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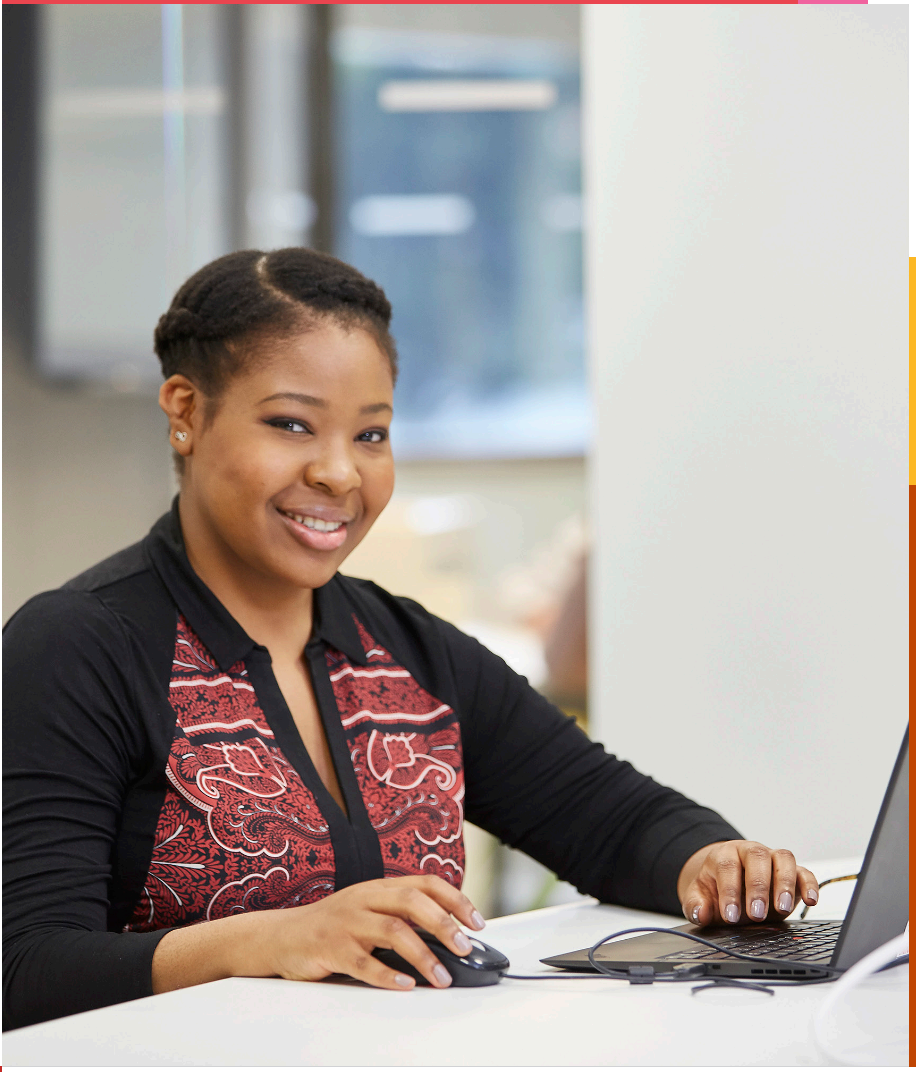
Open minds, Change minds



Business School Curriculum

2017

pwc

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PwC Business School

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's Business School is to:

- Enhance the skills of our people;
- Provide relevant development offerings to our clients;
- Contribute to our profession; and
- Help uplift the communities we are embedded in.

PwC's Business School is not a traditional learning institution. Due to our deep experience within our industry and our knowledge of our clients and the industries in which they operate, we are subject matter experts in a variety of areas. PwC's Business School is therefore focused on delivering relevant learning and development solutions based on this knowledge.

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.

We seek to open minds through an engaging range of learning and knowledge-sharing experiences

Available topics

Tax and related regulatory courses

Topic	Target audience	Duration	Content description/objectives
Tax Updates	Chief Suite (C-Suite), board of directors, executive and senior management, tax practitioners	4 hours	• High level overview of legislative changes, case law and other important tax developments over the past year.
Taxation of Foreigners and Foreign Transactions	C-Suite, executive and senior management, tax practitioners	6 hours	• Taxation of non-resident persons and tax implications of cross border investments and trade.
Pricing Related Party Transactions - Strategy for Compliance with Transfer Pricing (TP) Regulations	C-Suite, board of directors, executive and senior management, tax practitioners, legal practitioners, contract & procurement personnel, marketing and sales personnel	6 hours	• Understand the compliance requirements and challenges under Ghana's TP regulations. Identify TP risks and steps required to address them.
Value Added Tax (VAT) & National Health Insurance Levy (NHIL)	All employees wanting a better understanding of VAT & NHIL	6 hours	• Appreciate the key principles of VAT & NHIL in Ghana.
Corporate Taxation	All employees wanting a better understanding of corporate income tax	6 hours	• Demonstrate a working knowledge of Company Income Tax, identify key contentious issues in corporate income tax and determine how to optimize their tax compliance for value preservation.
Taxation through Withholding	All employees wanting a better understanding of withholding tax and PAYE	6 hours	• Understanding withholding taxes on payment for supplies in relation to business activities and PAYE of employees.
Capitalising a Company Limited by Shares	C-Suite, board of directors, executive and senior management, tax practitioners, company secretaries	5 hours	• Know the various ways of achieving capitalisation (equity, debt, etc.) in a limited liability company and be conversant with corporate statutory filings resulting from capitalisation, its associated tax implications and exchange control regulations.
Understanding the Basic Functions of a Company Secretary	Lawyers and company secretaries	6 hours	• Get a clear understanding of the duties and responsibilities of a company secretary and be able to create a clear structure of work.
Deferred Taxation -Finding your way around	Finance staff, executives and financial accountants	6 hours	• Understand deferred taxation from both accounting and tax perspectives. • Prepare deferred tax computation and understand key disclosure requirements.
Withholding Tax and VAT - Incorporating Best Practices in Transactions	Procurement officers, finance staff and executives, business owners and financial accountants	6 hours	• Master the key concepts and principles of WHT and VAT and apply these principles to improve awareness of transactions liable to WHT and VAT tax and how to ensure effective compliance.
Avoiding Pitfalls in Contract Structuring	C-Suite, , procurement officers, marketing and sales personnel, finance staff and executives, business owners and financial accountants	6 hours	• Determine transactions and commercial arrangements which require written contracts and identify common pitfalls in contract structuring.

Topic	Target audience	Duration	Content description/objectives
Credible Financial Reporting - Tax accounting and reporting	Finance staff and executives, business owners, financial accountants and members of audit committees	6 hours	• Understand current rules for accounting for taxes – income, WHT, VAT etc. and be aware of tax accounting issues and how to address them.
Transfer of assets - Re-organisation, structuring and tax strategies	C-Suite, board of directors, non-executive directors, executive and senior management	5 hours	• Determine the tax consequences of major transactions such as re-organisations, mergers and acquisitions.
Tax considerations of cross border trades and investments	C-suite, board of directors, non-executive directors, executive and senior management and finance executives	5 hours	• Identify the main risks and pitfalls involved in trading across borders.
Personal Income Tax (PIT) Issues & Challenges	Human resource managers, accountants and finance executives	4 hours	• Demonstrate a working knowledge of PIT. • Determine how to optimise compliance for value preservation.
Taxation of retirement contributions and benefits, special dispensation for international assignees	Human resource managers and accountants	4 hours	• Understand the tax implications of the different types of retirement benefits, mandatory and voluntary Social Security Contributions, Life Insurance, Pensions etc.
Global Mobility Policies, tax and other matters to consider	Human resource managers, expatriates, global mobility coordinators and accountants	6 hours	• Have a better understanding of trending international assignment policies, their tax and other implications and their feasibility in the Ghanaian context.
Immigration Services	Legal and HR practitioners, senior and middle level management staff and mobility consultants	4 hours	• Provide a broad overview of immigration framework in Ghana. • Take participants through the processes and procedures of applying for entry visas, work permit, residence permit, and extension of visitors permit, annual returns and departure requirements.
Petroleum Local Content Framework	Senior and middle management staff, legal and HR practitioners	4 hours	• Provide a broad overview of the Petroleum Local Content Framework as contained in the Petroleum (Local Content and Local Participation) Regulations 2013 (L.I. 2204) its compliance requirements, challenges and benefits to contractors, subcontractors, licensees and other allied entities carrying out petroleum activities.

Accounting courses

Topic	Target audience	Duration	Content description/objectives
International Financial Reporting Standards (IFRS)	C-Suite, executive and senior management and financial mangers	7 hours per standard	• Provide deep understanding and practical application of all IFRS (Recognition, measurement, disclosures and examples) • Updates on hot topics in financial reporting as well as new/amended accounting standards.
International Public Sector Accounting Standards (IPSAS) training	C-Suite, executive and senior management and financial mangers	7 hours per standard	• Training and practical application of all the standards. • Guidance on the accrual based standards used in the Public Sector.
Internal Audit	Senior management and internal audit officers	8 hours per content	• Managing risks and improving on internal management systems in the organisations. • Auditing key areas such as governance, strategy, ethics and risk management. • Auditing sustainability information. • Managing audit projects.
Finance for non-financial executives	All non-finance executives requiring a better understanding of basic finance	4 hours	• Demystify the language of finance to enable non-finance managers to contribute more effectively to business success.

Corporate Governance courses

Topic	Target audience	Duration	Content description/objectives
Sustainable Finance	C-suite, board of directors, non-executive directors, audit committee members, sustainability officers and corporate relationship officers	2 hours	• Unpacking the concept of stakeholder engagement and sharing industry best practices.
Introduction to Environmental Management Systems/EHS	C-Suite, executive management and sustainability officers	Half day	• Working knowledge of EMS and EHS, current trends and implementation.
Sustainability Awareness	C-suite, executive management, Board of Directors and Employees	1 day	• Concept of sustainability business, leadership in sustainability and implementing sustainability initiatives.
Introduction to Environmental Management Systems/EHS	C-suite, executive management, Board of Directors and Employees	Half day	• Update on climate change Science, and review of business response to mitigating and adapting to climate change, global agreements, national policy and community responses.
Privacy – General Awareness	Executive and senior management	4 hours	• Awareness and training • Gap assessments • Development of data flow maps • Data element analysis • Privacy culture assessments • Change management program • Governance structures • Benchmarking • Improvement roadmap
Companies Act – overview	Finance executives, business owners, members of audit committees	3 hours	• Provides an overview of the most prevalent requirements in the Act and their practical application.
Companies Act – Audit and Accounting requirements	Finance staff and executives, business owners, financial accountants and members of audit committees	2 hours	• Focus on the accounting and auditing requirements of the Companies Act as well those sections impacted by financial reporting.
Companies Act – Business Rescue Proceedings	Finance executives, business owners and members of audit committees	3 hours	• An overview of the background/ context to this important new facet of the Act.
Internal audit training	Board of directors, management, and audit committee members	8 hours	• Practical session on internal audit best practices
Internal audit – State of the profession	Board of directors, management, and audit committee members	2 hours	• Unpacking the results of the PwC "State of the Internal Audit Profession" Survey

Information Technology (IT) courses

Topic	Target audience	Duration	Content description/objectives
IT Audit training • Beginners • Advanced	IT managers and trainees	4 hours	Demonstrate a working knowledge of emerging auditing technologies.
Oracle training	Finance Executives and other finance staff	4 hours	Basic knowledge and skills to use the functionalities in Oracle.
SAP training	Finance Executives and other finance staff	4 hours	Basic knowledge and skills to use the functionalities in SAP.
Teammate training	Audit managers and staff	4 hours	Using audit management software efficiently.
Computer-Assisted Audit Technique (CAAT) training • Beginners • Advanced	Audit managers, Finance Officers	4 hours	Computer aided audit tools for data analysis.
IT governance	Board members, executive and senior management	3 hours	• IT governance assessments • IT governance framework development • IT internal control framework development • IT governance charter and policy • IT organisation structure review and design • IT processes and policies • Improvement roadmaps • Board reporting
IT governance training **COBIT** **IT governance framework**	Executive and senior management	4 hours	• IT governance assessments • IT governance framework development • IT internal control framework development • IT governance charter and policy • IT governance processes • IT organisation structure review and design • IT processes and policies • Improvement roadmaps • Board reporting

Topic	Target audience	Duration	Content description/objectives
IT governance – Defining and implementing IT governance COBIT	Executive and senior management	3 hours	• IT governance assessments IT governance framework development • IT internal control framework development • IT governance charter and policy • IT governance processes IT organisation structure review and design • IT processes and policies • Improvement roadmaps • Board reporting
IT governance – Value delivery of IT	Executive and senior management	3 hours	• Development of an ICT value proposition • Performance metrics • ICT Balance scorecard
IT governance – COBIT training	Senior and junior IT management, IT auditors	3 days	• Certified training
Information security - social media in the workplace	Executive and senior management	3 hours	• Information Security Services
Information security – eDiligence: future of InfoSec	Executive and senior management	3 hours	• Information Security Services
Information security – cloud computing strategies and risks	Executive and senior management	3 hours	• Information Security Services
Information security – Bring your own devices (strategy and associated risks)	Executive and senior management	3 hours	• Information Security Services

Leadership, Marketing, Sales and Service courses

Topic	Target audience	Duration	Content description/objectives
Board Effectiveness: Leadership, Culture, Values and Stakeholder Engagement	Board of Directors (BoD), executive management, audit committee members and company secretaries	2.5 hours	• Board Evaluations • Governance Advisory
Negotiation and Persuasion Skills	Senior and middle management; Client facing staff; Marketing personnel; Sales personnel; Frontline executives and Public sector employees	1 day	This course on negotiation and persuasion skills will introduce participants to a 6 step formula for developing superior negotiation skills and key persuasion skills needed to close deals and make their organizations more profitable. The 6-step formula will comprise: 1. Creating the Right Environment 2. Researching Objectives 3. Developing Magnetism 4. Breaking the Ice 5. The Agenda 6. Concluding
How to sell services	Senior and middle management; Client facing staff; Marketing personnel; Sales personnel; Frontline executives and Public Sector employees	1 day	• The sequence of steps of the sales process • The need to have an objective for every call • Understanding behaviour profiles and adapting the sales approach to different buying motives • Introductions and the questioning techniques required • Uncovering real needs and establishing benefits for the client • Anticipating and overcoming objections by working up strong answers to each • Unearthing any hidden objections • Importance of recognising when to close • Developing rapport through neurolinguistics, body language and interpersonal skill
Effective team building skills	Senior and middle management; Client facing staff; Marketing personnel; Sales personnel; Frontline executives and Public Sector employees	1 day	• Why teambuilding skills are needed for superior corporate performance • Understanding what team spiritedness means • Building & managing effective teams • Why team work is difficult • Developing good team characteristics • 7 characteristics of excellent team players

Topic	Target audience	Duration	Content description/objectives
Time management	Senior and middle management; Client facing staff; Marketing personnel; Sales personnel; Frontline executives and Public sector employees	1 day	• Prioritizing • Professionally positive frames • Reaction time (Speed of response) • Dangers of Procrastination • Professionalism
Delivering Outstanding Customer Service	Senior and middle management; Client facing staff; Marketing personnel; Sales personnel; Frontline executives and Public sector employees	1 day	• Dealing with the Nuances of Services • Managing Service Quality • The Service Star • The top three referability habits • Designing fantastic service • Achieving a service imperative • Becoming a Service Ambassador and improving organizational productivity

Capital infrastructure courses

Topic	Target audience	Duration	Content description/objectives
Infrastructure Planning	This training is suitable for Urban Planners, Transport Planners, Engineers and Project Managers	2 days	• An overview of the fundamentals of Infrastructure Planning and the dimensions of Infrastructure
Infrastructure Funding	People responsible for investing in Infrastructure, Project Sponsors, Project Owners	2 days	• An overview of the main financing mechanisms for Infrastructure Projects and key concepts in project finance
Financial Modelling	This course is for people who need to build, modify and run financial models to evaluate equity returns and non-recourse debt	2 days	• Introduction to the best practices in modelling, sensitivity analysis, excel functions and financial projections
Introduction to Public Private Partnerships (PPPs)	This training is suitable for people who need a basic understanding of the key elements to implementing PPP projects in a variety of sectors	2 days	• Key topics covered include: PPP Strategies & Structuring, Financial and Contractual Planning, Managing PPP Transactions/Procurements and Managing PPP Contracts

Human Resource courses

Topic	Target audience	Duration	Content description/objectives
Excel workshop for remuneration practitioners	Remuneration, Human Resource or Payroll Specialists, Assistants or Managers	2 days	• Importing and formatting remuneration data • Valuing the total package • Validation of remuneration data • Sub-totalling remuneration data • Comparing market data and conditional formatting • Statistics for remuneration data • Graphing remuneration data • Scatter diagrams and trend lines • Distribution tables and graphs • Pivot tables and goal seek
Pay structuring workshop for remuneration practitioners	Newer practitioners in the remuneration field and seasoned remuneration and reward practitioners requiring skills update	2 days	• Terminology, concepts and purpose of pay structuring • Grade basis for pay structure • Pay basis for pay structure • Market positioning for pay structure • Pay structure mechanics, pay slope, pay ranges, pay overlap, smoothing up a pay scale • Drawing up a pay scale • Costing anomalies • Reviewing pay structures
Incentive design workshop for remuneration practitioners	Newer practitioners in the remuneration field and seasoned remuneration and reward practitioners requiring skills update	2 days	• Overview of Incentives • Incentive alignment – internal and external • Incentive design – pre design issues • Incentive design 1 – Eligibility: basis for inclusion/exclusion / selection • Incentive design 2 – Measures: appropriate measures, level and frequency of measurement • Incentive design 3 – Financial Controls: methods of funding, thresholds and caps, motivation • Incentive design 4 – Gain / Payout Relationship: stepped, continuous gain, payout ramps • Incentive design 5 – Distribution: types, frequency, variable pay transition, retention

Topic	Target audience	Duration	Content description/objectives
Job Profiling and Job Evaluation Workshop	Human Resource specialists or remuneration practitioners involved in profiling jobs and conducting job evaluations within organisations	2 days	1. From Job analysis to work profiling: do traditional procedures still apply? 2. Choice of job profiling template: one size fits all? 3. Job profiling: a practical application covering the basic steps involved in job profiling: • Step 1: Identifying and describing tasks • Step 2: Identifying critical competencies • Step 3: Linking tasks and competencies • Step 4: Documenting job profile results 4. Job evaluation process and principles 5. Paper-based Job evaluation systems 6. Paterson Job evaluation 7. Computerised/ on-line job evaluation systems 8. Introduction to broad banding

Insolvency/Business Recovery courses

Topic	Target audience	Duration	Content description/objectives
Corporate Insolvency-Liquidations	Board of Directors (BoD), Chief Executive Officers (CEOs), Credit Officers, Remedial Officers, Legal Officers/Lawyers, Insolvency Practitioners	2 days	• Understand the principles and policies underlying the legal treatment of insolvency and corporate liquidations. The impact of these procedures and approaches on third parties, for example corporate groups, secured and unsecured creditors, directors and employees, is also considered. • Overview of liquidation and bankruptcy; the role of liquidation; the pari passu principle and preferential claims; secured creditors and security devices; the problem of corporate groups; company directors in troubled times and employees in distress.
Corporate Insolvency-Receiverships	Board of Directors (BoD), Chief Executive Officers (CEOs), Credit Officers, Remedial Officers, Legal Officers/Lawyers, Insolvency Practitioners	2 days	• Introduce participants to the principles and policies underlying the 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. • 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-Restructuring	Board of Directors (BoD), Chief Executive Officers (CEOs), Chief Finance Officers (CFOs), Chief Operating Officers (COOs), Accountants, Legal Officers/ Lawyers and Insolvency Practitioners	2 days	• To introduce 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. • Overview of 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.
Independent Business Reviews – Causes of Corporate Distress	Chief Executive Officers (CEOs), Chief Finance Officers (CFOs), Chief Operating Officers (COOs), Accountants, Bankers, Credit officers, Remedial Officers etc.	2 days	• To familiarise the participants with both the internal and external causes of corporate distress. • Financial statement review • Cashflow analysis • Identification of symptoms of corporate distress • Differentiation 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 • Options available to distressed companies

Forensic courses

Topic	Target audience	Duration	Content description/objectives
Anti-Money Laundering activities	Board of Directors (BoD), Executive Management, and General Staff	1 day	• General Overview of Anti-Money Laundering (AML), criminal activities associated with money laundering, key Elements of an Organization's AML Program, approaches to Implementation of Anti-Money Laundering Legislations, Financial Action Task Force (FATF)
Code of conduct	All staff and Human Resource (HR) personnel	1 day	• An overview of content/policies embedded in a Company's Code of Conduct and how to deal with issues relating to breach of code of conduct breach
Ethics	Board of Directors (BoD), Executive Management, and General Staff	1 day	• Difference between Ethics and Business Ethics, how companies manage ethics in business, and the risk of relying on values/character of employees
Anti-fraud and Corruption (Fraud Awareness)	Board of Directors (BoD), Executive management, General Staff	1 day	• Identifying corruption within the organisation , how to detect fraud schemes, high risk structures, hidden parties and other questionable transactions
Whistle Blowing	Board of Directors(BoD), Executive Management, and General Staff	1 day	• Definition of whistle blowing and overview of law relating to whistle blowing; benefits of whistle blowing; opportunities and protection available to whistle blowers in an organisation
Bribery and Corruption	Board of Directors (BoD), Executive Management, and General Staff	1 day	• Overview of bribery and corruption; impact of bribery and corruption on the company's brand and its Directors; legislative insight on Bribery. eg. The UK Anti-Bribery Act/FCPA

Finance courses

Topic	Target audience	Duration	Content description/objectives
Advanced Corporate Finance	Finance Professionals within Finance Institutions, Treasury Managers, Investment bankers, Consultants, Chief Finance Officers and Corporate Treasurers, Portfolio and Investment managers and students interested in private equity	3 days	• This course seeks to provide deeper understanding of firms' corporate finance planning and its other related initiatives. These include issues pertaining to capital structure policy, mergers and acquisition (M&A), payout policy, raising capital option pricing theory and applications, corporate control and recapitalisations.
Asset Management & Pricing	All professionals and investors involved in asset management, whether financial or physical assets	3 days	• Participants will understand the key risk management issues in asset management. • The course provides understanding of the theory behind asset pricing, fixed income securities and risk management, equity (listed and unlisted) whilst referring to other available asset types.
Financial Statement Analysis & interpretation	Business managers, investors, financial analysts, treasury managers, other finance/ accounting professionals and students	2 days	• The objective of this course is to determine how firms/ business managers can use financial statement analysis and interpretation to aid management decisions. It widely involves review of financial ratios (liquidity, efficiency, investment ratios etc.) and their interpretations as well as issues pertaining to earnings management and credit risk evaluations
Real Estate Investment	Property managers in the real estate sector and professionals in real estate finance, investment and the securitised real estate market	2 days	• This course combines the rigour of a mainstream finance programme with the direct application of financial theory and techniques in a real estate context. It deals extensively with the growth in the securitised real estate markets of Real Estate Investment Trusts and Mortgage Backed Securities. It also examines the real estate derivatives market.

Accredited courses

Topic	Target audience	Duration	Content description/ objectives
Overview of Risk Management	Everyone with a role in risk management	1 day	• A high level overview of Risk Management
Overview of Business Continuity Management (BCM)	Everyone with a role in risk management	1 day	• A high level overview of BCM

Our footprint

Our African footprint

Our footprint in Africa is unsurpassed – we operate in 33 countries with a staff complement in excess of 8,500. From our offices in Ghana, Sierra Leone and Liberia, we support a number of our clients that operate in the West African sub-region. This means that we already have the knowledge of businesses and the regulations governing them in the sub-region and Africa in general, and we will use this to your benefit.

A world of skills and experience

Globally we provide industry focused assurance, tax and advisory services for public and private clients.

Across PwC, our people have a firm grasp of business principles and processes. Our wide range of services is designed to assist a diverse client base to solve complex business problems and enhance their ability to build value, manage risk and improve performance.

A leading professional services firm

PwC is truly a global organisation committed to helping our clients meet the challenges posed by the global economy.

We are one of the largest knowledge businesses in the world – a leader in every market in which we operate. Worldwide, we possess an enviable breadth and depth of resources, yet we work locally, bringing appropriate local knowledge and experience to bear – and using the depth of our resources to provide a professional service, specifically tailored to meet our clients' needs.

The service we offer to clients is underpinned by our extensive coverage and breadth of skills. When PwC was formed on 1 July 1998 (after merger of our legacy firms, Pricewaterhouse and Coopers and Lybrand), it immediately became the largest professional services firm ever created. This marked a quantum leap in global professional services, bringing together thousands of people all over the world possessing considerable collective expertise and sharing a single goal of enhancing client value.

School Governance

As one of the largest professional services firms in the world, we are committed to delivering quality in assurance, tax and advisory services. We offer professional services to both the private and public sectors in Ghana in the following industries:

- Consumer and Industrial Products and Services (CIPS): Fast Moving Consumer Goods, Telecoms, Manufacturing, Construction, Transport, Media and Service oriented companies
- Energy and Mining: Mining, Exploration and Renewable Energy companies and Oil and Gas utilities
- Financial Services: Banking, Insurance, Pensions and Non-Bank Financial institutions
- Public Sector: Government, Multi and Bi-lateral Agencies (Donor Agencies, NGOs)

We believe that we have a responsibility to play a role in empowering the people of our country, starting with our staff.

PwC Ghana Business School is governed by its own Board which comprises both PwC and independent members. Activities of the Business School are overseen by its Board.

The role of the Board is to:

- Ensure the alignment of the Business School with the firm's strategy;
- Ensure our programmes are responsive to business and professional developments; and
- Advise in areas of best Learning and Development.

Management

The management committee of the PwC Business School is responsible for the conceptualisation of programmes, approval of curricula and development of training methodologies, tailored to the specific needs of PwC's Business School's stakeholders.

Qualified trainers

Our Programme Leaders and Coaches are subject matter experts with extensive experience in the various industries. Our practitioners adopt world class guidelines and only suitably qualified instructors (including external faculty) are used for training.

Partnerships

PwC's Business School continuously identifies opportunities for the development of meaningful partnerships to extend its learning and development offerings and grow its network.

Continued Professional Development ("CPD")

Many of the courses offered through PwC Business School qualify as CPD as they meet professional and regulatory requirements, such as those required by ACCA, CITG and ICAG.

Our learning management system serves as a basis for recording participants' verifiable CPD so that members can certify their own CPD compliance.

Contact us

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