

[www.pwc.com/mk](http://www.pwc.com/mk)

# *PwC Academy*

Be curious: learn,  
share and innovate

Training  
Programme  
Catalogue  
2013/14



**pwc**

# Table of Contents

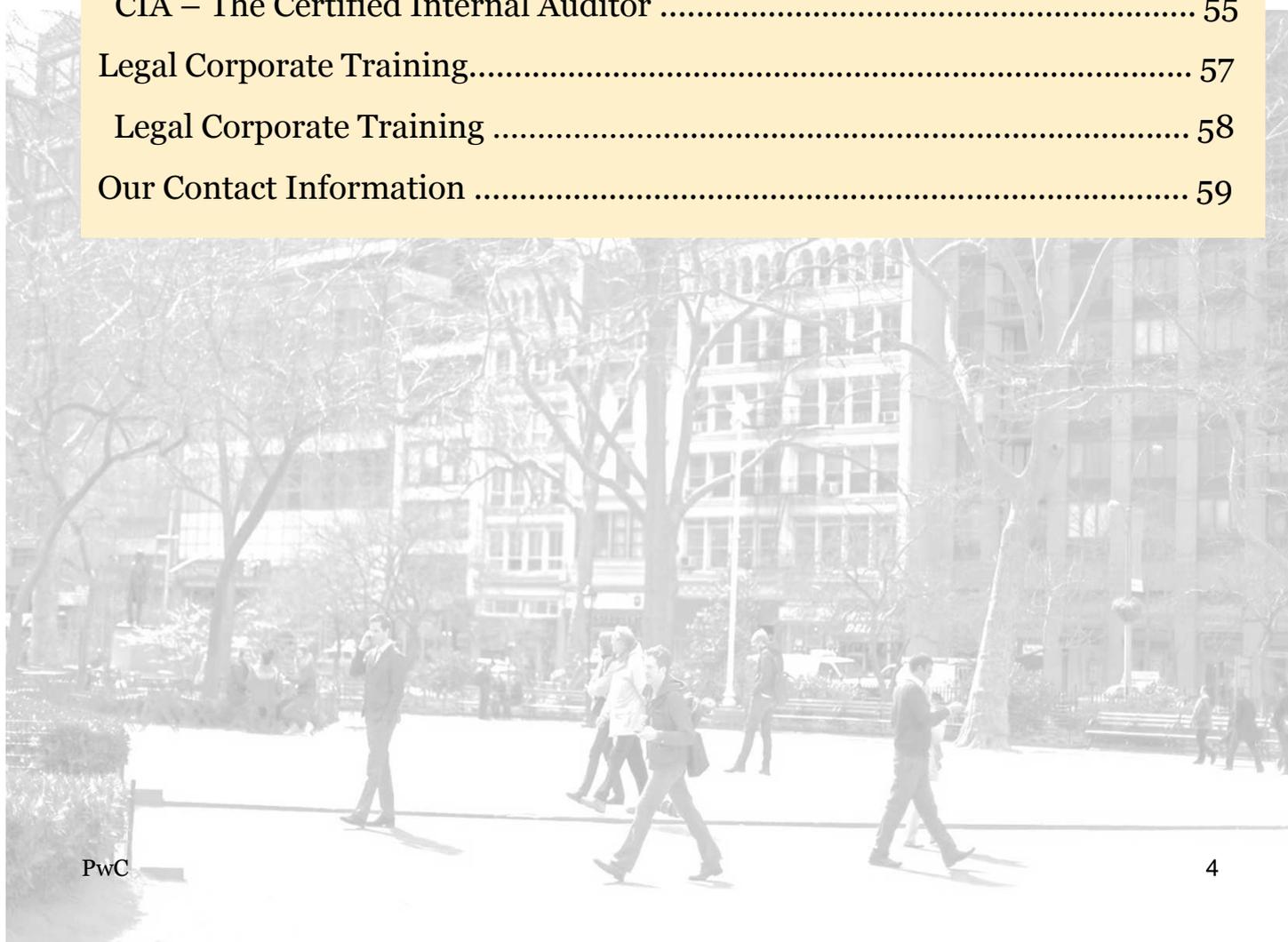
|   |    |
|---|----|
| PwC– Global Organisation .....                                | 6  |
| PwC in Macedonia .....  | 6  |
| PwC Academy .....   | 7  |
| Overview of Our Approach to Learning .....                    | 8  |
| Overview of Our Training programme .....                      | 9  |
| Finance and Accounting .....                                  | 10 |
| Finance for Non Finance Professionals .....                   | 11 |
| International Financial Reporting Standards (IFRS) .....      | 12 |
| IFRS for Small and Medium-sized Entities (IFRS for SME) ..... | 13 |
| Financial Statement Analysis .....                            | 14 |
| Internal Audit .....  | 15 |
| Tax .....   | 16 |
| Value Added Tax (VAT) .....                                   | 17 |
| Corporate Profit Tax (CIT) .....                              | 17 |
| Deferred Tax (DT) .....                                       | 18 |
| Managing Tax Control .....                                    | 18 |
| Personal Income Tax and Social Security Contributions .....   | 19 |
| Transfer pricing .....  | 20 |

## Table of Contents (continued)

|   |    |
|---|----|
| Project Management .....                          | 21 |
| Basic Project Management Training.....            | 22 |
| Advanced Project Management Training .....        | 23 |
| Project Management .....                          | 24 |
| Management and Personal Effectiveness Skills..... | 25 |
| Strategic Planning .....                          | 26 |
| Business Plan Development .....                   | 27 |
| Strategic Management .....                        | 28 |
| Change Management .....                           | 29 |
| Strategic Human Resource Management .....         | 30 |
| Setting Work Objectives .....                     | 31 |
| Leadership .....                                  | 32 |
| Developing a High Performance Culture .....       | 33 |
| Coaching Skills .....                             | 34 |
| Analytical Thinking .....                         | 35 |
| Assertive Communication .....                     | 36 |
| Written Communication Skills .....                | 37 |
| Presentation Skills .....                         | 38 |
| Negotiation Skills .....                          | 39 |
| Stress Management .....                           | 40 |
| Mini MBA programme The Value of Knowledge .....   | 41 |

## Table of Contents (continued)

|  |    |
|--|----|
| Preventing burnout syndrome .....                                      | 42 |
| Time Management .....  | 43 |
| Marketing .....  | 44 |
| Integrated Marketing Communications .....                              | 45 |
| Professional Qualifications Programmes .....                           | 47 |
| ACCA (Association of Chartered Certified Accountants) .....            | 48 |
| ACCA Diploma in International Financial Reporting Standards (DipIFR).. | 54 |
| CIA – The Certified Internal Auditor .....                             | 55 |
| Legal Corporate Training.....  | 57 |
| Legal Corporate Training .....   | 58 |
| Our Contact Information .....  | 59 |



## *Dear client,*

We are pleased to present our Academy Brochure for 2013 - 2014, designed to address your staff training and development needs.

In this brochure, we have outlined our training capabilities across a diverse range of services, incorporating International Financial Reporting Standards (IFRS), Tax, Human Resource Services (HRS), Soft Skills, Internal Audit as well as Professional Development training solutions.



Our training programme offers a unique range of formats – from ‘open’ workshops through to complex modularised training and specialised industry tailored seminars. We can also tailor any of the courses in this brochure for your Company to address your individual business needs or design a specific training course for you, if you have requirements that are not covered in this brochure; these tailored courses can be delivered at your convenience and only for your employees.

Our Academy consists of highly qualified specialists, who all have wide experience in delivering training seminars. All our trainers combine strong industry knowledge and practical experience with extensive subject matter expertise.

We trust that you will find this brochure addresses your training needs and we look forward to working with you to train and develop your staff.

Best regards,

***Dragan Davitkov***  
*Senior Manager*  
*The Academy Leader*

A handwritten signature in blue ink that reads "Davitkov".

## *PwC – global organisation*

PwC People  
**180,529**

Locations  
**776**

Countries  
**158**

Revenues for the FY2012  
**US\$ 21,5 billion**

## *PwC in Macedonia*

PwC Skopje was established in August 1992 and was the first of the PricewaterhouseCoopers offices in the former Yugoslavia.

Today, with more than 50 employees we are the leading firm for accounting and consultancy services in Macedonia, being responsible for many projects in Macedonian industrial companies, banking sector, non-profit organisations and services. PwC Skopje is an integral part of our commitment to Central and Eastern Europe (CEE) and is one of the offices in a growing network in the region. The firm has a broad practice and strong reputation for its professional work in strategic planning, policy development and process improvement in Macedonia and in the region.

### **Services offered by PwC in Macedonia**

- ✓ Audit and assurance
- ✓ Advisory services
- ✓ Tax and legal
- ✓ Training academy
- ✓ HR services

## ***PwC Academy***

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.

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)*

### ***Knowledge and experience for professionals***



The courses are organized as:

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

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 and staff holding the highest degree of theoretical knowledge verified and amplified through practice, in addition to a number of internationally recognized experts.

## An overview of our approach to learning

We are able to draw upon a range of tools as appropriate to a given situation, and work with clients to design interventions that are appropriate to the culture and to the experience and needs of the participants.

Our choice of tools and how we use them in the design of programmes, adhere to the principles of Kolb’s Learning Cycle, providing:

- Theoretical input to provide context and meaning;
- Planning to help participants consider application;
- Practical experience to learn from doing, and;
- Reflection to develop a learning mindset.

Enclosed are some development tools that we commonly employ:

| Overview of approach to learning   | Application  |
|--|--|
| <p><b>Input sessions</b><br/>We engage “thought leaders” from PwC and other local and international experts to present and run discussions on specific topics.</p>   | <ul style="list-style-type: none"> <li>▪ To challenge and stimulate thinking</li> <li>▪ To raise common understanding and awareness of issues and approaches to address these.</li> </ul>  |
| <p><b>Case studies</b><br/>Development and use of tailored case studies to enable participants to consider how to apply specific scenarios.</p>  | <ul style="list-style-type: none"> <li>▪ To allow participants to test out their learning in a safe and controlled environment with realistic scenario.</li> </ul>   |
| <p><b>Role plays</b><br/>We frequently use role plays in which the facilitator, sets up a scenario where the participants are assigned different roles.</p>  | <ul style="list-style-type: none"> <li>▪ To apply new skills and approaches in a live situation.</li> <li>▪ To receive and give feedback.</li> <li>▪ To appreciate how new learning can be applied in the real world.</li> </ul>   |
| <p><b>Small group work on “live cases”</b><br/>This approach encourages individuals to understand the impact they are having on a “given” problem. During the sessions we would ask participants to bring live issues.<br/>In exploring their cases we will help them:<br/>Explore what they do and say and what they were planning to leave unsaid during those sessions.<br/>Identify what their intentions are in relation to the situation they want to resolve.</p> | <ul style="list-style-type: none"> <li>▪ To uncover some of the beliefs that may be limiting individuals.</li> <li>▪ To challenge assumptions.</li> <li>▪ To challenge individuals to do things differently (and do different things).</li> <li>▪ To support people to take responsibility for their actions.</li> </ul> |

## ***An overview of our training programme***

### ***Your Gateway to the World of IFRS***

Whether you already report under IFRS or are preparing to make the change to IFRS, our series of seminars are designed to share PwC knowledge and perspective on some of the critical and complex IFRS issues facing both your company and your industry, as well as contributing to the professional development of your personnel. Our IFRS training programme is structured to be flexible to reflect the level of IFRS knowledge and experience of your employees.

### ***Finance for non finance professionals***

Basic finance and accounting training programme designed for all managers in non-financial areas of an organisation who are making business decisions with financial implications and need to understand and interpret financial information.

### ***Tax Training Solutions***

We have designed a series of courses on taxation, which will give you a unique opportunity not only to stay up-to-date with the latest developments, but also to advance your current skills and knowledge in a variety of areas, such as the principles and concepts of international taxation or the requirements of Macedonia tax compliance and reporting rules. Our courses will help you understand the rules of taxation for different industry sectors, how the world of double tax treaties works and what basic tax planning techniques should be used. They will also give you a basic knowledge of the legal aspects and framework of doing business in Macedonia.

### ***Human Resource Services (HRS)***

PwC is now expanding its HR services to include training in the areas of general HR management and specific training designed for HR professionals. These courses include training around developing 'soft skills' such as effective coaching, interviewing and team building. This training can be customised for your Company.

### ***Internal Audit***

With increasing recognition of the role and importance of Internal Audit, and a corresponding focus on the development of Internal Audit functions, our seminars are designed to help train your team in some of the key aspects of their work, including best practice internal audit methodologies, risk based approaches, communication and report writing.

### ***Professional Development***

We also offer training courses designed to help individuals obtain a professional qualification.

---

# *Finance and Accounting*

## *Finance for Non Finance Professionals*

### **Who is it for?**

All managers in non-financial areas of an organisation who are making business decisions with financial implications and need to understand and interpret financial information.

### **What's in it for me and my business?**

Knowledge of the advanced aspects of finance allows managers to both understand and initiate opportunities for increased return-on-investment within their remit and for the business as whole.

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

- Understand basic concepts of financial and management accounting
- Read and analyse financial reports
- Understand the purpose and methods of financial analysis
- Prepare a minimum set of financial indicators which are necessary for company managers to resolve operating issues and make financial decisions
- Understand key budgeting concepts and how to prepare a budget
- Understand the financial implications of decisions and economic drivers of business, and discuss financial matters with colleagues
- Explore the ins and outs of financial statements and discover how the numbers relate not only to what the company achieved in the reporting period, but also to ongoing corporate objectives



### **Duration**

The course lasts one day and comprises both theoretical and practical points.

### **Language**

Macedonian, English.

### **What will I do and experience during the training?**

- Gain some background knowledge of the basic concepts of content of financial statements
- Learn about main budgeting concepts and definitions
- Be introduced to the various ratio analysis techniques
- Be introduced to break-even analysis

# International Financial Reporting Standards (IFRS)

## About the course

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:

- ✓ *Framework for the preparation and presentation of financial statements*
- ✓ *IFRS 1 First-time adoption of IFRSs*
- ✓ *IFRS 3 Business combinations*
- ✓ *IFRS 5 Non-current assets held for sale and discontinued operations*
- ✓ *IFRS 7 Financial instruments: Disclosures*
- ✓ *IFRS 8 Operating segments*
- ✓ *IAS 1 Presentation of financial statements*
- ✓ *IAS 2 Inventories*
- ✓ *IAS 7 Cash flow statements*
- ✓ *IAS 8 Accounting policies, changes in accounting estimates and errors*
- ✓ *IAS 11 Construction contracts*
- ✓ *IAS 12 Income taxes*
- ✓ *IAS 16 Property, plant and equipment*
- ✓ *IAS 17 Leases*
- ✓ *IAS 18 Revenue*
- ✓ *IAS 19 Employee benefits*
- ✓ *IAS 20 Accounting for government grants and disclosure of government assistance*

## Who should attend?

The IFRS training is intended for professionals with a background in finance having a responsibility in the accounting, reporting and/or controlling area. Basic accounting knowledge and experience is required to use the knowledge offered during this course.

## Duration

The course lasts two days and comprises both theoretical and practical points.

## Language

Macedonian, English.

- ✓ *IAS 21 The effects of changes in foreign exchange rates*
- ✓ *IAS 23 Borrowing costs*
- ✓ *IAS 24 Related-party disclosures*
- ✓ *IAS 27 Consolidated and separate financial statements*
- ✓ *IAS 32 Financial instruments: presentation*
- ✓ *IAS 34 Interim financial reporting*
- ✓ *IAS 36 Impairment of assets*
- ✓ *IAS 37 Provisions, contingent liabilities and contingent assets*
- ✓ *IAS 38 Intangible assets*
- ✓ *IAS 39 Financial instruments: Recognition and measurement*
- ✓ *IAS 40 Investment property*
- ✓ *IFRIC 1 to 20*
- ✓ *IFRS annual up-date*

## ***International Financial Reporting Standards for Small and Medium-sized entities (IFRS for SME)***

### **Who is it for?**

The course is intended for professionals with a background in finance having a responsibility in the accounting, reporting and/or controlling area in the Companies classified under Small and Medium-sized Entities (SME) as per the requirements set out in the Company Law.

### **What's in it for me and my business?**

The *IFRS for SMEs* is a self-contained standard of 230 pages, designed to meet the needs and capabilities of small and medium-sized entities (SMEs), which are estimated to account for over 95 per cent of all companies around the world.

### **Duration**

One day.

### **Language**

Macedonian, English.



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

- Understand key concepts and principle of the Standard
- Be able to identify differences between full IFRS and IFRS SME
- Be able to prepare financial statements in accordance with IFRS SME

### **What will I do and experience during the training?**

- Gain substantial knowledge of the basic concepts of IFRS for SME and be introduced to the general content of financial statements for SME
- Meet with other IFRS SME specialists and get the chance to exchange experiences.

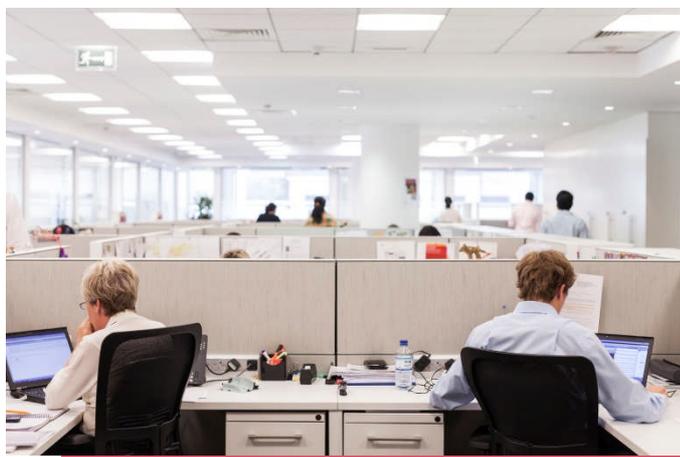
## Financial Statement Analysis

### Who is it for?

Financial managers and credit analysts of banks responsible for reviewing financial statements and making appropriate comments used in the assessment of credit worthiness of the banks' clients.

### What's in it for me and my business?

Contribute to shareholder value by gaining knowledge which will be used in making appropriate business decisions which will minimise the credit risks of the bank.



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

- Understand the content of the financial statements
- Understand the key messages that can be gained from financial statements
- Practically calculate key ratios used in financial statements analysis
- Interpret the results of the ratios and other information from the financial statements

### What will I do and experience during the training?

- Study some theoretical background about financial statements content and how they are prepared
- Learn how to calculate key ratios on specific practical examples
- Be able to relate general information about the company to that written in financial statements
- Practice drawing conclusions based on the financial statement analysis, either from the statements themselves or ratio analysis.

#### Duration

One day.

#### Language

Macedonian, English.

## Internal Audit

### Internal Audit Programme

The programme 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 programme cover the essential areas of internal audit:

- Audit Negotiations and Interviewing techniques
- Evaluating Internal Controls (COSO)
- Report writing and Communication
- Principles of Corporate Governance

### Who should attend?

A wide range of audit professionals may attend the programmes as they are focused primarily on hard technical auditing skills but will also cover the soft skills component where relevant.

### Benefits of the Internal Audit Programme:

- 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

### Duration

One day.

### Language

Macedonian, English.

---

*Tax*

## Corporate income tax (CIT)

### Who is it for?

- Accountants and tax / finance managers responsible for corporate profit tax compliance and preparation of corporate profit tax balance sheet and return
- Finance Directors responsible for the control and supervision of corporate profit tax preparation process and management of corporate profit tax risks.



## Value added tax (VAT)

### Who is it for?

Accountants and tax / finance managers and people responsible for value added tax (VAT) compliance and preparation of VAT return as well as for Finance Directors responsible for the control and supervision of VAT preparation process.

### What's in it for me and my company?

- Understanding of technical and practical issues relating to filing of the Corporate profit tax return
- Obtain the insight into the application of new provisions of the Corporate Income Tax Law
- Make sure your Company is optimising its corporate profit tax return.

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

You will:

- Be better prepared to identify tax risks in your corporate profit tax returns process
- Be able to find and apply the most proper solution for your tax position by sharing and listening practical solutions
- Be informed about new rules.

### Language

Macedonian, English.

### What's in it for me and my company?

- Practical application of unclear tax provisions
- Rulings issued by the Ministry of Finance and their application
- Current issues in daily business and potential solutions.

### What will I be able to do after participating?

- You will be able to identify risky areas in your business environment;
- By sharing and listening practical solutions you will be able to find and apply the most proper solution for your tax position.

### Language

Macedonian, English.

## Deferred Tax

### Who is it for?

Training course is designated for finance and accounting staff of your Company in charge for preparation of Financial statements. Also, managerial and compliance staff in charge for corporate profit tax compliance.

### Why is this training interesting me and my company?

- Practical approach to learning deferred tax through
  - ✓ International Accounting Standard 12 (IAS 12) and
  - ✓ Corporate Income Tax (CIT) Law,
- Impact of amendments of CIT Law on calculation of deferred tax,
- Overview of issues and inconsistencies in calculation of deferred tax in Macedonia

### What is the benefit of the training?

- Better understanding of deferred tax and related practical application,
- Obtaining practical skills through workshop that contain majority of temporary differences that occur on the basis of the CIT Law with special emphasis on recent amendments.

### Language

Macedonian, English.



PwC

## Managing tax control

### Who is it for?

This training is designed for the staff of the accounting, tax and legal department which is responsible for direct communication with the tax authorities, as well as responsible persons in companies that are obliged to provide necessary cooperation and information during tax audits.

### What's in it for me and my company?

- A practical overview of phases during the tax control procedure;
- Treatment of companies in each stage of control;
- Rights attributed to companies during tax control procedure;
- Contesting of legality of acts issued by tax authorities in tax control procedure;
- Practical examples and issues in practice.

### What is the benefit from this training?

- Easier to understand process of tax control;
- Show inconsistencies in tax legislation and practice;
- Provide timely reaction of the company during the tax control
- Protection of companies' rights in tax control procedure.

### Language

Macedonian, English.

*All tax topics are covered within one training day.  
However, training programme can be tailored upon on your request.*

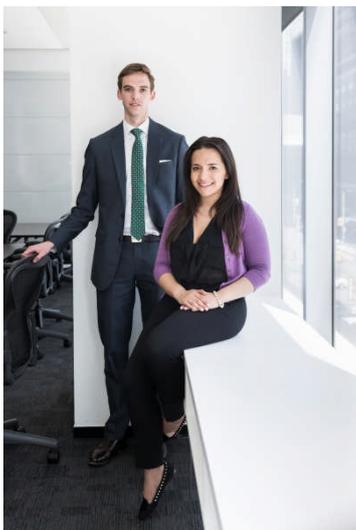
## Personal Income Tax (PIT) and Social Security Contributions

### Who is it for?

- Human Resources Managers, Human Resources Sector and International Assignments Services Sector
- Finance Managers and other employees responsible for applying the personal income tax law and social security contributions law provisions
- Managers responsible for the control and supervision of the abovementioned processes

### What's in it for me and my business?

Gaining new and improving existing knowledge on content and application of the provisions in relation to personal income tax and social security contributions, with a strong accent on practical application of these rules.



### What will I be able to do after this training?

- Increase knowledge about obligations and procedural possibilities defined by personal income tax law and social security contributions law and learn about the latest law amendments and procedural changes
- Be informed and gain better understanding of Double Tax Treaties and Social Security Contributions Conventions purpose.
- Get to know the official forms prescribed for the needs of personal income tax and social security contributions
- Gain the overall practical knowledge about personal income taxation and liabilities related to social security contributions for both Macedonian residents and residents of other countries.

### What will I do and experience during the training

- Get to know our personal income tax team
- Learn from experts in the abovementioned fields
- Discuss problems and situations that you are faced with in your everyday business
- Meet the personal income tax specialists and get the chance to exchange experiences.

### Language

Macedonian, English.

## Transfer pricing

### **Who is this seminar for?**

The seminar is primarily intended for persons in positions of high responsibility, particularly in finance, working in companies that engage in a large volume of related party transaction, operating either within a multinational group or on a regional level.

### **Why is the seminar interesting for me and my company?**

Transfer Pricing represents one of the most important tax issues, both in terms of complexity and level of activity of tax authorities worldwide. This subject is rapidly coming into the focus of Macedonian Tax Authorities and is more frequently becoming a key issue in tax audits.

As the practice in this respect is in its beginnings, there are numerous risks and challenges which are not always easy to address properly. This seminar is an opportunity for you to benefit from the experience of our presenters who specialise in Transfer Pricing and have spent several years working on projects locally and abroad.

### **What will I be doing during the seminar?**

During the seminar you will first of all, get to know the essential concepts of Transfer Pricing. The largest section of the presentation is devoted to Macedonian regulations and practice in this respect during which we will share our experience and offer answers to most common questions and concerns. We have also prepared an overview of the expected development of Macedonian practice particularly having in mind the experience of neighbouring countries as well as the recent efforts to translate the OECD Transfer Pricing Guidelines into Macedonian. We have dedicated a significant section to offering practical solutions in managing risks and providing an insight into the role of Transfer Pricing in business restructuring and optimisation.

### **What will I be able to do after the seminar?**

After the seminar you will have a clear view of essential issues and key risks related to Transfer Pricing. We will also offer a real-time framework for answering some of the essential questions and concerns regarding Transfer Pricing in Macedonia. Our goal is to facilitate the sharing of knowledge and experience and to offer insight into this area due to its growing importance in the area of taxation.

### **Language**

Macedonian, English.

---

# *Project Management*

## **Basic Project Management Training**

### **Who is it for?**

- Decision makers who need to understand the project life cycle and importance and principles of project management in organization (project supervisors, heads of departments providing inputs to the projects...)
- People who will be running small-scale projects

### **What's in it for you and your business?**

You will have full understanding of project life cycle and importance of good project management in the organization. Increased understanding of project management in the organization provides project managers with better support from departments involved in the project, as well as much better project supervision by higher management.



### **What will you be able to do after you receive the training?**

- Plan and execute small-scale projects
- Understand project environment
- Understand project life cycle
- Better monitor and report on-going projects
- Provide better support to project managers
- Increase performance of the project team

### **What will you do and experience during the training?**

- Get introduced to the basics of the project management
- Get introduced to process groups of project management
- Get understanding of the project life cycle from project initiation to project closing
- Learn from experienced project managers regarding their tips and tricks
- Do interactive exercises

### **Duration**

The course lasts one day (eight hours). It is highly interactive, with right balance between theoretical background and practice exercises.

### **Language**

English, Macedonian (optional).

## Advanced Project Management Training

### Who is it for?

- People responsible for managing projects as an additional activity to their everyday tasks
- People responsible for managing projects on everyday basis
- Newly appointed project managers

### What's in it for you and your business?

You will decrease stress in relation to keeping a project together and increase probability of finishing the project on time, within planned budget and to project scope.

### What will you be able to do after you receive training?

- Initiate, plan, execute, monitor and control and close projects
- Understand project stakeholders and how to manage them
- Manage the project from the point of view of delivering expected business benefits



### What will I do and experience during training?

You will learn tools and techniques in:

- Project integration
- Project scope
- Time management
- Cost management
- Quality management
- Human resource management
- Communication management
- Risk management
- Procurement management

### Duration

The course lasts two days (each of eight hours). Both days are highly interactive, with right balance between theoretical background and practice exercises.

### Number of participants

Up to 15.

### Language

English, Macedonian (optional).

# Project Management

## Who is it for?

- Persons who manage diverse projects in addition to their primary daily duties
- Persons who manage projects on a daily basis
- New project managers

## What's in it for me and my business?

This programme has been designed to provide understanding of the importance of project management methodology and approach, and to lead participants to develop the same approach towards project management issues. 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.

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

- Initiate, plan, execute, monitor and control, and close a project
- Understand and manage all project participants
- Manage a project with a view to achieving business goals
- Understand the processes necessary for the successful completion of a project

## What will I do and learn during the training?

During the course we will address the five project management process groups – from the start-up of the project to its closure. These process groups are as follows:

- Initiation
- Planning
- Execution
- Monitoring and controlling
- Closing

Furthermore, we will address the underlying phases of a project life cycle and focus on the main tools and techniques related to project management methodology, as defined by the following nine knowledge areas:

- Project integration
- Project management framework
- Time management
- Cost management
- Quality management
- Human resources management
- Communication management
- Risk management
- Procurement management

## Duration

The course lasts three days (24 hours). It is highly interactive, with right balance between theoretical background and practice exercises.

## Number of participants

Up to 20.

## Language

English, Macedonian (optional).

---

*Management  
and Personal  
Effectiveness Skills*

## Strategic Planning

### Who is it for?

Top management (CEO, CFO, managers of plan & analysis, marketing, production and sales departments).

### What`s in it for me and my business?

Strategic planning matches business strengths and market opportunities. A good strategic plan provides a roadmap for meeting the goals and assessing the progress towards these goals.

### What will I do and experience during training?

Topics will include:

- Introduction to strategic planning
- Vision, mission and strategic issues management
- Assumptions and elements of strategic management
- Strategic choice
- Case study.

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

You will:

- Understand what strategic planning is, why it is important and what are strategic decision models
- Understand the stages in company`s business
- Be familiar with key components of strategic management process
- Be able to analyze the key factors which influence selection of appropriate strategy
- Understand the role of technology and business functions in strategic development.

### Duration

One day.

### Language

English, Macedonian (optional).



## ***Business Plan Development***



### **Who is it for?**

Top management (CEO, CFO, managers of plan & analysis, marketing, production and sales departments).

### **What's in it for me and my business?**

Business planning is process of creating a successful enterprise. Business planning is a process of setting goals, explaining objectives and then presenting a plan to achieve this goals and objectives.

Important step in launching any new venture or expanding an existing one is the construction of a business plan. Business plan covers what you intend to do with your business and how it will be done. It is a process of bringing down idea to reality through dealing with why, what, who, how, where, when and how of your venture.

### **What will I do and experience during training?**

- Introduction to business planning concept
- Elements of a business plan
- Business analysis – purpose and method
- Dimensions of business analysis
- Case study.

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

- Understand the importance of business plan
- Be able to create a business plan
- Understand the purpose, methods and dimensions of business analysis.

### **Duration**

One day.

### **Language**

English, Macedonian (optional).

## **Strategic Management**

### **Who is it for?**

Top-Mangers with responsibility for setting the direction for their business and overseeing its execution and implementation.

### **What's in it for me and my business?**

Do you spend more time working in your business than working on your business? On this two day course you will benefit from practical exposure to the two prerequisite components of any successful strategy implantation process:

- Strategic thinking -mindsets and perspectives
- Strategy execution skills – implementation know-how, tools and techniques.

### **What will I do and experience during training?**

- Developing a strategic mindset – understanding your and others thinking styles
- Getting to grips with the concept of "big picture" planning
- Creativity and its place in the planning process
- Managing for value – the behavioral driver for all top mangers
- Developing robust strategic thinking skills
- Challenging current processes and creating a culture of continuous value improvement

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

- Understand what strategy is and is not!
- Recognize the critical difference between corporate and business level strategy
- Understand the significance of "frames of reference"
- Identify and communicate your competitive advantage
- Define and communicate your "customer value proposition"
- Utilize tools and techniques of business analysis
- Develop realistic, practical and robust implementation plans – answering the who, what where, when and how questions of strategy implementation

### **Duration**

Two days.

### **Language**

English.

# Change Management

## Who is it for?

This course is intended for senior / top business managers who have direct responsibility for effecting and implementing change in their organization.

## What's in it for me and my business?

They say "change is the only constant". Dealing with this change phenomena places new demands on managers and executives to respond in ways that may be very new to them. You don't get "buy-in" overnight but, your success as a manager will be measured by the quality of your response to this new phenomena and your ability to deal effectively with the demands of a change environment. This course will help you to understand the fundamental and critical success factors of successful change management in any organisation.

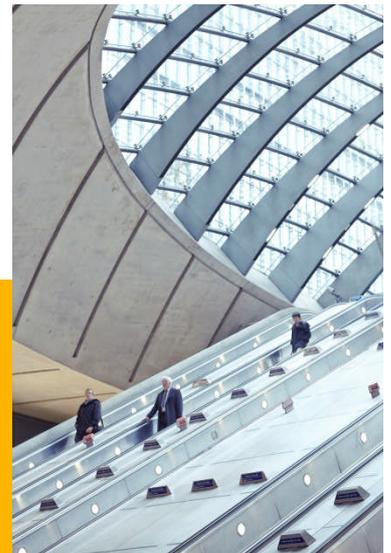
## What will I do and experience during training?

On this two day course you will:

- Learn the principles of organizational change
- Learn the conditions necessary for change to be effective
- Learn the 7 dimensions of culture change
- Understand why so many change initiatives fail

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

- Recognize emerging change scenarios - continuous and quantum and tailor your response and approach to each appropriately
- Know what the critical success factors are in change management and get them right!
- Diagnose the state of readiness of your team or organization to accept change
- Plan your response accordingly
- Get your change governance structures right
- Develop robust and rigorous change implantation plans



### Duration

Two days.

### Number of participants

Up to fifteen.

### Language

English, Macedonian (optional).

## ***Strategic Human Resource Management***

### **Who is it for?**

The course is intended for senior HR professionals with responsibility for managing the developing the human capital in their organizations.

### **What's in it for me and my business?**

As markets become more competitive, the Human Resources function faces new and demanding challenges. Economic downturns, credit “crunches” and all the associated pressures of these developments ask new questions of the Human Resources professional. Traditional, administrative roles, activities and perceptions are no longer appropriate. The HR professional must transform to being a business leader and a strategic partner, driving and managing transformation through a demonstrable ability to initiate policy, manage change and ultimately add value to the business.

### **What will I do and experience during training?**

This comprehensive two day course focuses on the key issues relating to the perception, image and actuality of HR in today's businesses. The course will enable participants to review the evolving role of HR and what this role now requires in terms of business and people competencies. It will focus on how to build and negotiate new relationships with staff, line and top management and how to communicate the strategic vision of HR to internal and external stakeholders.

Participants will be provided with an opportunity to review the key areas of HR activity, and learn to develop strategic approaches to make the HR function an essential partner for organisational success.

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

You will be able to:

- Define a new strategic vision for the development of human capital in your organisation and its potential for impact on bottom-line performance
- Communicate this vision to key internal and external stakeholders.
- Identify the priority issues in repositioning the HRM function, its role, responsibilities, activities and relationships.
- Develop strategic approaches to transform the HR function into an essential partner for organizational success.
- Determine the new areas of knowledge and business / people competencies required of the staff in the HRM function.
- Negotiate and build new relationships with line and top management.

### **Duration**

Two days.

### **Language**

English.

## Setting Work Objectives



### Intended learning outcomes

Participants will be able to set work objectives which pass rigorous application of the SMART criteria framework. Using the “downscaling” approach they will be able to ensure the relevance of both their work activities and the work activities of their team members at all times. They will achieve an enhanced understanding of their roles and responsibilities, within the organizational structure and they will have determined the key result areas (KRAs) for their jobs, providing focus and prioritization to their daily work activities.

### Practical examples and exercises

It is proposed to use “real” material as a basis for the objective setting workshops. Participants will be asked, in advance, to prepare a set of SMART objectives for themselves and for one of their direct reports. This will provide the raw material for the learning exercise to follow. The benefit of this approach is that it makes the learning relevant and immediately applicable in a real work context for the participants.

### Training purpose and objectives

To teach participant the process and methodology for setting personal and team member work objectives.

### Participant group size

For maximum effectiveness no more than 10 participants per workshop is recommended.

### Duration

One day.

### Indicative content

The workshop will open with a trainer input on the seven (7) element framework (of which *setting SMART objectives* is only one) of achieving personal effectiveness at work. The absolute necessity of adopting a “downscaling” approach to the process will be illustrated, as it is only when individual work activities are visibly connected to and driven by the organisational strategic plan can we expect to achieve value-adding contributions from staff at an individual level.

Once the theoretical foundation has been established the training will continue in the form of a workshop where “real life” objectives, already prepared by the participants will be examined and worked through. This practical aspect of the course is deemed essential. Setting SMART objectives is a skill that can only be learned by doing and through practice!

### Language

English, Macedonian (optional).

## Leadership

### Who is it for?

This course is intended for anyone entrusted with a position of leadership in an organization – whether that position is as a front-line supervisor, middle manager or top executive. The principles of leadership do not change only its scale and range of influence.

### What's in it for me and business?

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.

### What will I do and experience during training?

- Learn what leadership is and is not!
- Examine the difference between leadership and management
- Be introduced to the “3-in-1” leadership model
- Study the “leadership competency framework”
- Study the 5 levels of leadership and apply this framework to yourself and those in key leadership roles in your organization
- Learn what good leaders do and don't do.
- Learn the critical importance of Emotional Intelligence (EQ) in leadership roles
- Examine the “Situational Leadership” Model and apply this model to your personal circumstances and situation.

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

- Differentiate between leadership and management and be able to know when to be a leader and when to be a manager.
- Apply the leadership competency framework to assess your levels of personal leadership competence
- Identify your personal strengths and weaknesses as a leader and develop a plan to improve.
- Apply sound leadership principles in your day to day work and
- Be a more effective leader of your people

#### Duration

One day.

#### Number of participants

Up to fifteen.

#### Language

English, Macedonian (optional).

## *Developing a High Performance Culture*

### **Who is it for?**

This course is intended for top /senior line managers and for HRM managers who are responsible for delivering organizational success through their people.

### **What's in it for me and my business?**

Management is the process of getting results through people. It is by your results that you will be judged. Getting people to deliver consistent high quality results therefore is the “holy grail” for any organizational manager. Managers who have the know-how and the ability to create and nurture a culture which values, respects and expects high performance from its people are the managers who will distinguish themselves in the competitive marketplace.

### **What will I do and experience during training?**

- Explore and understand what organizational culture is and what are the factors which influence and determine the creation of an organizational culture
- Examine the importance of culture as a force and determinant of an organizations long-term success (or failure)
- Study the 5 key determinants of organizational culture and apply the 5 factors model to your own organization
- Learn the 5 steps to changing an organizational culture
- Learn the 4 principle of successful culture management

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

- Carry out a “performance culture diagnostic” in your organization to determine your position on the 4 quadrant matrix
- Describe the “High Challenge / High Support” Model and apply it accurately to your organization
- List the 10 building blocks of creating a high performance culture
- Identify which of the blocks are in place in your organization and which ones are missing
- Start the process of building a high- performance culture in your organization.

### **Duration**

Two days.

### **Language**

English.

## Coaching skills

### Who is it for?

For managers who want to work more effectively with their team members to achieve high performance and HR professionals.

### What's in it for you and your business?

Coaching gets the employees up the learning curve very fast and helps them take initiative, contribute with ideas and make decisions quickly.

### What will I be able to do after receiving training?

You will be able to:

- Identify situations where coaching is effective
- Use essential coaching skills
- Use a model for managing a coaching session
- Identify factors which influence effectiveness of coaching sessions
- Apply coaching skills in wide range of interpersonal relations

### What will I do and experience during the training?

You will:

- Be presented core information on coaching
- Participate in or observe a simulation of a coaching session
- Practice coaching skills
- Practice managing a coaching session
- Receive immediate feedback

### Duration

One day.

### Number of participants

Up to 15.

### Language

English, Macedonian (optional).



## Analytical Thinking

### Who is it for?

The training course is intended for professionals and middle managers dealing with complex issues.

### What's in it for me and my business?

Understanding and solving problems is an essential requirement for effective management. Other competencies required from professionals and managers, such as conceptual thinking and use of expertise, cannot deliver results if analytical thinking is weak and lacks depth.

The training provides a framework and tools for systematic problem analysis. The training also provides participants with clear guidance on the identification of problem elements that can be addressed.

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

- Continue developing your analytical thinking by applying the effective Problem Solving Model
- Understand critical points and common mistakes made in the problem-solving process
- Use techniques for identifying and evaluating the possible causes of problems, as well as for generating and evaluating solutions to problems.
- Understand what kind of attitude is necessary in order to develop analytical thinking to its full potential.
- Understand that an effective problem solving attitude involves two key processes – creative thinking (generation of multiple answers to a set problem) and systems thinking (testing the feasibility and usefulness of multiple answers options)

### What will I do and experience during the training?

- You will be presented with the effective Problem-Solving Model
- You will participate in discussions on the typical phases of problem-solving
- You will be engaged in group work on a case from your real business practice where you will apply the effective Problem-Solving Model
- You will receive feedback on your work.

#### Duration

One day.

#### Number of participants

Up to fifteen.

#### Language

English, Macedonian (optional).

## Assertive Communication

### Who is it for?

The training course is intended for all employees who wish to improve their communication skills and to learn how to:

- Express their opinion and/or disagreement openly and directly, in neither aggressive nor passive way
- Say No without being negative
- React to an attempt of manipulation or emotional blackmail.

### What's in it for me and my business?

- Direct, open and respectful communication:
- Reduces the likelihood of misunderstandings and conflicts
- Improves the chances of quick and constructive conflict resolution
- Increases the likelihood of getting what we want, while maintaining good relationship with other people
- Builds self confidence and sense of control over once life
- Nurtures the respectful relationships among people.

Training is highly interactive, with short theoretical introductions and a lot of opportunities for participants to see, discuss, try and practice this communication style.

### Training content

- Three styles of communication – passive, aggressive and assertive
- Basic assertive rights
- Techniques of assertiveness:
  - ✓ *I statements*
  - ✓ How to say *No*
  - ✓ Giving negative feedback
  - ✓ Expressing disagreement
  - ✓ *Broken record*
  - ✓ *Fogging*

### Training techniques

- Lecture and group discussion
- Analysis and discussion of video clips
- Role play
- Individual and group work



### Duration

One day.

### Number of participants

Up to fifteen.

### Language

English, Macedonian (optional).

## Written Communication Skills

### Who is it for?

The training course is intended for all employees who wish to improve their written communication skills.

### What's in it for me and my business?

Written communication plays an important role in the business world. If we fail to understand and comply with its basic rules, there is a risk that we may be misunderstood, we do not get response on time or do not get response at all.

Ignoring the permanence of written communication and the lack of control over where the paper goes or who reads it, can have serious negative effects.

This training course provides a framework and specific recommendations for successful written communication which will help participants to achieve their desired outcome.

### Training content

- The importance and the characteristics of written communication
- Understanding the needs of the reader
- Conciseness and clarity in writing
- Overview of the basic Macedonian orthography rules
- Structure of the text
- Clear and neat format of presentation of different types of information and data
- Basic report writing skills
- E-mail and business letter
- Business etiquette and writing.



### Training techniques

- Lecture and group discussion
- Individual and group work – writing and/or editing existing texts
- Individual/group work presentation
- Receiving feedback from the facilitator and group.

### Duration

One day.

### Number of participants

Up to 15.

### Language

English, Macedonian (optional).

## Presentation Skills

### Who is it for?

Managers and experienced presenters who want to improve their planning and presentation skills and techniques.

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

- Understand the importance of careful planning and preparation for a successful presentation
- Learn how to define presentation goals and objectives and how to structure key messages for maximum impact
- Find out how to make a strong first impression
- Learn how to reach the audience and maximize audience interaction
- Understand what kind of impressions the look of your face, the tone of your voice and your body posture make
- Learn how to handle difficult questions and challenging situations during the session
- Practice in a safe environment and receive feedback on your presentation
- Identify your own presentation style and areas for improvement
- Get useful tips for delivering a successful presentation.

### What will I do and experience during training?

The training is fully interactive. Registered participants will receive advance copies of the presentation in draft form.

After a brief theoretical introduction to the subject matter and a discussion on topics of current interest, participants will start developing their presentations drawing on the directions and recommendations received. Lots of individual work during the session gives participants the opportunity to hear any comment that the trainer and the group may have on the effectiveness of the presentations seen. All presentations will be videotaped and then played back followed by feedback from the trainer and participants attending the session.

### Duration

Two days.

### Number of participants

Up to 12.

### Language

English, Macedonian (optional).

PwC



## Negotiation Skills

### How will I benefit?

The program will strengthen your ability to reach agreements that work. You will uncover your strengths and weaknesses as a negotiator. It will change not only the way you think about your own approach to negotiation, but also the way you think about the negotiation behavior of others. This should help you in every situation in which negotiation is relevant- in your job, in your family life and in relationships with people in general.

### How will my organization / company benefit?

You are likely to become better skilled at achieving harmony and consensus inside the organization and obtaining better results on the outside as well - from clients, customers, suppliers, regulators, and the public at large. The skills you will acquire apply to all types of negotiation, whether the agenda is local, national or international and whether there are few or many parties involved.

### What is the format?

The day's program is a mix of interactive lecture, case discussion and simulated role plays.

### Number of participants

Up to 15.

### Language

English.

### What will I learn to do differently?

- You will develop the use of five key skills of negotiation (Information-gathering, decision making, persuasion and influence, innovative thinking, and implementation.
- You will learn to recognize the interests in play for both sides of the negotiation and determine the most effective course to follow for a fruitful outcome.
- You will better be able to identify and avoid costly errors in your own thinking habits and those of others.



## *Stress management*

### **Who is it for?**

Middle managers, new managers and professionals, who need to manage themselves and others in stressful situations.

### **What's in it for me and my business?**

Self control supports manifestation of other competencies by putting emotions in the function of achieving business and personal objectives. People strong in self-control and stress management behave constructively in difficult situations and help others to act the same.

This training provides practical guidelines for managing one's own emotions and the emotions of others in order to achieve business objectives.

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

You will be able to:

- Recognize typical stressors in the workplace and understand the ways you can address them
- Recognize stress signals
- Understand how the way we interpret a situation affects the level of stress we experience
- Take control of your behaviour, instead of acting automatically
- Recognise and positively Influence emotional reactions of co-workers in stressful situations.

### **Duration**

One day.

### **Number of participants**

Up to 15.

### **Language**

English, Macedonian (optional).



## Mini MBA programme

### The Value of Knowledge

#### 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, as well as for owners of small and medium-sized enterprises. 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. Business Acumen is crucial, especially in these rapidly changing times.

#### Methods 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.

#### Our trainers

Our trainers are experienced local and international experts in various fields.

PwC

#### Agenda & Topics

##### **Session 1: Business Breakdown & Map**

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

##### **Session 2: Corporate & Business Strategy**

Understanding strategy development based on critical success factors, portfolios & internal analysis. Selecting options for growth & being innovative.

##### **Session 3: People Management**

Human Resources & the Cultural Dimension.

##### **Session 4: Management Skills**

The basics – Time Management, Stress Management, Communication.

##### **Session 5: Leadership & Negotiation**

Understanding your client & how to lead & gain new business.

##### **Session 6: Marketing & Sales**

From traditional promotion techniques to internet based marketing.

##### **Session 7: Project Management & Business Processes**

Understanding principles and tools of effectively managed projects.

##### **Session 8: Accounting Basics & Financial Management**

Accounting Basics & Financial Management & overall performance management.

##### **Session 9: Linking it all together through the use of a map ©**

Business Analysis Map.

Case study examination.

#### Duration

15 days (96 training hours)

#### Language

Lectures and materials are in English language.

*Upon completion of the programme, all participants will receive a PwC certificate signed by PwC's Academy Leaders. \**

*\* Requires 80 % attendance and participation during the case examination.*

## Preventing burnout syndrome

### Who is it for?

The course is intended for managers who deal with complex, demanding and challenging situations on a daily basis and are under enormous pressure which is ultimately reflected in their job satisfaction, work-life balance and business performance.

### Why is the stress management training course important for me?

Due to current economic situation, which has resulted in extremely competitive behaviour in all industry segments as well as in continuous business process acceleration, innovation and management of changes arising from both external and internal process improvements/changes, management teams are exposed to high levels of stress. High levels of stress combined with the amount of responsibility and job requirements (360 degrees) with the aim of achieving high performance goals and employee job satisfaction can often create conditions for a series of negative consequences, such as:

- Absenteeism
- Poor performance
- Team/colleagues dissatisfied with your work
- Exhaustion
- Burnout
- Depression
- Leaving your job

In order to prevent all these and many other side effects, this unique training course, specifically designed for managers under pressure, will help you learn practical techniques to stop stress and use certain levels of it to achieve better productivity, as well as to eliminate dangerous levels of stress which can be harmful to you, your employees and your company. This training course is based on the synergy of many years of experience of our trainers and latest global trends in stress management techniques for managers.

PwC

### What will I do and experience during the training?

- Learn about positive and negative effects of stress
- Learn how to determine the amount of stress which makes you more productive and remove excess stress from your work
- Create your personal Fight Stress vision, mission and action plan
- Implement stress management in your day to day activities
- Learn how to remove stress from potentially stressful communication
- Learn how to manage your activities more effectively
- Find out about practical techniques for instantaneous stress relief

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

- Control stress and learn how to use it to your advantage in both professional and private life
- Identify early symptoms of stress, prevent them and use them to increase productivity
- Identify different types of change and their dynamics, and develop the strategies to effectively meet challenges
- Establish a communication strategy before, during and after the change that will facilitate effective communication
- Successfully manage “difficult” communication with no stress
- Enhance your physical, mental and emotional energy
- Be a successful, relaxed and happy leader who is satisfied with their job, has a good balance between professional and private life and is a high performer.

### Duration

The training course is tailored to fit into your busy working schedule and will last two working days.

## Time management

### Who is it for?

The training course is intended for all employees who want to improve their time management skills and learn how to:

- Organize their work realistically to make sure nothing is going to prevent them from getting the work done on time
- Set priorities in each of their Key Result Areas (KRA)
- Use Key Performance Indicators (KPI) to increase productivity and improve performance
- Say NO to requests that are not on their priority list
- Deal with being overwhelmed at work
- Make an effective TO-DO list
- Achieve a better work-life balance

### What's in it for me and my business?

- Increase productivity and accelerate business processes
- Create an environment that enables you to meet all work-related requirements on time
- Improve the chances of exceeding your superiors“, peers“ and clients“ expectations
- Build your self-esteem and have more control over your professional and private life
- Contribute to creating a high performance culture

The course is highly interactive, combining a short introduction to the theory with plenty of opportunities for participants to learn, discuss and practice time management skills.

### Methods of training

- Lecture and discussion
- Video clips – discussion and analysis
- Role-play
- Case studies
- Individual and group activities

### Duration

Two days

### Number of participants

Up to 20.

### Language

English, Macedonian (optional).



---

# *Marketing*

# *Integrated Marketing Communications*

## **Methodology**

We intend to offer our participants combination of power point presentations, interactive contact and debate with our experts who have significant knowledge and experience in the field. Also we intend to offer them number of real life examples (audio, video, print, web...) and case studies from the agribusiness field.

## Introduction to Integrated Marketing Communications (IMC)

- Definition of IMC
- Synergy in IMC
- Tools in IMC
- Key features of IMC
- Obstacles to IMC

## IMC and branding

- Marketing communications process & brand equity enhancement
- Brand equity
- Brand strategies
- Benefits of branding

## IMC planning process

### Different IMC planning models

#### a) Belch G. & M. Belch model:

- Reviewing of marketing plan (examining overall marketing plan and objectives, competitor analysis, role of advertising and promotion)
- Analysis of promotional program situation (External and Internal analysis)
- Analysis of communication process (Analysis receiver's response process, source message, channel factors, establish communication goals and objectives)
- Budget determination (setting tentative marketing communication budget, allocating budget)
- Developing Integrated Marketing Communication Process (Advertising, Direct marketing, Internet marketing, Sales promotion, Public Relations/Publicity, Personal selling)
- Integrating and implement marketing communication strategy (creating and producing ads, purchasing media time, space, design and implement promotional mix programs)
- Monitoring, Evaluating and Controlling Integrated Marketing Communication Programs (take measures to control and adjust promotional strategies)

## *Integrated Marketing Communications (cont.)*

### b) 6M Model:

- Market – To who is the communication to be addresses?
- Mission–What is the objective of the communication?
- Message–What are the specific points to be communicated?
- Media–Which vehicles will be used to convey the messages?
- Money–How much will be spent in the effort?
- Measurement– How will impact be assessed after the campaign?

### Market strategy, plan and analysis

- Definition
- Types of strategies
- Elements of strategy

### Development of the market plan

- Definition of marketing plan
- Elements of marketing plan
- Planning process

### Understanding of the consumer behaviour

- Why people buy products?
- Models of behaviour
- How to affect consumers“ behaviour (tips and tricks)

### Setting up goals and budgeting

- How to set up goals and objectives?
- Top - Down, Bottom – Up and Top-Down/Bottom – Up models of budgeting
- Macedonian experience

### Media plan and the strategy

- Definition
- Creation of media plan
- Components of media plan
- Different media
- Terminology – share, reach, rating, impact, cost per thousand, cost per point...
- How to monitor campaign and measure results

### **Duration**

Two days.

### **Language**

English, Macedonian (optional)



---

# *Professional Qualifications Programmes*

## *ACCA (Association of Chartered Certified Accountants)*

### **What is ACCA?**

The ACCA (Association of Chartered Certified Accountants) is one of the largest and fastest growing international accountancy bodies. It is recognized and respected in 170 countries and currently has over 500,000 members and students.

The 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, whether they are working in the public or private sectors, practicing in accounting firms, or pursuing a career in business.

The ACCA Qualification embeds the global accounting education standards set by the International Federation of Accountants (IFAC). There is a strong focus on professional values, ethics, and governance. These skills are essential as the profession moves towards strengthened codes of conduct, regulation, and legislation – with an increasing focus on professionalism and ethics in accounting. These are examined at the highest level in the ACCA Qualification and are a core element of your practical experience requirements.

The ACCA programme is most suitable for those that aspire to become professionals in any sector of business. 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 to achieve success. Whether you are a high school or university graduate, or already working professionally in business, ACCA provides routes into the profession for everyone.

### **Why study ACCA?**

ACCA members and students know more about business than their colleagues, making them more likely to be promoted and receive higher salaries.

Holding the ACCA qualification illustrates your quality over others in the business or finance profession, making you more likely to be selected for more challenging jobs.

The ACCA syllabus is fully comprehensive – you will learn to understand and master all the processes involved in how a business or financial organization works.

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

## ACCA (Association of Chartered Certified Accountants) – (cont.)

### How do I Qualify?

In order to qualify as an ACCA member, you need to complete 14 examinations (students holding relevant university degrees may be exempted from 9 exams), relevant practical work experience, and an Ethics Module.

Examinations are held in the first two weeks of June and December every year. Students are permitted to sit a maximum of 4 examinations per session. The papers - F1 Accountant in Business, F2 Management Accounting, and F3 Financial Accounting - may be sat at any time during the year as Computer Based Examinations (CBE).

Before applying for ACCA Membership, the Professional Ethics Module must be completed. It is an online training system designed to expose students to a range of ethical perspectives. You receive access to the module once you are eligible to sit the paper P1 Professional Accountant. It is highly recommended that students sit the module before or at the same time as their training for the P1 examination.

A key component of the ACCA Qualification is gaining relevant practical experience. The ACCA Qualification will prepare you for a challenging and often demanding career as a professional accountant and, like all professions, it is not sufficient to solely rely on theoretical knowledge developed through an exam process to help achieve this.

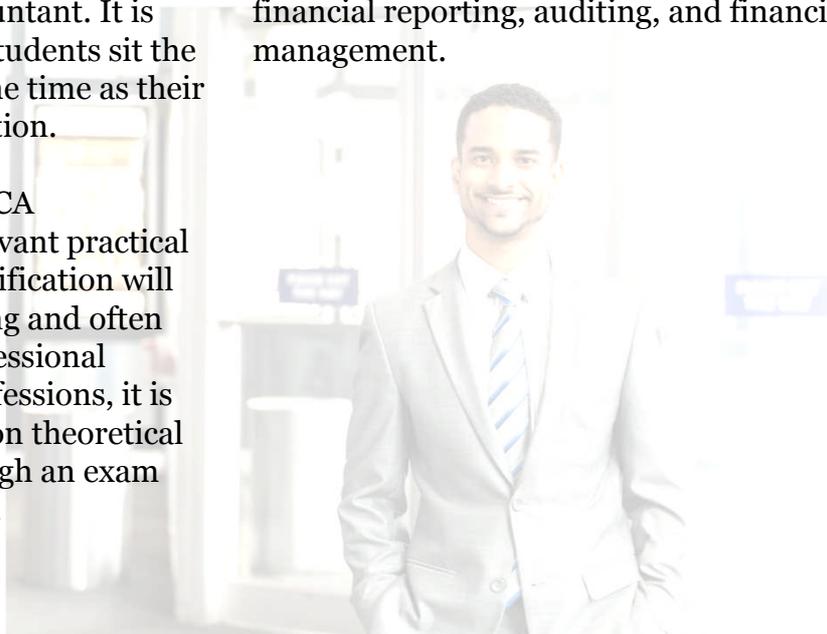
PwC

Students are required to complete 3 years of relevant practice experience to achieve 13 performance objectives (9 Essential objectives and 4 out of 11 options).

### ACCA Exams

#### *Fundamentals level*

The Fundamentals level is divided into two modules - **Knowledge** and **Skills**. The Knowledge module (F1-F3) introduces students to the core areas of financial and management accounting. This provides the platform from which the other technical accountancy areas will be studied in greater detail in the Skills module. The Skills module (F4-F9) contains six subjects that comprehensively cover the main technical areas that any accountant - regardless of their future career aspirations - are expected to have mastered. These comprise law, performance management, taxation, financial reporting, auditing, and financial management.



## ACCA (Association of Chartered Certified Accountants) – (cont.)

### Knowledge Module

- Paper F1 Accountant in Business (AB)
- Paper F2 Management Accounting (MA)
- Paper F3 Financial Accounting (FA)

### Skills Module

- Paper F4 Corporate and Business Law (CL)
- Paper F5 Performance Management (PM)
- Paper F6 Taxation Czech (TX)
- Paper F7 Financial Reporting (FR)
- Paper F8 Audit and Assurance (AA)
- Paper F9 Financial Management (FM)



### Professional Level

The Professional level is divided into two modules - **Essentials** (P1-P3) and **Options** (P4-P7). Both modules have been set at an intellectual level equivalent to that expected of a student taking a Master's degree. The focus of the syllabus at this level is to build upon the technical skills already acquired, and explore more advanced professional skills, techniques, and values that are required and used by the expert accountant acting in an advisory or consultancy role at a senior level. All students must complete the three papers in the Essentials module. The Options module contains four papers. These are directly underpinned and supported by their equivalent within the Skills module in the Fundamentals level. These exams assess the more advanced and sophisticated techniques that a professional needs in order to specialize in specific areas at work or to follow as a career pathway in an advisory or consultancy role. Students select two out of four Option papers and are advised to choose the options that relate to their chosen or anticipated field of work.

### Essentials

- Paper P1 Professional Accountant (PA)
- Paper P2 Corporate Reporting (CR)
- Paper P3 Business Analysis (BA)

### Options

- Paper P4 Advanced Financial Management (AFM)
- Paper P5 Advanced Performance Management (APM)
- Paper P7 Advanced Audit and Assurance (AAA)

## **ACCA (Association of Chartered Certified Accountants) – (cont.)**

### **The ACCA Ethics Module**

Ethics is an integral component of the ACCA qualification, directly appearing in 11 of the 14 examination papers and in all of the essential work experience performance objectives. The Ethics Module is an online training course accessible at any computer with an internet connection and its aim is to expose student to a range of ethical perspectives in business. It is recommended that students complete this module before they sit the paper - P1 Professional Accountant.

The ethics module is a key component to P1 training at the PwC's Academy. All students are required to sit the module in conjunction with the tuition courses, and completion is mandatory before applying for ACCA membership. In addition, statistics show that completion of this module before the P1 tuition course greatly increases students understanding of the syllabus and results in higher examination pass rates for all Professional Level examination papers.

More information on the Ethics module can be found at [www.accaglobal.com](http://www.accaglobal.com).

### **The ACCA Work Experience Requirements**

Gaining relevant practice experience is a key component to the ACCA qualification. In the demanding accounting and business professions, it is essential to link your theoretical knowledge from the examinations to practical applications in the workplace.

The ACCA Practical Experience Requirements (PER) are closely linked to the exam syllabus to further develop your skills in the workplace. The framework of the PER enables you to achieve a high level of knowledge, ability, and ethics in the workplace, demonstrating to employers that you are the right person for the job.

ACCA students are required to achieve a set of objectives over a 3-year period working in an accounting or finance-related role and record the completion of the PER through the Trainee Development matrix (TDM). There is no time limit to complete the PER, though it is necessary to complete it before applying for ACCA membership.

You will need to seek your employer's assistance to gain your PER, so it is up to you to choose the right employer to meet your requirements.

To meet the ACCA PER qualification, you will need to complete all nine Essential performance objectives and 4 Options.

### **Language**

English.

PwC

## ACCA with PwC's Academy

PwC's Academy is pleased to offer a full ACCA qualification programme for the Macedonian market.

Our ACCA vision is simple – to provide a premium teaching and support service that establishes the highest possible levels of quality and leverages our knowledge and experience as a leading professional services firm.

PwC Academies will provide a dedicated, experienced ACCA co-ordinator for clients to provide the following ACCA service and examination support.

- Registering students for relevant exams/resits directly with ACCA Glasgow
- Dealing with any queries on exemptions/exam entry issues with ACCA
- Providing advice on e-learning support – testing and assessments
- Receiving and distributing exam results from ACCA to students
- Registering and providing Computer Based Testing for Academy registered students
- Producing a summary of results and analysis for management
- Sending study plans/timetables and joining instructions to students
- We focus on providing the following to our ACCA clients and students:
  - ✓ **Quality Commitment:** The ACCA scheme outlined in this proposal is based on the study scheme used by PwC to achieve success at ACCA. Our students regularly score some of the highest pass rates in the region and we consistently achieve pass rates around 20% higher than the Global average.
  - ✓ **Quality Study Materials:** We use Kaplan Financial Training materials. Kaplan is a leading UK based provider of ACCA study materials and their students consistently score many of the highest ACCA global pass marks.
  - ✓ **Quality Tuition:** Our Academy tutors are all experienced teachers and business professionals who bring a great combination of their PwC working experience and knowledge into their teaching. Our teachers know business – and they know teaching ACCA – the ideal combination.
  - ✓ **Competitive ACCA:** We teach ACCA for many of our PwC professionals. Building on this established programme and using our PwC facilities allows us to offer our clients the same excellent teaching quality at reduced rates.
  - ✓ **PwC's Academy Facilities:** Come join us on the PwC premises – fully equipped classrooms, lounge area, CBE Centre, interactive teaching tablets, and online access.



## *ACCA with PwC's Academy (cont.)*

### **Computer Based Exam (CBE) Centre**

PwC's Academy is an ACCA Approved Computer Based Examination Centre (CBE). Students have the ability to sit computer-based exams for papers F1-F3. The main advantage of the CBE system is flexibility – you can sit these examinations at any time of the year. In addition, you may re-sit the exams as often as necessary. Students also receive their exam results on screen immediately after completion and they are uploaded to your ACCA account within 72 hours.

PwC will provide the use of the facility and administration of the examinations **Free of Charge** for any students who are registered with PwC's Academy for our ACCA support services.



## ACCA Diploma in International Financial Reporting Standards (DipIFR)

### What is ACCA Diploma in IFRS (DipIFR)?

ACCA Diploma in IFRS (DipIFR) is an international qualification in IFRS developed by the leading professional accounting organization Association of Chartered Certified Accountants (ACCA). Obtaining this qualification will raise your professionalism in IFRS to the next level.

### Why ACCA Diploma in IFRS (DipIFR)?

International IFRS is a major issue for most companies and finance professionals. Over 90% of the world's leading economies either require IFRS or are converging with it, so few companies can afford to ignore the need for their staff to understand IFRS and its implications for their business and financial reporting.

### Who is the DipIFR for?

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

Duration: 8 modularized days

Training, materials and the exam are held in the English language.

The students who pass DipIFR exam will be granted one exemption from the ACCA Qualification exam (F7 Financial Reporting).

### Certified specialists in ACCA DipIFR will gain

- Deep knowledge and understanding of main principles of IFRS,
- IFRS reporting skills, including the consolidation of financial statements,
- Practical application of IFRS.

### Why study with PwC's Academy?

PwC has extensive experience in providing IFRS services and trainings. Our experts have experience of IFRS practical application and are ACCA certified specialists.

PwC provides our clients training materials designed by PwC experts with proven experience in important topics. We provide you with regular support and attention of the trainer and close control over the learning process during the whole training period. Our tutors are experienced in teaching as well as experts in IFRS, they will provide you with practical examples and implications to your practice.

### The standard training fee includes:

- Workshop courses at PwC's Academy,
- Study materials including materials developed by PwC experts,
- A comprehensive study plan
- Advisory support of trainers for the period of the training course and up to the exam,
- Mock exam and 4 interim tests marked by the tutors and returned to the students.

### Language

English.

## CIA – The Certified Internal Auditor

### What is 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 internal auditing field. Candidates leave the program enriched with educational experience, information, and business tools that can be applied immediately in any organization 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,”* said John J. Fernandes, CIA, Executive Vice President and Chief Operating Officer of The Institute of Internal Auditors.

### Who should study CIA?

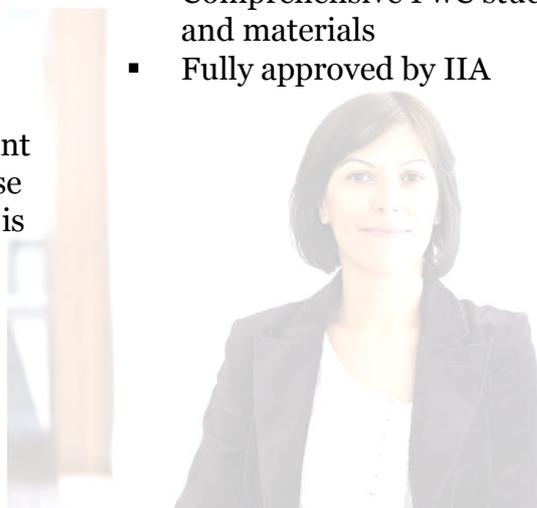
Are you a long-term internal auditor, or a future manager gaining exposure and expertise in organizational risk management? CIA is the best choice and will serve you well your entire career. CIA is for those internal auditors who want to accelerate their career as well as to raise their professionalism to a higher level. It is a proven path to business success within the internal audit field.

### PwC’s Academy

PwC’s Academy has a wide network of experienced and qualified tutors in the area of internal audit. We bring almost 20 years of experience in business and training to our clients and learners. All tutors are certified by PwC and are specialists in their fields to ensure that they bring the highest value in learning. At the beginning of the programme, students will learn the most significant vocabulary for the international CIA exams.

### Why study CIA with PwC’s Academy?

- PwC Certification
- Course is taught in English
- Participants will gain comprehensive vocabulary from internal audit area useful mainly in the international business environment.
- PwC internal audit experts who bring the latest knowledge, experience and also practical experience to our training programmes
- Comprehensive PwC study texts and materials
- Fully approved by IIA



## *CIA – The Certified Internal Auditor (cont.)*

### **Program structure**

#### **Part I: The Internal Audit activity's role in governance, risk and control**

- a. Comply with the IIA's Attribute Standards
- b. Establish a Risk-based Plan to Determine the Priorities of the Internal Audit Activity
- c. Understand the Internal Audit Activity's Role in Organizational Governance
- d. Perform other Internal Audit Roles and Responsibilities
- e. Governance, Risk and Control Knowledge Elements
- f. Plan Engagements

#### **Part II: Conducting the Internal Audit engagement**

- a. Conduct Engagement
- b. Conduct Specific Engagements
- c. Monitor Engagement Outcomes
- d. Fraud Knowledge Elements
- e. Engagement Tools

#### **Part III: Business Analysis and Information Technology**

- a. Business Process
- b. Financial Accounting and Finance
- c. Managerial Accounting
- d. Regulatory, Legal and Economics
- e. Information Technology (IT)

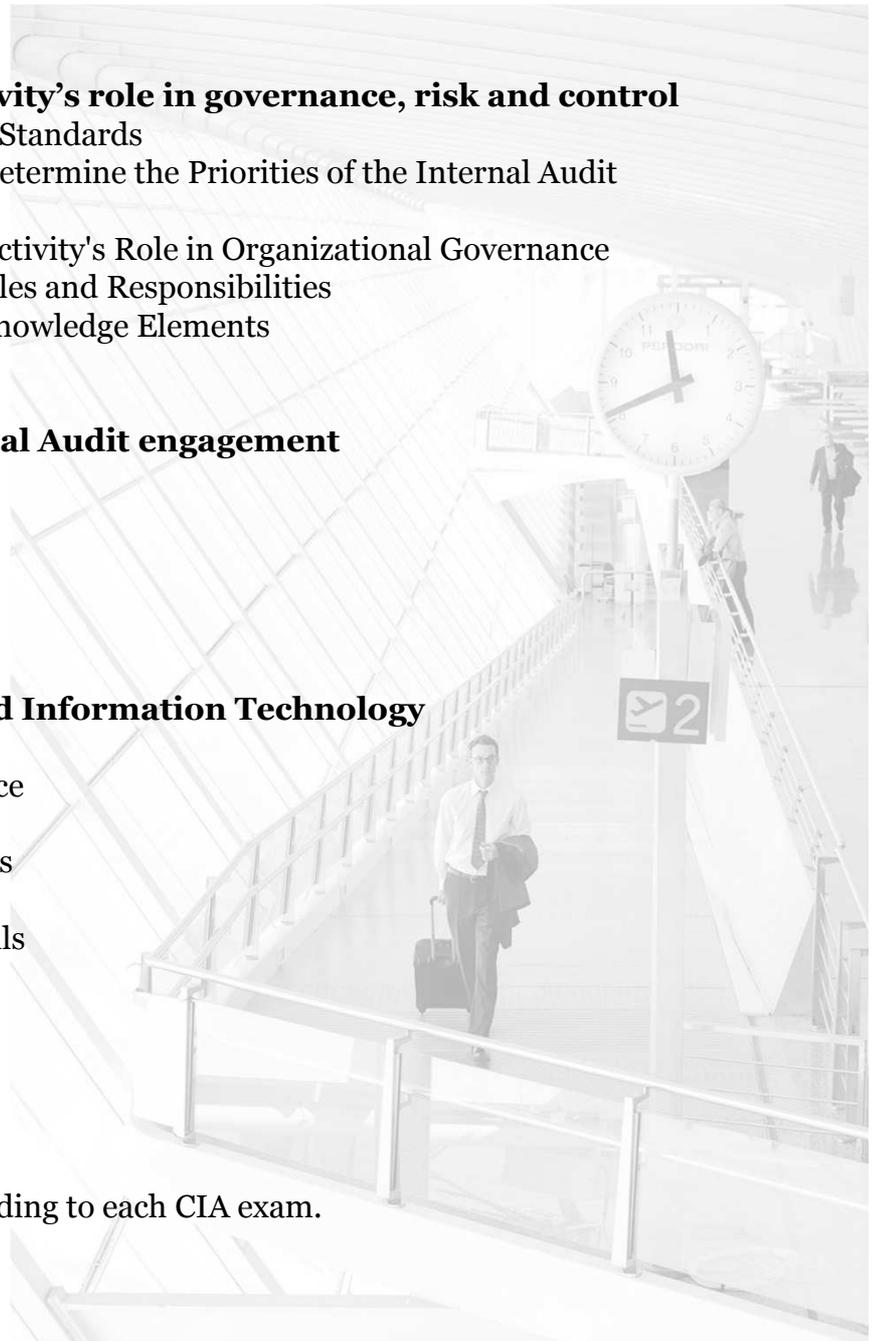
#### **Part IV: Business Management skills**

- a. Strategic Management
- b. Global Business Environments
- c. Organizational Behavior
- d. Management Skills
- e. Negotiating

We provide 2- or 3-day courses leading to each CIA exam.

#### **Language:**

English.



# ***Legal Corporate Training***

---

# *Legal Corporate Training*

## *Who is it for?*

As a result of the frequent amendments of the **two most important laws** in the day-to-day business activities of each company, the Labor Relations Law and the Companies Law, this training is designed to share PwC knowledge and experience on the practical implementation of the recent amendments, with special focus on the rules regulating the Major & Interested Parties Transactions and other recent amendments in these two laws.

## **Duration**

One day.

## **Number of participants**

Up to 15.

## **Language**

English, Macedonian (optional).

## *Who are the tutors?*

The tutors are experts employed in PwC holding the highest degree of theoretical knowledge verified and amplified through practice, in the area of accounting, reporting, budgeting and financial analysis.



# ***Our contact information***

| Company Name | Office Phone  |
|--------------|---------------|
|              | 212 3172300   |
|              | 212 388720122 |
|              | 212 3551500   |
|              | 212 527550109 |
|              | 215 3258500   |
|              | 212 529252    |
|              | 212 529252    |
|              | 212 529252    |
|              | 212 4783535   |
|              | 212 4783535   |
|              | 212 3321111   |
|              | 215 540500    |
|              | 212 393000    |
|              | 212 393000    |
|              | 212 4511450   |
|              | 212 4511450   |



# *We look forward to have you on board!*

*For further information or to discuss your needs and how we can help, please contact:*

***Dragan Davitkov***  
*Senior Manager*  
*+ 389 (0)2 3140 900*  
*dragan.davitkov@mk.pwc.com*

*In case you are interested or you would like any additional information about our courses, qualifications or tailored solutions, please visit our webpage at [www.pwc.com/mk](http://www.pwc.com/mk) or contact us directly at [pwacademyskopje@mk.pwc.com](mailto:pwacademyskopje@mk.pwc.com).*

*For training details, please contact:*

***Aleksandra Todorovska***  
*Manager*  
*+ 389 (0)2 3140 900*  
*aleksandra.todorovska@mk.pwc.com*



## ***PwC Academy***

***PricewaterhouseCoopers***  
*8 September 16*  
*Hyperium Business Centre, 2nd floor*  
*1000 Skopje, Macedonia*

*+ 389 (0)2 3140 900/901*

*[www.pwc.com/mk](http://www.pwc.com/mk)*

PwC

© 2013 PwC. All rights reserved. Not for further distribution without the permission of PwC. "PwC" refers to the network of member firms of PricewaterhouseCoopers International Limited, each of which is a separate and independent legal entity.