



# ***PwC's Business School***

## **Taking Learning Further. Creating Value**

### **Advisory Academy**

Board and Executive Leadership 2016 / 2017 Curriculum



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

# Being distinctive

**“The only sustainable competitive advantage is an organisation's ability to learn faster than the competition.”**

— Peter M. Senge





***Uyi Akpata***  
Nigeria and West Market leader

## ***Making Impact***


In today's business world, the rules of engagement, stakeholders' expectations, opportunities, barriers and resources are constantly changing. Therefore, it is imperative that successful business leaders continue to empower their people and organisations through continuous and focused learning / development interventions.

The PwC Advisory Academy is positioned to help with the learning and development journey of professionals at different levels of authority and responsibility.

Our rigorous but flexible curriculum draws on leading edge, industry focused research, and the expertise and experience of the largest network of professionals globally. We have carefully designed it to deliver clear, practical knowledge, as well as the skills and values necessary for professional, business and personal success.

So go ahead, get yourself and your organisation enrolled and make an impact.



A man in a dark blue suit and tie stands to the right of a white flipchart. He is looking towards the camera with a slight smile. The flipchart has a quote written on it. The background is a bright, out-of-focus office space.

**“To be successful in a  
knowledge economy,  
firms need to create  
learning organisations.”**

**Don Tapscott**



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We offer public courses on selected topics as well as a wide range of bespoke training solutions. The pages that follow outline our readily available course offerings. We are, however, able to develop solutions in response to specific requests on a much broader range of topics.



***Board and Executive Leadership Courses***

# Board and Executive Leadership Courses

“The only sustainable competitive advantage is an organisation's ability to learn faster than the competition.”

Peter M. Senge



|  |   |         |   |
|--|---|---------|---|
| Executive remuneration:<br>Key issues and considerations   | Board members and executive level leaders                 | 0.5 day | <p>Executive remuneration has become a contentious issue in recent times. Boards are under constant scrutiny by shareholders, regulators and the public who are interested in the decisions they take around rewarding their organisations' executives</p> <p>This course helps Board members gain valuable insights on the key issues to be considered when negotiating, ratifying or reviewing Executive compensation in their companies. It provides an opportunity to explore practices from various sectors and countries and their implications for businesses in the Nigerian context.</p> |
| Responsible Leadership for sustainability:<br>Integrating social values into leadership from the top to drive sustainability | Executive level leaders in organisations                  | 0.5 day | <p>This course will provide executive level leaders with new perspectives on driving sustainable growth. Executives will explore how to integrate environmental and social themes into their business decision-making process and how to leverage on these two key areas to support organizational growth.</p>  |
| Collaborative leadership:<br>Perspectives and Positions  | Executive level leaders in organisations                  | 0.5 day | <p>This short course, designed for executive leaders, focuses on fostering collaboration and effective decision-making. It combines approaches from executive coaching with insights from our thought leadership, research and practice on executive leadership and organizational development.</p>   |
| Succession Planning:<br>The Board's role in building leadership capacity for the long term                                   | Board of Directors (BoD), Executive Leadership            | 1 day   | <p>The aim of this course is to help BoD members and Senior Executives in organisations explore succession issues and how to ensure their organisation has a sustainable leadership pipeline at all critical levels within the hierarchy</p>  |
| Corporate Insolvency- Receiverships  | Board of Directors (BoD), Chief Executive Officers (CEOs) | 2 days  | <p>Introduce participants to the principles and policies underlying corporate receiverships. The impact of these procedures and approaches on third parties, for example corporate groups, secured and unsecured creditors, directors and employees, is also considered</p>   |

# Board and Executive Leadership Courses

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|   |  |        |  |
|---|--|--------|--|
|   |  |        | Overview of receivership; appointment of receiver, types of charges, trading under receivership, realisation and distribution of assets; impact of receivership on various stakeholders groups   |
| Corporate Insolvency-Liquidations                           | Board of Directors (BoD), Chief Executive Officers (CEOs)  | 2 days | <p>This course will help attendees gain an understanding of the principles and policies underlying the legal treatment of insolvency and corporate liquidations. It also covers the impact of these procedures and approaches on stakeholders such as corporate groups, creditors, directors and staff.</p> <p>Participants will be given an overview of liquidation and bankruptcy; the role of liquidation; the pari-passu principle, preferential claims; secured creditors and security devices; the problem of corporate groups; company directors in troubled times and staff in distress</p>                              |
| Corporate Insolvency-Restructuring                          | Board of Directors (BoD), Chief Executive Officers (CEOs), Chief Finance Officers (CFOs), Chief Operating Officers (COOs), | 2 days | <p>This course introduces participants to various crises types, their development, causes and symptoms. It also illustrates /indicates measures that organizations can take to detect crises situations early and mitigate the effects of acute crises.</p> <p>Attendees will go through an overview of corporate life cycle, restructuring, crisis management; the reorganization process; financing distressed companies; raising capital for restructuring and reorganization; mergers, acquisitions, leveraged buy outs and management buy outs</p>  |
| Independent Business Reviews – Causes of Corporate Distress | Chief Executive Officers (CEOs), Chief Finance Officers (CFOs), Chief Operating Officers (COOs)                            | 2 days | <p>This course seeks to familiarise participants with both the internal and external causes of corporate distress. Attendees will go through key business review activities such as Financial statement review, Cash flow analysis and Identification of symptoms of corporate distress.</p> <p>The course also includes topics such as the Differentiation between internal factors generated by the organisation's activities and external factors for which the business needs to have contingency plans or to which it must respond.</p> <p>Lastly, attendees will explore the options available to distressed companies</p> |



# Board and Executive Leadership Courses

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|                                   |  |          |  |
|-----------------------------------|--|----------|--|
| Anti-Bribery and Corruption (ABC) | Executive management   | 1 day    | <p>This course provides attendees with an overview of bribery and corruption risks and how they affect businesses. It explores the impact of bribery and corruption on the company's brand, the personal risks to the Directors and provides some legislative insight on Bribery e.g. The UK Bribery Act/ Foreign Corrupt Practices Act (FCPA)</p> <p>It would also provide attendees with an opportunity to explore how to identify and deal with bribery Red flags</p>   |
| Anti- Money Laundering            | Executive management   | 0.5 days | <p>This course will provide attendees with an overview of inherent money laundering risk(s) in internal /operational practices within their organisations</p>  |
| Ethics                            | Executive management   | 0.5 days | <p>This course will provide attendees with insights into ethics within the business context. It encourages attendees to explore the difference between Ethics and Business Ethics, how they can manage ethics in their organisations and build integrity into the way the business is run</p>  |
| Whistle Blowing                   | Executive management   | 1 day    | <p>This course will help attendees gain an appreciation of whistle blowing and an overview of policy options, the benefits of a whistle blowing programme; disclosure channels and protection that should be available to whistle blowers in an organisation</p>   |
| Articulating a Winning Strategy   | C-suite members (Board members, CEOs, CFOs CHROs and other functional leaders at Executive Management level) | 2 days   | <p>This course sets to demystify strategy through a simplified approach to strategy formulation.</p> <p>In this course, delegates will explore the underlying theory and frameworks that provide the foundations for a successful organisational strategy. We will provide participants with the tools needed to understand that strategy: SWOT, Competitor, Environmental, Five Forces etc.</p> <p>Using the customised PwC/Balanced Score Card approach, participants will also learn how to construct strategic elements: Mission, vision, core values, objectives and initiatives.</p> |

# Board and Executive Leadership Courses

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|                              |  |       |   |
|------------------------------|--|-------|---|
|                              |  |       | Attendees will take part in practice sessions where they will create: <ul style="list-style-type: none"><li>• the case for a strong strategy for their future business success</li><li>• the key elements of a strategy that suits the needs and vision of their organization</li></ul>   |
| Analysing Your Environment   | C-suite members (Board members, CEOs, CROs, CFOs and other functional leaders at Executive Management level)               | 1 day | <p>This course introduces participants to a fundamental understanding of the socio-economic political, economic and technological environment in which businesses operate with particular focus on Nigeria.</p> <p>Using common frameworks such as PEST, participants will learn how to conduct a macro-environmental scan that summarizes high-level trends as they relate to their target customers, markets and technology.</p> <p>This course is delivered in an engaging and interactive manner creating opportunities for attendees to:</p> <ul style="list-style-type: none"><li>• Better understand the environment in which businesses operate and</li><li>• Identify threats and opportunities for their organisations</li></ul>  |
| Effective Strategy Execution | C-suite members (Board members, CEOs, CFOs, Heads of Strategy and other functional leaders at Executive Management level)) | 1 day | <p>This interactive course focuses on equipping participants with the requisite foundations for effective strategy execution in their organisations.</p> <p>The course covers important topics such as strategic change and alignment, annual planning and budgeting, stakeholder engagement, performance monitoring and evaluation. Working through case studies and real life examples, participants will get the chance to explore the reasons why most companies fail at strategy implementation.</p> <p>At the end of the course, participants will also be able to</p> <ul style="list-style-type: none"><li>• Create objectives and goals to guide strategy implementation</li><li>• Describe how to communicate the strategy so that the organization "gets" it</li><li>• Tailor resources (operational competencies, assets, and processes) to the organisation's strategy</li><li>• Link annual planning and budgeting to the organization's strategy</li><li>• Align everyone's efforts with the organization's strategy</li><li>• Monitor progress, detect and mitigate risks to implementation</li></ul> |

# Board and Executive Leadership Courses

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Winning Amidst  
Competition

C-suite members  
(Board members,  
CEOs, CFOs,  
Heads of Strategy  
and other  
functional  
leaders at  
Executive  
Management  
level))

2 days

The key to developing a competitive strategy is to understand the sources of the competitive forces and those distinct capabilities that the organisation can leverage.

This course will help attendees identify and understand competition and sources of competitive advantages in competitors.

At the end of this course, attendees will be able to:

- Critically evaluate their own markets to identify competition and develop a competitive strategy that best defends against the competitive forces or influences them in their organisation's favour.
- Identify the competitive advantage through defining their company's value proposition
- Create a business model canvas which connects those activities in their organisation's that deliver competitive advantage to the customer value proposition







***Courses for Senior Functional Leadership  
(Heads of Business Units / Departments)  
and /or Senior Management***



***Business Recovery Courses***

***People and Organisation Courses***

***Corporate Finance Courses***

***Public Sector Courses***

***Finance and Accounting***

***Technology Courses***

***Forensics Courses***

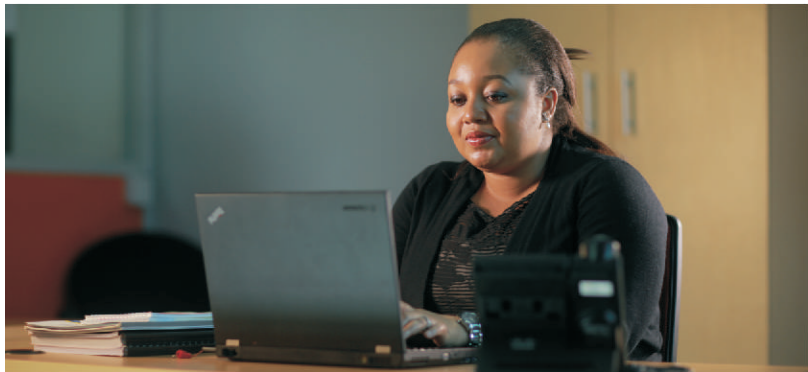
***Transactions Courses***

***Operations Courses***

# Business Recovery Services Courses



|  |   |        |   |
|--|---|--------|---|
| Corporate<br>Insolvency-<br>Restructuring 3.0<br>(Advanced)                                | CFOs, Company<br>Secretaries /<br>Chief Legal<br>Officers | 2 days | <p>This course builds on our Independent Business Review course. The course introduces participants to various crisis types, their development, causes and symptoms. Course will also illustrate/indicate measures that can be taken by organizations to early detect crisis situations and to mitigate the effects of acute crises</p> <p>Attendees will explore topics such as the corporate life cycle, restructuring, crisis management; how the reorganization process works; financing distressed companies; raising capital for the restructuring and reorganization ; mergers and acquisitions, leveraged buy outs and management buy outs</p>                                  |
| Independent<br>Business Reviews –<br>Causes of<br>Corporate Distress<br>2.0 (Intermediate) | CFOs, Company<br>Secretaries /<br>Chief Legal<br>Officers | 2 days | <p>This course seeks to familiarise the participants with both the internal and external causes of corporate distress.</p> <p>The course covers a range of topics including Financial statement review, Cash flow analysis, Identification of symptoms of corporate distress. Delegates will also learn about the main differences between internal factors generated by the corporate's activities and external factors for which the corporate needs to have contingency plans or to which it must respond as well as the options available to distressed companies.</p> <p>This course is a pre-requisite for both the Corporate Insolvency – Restructuring 2.0 and 3.0 courses.</p> |



# Corporate Finance Courses



|   |  |        |  |
|---|--|--------|--|
| Advanced Corporate Finance                          | Corporate Treasurers, CFOs   | 3 days | This course seeks to provide deeper understanding of firms' corporate finance planning and its other related initiatives. It covers issues pertaining to capital structure policy, mergers and acquisition (M&A), pay-out policy, raising capital option pricing theory and applications, corporate control and recapitalizations  |
| Asset Management and Pricing                        | Senior Managers and investors involved in asset management (particularly financial assets) | 3 days | On this course, participants will learn about the key risk management issues in asset management. They will gain an understanding of the theory and good practice around asset pricing, fixed income securities and risk management, equity (listed and unlisted). They will also explore other available asset types allowing them to build their own responses to current challenges in the area                   |
| Excel and Financial Modelling                       | Corporate Treasurers, CFOs   | 3 days | <p>This course will give participants insights into how they can support effective financial decision making and to determine key value drivers for developing an effective model in their organisations</p> <p>Participants will be taught key financial modelling tips, designed to enhance their skills in creating models that are accurate, auditable, and presented appropriately for the key stakeholders</p> |
| Mergers and acquisitions                            | Controllers, CFOs  | 2 days | <p>This course provides attendees with an overview of the key areas of focus when performing or going through a business combination</p> <p>The course delivers learning via an integrated blend of practical examples and activities, underpinning theory and real-life case studies.</p>   |
| Troubled Debt Restructuring                         | Corporate Treasurers, CFOs   | 2 days | This course will help attendees learn how to apply accounting guidance on Troubled Debt Restructuring (TDR) in their organisations.  |
| An Introduction to Valuations and Capital Budgeting | Heads of Finance, Departments, Corporate Treasurers, CFOs                                  | 2 days | <p>Upon completion of this course, participants will have a firm comprehension of how to construct and assess capital budgeting models.</p> <p>This understanding will empower participants within the capital budgeting process and enable them to craft value creating solutions for their organisation</p>  |

# Finance and Accounting Courses



|                                    |  |        |   |
|------------------------------------|--|--------|---|
| Finance for Non-Finance Executives | Non-finance Executives   | 1 day  | Demystify the language of finance & accounting to enable non-finance managers to contribute more effectively to business success.   |
| Financial Planning                 | Finance & Accounting executives  | 1 day  | This courses will help delegates strengthen their understanding of effective budgeting and cash flow management, financial planning and various funding options for different types of projects and business needs  |
| Effective Management Reporting     | Finance & Accounting executives  | 1 day  | This course is for Senior Finance executives looking to strengthen their management reporting capabilities. Delegates attending this course will learn how to prepare Management Reports that would provide management with key information for decision making.  |
| Budget Development and Management  | Finance & Accounting Executives  | 1 day  | This training covers the budget process, methods for developing the budget assumptions, budget consolidation, budget control and monitoring, budget versus actual performance measurement, budget revisions   |
| Effective Payables Management      | Account Payables Managers, Procurement Managers, other Finance & Accounting Executives | 2 days | <p>This course covers the critical activities and building blocks for implementing an effective 'Payables Management' system.</p> <p>Attendees would explore key policies, people, technology requirements, Purchase-to-Pay' sub processes, etc and learn about the critical success factors that need to be in place for their Purchase-to-Pay' management process to be effective.</p> <p>By the end of this training, participants will be able to design and implement effective Purchase-to-Pay' policies and Procedures that will help their company mitigate risks and contribute to cash flow management.</p> |
| Effective Receivables Management   | Account Receivables Managers and other Finance & Accounting executives                 | 2 days | Delegates will learn the critical success factors for an effective Order-to-Cash process management. This would include key policies, key people, technology requirements, Order-to-Cash sub processes, etc. By the end of this training, participants will be able to design and implement effective Order-to-Cash policies and Procedures that will help their company improve recovery of receivables, mitigate risks and contribute to cash flow management   |



# Finance and Accounting Courses



Introduction to Cost Management

Finance & Accounting executives

2 days

Attendees will learn how to design an effective cost management strategy and implement it effectively for your organization. This is a hands-on practical training program.



# Forensics Courses



|   |   |          |   |
|---|---|----------|---|
| Anti-Bribery and Corruption (ABC)         | Senior and/or Middle Managers   | 1 day    | <p>This course introduces participants to recent developments in the global movement against bribery and corruption; and how these developments affect businesses.</p> <p>Participants will review the impact of bribery and corruption on their company's brand and its key personnel. The course also introduces participants to key local and international legislation on bribery e.g. The UK Bribery Act/ Foreign Corrupt Practices Act and gain insights on how to identify and deal with possible indicators in their organisations</p>  |
| Code of Conduct                           | Senior and/or Middle Managers   | 1 day    | <p>This course will help attendees understand the core issues around ethical conduct. Participants will explore using practical scenarios, business conduct issues that affect organisational reputation. Participants will also cover the use of sanctions and their implications, in the event of breaches</p>  |
| Ethics                                    | Senior and/or Middle Managers   | 0.5 days | <p>This is an overview course on Ethics. The course will provide participants with an understanding of business ethics, helping them to make clear distinctions between ethics (from a social perspective) and Business Ethics. Attendees will critique how ethics is managed in their own organisations and learn from other organisations. They will also learn how they can help to establish a culture of integrity in their business</p>   |
| Game of Threats - Cyber Threat Simulation | C-suite, CISO, Board Directors, IT Directors, Vice Presidents and Directors of IT, Information Security and Risk Management Directors |          | <p>Our unique interactive app-based session replicates real world threats and challenges participants to make quick, high impact decisions with minimal information to assess their readiness to respond to a breach.</p> <p>Using app-based simulation, each participant on the course sees the effect of their decisions in real-time during the course and explore the implications with other participants to deepen their understanding and learn from others.</p> <p>This course challenges attendees to think about their strategy and implications for cyber-risk and cyber-security, their security structure, culture changes, talent requirements, processes and technology.</p> |

# Forensics Courses



Amongst other things, delegates on this course will also:

- Explore whether their company is, in fact, secure
- Understand the potential ramifications and remediation options after an attack
- Understand what can be done to prevent an attack (infrastructure, team roles etc)
- Gain insight into the mind-set of a Threat Actor
- Learn key cyber security trends and terminology

Investigate!

Senior Managers  
in the Internal  
Audit,  
Compliance and  
Risk functions

Modular  
(2 times)  
0.5 days  
each

An inquiry from a regulatory body or agency is every business leader's worst nightmare. Yet, many organisations are not prepared or do not know how to get their organisations ready to deal with this very real threat.

Recent global and local developments have also shown that regulators are actively pursuing sanctions such as prosecution and staggering fines for a range of offences.

Our Investigate! course is a unique course that presents current topics regarding regulation and compliance risk to attendees.

The course explores:

- the implications of regulatory enforcement (fraud, bribery, etc)
- preparation for regulatory enforcement action and the pitfalls of a poorly executed investigation; and
- an appropriate compliance response

It combines a blend of practical and simulation sessions to provide insights that will help attendees assess how prepared their organisations are to respond to such a crisis.

# Forensics Courses



|                       |   |        |   |
|-----------------------|---|--------|---|
| Whistle Blowing       | Senior and/or Middle Managers   | 1 day  | <p>This course will help attendees gain an appreciation of whistle blowing and an overview of appropriate policy, the benefits of a whistle blowing programme; disclosure channels and protection available to whistle blowers in an organisation</p>   |
| XRY Advanced Training | Senior and/or Middle Managers in Government / Specialist Private Security and / Investigative Agencies) (e.g. Nigerian Police Force, EFCC, Fraud Teams in Private Businesses) | 5 days | <p>A 5-day course that covers the more advanced level of know-how required to maximize productivity with XRY.</p> <p>This training takes participants to the highest level of knowledge and understanding for mobile device extractions using XRY. Attendees on this course will learn about a wide range of topics including:</p> <ul style="list-style-type: none"><li>• Triage Tools</li><li>• Advanced Data Extraction Methods</li><li>• Importing Images</li><li>• Advanced Exporting</li><li>• Endianess &amp; Time Epochs</li><li>• Signed vs Unsigned</li><li>• Delta &amp; Sync</li><li>• Encoding Schemes</li><li>• Reverse Engineer</li><li>• Introduction to Python</li><li>• Python Math Operators</li><li>• Variables &amp; Lists</li><li>• XACT Data structures</li><li>• Automating Tasks with Python</li><li>• Python Practicals</li><li>• SQL Python Modules</li><li>• Adding Data to the XRY Report</li><li>• App Parsing Practicals</li><li>• Dictionaries</li><li>• Advanced Android</li><li>• ADB Commands</li><li>• Swipe/PIN Decoding</li><li>• DD &amp; Nanddump</li></ul> <p>This course employs a blended learning approach combining workshops, practical sessions and simulations, enabling delegates to experience the different topics through a diverse range of media and methods.</p> |



# People and Organisation Courses



Big Data and Human Resources: Unlocking the potential for business decisions

Heads of HR departments, HR Leads in Large Organisations

3 days

Many business leaders have complained that their HR function cannot communicate in the language they understand or justify how the proposed initiatives /programmes have any other outcomes apart from increasing Opex.

The course will also introduce them to:

- tools and methods for linking HR and business strategies,
- assessing organisational readiness for analytics initiatives,
- building the business case for analytics,
- demonstrating the credibility and value added by HR.

It will help them learn how to define measures for HR initiatives and use the analytical insights gained to improve talent management processes and define the roles, capabilities, and structures required for maximising analytics effectiveness.

Delivering and Reporting Clear Measurements for the HR Function

Heads of Strategy and Planning Head of HR

2 days

This course builds on our introduction to HR Analytics course and takes analytics further to help HR leaders successfully influence executive decision-making.

Participants will learn how to quantify and benchmark both people cost drivers and ensure HR functional cost alignment.

Designing the Organisation for Strategy Delivery

Heads of HR (Executive Level)

2.5 days

As global markets converge and become increasingly competitive, organisations need to structure their activities and functions in a manner that builds resilience and fast tracks strategy execution. Many HR practitioners fail to see the opportunity provided by this challenge because they do not understand how to help to establish the right connections between the way the business is structured and its effect on successful strategy delivery.

This course is for Heads of HR (Executive and Mid-Management Level). It will equip them with our proven approach to assessing the level of alignment between their organisation's current structure and the corporate strategy and identify structural gaps. They will learn how to analyse the corporate strategy for structural implications and engage with

# People and Organisation Courses



|                             |  |        |  |
|-----------------------------|--|--------|--|
|                             |  |        | <p>the rest of the business to implement the right, strategy-aligned structure. Participants will be able to make organisation structure decisions, identify linking processes, skills and attitudes that are needed to make the design work.</p>  |
| Developing Your HR Strategy | Heads of HR or Human Capital, Senior HR Business Partners, Senior HR Specialists | 2 days | <p>Every organisation requires a clear roadmap for the future to remain competitive and sustainable. This road map is its Strategy. As part of this process, its functional leaders must understand their role in delivering that roadmap and align their own areas to take the organisation in that direction. Very few HR / Human Capital leaders take advantage of the opportunity this presents because they do not understand their dual role in Strategy Design.</p> <p>The course will help attendees build the confidence to demonstrate value and make a difference to business performance, by co-facilitating /co-driving the organisational strategy.</p> <p>This course adopts a practice-based approach and will equip attendees with the skills to:</p> <ul style="list-style-type: none"><li>• Establish their organisation's people management philosophy</li><li>• Establish the right planning horizon for their strategic plan</li><li>• Articulate their HR objectives based on their organisation's corporate strategy</li><li>• Define the key HR initiatives / imperatives they must achieve to deliver their strategy</li><li>• Identify resource requirements, sponsors and potential risks</li></ul> <p>Participants will also gain access to tools to help assess organisational priorities and goals to identify critical areas of work, develop a business-focused, robust strategy.</p> |

# People and Organisation Courses



Developing, communicating and implementing HR policy statements to deliver your HR strategy

Heads of HR (Executive Level)

1 day

Beyond developing or reviewing a policy, the effectiveness of a policy depends on how successful the organisation is in communicating and implementing it. This course is for HR professionals with responsibility for guiding their organisations, developing, implementing and /or monitoring HR policies.

Participants will examine the importance of having robust, business-driven but legally compliant policies. They will also understand the relationship and distinctions between a policy and a procedure, the steps involved in developing and reviewing HR policies, the role of the Board of Directors in the development process, and the steps involved in implementing their policies.

The course adopts a practical approach allowing attendees to review their own organisation's policies in terms of scope / coverage, adequacy of provisions, compliance with regulations and alignment with their business objectives.

The course will also help participants learn how to develop an effective roll-out plan, a supporting communication strategy, and monitor compliance post roll-out.

Developing Training and Development Strategies and Plans

Heads of HR (Executive Level)  
HR Specialists

2 days

Two key challenges for organisations today are establishing the right approach to meeting skills or knowledge gaps and realising value or return on the investments made in training their people. Other organisations are unable to establish or see the links between the training their learning teams deliver and their strategy.

This course seeks to help Heads of HR, L&D and/or Talent Management specialists bridge these gaps. Additionally, the course will equip attendees with a clear and proven approach to establishing their business' real learning and capacity-building needs from a strategy execution perspective.

They will learn how to drive alignment between individual skills plans and that of their organisation and gain insights on creative approaches to meeting them. The course will also help them learn how to establish effective measures to help demonstrate the value added by training interventions.

# People and Organisation Courses



|   |   |          |  |
|---|---|----------|--|
| Embedding a Coaching & Mentoring Culture for High Performance | Heads of HR or Human Capital, HR Team Leads, Talent and/or Performance Management Specialists, HR Business Partners | 1.5 days | <p>Ensuring that staff get the required support, that enable better performance is at the heart of coaching and mentoring.</p> <p>The course is designed for Heads of HR, and HR Team Leads and will help participants learn how to:</p> <ul style="list-style-type: none"><li>• deliver a sound business case for coaching and/or mentoring in the organisation</li><li>• appreciate how businesses profit by developing the mentoring skills of their managers</li><li>• develop action plans for introducing coaching in the workplace</li><li>• identify coaching values</li><li>• evaluate different coaching models and how they are used</li><li>• develop own coaching style</li><li>• apply coaching techniques for performance and development issues</li><li>• identify mentoring skills and development needs and be ready to put new skills and techniques into practice with immediate results</li></ul> |
| Employee Benefits Design and Vendor Selection e.g. HMO        | Heads of HR (Executive Level) HR Team Leads HR Generalists  | 2 days   | <p>Motivating, engaging and retaining employees go beyond the financial pay the organisation provides. Motivation research shows that engaging employees requires significant investment in not just the pay but also the non-financial benefits and incentives, as well as the environment in which the employee works.</p> <p>This course is for HR practitioners / specialists looking to build a firm understanding of how to help their organisations identify the benefits that matter to employees and which will drive their engagement and commitment to the organisation.</p> <p>They will learn how to define a benefits strategy and build business cases for employee benefits initiatives. They will explore insourcing and outsourcing options for benefits and learn how to push their agenda with leadership.</p>   |

# People and Organisation Courses



|   |  |          |   |
|---|--|----------|---|
| Employer Branding for Strategic Advantage | Heads of HR (Executive Level)<br>Senior Talent Management Professionals            | 1 day    | <p>High performing organisations recognise that there is a need to build, sustain and protect their brand reputation internally and externally. One of key dimensions of the organisation's brand is how it positions itself or how the market perceives the business as an employer.</p> <p>This training is for Heads of HR functions and Senior Talent Management professionals.</p> <p>It will help participants build their understanding of how to articulate their organisation's employer brand, successfully leverage on the brand proposition to promote employee engagement, attract potential talent and build viable market collateral.</p>  |
| Employee Engagement 2.0                   | Heads of HR (Executive Level)<br>HR Team Leads<br>HR Generalists<br>HR Specialists | 1.5 days | <p>This course builds on our Employee Engagement 1.0 course and takes employee engagement to the advanced level.</p> <p>This training is for more experienced HR practitioners and Employee Engagement Specialists.</p> <p>The course exposes participants to the strategic aspects of employee engagement and the approach to using employee engagement to build strategic advantage.</p> <p>They will learn how to design an employee engagement strategy, build, report and use employee engagement data; as well as innovative approaches to driving employee engagement across the organisation (including multi-business, multi-site contexts).</p> |
| Executive Compensation Structuring        | Heads of HR (Executive Level) and/or Senior Reward Specialists                     | 1 day    | <p>Attracting, retaining, and motivating capable executive level talent is vital to the growth of any business as they drive and significantly impact the company strategy, decision-making and value creation.</p> <p>This training is for Heads of HR (Executive and Mid-management Level) and/or Senior Reward Specialists looking to build their ability to help their organisations establish an effective executive reward system for the C-Suite.</p>  |



# People and Organisation Courses



|                                    |  |          |   |
|------------------------------------|--|----------|---|
| Executive Compensation Structuring | Heads of HR (Executive Level) and/or Senior Reward Specialists | 1 day    | <p>It will help participants gain insights into emerging trends in the world of executive pay structuring including potential regulatory, economic, social and other contextual influences on executive pay.</p> <p>Attendees will also explore the critical factors to consider when designing and implementing executive compensation. They will gain insights into how to link executive pay with the reward system for the rest of the business in an effective manner, while maintaining an appropriate level of distinction.</p>  |
| Finance for HR Leaders             | Heads of HR (Executive Level)                                  | 1.5 days | <p>HR professionals need both HR knowledge and a high degree of business acumen to function effectively as strategic business partners. This training opens HR Head and HR Team Leads up to the finance side of business by helping to develop financial understanding about how decisions affect an organisation's financial performance. The participants will:</p> <ul style="list-style-type: none"><li>• understand and analyse Balance Sheets and Income &amp; Expenditure Accounts for key issues and financial Strengths and Weaknesses</li><li>• understand the importance and relevance of financial principles such as Expected Return and Return on Investment (amongst others)</li><li>• analyse, understand and manage their own Income and Expenditure accounts more effectively</li><li>• understand the importance of Cash flow and Cash management</li><li>• use internal Management Accounts to monitor and improve performance against Budget</li><li>• recognise areas of concern and recommend ideas for improving financial performance and productivity based on their functional perspective</li><li>• contribute more effectively to Budgeting negotiations</li></ul> <p>gain confidence about their understanding of financial terms</p> |

# People and Organisation Courses



Introduction to  
Learning Technologies

HR Team Leads  
HR Specialists

1 day

The importance of technology as a critical business enabler continues to increase daily. As organisations look to improve the cost and learning effectiveness of training and other development interventions amidst typical business constraints (time, finance etc), the need to leverage technology has become more important.

This course will expose HR Team Leads, Learning / Talent Management Specialists to the current and emerging technologies in the learning and development world such as learning content management systems, gamification, e-learn content creation amongst others.

They will gain insights into how these technologies are being used to deliver training and development value around the world. They will also learn how to assess their own organisation's readiness and select the right technology for their business.

Leadership  
Development

Heads of HR  
(Executive  
Level), Senior  
Talent  
Management  
Specialists,  
Senior HR  
Business  
Partners

2 days

A key ingredient for sustainable growth in any organisation today is the availability of a strong, effective group of frontline managers and leaders. Although many organisations recognise this fact, they fail to succeed in building their organisational leadership capabilities because they focus on too few individuals, in the wrong places and often using the wrong approach.

This course will help participants learn how to:

- identify and validate the specific leadership capabilities that will help their organisation gain competitive advantage
- deploy a strategic approach to building their organisation's leadership capabilities at different levels
- design an effective leadership development intervention that delivers value across the entire organisation
- establish measures to track and improve performance

# People and Organisation Courses



Performance Management: Driving High Performance

Heads of HR, Senior Performance Management and Talent Management Specialists with an interest in Performance Management

3 days

Organisational stakeholders (Boards, Investors, Owners, Regulatory bodies) continue to look to its leaders for one deliverable: Good Results.

The achievement of these results, whether financial or non-financial will depend heavily on the organisation's ability to unlock its people's abilities to deliver high quality performance consistently. In essence, success will depend on the organisation's ability to create a high performance workforce.

This course will introduce Heads of HR, as well as Senior Performance Management and Talent Management Specialists with an interest in Performance Management to the key elements for creating High Performance Organisations. It will equip them with the knowhow to establish the right culture, principles, practices, and systems to support high performance by employees.

Participants will also learn how to:

- establish strategy-aligned goal setting, monitoring and measurement across their organisations
- introduce an effective feedback and coaching system
- Report on performance measurement at an organisational level including the use of predictive analysis to advise executive leadership
- Integrate the process with other key HR areas

Delegates will also explore a range of current performance measurement and management approaches, taking learning from these approaches to devise the best approach for their organisations.

# People and Organisation Courses



Performance Management for Line Managers

Line Managers, Heads of functions

1.5 days

The achievement of good organisational performance results, whether financial or non-financial will depend heavily on the organisation's ability to unlock its people's abilities to deliver high quality performance consistently.

Creating a high performance organisation requires that all managers understand how to unlock the potential in their teams and help them maximise their strengths to deliver.

This training will help participants learn how to:

- set the desired levels of result achievement by agreeing performance goals, objectives and targets with their team members

- apply coaching and mentoring tools to get the best out of their teams

- hold the 'sometimes difficult' conversations on non-performance.

Strategic Competency-based Recruitment

Heads of HR (Executive Level)  
Senior HR Team Leads,  
Specialists and /or Generalists

1 day

Business focused HR practitioners understand that recruitments can be very costly, particularly when the outputs from the process do not meet the needs of the organisation. It is therefore important that HR works with the 'line' to ensure that the recruitment process delivers the right individuals with the specific competencies (skills, knowledge and behaviours) that the organisation needs to deliver its strategy.

This training will help Heads of HR, HR Team Leads, HR Generalists, and HR Specialists gain the skills required to establish and execute a strategy-focused, competency-based recruitment system.

# People and Organisation Courses



|                                   |   |       |   |
|-----------------------------------|---|-------|---|
| Strategic Succession Planning     | Heads of HR (Executive Level)                     | 1 day | <p>Planning for both the foreseen and unexpected absences of people that hold key roles across the organisation is a major area that most employers often do not invest in appropriately.</p> <p>Business therefore find themselves facing either a leadership vacuum resulting in inertia and loss of business and market confidence, or worse still, a leadership crisis in which the vacuum cuts through several layers.</p> <p>This training will help Heads of HR and senior HR Talent practitioners or generalists to:</p> <ul style="list-style-type: none"><li>• develop their understanding how to link strategy to role assignment,</li><li>• create a framework for succession planning across their businesses both for business as usual and leadership succession and</li><li>• build a dynamic succession plan.</li></ul> <p>The training further explores how to define the relevant HR data to proactively measure in order to ensure that the succession-planning framework delivers value to the business.</p> |
| Strategic Training Needs Analysis | HR Team Leads<br>HR Generalists<br>HR Specialists | 1 day | <p>HR leaders are constantly faced with the need to identify gaps between the skills and knowledge of the workforce, and their organisation's objectives.</p> <p>This course, designed for HR Team Leads, Generalists and/or Specialists will help attendees learn our proven methodology for establishing a robust, strategic training needs analysis process. They will learn how to define the right interventions for addressing those needs and how to ensure value for money from design through to execution.</p> <p>Participants will also learn how to establish a fit between their training needs analysis and the performance management process. They will gain insights into how to engage with line managers to implement their Strategic Training Needs Analysis process.</p>   |



# People and Organisation Courses



Strategic Workforce  
Planning

Heads of HR  
(Executive  
Level)  
Senior HR Team  
Leads,  
Specialists and  
/or Generalists  
in large  
organisations

1 day

Understanding the people need of any business is critical to achieving its objectives. Business leaders should therefore be able to answer four fundamental questions:

- What kind of skills do we need to succeed now?
- What mix of skills will we need to succeed in the future?
- What do we have?
- How do we fill the gaps?

This training will equip Heads of HR (Executive and Mid-management level), HR Team Leads, HR Generalists, and HR specialists with the skills to develop and deploy strategy-aligned and business-focused plans to meet their present and future people requirements.

Participants will be able to add strategic value by turning strategy into action, through the optimization of the workforce and by identifying the roles and critical talent that drive the achievement of the strategy.

They will also learn how they can help mitigate future staffing uncertainties and employ systematic methodologies to ensure that their organisations have the right capabilities.



# Public Sector Courses



|   |  |        |   |
|---|--|--------|---|
| Strategic Management & Planning                       | Management staff, Heads of Departments in Government Ministries, Department and Agencies | 2 days | This course exposes participants to strategic visioning and planning. Delegates leave with a stronger appreciation of the importance of strategic visioning and planning. The course combines practical sessions with topical plenaries and case studies on Vision & Mission Development, Action Plan Development and the Balance Score Card (BSC)  |
| Performance Monitoring                                | Management staff, Heads of Departments in Government Ministries, Department and Agencies | 2 days | This course introduces attendees to organisation performance management. Our attendees learn about organisation performance management best practices and gain insights into how they can set up their own strategic management office  |
| Finance for Non-Finance Managers in the Public Sector | Management staff, Heads of Departments in Government Ministries, Department and Agencies | 2 days | This course provides participants with an understanding of the income statement account and statement of financial position. It exposes them to how they can /should use information from the income statement account and statement of financial position; as well as how they can better manage / control cash and use budgets to manage business activity                                  |
| Budget Reforms  | Management staff, Heads of Departments in Government Ministries, Department and Agencies | 2 days | This course introduces participants to Medium Term Expenditure Frameworks, Medium Term Sector Strategies and Multi Year Budgeting Framework. A blended approach integrates in-course practice with relevant research and literature in public sector planning and budgeting to ensure that attendees leave the course armed with the required know-how to drive change in their organisations |

# Technology Courses



|                                 |  |        |   |
|---------------------------------|--|--------|---|
| Crafting your IT Strategy       | IT Leadership  | 3 days | The training is aimed at enhancing the ability of IT departments to support the organisation's corporate strategy   |
| TOGAF 9.1 Training              | IT Applications and Infrastructure Personnel                       | 4 days | This training covers the complete TOGAF framework providing an avenue for attendees to learn the Architecture Development Method (ADM) from scratch. The training will equip delegates with practical skills enabling them to begin to plan and coordinate the development of IT architecture in their organisations. It employs a blended approach combining a range of delivery tools such as case studies, plenaries and group-based activities. |
| Information Security            | Information Security Professionals                                 | 3 days | Increasing cases of fraud, especially in the Financial Services sector, has made secure programming skills and information security as a whole, critical. This training will provide participants with insights into how they can reduce their organisation's exposure to information security risks.   |
| PRINCE2 Training (Practitioner) | Manager or Senior Frontline Staff involved in delivering projects. | 3 days | <p>This is an Advanced level course for those with responsibility for delivering projects from inception / business case to closure. Our unique approach combines a blend of practice with the set knowledge element as prescribed by the Certification body for PRINCE2.</p> <p>The PRINCE2 Foundation Certificate is a pre-requisite for this course.</p>   |

# Transactions Courses



Financial Statement  
Analysis &  
Interpretation 3.0

Senior Business  
managers,  
investors,  
financial analysts,  
treasury  
managers, other  
finance/  
accounting  
professionals

2 days

This course will help attendees learn how they can use financial statement analysis and interpretation to make sound management decisions. It involves review of financial ratios (e.g. efficiency, investment ratios etc.) and their interpretations as well as issues pertaining to managing earnings and credit risk evaluations.



# Operations Courses



Business Process Improvement

Business Process and Operational Improvement Specialists

3-4 days

A good majority of global businesses are beginning to recognise that continuous improvement of existing processes is not sufficient to drive their companies' operations. They have come to learn that day-to-day process improvement goals must be balanced with longer term efforts to transform what operations is and what it delivers.

Our Business Process Improvement course is hands-on, and practice based. It focuses not only on the short term, but also on longer term transformational efforts to drive sustained efficiencies in our learners' organisations.

Participants on this course will learn about the different stages of the Business Process Re-engineering (BPR) cycle i.e. from process identification and evaluation to documentation. Key topics include:

- overview of the Business Process Re-engineering (BPR) concept
- effective process review and analysis
- different approaches to gathering process information/data
- how to conduct successful process interviews
- process mapping/documentation standards, tools and techniques
- practical application of process mapping/documentation

Attendees will also learn how to:

- identify process improvement opportunities and transform operations by redesigning existing processes
- set process objective (purpose),
- identify and plan for key risks while ensuring effective controls are in place

Production and supply chain management

Managers with responsibility for various functions within the Supply chain (Warehouse Managers,

2 days

This course focuses on the production and supply chain aspects of operations. The course introduces participants to a range of topics in this area including:

- the importance of supply chain management
- explain the principles of supply chain strategy tactics and



# Operations Courses



|                                    |   |          |   |
|------------------------------------|---|----------|---|
|                                    | Procurement Managers, Logistics Managers  |          | <p>operations</p> <ul style="list-style-type: none"> <li>• Logistics, Distribution and Warehousing</li> <li>• the concept and framework of Supply Chain management</li> <li>• the application of supply chain strategy and tactics</li> </ul>   |
| Product Innovation and Development | Product Development and /or Business Development / Strategy Managers, Operations Managers | 1.5 days | <p>For organisations to innovate successfully, they must be able to anticipate and respond swiftly to changes in customer behaviour. Because, when customer behaviours change, everyone in the organisation is affected. PwC research has shown that most operations teams struggle to change direction when markets, customer needs, or enterprise strategies change (PwC 2015 Global Operations Survey).</p> <p>This course introduces participants to a strategic approach to Product Innovation and Development. It draws on the combined expertise of our Global Operations and Innovation practices and seeks to help our attendees lead change in their organisations.</p> <p>Delegates will explore PwC's perspectives on innovation and learn how they can use this to build their understanding of the business of innovation. They will also explore how they can assess their organisation's innovative capabilities and maturity.</p> <p>The course will also expose participants to:</p> <ul style="list-style-type: none"> <li>• PwC's PACE stages of maturity model</li> <li>• The Products-to-Solutions Process</li> <li>• The concept of Product Excellence</li> <li>• The concept of Product Lifecycle Management</li> </ul> |
| Strategic Sourcing                 | Procurement Managers, Finance Managers / Controllers                                      | 2 days   | <p>Building a resilient supply chain function requires that you are able to continue giving customers what they most value from your organisation when a disruption knocks your supply chain — whether that's low cost, innovation, quality or outstanding customer service.</p> <p>Our Strategic Sourcing course will provide attendees with valuable insights into how they can make their supply chain function 'disruption</p>  |

# Operations Courses



-proof' as they support their companies' strategic ambitions. Delegates will learn how to formulate and execute a demand management and supply market strategy. They will learn how to:

- Create the “go to market” strategy and approach
- Decide on the most appropriate execution strategy
- Negotiate with selected external business partners
- Operationalise supplier agreements
- Commence transition plans to new suppliers and process
- Manage supplier performance and utilise monitoring

Participants will gain an understanding of internal spend and external market elements that could influence the category strategy. They will also learn how to:

- gather market and supplier information
- map the current processes and stakeholders for the spend category
- identify process gaps that hinder demand management and policy compliance
- identify process efficiency opportunities





# *Industry Focused Courses*

*PwC Africa Banking  
Academy Courses*

*PwC Pension Academy*

*Oil and Gas  
Academy Courses*





*PwC Africa Banking Academy Courses*

# *PwC Africa Banking Academy Courses*



The aim of PwC's banking academy is to bring world-class learning solutions to banks in Africa. Drawing on the wealth of financial services thought leadership within PwC and using our extensive footprint in Africa, the banking academy offers global thought leadership in a local context. Through our extensive network of partners, the academy ensures that the programmes offered use only the best in learning technologies while delivering bottom-line results. Our training sessions go beyond theory, aiming to be as practical and business-oriented as possible.

## ***Our approach***

We go beyond training to help build and enhance the competitive advantages of your organisation, unlock your people's potential and improve your business performance. To ensure our academies have the greatest possible impact, we collaborate with our subject matter experts to combine their technical expertise with our adult learning approach. The result is unique.

## ***Our banking academy differentiators***

Focus on results and continued learning:

- All the programmes have a strong application focus, using
- Robert Brinkerhoff's Advantage Way as well as a 'rapid results' component where delegates must apply what they have learned in a 90-day action project
- All programmes support the Enterprise Learning 2.0 principles and encourage further learning and the socialisation of learning PwC's African footprint
- There is virtually no training provider that has the African footprint that PwC has and can that offer an equally extensive in-country knowledge, language and facilitation capability



# PwC Africa Banking Academy Courses



## Target audience

Board members, directors, C-Suite

## Topic

Board Core Academy

## Duration

5 days

### Content description/objectives

Boards are under intense scrutiny from shareholders, regulators, politicians, the media, company employees and other stakeholders. Directors know that since their work happens behind closed boardroom doors, they rarely receive accolades for helping their companies succeed and avoid problems. Yet they are in the line of fire when things go wrong.

Given this scrutiny and the fact that they face an ever-evolving landscape, Directors should focus on understanding their key responsibilities and carrying out those responsibilities thoughtfully and thoroughly.

PwC, based on the King III recommendations as well as our Annual Corporate Directors Survey\* (2013), has identified the need to provide enhanced training and development for directors in large private and public companies, as well as state-owned organisations. King III recommends induction and ongoing training for directors through formal induction and mentorship programmes.

The course covers the following:

- Introduction to the director's role
- Understanding the director's role
- Regulatory structure and framework
- Board dynamics
- Corporate governance/Fiduciary duties
- Regulation and compliance Risk governance
- Corporate governance
- Banking risks and rewards
- The role of banks in the economy
- Risks and the economics of banking
- Bank regulation and oversight
- Oversight and risk management
- Risk management and measurement
- Risk management for directors
- Risk and crisis management
- Sustainability reporting and GRI
- Integrated reporting
- Regulatory compliance Board's responsibility for compliance
- Monitoring compliance
- Corporate ethics: Ethics and social responsibility for directors

# PwC Africa Banking Academy Courses



| Target audience | Topic                               | Duration     |
|-----------------|-------------------------------------|--------------|
| Board, C-Suite  | Board Assessment and Role expertise | 1.5 – 2 days |

## Content description/objectives

This is a leader-led dialogue assessment of the exact technical and soft-skill training requirements for the Board members, followed by a face-to-face / leader-led session covering the following Board committee roles and functions:

- Audit committee
- Risk committee
- Remuneration committee
- Social and ethics committee
- Communicating with stakeholders

| Target audience   | Topic   | Duration |
|---|---|----------|
| Management (Heads of Finance functions in Banks, Senior Personnel in Bank Finance functions ) | Strategic partnering for Finance functions in banks | 4 days   |

## Content description/objectives

Traditional finance skills are in demand outside the finance function, and the job of financial manager is broadening and becoming far more strategic.

There is an ever-increasing need for the financial manager to be an enabling partner to the business. The success of the financial management function is measured by the extent to which business is consulting the financial management team for advice on key aspects of strategy and financial management.

# PwC Africa Banking Academy Courses



There is a delicate balance to strike, though, between providing insights to business while at the same time enabling efficiency and exercising control.

## ***Participants gain valuable insight into: the business eco-system:***

- The finance value chain.
- High performing Finance organisations,
- Core operational Finance processes etc

## ***The evolution in business partnering***

- Determine what their business partners expect of them
- Master an easy-to-remember model for assessing, planning, and coaching a business-focused strategy,
- Understand why it is essential to be able to build relationships at more levels with their business partners,
- Increase their strategic relevance with their business partners etc), their personal impact, and how to influence effectively.

## ***Personal influence and performance***

Attendees will learn how to:

- Effectively influence others increases as one continues to move up in the organisation Network and collaborate for successfully influencing individuals, and clarify (current state and
- clarify (current state and future state definition), analyse (blockers and enablers of the future state) and strategise (identify high-impact low-cost options).

## ***Continuous improvement and application:***

- Participants are also introduced to a basic problem-solving methodology which they have to apply to the challenge identified during day two.

# PwC Africa Banking Academy Courses



| Target audience  | Topic                                | Duration                            |
|--|--------------------------------------|-------------------------------------|
| Bank Branch Managers   | Branch manager development programme | 7 - 12 months total completion time |
| <p><b>Content description/objectives</b></p> <p>Why is branch manager development important?</p> <p>Profitable growth at a local market level is essential for any bank in Africa. The branch manager is the custodian of both revenue growth and cost saving in the branch network.</p> <p>Branch managers need to understand how they, as 'mini CEOs', fit into the broader structure of the bank and how they are dependent on other parts of the banking value chain to create value for customers.</p> <p>This course will empower branch managers to 'own' all the balanced scorecard elements of branch performance by; creating a holistic view of the branch and key KPIs to focus on; empowering their teams to become catalysts for continuous improvement. The programme consists of six modules clustered together in five classroom-based sessions (blocks) over between seven months to a one-year period. Each module is followed by an application component as well as a preparation component before the next module.</p> <p>The five sessions are:</p> <ul style="list-style-type: none"><li>Session 1: Foundational Module</li><li>Session 2: Sales 'Boot Camp'</li><li>Session 3: Customer Service and Risk</li><li>Session 4: Managing Self, Team and Business Change</li><li>Session 5: Integration Simulation and Final Application</li></ul> |                                      |                                     |



*PwC Pension Academy*



# *PwC Pension Academy*



Pension Fund administration in Nigeria has evolved rapidly since the Pension reforms in 2004. New industry dynamics introduced by the amendment of the Pension Reform Act in 2014 has further created a demand for specialization within the industry.

PwC's Pension Academy has been set up to bring world-class learning solutions to Pension Fund operators in Nigeria. Our unique courses draw on combined expertise of our global Financial Service practice and the leading industry practitioners that serve as our partners.

Using our extensive footprint in Africa, the Pension Academy brings global insights and thought leadership into the local context to help our delegates deliver bottom-line results in their organisations. Our training sessions go beyond theory, aiming to be as practical and business-oriented as possible.

## ***Our Pension Academy differentiators***

Focus on delivering results and continued learning:

- All the programmes have a strong application focus, with delegates undertaking application projects that they must implement in their organisations within a set time frame
- All programmes support the Enterprise Learning 2.0 principles and encourage further learning and the socialisation of learning

PwC's Global African footprint

- There is virtually no training provider that has the African footprint that PwC has and that can offer an equally extensive in-country knowledge and facilitation capability



## The Executive Suite (Executive Management & Board)

|                                      |  |          |   |
|--------------------------------------|--|----------|---|
| Advanced Pension Fund Administration | Board Members, Managing Directors, Executive Directors | 2 days   | <p>This course focuses on three major areas:</p> <ul style="list-style-type: none"><li>• Pension Fund Investment Management</li><li>• Actuarial Science &amp; Pension Fund Administration</li><li>• Optimizing Foreign Investments: the taxation perspective</li></ul> <p>The course provides delegates with insights to help them develop key strategies for investing optimally within a global economy. They would also explore the major factors that influence investment strategies, alternative investment strategies, currency hedging, modelling techniques and asset valuation basics. Other topics covered include:</p> <ul style="list-style-type: none"><li>• actuarial valuation cycle,</li><li>• key actuarial assumptions,</li><li>• ascertaining pension assets and liabilities</li><li>• contemporary Issues in International Taxation and E-Business</li></ul> |
| Business Optimization                | Board Members, Managing Directors, Executive Directors | 1.5 days | <p>This course focuses on three areas that are critical for driving optimum performance in Pensions businesses in tomorrow's world:</p> <ul style="list-style-type: none"><li>• Leveraging Digital Technology</li><li>• Organisation Restructuring</li><li>• Customer Service Management</li></ul> <p>The course will expose participants to the following topics through a blend of highly interactive sessions, case studies and activities:</p> <ul style="list-style-type: none"><li>• Digital innovations in pension administration</li><li>• Gaining competitive advantage through digital technologies,</li><li>• Mergers, Acquisitions &amp; Reorganizations</li><li>• Novation and Disposals: Addressing the Salient Issues in Corporate Transactions</li><li>• Customer Service Management innovations</li></ul>  |

# PwC Pension Academy



Corporate Governance  
1.0: Building Board  
Efficiency

Board Members,  
Managing  
Directors,  
Executive  
Directors

1.5 days

This course exposes attendees to salient issues around setting up and empowering the Board for greater efficiency and oversight support. It covers:

- the strategic responsibilities,
- roles, functions and value of Board members
- the National Pension Commission's Code of Corporate Governance
- Risk Management and Measurement
- Corporate Ethics & Social Responsibility for Directors
- Crisis Management in Pension Fund Administration

## The Senior/Middle Management Suite

Fundamentals of  
Pension Fund  
Administration

Heads Pension  
Administration,  
Investment  
Management,  
Finance

3 days

This is our introductory Management course on Pension Fund Administration. The course focuses on the following core areas:

- Overview of the Nigerian supervisory & regulatory framework
- Principles of actuarial valuations & assumptions
- Pension Fund Investment Management
- Managing Foreign Investments for Tax effectiveness

Delegates will explore the Nigerian Pension Industry and the role of key players, current and future realities of the industry and the Principles of Pension Supervision. They will learn about the Actuary's role in pension administration, the actuarial valuation cycle, key actuarial assumptions, determination of pension assets and liabilities. This course will also expose participants to the following important topics:

- Financial Markets Basics
- Asset valuation & analysis methods
- Managing alternative investments
- Investment risk assessments and analysis
- Contemporary Issues in International Taxation

Our approach to delivering our courses challenges participants to build concrete actionable steps to improve their organisation's bottom-line results through the different areas covered.

# PwC Pension Academy



Business  
Optimization in  
Pension Fund  
Organisations

Head IT, Head  
Customer  
Service in  
Pension  
Organisations

3 days

Advancements in technology, in particular the digital space has brought with it heightened customer expectations and increased competition for business.

This course will help Pension Fund businesses prepare for enhanced performance in our rapidly changing world. It focuses on equipping attendees with insights to improve their business operations from two perspectives: Digital Technology and Customer Service Management. The topics covered include:

- Redefining IT in the Digital Era,
- The Digital workplace
- Customer Service Management
- Risk Management

The course includes a Sales “Boot Camp” to sharpen delegates' ability to proactively evaluate and push enhancements to their product / service offering. Attendees will also learn how to identify new opportunities systematically and then translate them into new sales pipelines.







## *Oil and Gas Academy Courses*



# Oil and Gas Academy Courses



## Middle Management to Executive level

Cost Reduction and Optimisation

Board Members, Directors, Heads of Departments in Oil & Gas Businesses

2 days

Over the last one year, oil prices have been volatile. After a series of falls and short-lived recoveries throughout the past year, oil prices dipped towards the \$40 mark in August 2015. Many Oil and Gas companies have so far avoided the structural reforms required to thrive in the new oil future, relying instead on financial risk management and cuts to CAPEX, headcount and their supply base.

Oil and Gas companies must urgently address business fundamentals to ensure their strategy is well-defined, key capabilities clearly identified and their underlying cost structure is right-sized for the new environment. Players that adapt, survive and prosper while the oil price is low will emerge with a sustainable business model that could reap rich rewards when things become more favourable.

This course blends practical and simulation sessions to provide insights that will help attendees assess how prepared their organisations are to deal with the impact of these economic changes. It explores:

1. Industry response to date:
  - Hedging
  - Cost-cutting
  - Financing
2. How industry players can survive at the current state of \$50 (or less) per barrel:
  - Renewed business strategy that is truly driven by a company's capabilities
  - Right-sizing the cost base to sustainably deliver the chosen strategy in a 'lower for longer' environment

# Oil and Gas Academy Courses



## Non-Technical Stakeholders

Introduction to The Refinery Asset Lifecycle

Investors, Banks, Insurance Companies etc.

3 days

This course brings to bear PwC's global and local experience and expertise in supporting clients in the Refining sub-sector at different levels in the following areas:

- business case development,
- finance strategy development, restructuring,
- M&A and deal delivery,
- performance improvement and support in market entrance.

Attendees on this course will explore their options in the following phases in the refinery asset life cycle:

- Strategic planning;
- Project planning and budgeting;
- Project due diligence;
- Procurement and contracting;
- Project finance;
- Project execution and commission;
- Asset Operations and Maintenance





## *Special Interest Courses*

*Digital Suite of courses*

*IFRS Courses*



## ***The PwC Digital Suite of courses***

Most leaders today already know that digital developments are increasingly changing the world in which they operate and how they need to play. Consumer behaviour is also changing faster than companies can evolve their business models, operational processes, and technology platforms. The switched on business understands that digitization offers opportunities for growth and efficiency. Their leaders understand that their customers and stakeholders continuously benchmark them using their digital experiences in areas / sectors other than their own.

PwC's Digital suite of courses have been developed to help raise the level of Digital IQ in organisations in Africa, enabling them to become appropriately positioned to leverage the opportunities that digital trends present and support them on the digital journey to become innovative disrupters in their own right.

Our courses draw on PwC's pioneering thought leadership in digital technology and bring our wealth of experience across our global network to your local context. We adopt a practical and business-focused approach ensuring that our learners leave our courses fully equipped to deliver in their organisations.

### ***Our digital IQ course differentiators***

#### **Support your evolution from Digital Beginner to Digirati**

Our courses help your people build their digital capabilities by giving due consideration to where you are in terms of your digital maturity.

#### **Focus on outcomes and continued development:**

Our courses are highly application driven, incorporating a 'rapid results' component where delegates must apply what they have learned in a named project

#### **Our African footprint**

Our African footprint is one of our strengths and one that no other training provider can easily match. This enables us to offer extensive in-country knowledge and facilitation capability that other providers cannot easily replicate.

# Digital Suite of courses



|   |  |        |   |
|---|--|--------|---|
| Digital Masterclass –<br>Redefining IT in the<br>Digital Era          | <ul style="list-style-type: none"> <li>·Chief Operating Officer (COO)</li> <li>·Chief Information Officer (CIO)</li> </ul> <p>Chief Technology Officer (CTO) in large, complex organisations</p> | 2 days | <p>This training helps to expand the focus of IT from backend operations to the entire enterprise, and create end-to-end solutions that link every function in a digitally optimized business model. This will help the entire IT organization become more open, responsive and customer-centric.</p> <p>The course will take participants through the process of developing functional requirements needed to support differentiating capabilities. They will also be taught on how these requirements will determine the IT architecture and applications needed to achieve the organisation's goals.</p> |
| Digital Masterclass –<br>The Digital workplace                        | All Senior Management  | 1 day  | <p>To make the most of digital trends, organizations need to take a strategic approach to how they design and organize their workplace.</p> <p>This course focuses on the key issues, requirements and considerations related to the creation of a digital workplace.</p> <p>Participants are equipped with practical knowledge on effective connectivity, communication and collaboration in the workplace. Furthermore, they gain an appreciation for how it reduces operational costs for the organisation.</p>  |
| Digital Masterclass –<br>Building a digital culture                   | All C-suite executives   | 1 day  | <p>This course will help organisations build a culture that embraces digital media and the multichannel capabilities that will position their business to compete in a fast-paced, digitized, multichannel world.</p> <p>Attendees will become familiar with practical steps they can take to embed a new way of thinking and new behaviours into business operations, even on a large scale.</p>   |
| Digital Masterclass –<br>Strategic use of<br>Unstructured Information | <ul style="list-style-type: none"> <li>·Information Technology</li> <li>·Marketing and Sales</li> </ul>  | 2 days | <p>This training provides insight on the use of big data and analytics to develop better knowledge about customers, operations, employees, vendors and other assets; and apply that knowledge in new decisions and automated actions.</p>   |



# Digital Suite of courses



|  |   |        |   |
|--|---|--------|---|
|  | <ul style="list-style-type: none"> <li>·Strategy (Product Development)</li> <li>·Customer Service Risk Management</li> </ul>  |        |   |
| Digital Masterclass – Unlocking value from social data     | <ul style="list-style-type: none"> <li>·Social media managers</li> <li>·Corporate Communications</li> <li>·Marketing and Sales Customer Service</li> </ul>            | 2 days | <p>This training exposes participants to opportunities enabled by Social media. It provides practical knowledge on enhancing the return on investments on marketing campaigns on social media. It also empowers participants with knowledge on effective lead generation and conversion on social media.</p>  |
| Digital Masterclass – Enhancing Customer Experience        | <ul style="list-style-type: none"> <li>·Customer facing roles</li> <li>·Customer Service</li> </ul>   | 1 day  | <p>This training focuses on using the right mix of digital channels to engage customers in order to create unique customer experiences that will contribute towards boosting the brand of the organisation.</p> <p>Participants will gain knowledge on digital technologies and the impact of their adoption on the relevant industries. Attendees will also explore various scenarios on customer experience and the effective use of digital technologies.</p>  |
| Digital Masterclass - E-Government (Digital in Government) | <ul style="list-style-type: none"> <li>·Federal Ministries, Departments and Agencies (MDAs)</li> <li>·State and Local government departments and agencies.</li> </ul> | 2 days | <p>This course is specifically for public sector organisations. It focuses on helping public sector organisations leverage digital technologies to reinvent how they operate, improve the quality of their services and enhance efficiency and effectiveness.</p> <p>Participants will be exposed to digital tools and strategies that would help boost economic growth and enable governments improve their Government-to-Government (G2G), Government-to-Citizen (G2C) and Government-to-Business (G2B) services.</p> |

# Digital Suite of courses



|                   |                |        |   |
|-------------------|----------------|--------|---|
| Digital Immersion | All executives | 1 day  | <p>This training immerses participants in the recent social and technology trends that are giving rise to digitisation. Participants are taken through the journey of digital disruption in different industries. The session also provides them with insight on digital technologies and how they are used to transform the way businesses operate.</p> <p>Delegates will build their understanding of the link between digital transformation and growth, profit, customer engagement and the brand of an organisation.</p>   |
| Digital Deep Dive | All executives | 2 days | <p>This course is a follow-up to the Digital Immersion course. This training will provide executives with a deeper understanding of what Digital is and the threats and opportunities enabled by it. Participants will question and expand their thinking by exploring scenarios that explain digital disruption and how businesses obtain competitive advantage through it.</p> <p>The course equips attendees with knowledge of digital ecosystems. Attendees also explore how these components interact with each other to provide innovative outcomes that meet the expectations of the rapidly evolving customer in the digital age.</p> |



# IFRS Courses



International Financial Reporting Standards – IFRS, is not just about accounting – it is the business reporting language. Successful organisations must speak this language to stay ahead of competition. The complexities of day to day IFRS application, reporting, and the continuing changes to these standards require continuous upskilling, review and alignment of financial reporting and business processes.

PwC's IFRS Academy has been providing support to many of our clients in this area, helping to bridge any knowledge gaps and build vital skills. We have successfully delivered courses for various clients with delegate levels ranging from the Board to functional team staff.

Our offerings are different because they draw heavily on not just our global know-how, but also our extensive thought leadership and local expertise on the application of the IFRS. Our training methods are second to none and use materials that are relatable, to help break down complex accounting principles and drive home learning.

## Board / Executive level

|                                  |   |         |   |
|----------------------------------|---|---------|---|
| Executive IFRS training          | Board Members, Directors, C-Suite Executives, Audit Committee Members | 2 days  | <p>This course introduces participants to the IFRS and provides delegates with insights into the implications of the different standards for business and financial reporting.</p> <p>The course blends in practical sessions to help attendees assess how prepared their organisations are, and what they need to do to get them to full and ongoing compliance.</p> |
| Executive IFRS overview training | Board Members, Directors, C-Suite Executives, Audit Committee Members | 0.5days | <p>This half day course is designed to provide a very high level overview of the IFRS to Finance and Non-finance executives.</p> <p>This course is an Executive summary of the IFRS and will help participants understand what the IFRS is about and the general guiding principles therein.</p>  |

# IFRS Courses



Industry focused IFRS training

Board Members,  
Executive  
Management,  
Heads of Finance

1 days

This course introduces participants to the IFRS with specific focus on industry. It exposes attendees to topical issues relating to IFRS and its adoption in the sector. Our industry courses cover the following sectors (and more):

- Financial services
- Energy, Utilities and Mining
- Manufacturing Industry
- Telecommunications
- Public sector

Introduction to new IFRS Standards

Board Members,  
Executive  
Management,  
Heads of Finance

1 day

This course introduces delegates to recently released IFRS Standards and amendments. Our current offerings include:

- New financial instruments standard - IFRS 9
- New revenue standard - IFRS 15
- New leasing standard - IFRS 16
- Other narrow scope amendments and ongoing improvements.





# About Us

For PwC, developing people and sharing knowledge are central to how we do business. We believe it is pivotal to the achievement of growth in our firm, our clients' businesses, industries and the broader economy.

The focus of PwC Advisory Academy is to:

- deliver value to our clients by helping them build the capabilities necessary for their people to drive business growth
- provide relevant and business-centred development offerings to our clients
- contribute to the advancement of the various professions covered by our advisory solutions in Nigeria, and across Africa
- help transform the communities we are embedded in by delivering highly skilled individuals able to deliver tangible results and add value

## ***Why we are different***

PwC Advisory Academy is not a traditional learning institution. Our uniqueness is borne out of our deep

experience within our industry, our knowledge of the clients we serve, their businesses, the industries and national contexts in which they operate. As a result, we are subject matter experts in a variety of areas. We therefore focus on delivering relevant learning and development solutions based on this knowledge, our global research and thought leadership.

## ***Our faculty***

Our facilitators combine the best of multi-national, industry, consulting and research experience to deliver a world class learning experience for our delegates.

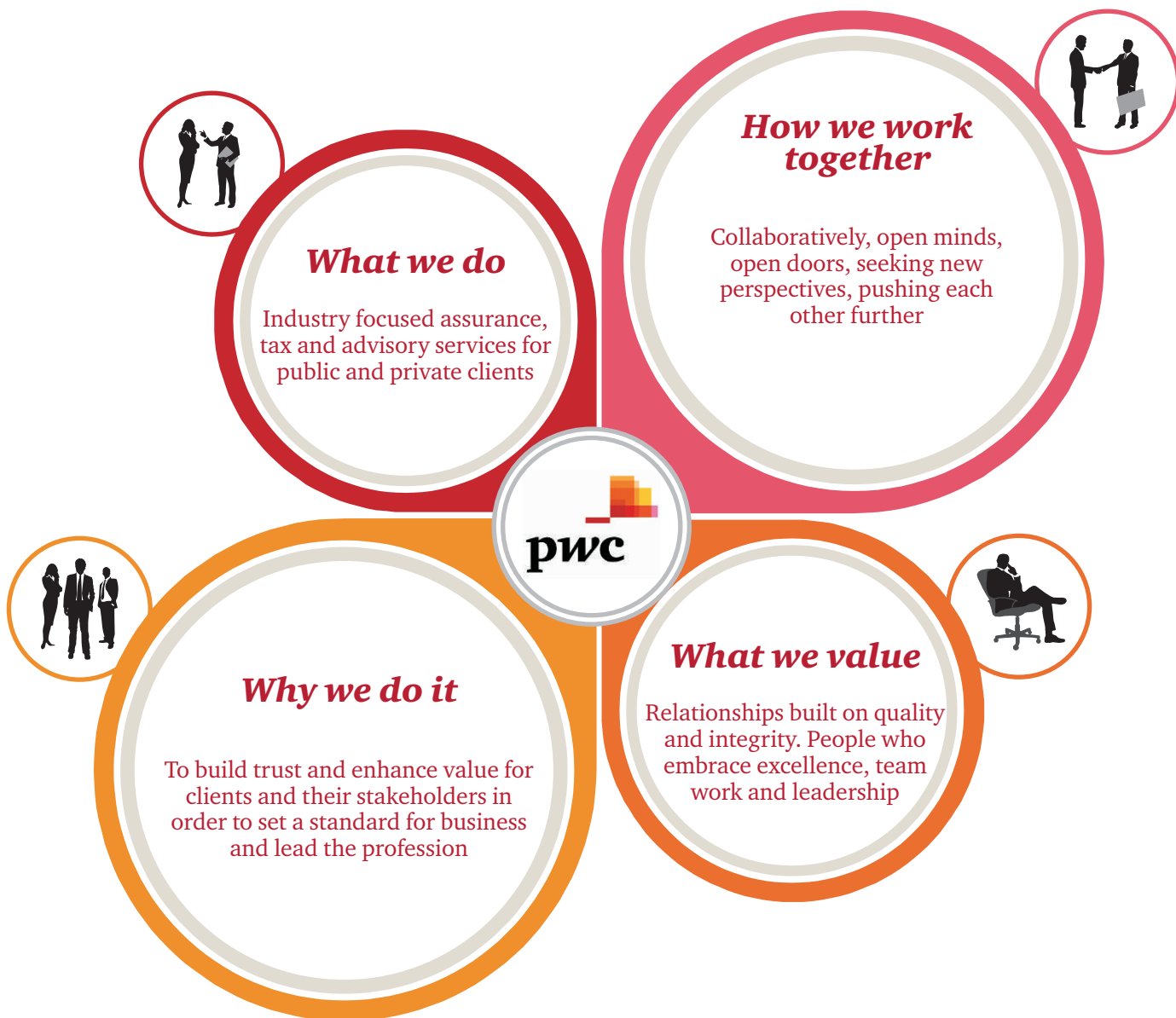
## ***Our courses***

Our courses focus on a wide section of business areas across generalist and specialist disciplines. We have also structured them to support the unique development needs of our learners wherever they are on their career journey.

We offer public courses on selected topics as well as a wide range of bespoke training solutions. We are also, able to develop solutions in response to specific requests on a much broader range of topics







# Global Network of Firms



# Testimonials

“Key element of corporate governance - the importance of information in respect to type, quality, relevance, who and how; the Johari window and the risk management principles (ORCA, COSO), were very useful.”

- **Chief Financial Officer**  
Technology Company

“The coaching models have given me new insights.”

- **Head Treasury and Investment Banking**  
Oil & Gas Company

“Anticipating the job of my organisation and determining how to respond to it. Not to ignore or take for granted anyone within the organisation; everyone needs to be engaged in a team. Succession planning is key and should begin from the day a staff joins an organisation.”

- **Director of Finance**  
Regional Education Council

“My best parts about the training were the clarity of the presentation and the manner in which the facilitator answered the questions - Impressive!”

- **Head Information Security**  
Financial Institution

“The use of different module techniques was very useful.”

- **Station Manager**  
Oil & Gas Company

“The sessions were highly stimulating and rewarding. The facilitator inspired us to think out of the box. The activities made the points to register clearly in our minds.”

- **Acting Director**  
A Regional Education Council

“The sessions were interactive.”

- **Manager Technology and Infrastructure**  
Financial Institution

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***Creating value  
that matters***



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