



# PwC's Mini MBA

## The value of knowledge

Program description



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# PwC's Mini MBA outline

**PwC's Mini MBA, best described as a compressed MBA for practitioners, 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.**

## How will participants benefit?

Participants will have the opportunity to learn how businesses operate as well as analyze and discuss 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.

## 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
- those who intend to start their own businesses
- anyone interested in acquiring professional business skills

Managing an organisation or its segment requires specific and very often diverse skills and knowledge. Therefore, it is very important that managers have the relevant insight into the company's operations and understanding of its strategy, human capital, marketing and other operational challenges.

## What is unique about the program?

PwC's Mini MBA uses a mapping technique and a sequence of modules that has been well thought of. Mapping an organization, or analyzing 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".

## What is included in the program

- 9 interactive workshops with international team of professionals
- 15 days (100 training hours) of intense, inspiring work
- Relevant exercises for knowledge implementation
- Real-life business examples and cases
- Licensed assessment tool helping understand motives and values that drive behaviours
- Technology to support learning and group interaction
- Harvard Business Case
- Guest speakers

During the course we will answer such questions as:

- 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?



# PwC's Mini MBA outline

<p>Module 1</p> <p><b>Business Mapping, Ethics &amp; Corporate Governance</b></p>	<p>The basics (Vision, Mission, Stakeholders &amp; Governance) &amp; Environmental Analysis – Competition. Understanding the profitability of an industry as well as its markets.</p>	<p><b>12 hours</b></p>
<p>Module 2</p> <p><b>Corporate &amp; Business Strategy</b></p>	<p>Understanding strategy development based on critical success factors, portfolios &amp; internal analysis. Selecting options for growth &amp; being innovative.</p>	<p><b>12 hours</b></p>
<p>Module 3</p> <p><b>Project Management in Everyday Business</b></p>	<p>Understanding principles and tools of effectively managed projects.</p>	<p><b>12 hours</b></p>
<p>Module 4</p> <p><b>Enabled Organisation</b></p>	<p>Understanding link between organisational structure and management effectiveness.</p>	<p><b>12 hours</b></p>
<p>Module 5</p> <p><b>Marketing in the Digital Age</b></p>	<p>Understanding marketing, consumer behaviour, branding and Internet based promotion.</p>	<p><b>12 hours</b></p>
<p>Module 6</p> <p><b>Accounting Basics &amp; Financial Management</b></p>	<p>Accounting Basics &amp; Financial Management &amp; overall performance management.</p>	<p><b>12 hours</b></p>
<p>Module 7</p> <p><b>Leadership in the 21<sup>st</sup> Century</b></p>	<p>Understanding challenges of leadership in modern business and creating positive environment.</p>	<p><b>12 hours</b></p>
<p>Module 8</p> <p><b>Innovation &amp; Creative Thinking</b></p>	<p>Understanding how to be innovative, why innovation is a necessity for business survival, how to think creatively through specific tools &amp; models.</p>	<p><b>8 hours</b></p>
<p>Module 9</p> <p><b>Linking it All Together</b></p>	<p>Preparing a business plan or a business analysis plan. Business Analysis Map. Introducing case study.</p>	<p><b>8 hours</b></p>



# 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 divided into three main steps:

- Analysis (position),
- Choice (options for growth),
- Implementation.

The module starts with an introduction of business in the 21<sup>st</sup> century and how organizations differ from what they were even 5 years ago, let alone the 20<sup>th</sup> century, mainly due to technological advances, the internet, speed, interactivity, virtual structures and other factors.

It deals with the understanding of the three levels of strategy (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. 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 – 20<sup>th</sup> century vs 21<sup>st</sup> century
- Vision & Mission – business “purpose” & concept of strategy
- Stakeholder Analysis & Mapping
- Corporate governance basics
- Business mapping – part 1

# Module 2: Corporate & Business Strategy

12 hours  
of training

## Topics:

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

This module deals with the concept of industry based on practical examples. 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.

In this module we will 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. We will also deal with strategy development.

This module asks the main question of how do companies compete? Addressed and analyzed are concepts of cost & differentiation, competing in a specific segment (niche) and strategic based mainly on two parameters: price & quality.

Furthermore, the idea of the strategic clock is examined which offers the “hybrid” strategy option. We follow with the analysis of products and services 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 21<sup>st</sup> 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). Finally, the concept of the value chain is addressed as well as an introduction to analysis of resources.



# Module 2.1: Selecting options for growth & innovation based on your SWOT



This is one of the most important areas of the program. It uses the previous modules as a foundation to start the “choice” section.

After every company analyzes its environment, its competition, its customers, its marketing strategy as well as its overall strategy and products (among others), 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 based on markets and products/services.

The concept of diversification is analyzed 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: Project Management in Everyday Business

**12 hours  
of training**

## **Topics:**

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



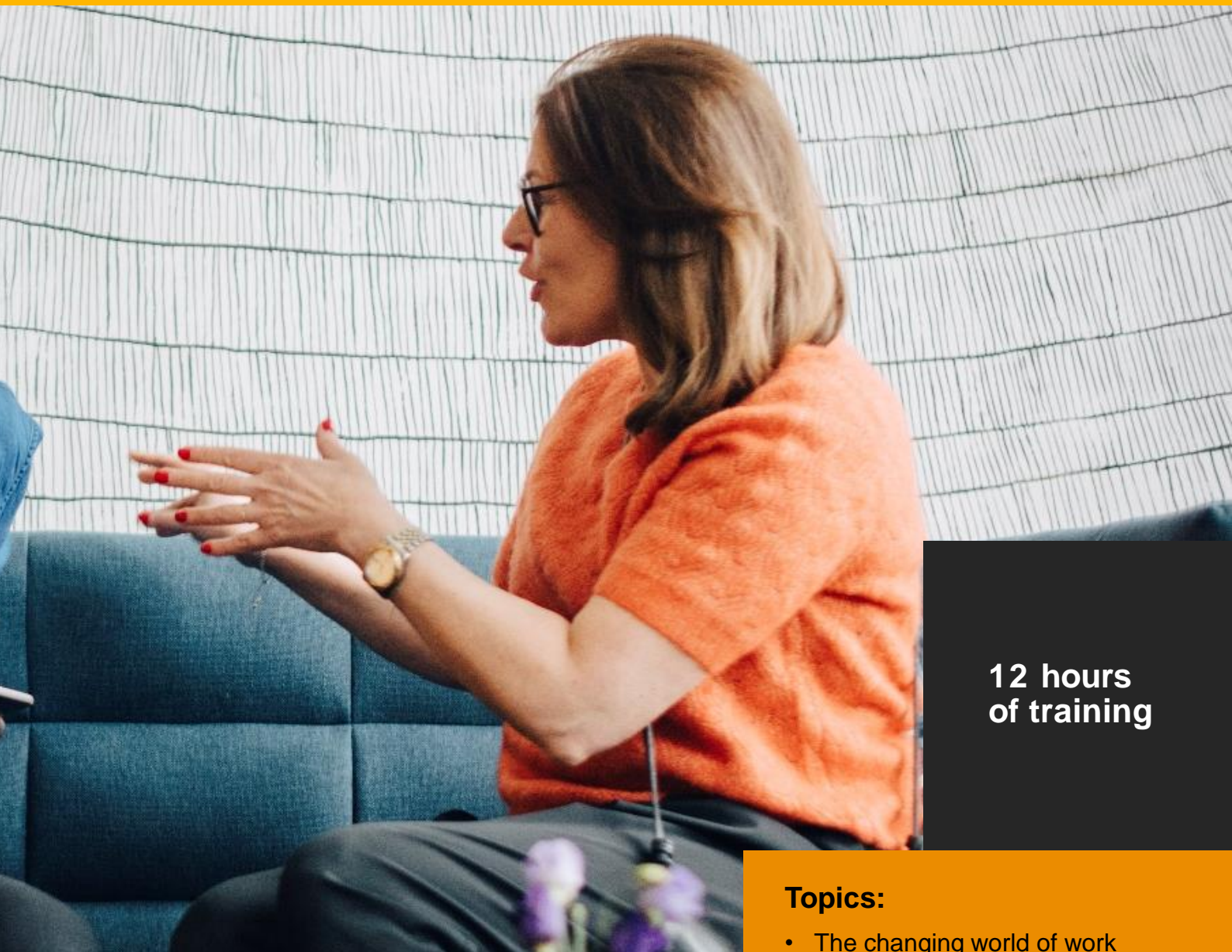
This module has been designed to provide understanding of the importance of project management methodology and its use in everyday business. The goal is to help participants develop a unified approach towards project management challenges. It is also designed to help reduce stress associated with project management activities, and to increase the chances that the project will be completed on time, within the budget and maintaining 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

# Module 4: Enabled Organisation



**12 hours  
of training**

This module explores the link between organizational structure and management effectiveness. It addresses key topics such as complexity and change and identifies the management skills needed to respond intelligently. It is based on the idea that the 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 those they manage. It will show the importance of differentiating between 'performance' and 'contribution' when giving feedback and creating a more engaged workforce.

The module will 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 organizational 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 organization
- Coaching
- Communicating change effectively

# Module 5: Marketing in the Digital Age

12 hours  
of training



In this module we will discuss market positioning, combining off-line and on-line marketing tactics, social media for businesses, the importance of content & video and finding the right balance, as well as 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. We will explore such areas as branding, internet marketing, marketing through social media and other concepts and ideas.

There is a dominant move in the market towards visualization (videos) and content marketing and these along with other important trends will be explored. The participants should be able to apply various marketing tools and theories in real life.

## 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 6: Accounting Basics & Financial Management



## 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

**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, at least at the level of understanding the key concepts.

It covers the most essential areas such as budgets, analysis of financial statements, the concepts of asset, capital, profit, revenues, margin, dividends, cash flows and others.

# Module 7: Leadership in the 21<sup>st</sup> Century

## 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
- 5<sup>th</sup> level leadership
- Situational Leadership

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 in an organization will at large 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 this module, the emphasis is placed on leaders as individuals as well as on efforts to understand individuals and to create an environment where differences, new ideas, curiosity and innovation are all encouraged and cultivated. Different dimensions of leadership will be analyzed with a reflection on the fast changing business environment and people needs.



**12 hours  
of training**

# Module 8: Innovation & Creative Thinking

The reason for this module is that innovation is a necessary requirement for competitive advantage, not an option.

The main objective of this module is to stimulate and inspire participants to think differently, as well as help them believe that they can challenge the status quo at their organization with ideas and add more value by doing things better. Creative thinking is a skill and in this module we invite participants to learn the techniques that will help them develop this skill.

The module also covers the importance of capabilities and Business Intelligence as areas where innovation can be found.

## Participants will be inspired by:

- Encouraging them to think differently
- Learning techniques to think differently that could be applied daily
- Making them understand how to generate ideas
- Making them able to understand how to overcome obstacles in their own areas
- Making them supportive to innovation and “changes” in general with their teams
- Making them understand how to screen ideas & implement



**8 hours  
of training**

## Topics:

- Why innovate?
- Understanding innovation
- Challenges for innovating in the 21<sup>st</sup> 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

# Module 9: Linking it all Together

8 hours  
of training



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

Through this module, the program puts the pieces of the puzzle together. It is common knowledge that many programs 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 program 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.

**Preparing a business plan  
or a business analysis plan  
& pre-assessment | analysis  
of case through the use  
of a map (Business Analysis  
MAP) ©**





**PwC's  
Academy**



We also offer closed workshops and complex training programs tailored to an individual client's needs. We are open to any training topics depending on the client's needs and interests.

## More than a training

PwC's Academy is part of a leading global organization providing services in the field of business consulting, audit, law and taxes.

### Examples of open training:

- Financial Professional Qualifications: CIMA, ACCA
- CIPD CHRM for HR managers
- Business Coaching Diploma – comprehensive coaching course (certifications: ICF ACSTH and EQA EMCC)
- PwC's Mini MBA
- Aikido of Communication & Persuasion
- IFRS Update
- IFRS9 for Corporates
- IFRS 15 & 16
- Finance for Non-Finance Professionals
- Obligatory courses for auditors: hard and soft skills

### What distinguishes us?

**Our strategy is to deliver professional training solutions, which are a real value to the client. We offer open courses from a variety of topics, professional qualification programs, as well as closed training tailored to a particular client's needs and preferences.**

#### Knowledge and experience

We have vast knowledge and experience gained during hundreds of training and consulting projects. Our clients come from different businesses and sectors, which enables us to tailor the training accordingly to the specificity and needs of a given client.

#### Best specialists

Our experts are practitioners, who take advantage of their knowledge, many years of business experience as well as training, coaching and facilitating skills. We cooperate with trainers from all over the world.

#### Professional training accreditations

Our programs have been recognized by various international institutions, such as: Chartered Institute of Management Accountants (CIMA), The Association of Chartered Certified Accountants (ACCA), Chartered Institute of Personnel & Development (CIPD), International Coach Federation (ICF) and European Mentoring and Coaching Council (EMCC).

#### International presence

PwC's Academies are present in many countries worldwide. We continuously collaborate, share experience, ideas and take advantage of solutions that have gained global recognition.

# Edition: Fall 2019

## Schedule

17-19.10.2019	<b>Module 1</b>	Business Mapping, Ethics & Corporate Governance
	<b>Module 2</b>	Corporate & Business Strategy
8-9.11.2019	<b>Module 3</b>	Enabled Organisation
15-16.11.2019	<b>Module 4</b>	Accounting basics & Financial Management
29-30.11.2019	<b>Module 5</b>	Marketing in the Digital Age
13-14.12.2019	<b>Module 6</b>	Leadership in the 21 <sup>st</sup> century
10-11.01.2020	<b>Module 7</b>	Project Management in Everyday Business
24-25.01.2020	<b>Module 8</b>	Innovation & Creative Thinking
	<b>Module 9</b>	Linking it all Together
3.02.2020	<b>Exam</b>	Case Assessment Paper

### Essential information

- The program is delivered in English
- The course comprises of 15 training days (100 training hours) and 2.5 hours for the final exam
- For Modules 1, 2, 8 and 9:
  - All days are from 09:00 till 17:00
- For Modules 3-7:
  - First day of each session is from 16:00 till 20:00 and the following days are from 09:00 till 17:00
- Finalists of the course receive a PwC Certificate (min. 76 hours of attendance and pass on exam required)
- Price per participant: 11 500 PLN\*  
**Early bird price until 10 August: 9 900 PLN\***  
\*plus applicable 23% VAT
- Place of training:  
PwC premises, Polna 11 (Metro Politechnika), Warsaw

### We are here for you



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