
- Monitoring and Reporting on going projects
- Project Management methodologies
- Process groups of project management
- The BPR concept
- Quality issues

9. Linking it all together

Business Analysis Map. Case study examination.



8 hours of training

Through this module, the programme puts the pieces to the puzzle together. It is common knowledge that many programmes do not link modules effectively and many participants fail to understand when, how and where each module affects and is affected. With the use of a business analysis map all participants will be able to understand

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

Cases will be introduced as base for final exam.

PwC's Academy

Experience knowledge

PwC's Academy is the educational segment of the global organisation PricewaterhouseCoopers (PwC). PwC's Academy comprises of experienced professionals who through workshops convey to the participants their own knowledge and experience acquired through and embedded in 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 experience of our local experts as well as the experience from the PwC network of global experts. What's more, they are suited tailored to our clients' requirements to the needs of modern business and

PwC's Academy in Croatia 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, CIPD, PMP, CIA)
- 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 managers 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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