

2019 PwC Ghana Business School Curriculum

Minds meet, minds change

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Introduction



George Arhin
Assurance Partner and
Business School Leader

At PwC, our purpose is to build trust in society and solve important problems. PwC Business School is dedicated to empowering communities by providing an avenue for organisations and their people to receive the right training for continuous development purposes. Our training environment afford the opportunities for training participants to build their skills whilst networking with personnel from various industries to exchange ideas.

With the growth of emerging markets and the debut of new thought leadership ideas unto the global landscape, PwC Business School is tactfully positioned to leverage opportunities to build capacity across different industries. It is our objective to educate, enlighten and guide people in organisations along paths which enable participants to improve their performance in today's buoyant business environment.

In our 2019 Training Curriculum, we have identified critical and trending topics which will address pertinent issues and offer informed solutions to these issues while at the same time providing up-to-date approaches to conducting business effectively and maximising the skills of your resources.

Taking into account your feedback as well as our experience in proven methods of learning, our training courses this year have been structured to address what matters most to you and your business. Our approach is complemented by the sharing of knowledge and experience by experts within our networks. Ultimately, we help you and your people build skills beyond theories and concepts; our package involves an infusion of interactive activities which are developed to enable participants think unconventionally.

Our in-house training sessions are also designed to address specific training needs of groups of people in organisations and is a unique platform where we use our training impact assessment programmes to guide the learning, assess expected training outcomes and measure performance goals.

With this, we welcome you to the 8th year of the School and introduce you to our 2019 training package. We are excited to continuously partner with you to solve problems and build stronger organisations through learning.

We look forward to welcoming new participants and reconnecting with existing ones.

A stylized, handwritten signature in black ink, appearing to read 'G. Arhin'.

About Us



Overview

PwC firms provide industry-focused assurance, tax and advisory services to enhance value for clients. We are a network of firms in 158 countries with more than 250,000 people who are committed to delivering quality assurance, advisory and tax services.

PwC Ghana has over 300 employees with offices in Accra, Takoradi and a branch in Sierra Leone.

Our purpose

To build trust in society and solve important problems.

Our values



Industries we serve

- Consumer & Industrial Products and Services
- Energy, Utilities & Resources
- Financial Services
- Government and Public Sector



Training Calendar



January

MON	TUE	WED	THUR	FRI	SAT	SUN
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
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February

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March

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April

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May

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June

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July

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August

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September

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October

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November

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December

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23	24	25	26	27	28	29
30	31					

■ Accounting, Audit and Risk

■ Tax and Regulatory

■ Finance and Business Consulting

■ Blended



Courses



JANUARY

Date	Course	Overview
23	Effective Financial Statement Preparation	<p>The varying needs of stakeholders including shareholders and regulators put enormous responsibility on Management and Board of Directors to prepare and issue quality financial statements that meet the needs of all.</p> <p>Those responsible for preparing, certifying, reviewing and/or signing their company's annual reports should be aware of recent presentation and disclosure guidance issued by the International Accounting Standards Board (IASB). Participants would receive hands-on guidance on the following:</p> <ul style="list-style-type: none">• Dealing with common errors in the presentation of IFRS primary statements;• Amendments to IAS 1;• Accounting for transaction cost in financing arrangements;• Identifying and accounting for "debt" and "equity" components in a financing arrangement; and• Accounting for related party loans with "below market" terms.
24	IFRS 17 - Insurance Contracts	<p>Most stakeholders agree on the need for a common global insurance accounting standards to make insurers' financial statements more useful and consistent across jurisdictions. This course is designed not only to enable participants identify the contracts that fall within the scope of IFRS 17 but also to give a basis for users of financial statements to assess the effect of these contracts on the financial position, financial performance and cash flows of an entity.</p>
25	The Changing Tax Landscape – Recent Developments in Ghana's Tax System	<p>This session provides a detailed analysis of the changes that have occurred in the tax environment over the past year and the implications of those changes on businesses and individuals. It also aims to address the tax needs of middle and lower level personnel and minimise losses from non-compliance with current tax laws and practice. Finally, this training will highlight any new government tax policy proposals to allow participants avoid surprises and chart future business trends with respect to taxes.</p>



Courses



FEBRUARY

Date	Course	Overview
19 - 20	Effective People Management in a Digitized World: Human Resource Analytics for Strategic Decision Making	<p>Managing organisation's human resource (HR) effectively enables growth, profitability and competitive advantage. The constant changes in the business environment requires quick and accurate decision making. People leaders must therefore be abreast of the trends and strategies that will enable organisations to leverage human capital data and provide insights to maximize workforce acquisition, deployment, retention, engagement and productivity.</p> <p>This course will introduce participants to:</p> <ul style="list-style-type: none">• tools and methods for linking HR and business strategy;• assessing organisation's readiness for analytics initiatives;• building business cases for analytics; and• demonstrating the credibility and value adding that brings HR to the strategic table. <p>The course will also help participants to define roles, capabilities, and structures required for maximising analytics effectiveness.</p>
22	Financial Reporting and Tax Seminar – For Journalists and Media Personnel	<p>This topic will give journalists and media personnel the opportunity to appreciate the fundamentals in financial reporting and Ghana's tax regime, as well as their direct and indirect implications on the economy. It will boost confidence in reporting on and participating in finance and tax-related discussions and empower attendees to ask the right questions on Government policies or initiatives within and outside Ghana. The course is designed to strengthen the ability of participants to interpret financial information and properly articulate the impact of such information on their targeted audience.</p>



Courses



MARCH

Date	Course	Overview
19	Addressing the Finance and Tax Pains of SMEs & Owner-Managed Businesses	<p>The finance and tax needs of owner-managed businesses differ from those of public entities and as such there is the need for owner-managed businesses to conduct their affairs in a way that ensures they remain compliant and achieve their long-term growth potential.</p> <p>The focus of this training is to equip owner-managed businesses with the ability to identify and manage the finance and tax issues that arise in start-ups, family and private-owned businesses irrespective of their sector, scale or strategy. The training will provide the skills required to align their financial reporting practices to the IFRS framework and take advantage of opportunities to efficiently plan around taxes.</p>
20	Navigating VAT Hurdles	<p>VAT is one tax regime that has seen the most rampant and arguably very significant changes in recent past. It is also one of the tax types that, due to its very nature, could have a cascading effect through the different levels of the supply chain down to the final consumer. Other than the already existing complications in the VAT Act that this training is seeking to help participants navigate in a smooth and simple fashion, it will also explore the impact of significant changes to the VAT law including the intended and unintended consequences on business expenses, cash flow management and reporting obligations.</p>
25 - 28	Data and Analytics	<p>Technology is changing the way we do business with innovation and big data at the centre of the revolution. Today, organisations and their stakeholders are leveraging the power of data analytics and data intelligence to enhance business value and out-perform their competitors.</p> <p>This training takes a deep dive into data wrangling, theory and application of inferential statistics, parameter estimation, text mining, simulation of sentimental analysis, causal and mechanistic analytics, time series and forecasting and advanced programming customer analytics to help organisations properly mine data for economic use.</p>



Courses



APRIL

Date	Course	Overview
9 - 10	Performance Management – A Strategic Business Enabler	<p>“Performance Management isn’t dead. The old way of thinking about it is.” - Anita Bowness.</p> <p>This training programme will guide participants through a journey to discover effective trends in unlocking employee performance, and ways of bringing all key stakeholders together to achieve strategic corporate objectives. The programme will discuss among others steps to establishing effective link between business and individual performance objectives, modern trends in staff performance management, the balanced approach to staff performance management, recognising and rewarding performance and the legal side of performance management.</p> <p>The programme will enable participants to better communicate, give performance feedback and motivate the varying personalities in your teams.</p>
16 - 17	Treasury Management and Working Capital	<p>Treasury and working capital management is at the heart of businesses in today’s evolving operating environments. Treasury management covers an organisation’s collection, disbursement, concentration, and investment and funding activities including dealing in shares, bonds, currencies, financial derivatives and other related financial risk management issues.</p> <p>This course provides a good understanding of treasury management from first principles and introduces participants to the basics and dynamics of managing organisations’ financial issues. The training will provide a complete overview of the treasury function from strategy and organisation, to cash management, risk management and corporate finance.</p>



Courses



MAY

Date	Course	Overview
22 - 23	Blockchain Fundamentals	<p>This is a certification program for Accounting and Finance Professionals and offers the opportunity to build a foundation in Blockchain and its applications. The training will equip participants to:</p> <ul style="list-style-type: none">• recognise the current landscape, business applications and financial control considerations for blockchain use;• appreciate regulatory concerns and governance-related issues;• understand blockchain risks and implementation challenges;• recognise the benefits, values and opportunities of blockchain for your organisation;• get informed on practical applications through the use of cases; and• understand foundational constructs behind blockchain technology and crypto assets, structure and functionality.
24	Appreciating Ghana's Energy Sector Tax Regime	<p>This course provides a refresher on taxation of Ghana's upstream oil and gas sector. The course will consider the current developments in the tax landscape and its impact on the special tax regime governing most upstream petroleum sector operations. Other areas of focus include taxation of services companies, Value Added Tax, transfer pricing, employment taxes, visa and immigration and local content as they apply to the upstream oil and gas sector.</p> <p>This session will be useful to players in the upstream petroleum sector including contractors, subcontractors, sub-subcontractors, key stakeholders and other service providers along the supply chain.</p>



Courses



JUNE

Date	Course	Overview
19 - 20	Coaching for Business and Individual Effectiveness	This is an interactive capacity building module designed to engage attendees to discover ways of designing and establishing staff coaching programmes in their organisations. The programme will look at concepts and design principles, the approach and the process for effective coaching. Participants will also have the opportunity to learn the core coaching skills and how to empower Coaches and Coachees for successful coaching journeys.



JULY

Date	Course	Overview
26	Optimising Employee Remuneration Structure	<p>As globalisation of businesses continue to increase, the needs of businesses to source and mobilise talent become inexorable. Companies have therefore resorted to having specialized employees that serve cross-border operations across groups. Employee payroll management has increasingly become more sensitive and confidential hence requiring careful planning and management.</p> <p>How do companies deal with the challenge of managing employment taxes arising in multiple territories? How are employment contracts of employees optimised for tax purposes? What are the various employment tax policies to consider in drafting multi locational employee contracts? This training will focus on addressing these and other related matters on global employment compensation structures.</p>





Courses



AUGUST

Date	Course	Overview
22	IFRS 16 and Tax Implication on Service Income	<p>The new IFRS 16 (Leases) is effective 1 January 2019. Do you know that the traditional distinction between operating and finance lease is eliminated for lessees? Any company which uses rentals or leasing as a means to obtain access to assets will therefore be affected by the new standard. How ready are you for this new standard?</p> <p>This training will help participants understand the recognition, measurement and disclosure requirements of the new lease standard and its impact on the company's financial statements. In addition, our tax experts will take you through an in-depth study of the various tax implications including Withholding Tax, VAT, and Corporate Income Tax impact of the lease payments on your operations.</p> <p>Regardless of your sector, this topic will be of relevance to you so far as you are or may enter into some form of lease arrangement.</p>
23	IFRS 15 – Revenue from Contracts with Customers	<p>Prior to the issuance of IFRS 15, there were inconsistencies and weaknesses in the application of revenue recognition standards. These often resulted in companies accounting for similar transactions differently, leading to diversity in revenue recognition practices.</p> <p>To address these and other challenges, the International Accounting Standards Board issued IFRS 15, which was effective January 2017.</p> <p>This training is designed to help participants get the accounting treatment right and avoid the possible legal and reputational damages for wrongly reported revenues to stakeholders.</p>

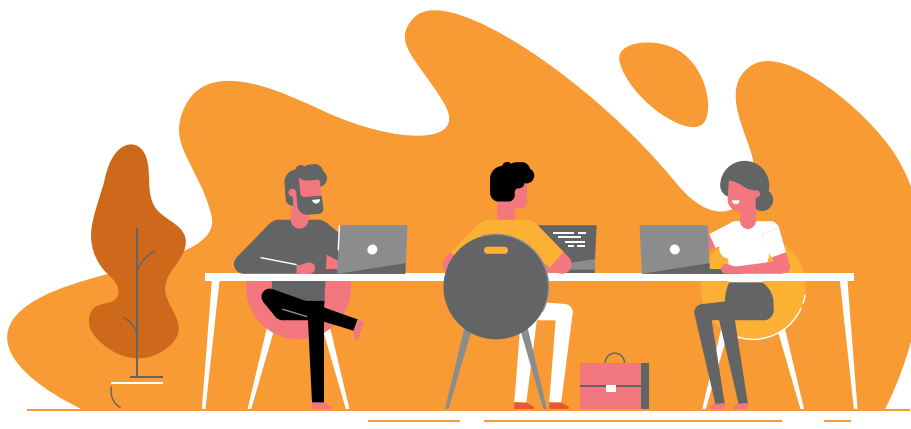


Courses



SEPTEMBER

Date	Course	Overview
5 - 6	Leading Human Resource Transformation	<p>The expectations for Human Resource (HR) as a function and the individuals who work within the function have been in a state of continuous transition. There has been and will continue to be an ever increasing pressure to do more with less.</p> <p>Mastering your functional HR expertise is important, but equally vital is the business partnering and the strategic aspects of the HR roles. Leaders expect their HR colleagues to participate in business discussions, adding value through insights and innovative solutions based on unique understanding of the business and of human capital.</p> <p>This programme will equip HR leaders with the skills needed to:</p> <ul style="list-style-type: none">• know when and how to initiate strategic HR transformation;• engender executive support and buy-in of all key stakeholders;• define the measures of success;• implement the required changes; and• sustain the benefits of the transformation agenda.





Courses



SEPTEMBER

Date	Course	Overview
25 - 27	Project Finance and Modelling	<p>Today's volatile markets require a renewed appreciation of stable long term cash flows from infrastructure investments. Project Finance enables businesses to raise focused and risk sharing finance in key industries and is an increasingly important method for governments to introduce private sector skills, disciplines and funding into a number of sectors. These sectors range from power, transport, oil and gas, telecommunication and Public Private Partnership (PPP) projects.</p> <p>The overall aim of this course is to equip participants with a comprehensive overview of project structuring and financing by taking them through the various stages of project finance transactions. Participants will work through varied practical examples to gain an insight and understanding into how to tailor the outputs of a project finance model to end users, interpret the results, run sensitivities and optimisation processes and perform some levels of checks to reduce the incidence of modelling errors. At the end of this course, participants will be able to produce project finance models that are user-friendly, robust and flexible in nature.</p>





Courses



OCTOBER

Date	Course	Overview
23	Risk Based Internal Audit	<p>The work of Internal Auditors focuses on risks relevant to the achievement of corporate objectives. The Risk Based Internal Audit (RBIA) training program has been thoughtfully designed to assist practitioners in both private and public sector organisations to rethink their approach to audits. The training will give participants an overview of the RBIA approach, an understanding of the risk assessment process and guide participants on how to develop a RBIA plan (strategic & operational plans) and conduct audit committee reporting amongst others.</p>
24 - 25	Cybersecurity	<p>This training focuses on helping participants to understand:</p> <ul style="list-style-type: none">• the relevant aspects of the cybersecurity risk management reporting framework;• how to make sound strategic investment decisions related to cybersecurity;• how to convey the value of cybersecurity risk management programme to key stakeholders; and• how cyber security can create value for your organisation. <p>It also gives participants the opportunity to network and share ideas with peers in the cyber security space.</p>
28 - 29	Business Process Mapping and Flowcharting	<p>The aim of this course is to develop the knowledge of participants on key concepts related to business processes. Participants will be taken through the basic principles for preparing clear process narratives and developing process maps in accordance with internationally accepted standards. The course content will be taught through a combination of interactive lectures and case based examples. Participants will learn how to use one of the modern tools for developing process maps. This practical and hands-on training approach will give participants a broad perspective on how to develop effective Standard Operating Process Manuals.</p>



In-house Training

Practical approach, customised content, creating impact

Organisation-specific factors play a key role in setting organisational strategy and realising set goals. A well-structured, deliberately designed in-house training with tailor-made content together with practical illustrations assures the best strategy and produces desired results for any training programme. Our in-house training model delivers a three-pronged value proposition of relevance, pragmatism and strategic alignment.

With our extensive industry experience and our knowledgeable in-house resources, we work hand-in-hand with you to gain a better understanding of your operations. Based on this understanding, we craft personalised content specific to your business operations and deliver training materials that are guaranteed to have a long-term impact on your business. We offer all these at rates that are cost effective to give you real value for money.





In-house Training

We also consider the changing business landscape in our approach to the in-house training. This propels us to look ahead and develop content that do not only speak to issues most important to you today, but also addresses the hurdles we anticipate for your kind of operations tomorrow. The dynamic nature of our in-house training modules ensure we are able to deliver tailor-made training content at a time and venue of your choosing.

We are more than excited about the opportunity to help create value and address the problems that are most important to you and your business. We look forward to working with you and your business through our bespoke training programme.





Training Methodology

A methodology purposefully designed to deliver practical and industry relevant concepts, leaving you with a memorable learning experience.

“Practicality, Results-focused and Quality Delivery” are the three pillars on which our training methodology is built.

Using a combination of scenario-based learning, case studies, worked examples, group discussions and tested principles, our approach makes training content easier to understand for our participants. The approach offers a good balance of theory and practice, making it easy for participants to apply the concepts in their day-to-day tasks after the training.

We demonstrate quality through our carefully thought-out learning structure, right from

content development to facilitator selection. Our facilitators have the right level of competence and exposure on subject matters.

Our delivery method takes into consideration the varying expectations and levels of experience of our audience in order to address their diverse needs and keep them engaged. We also listen to the participants through our feedback system to continuously improve our mode of delivery. With our approach, you are assured of gaining the requisite knowledge and tools to enable you question the status quo, make informed decisions and ultimately own the outcomes.





Training Methodology

“Thought is the wind, knowledge the sail, and mankind the vessel.”
– Augustus Hare

Training Format

- Follows a presentation style with practical illustrations
- Allows for structured discussions among participants and the sharing of experiences
- Opportunity to meet our experts on a one-on-one clinic session after the training
- Distribution of quality materials to participants for future reference
- Hands-on learning with case studies
- Infusion of training impact assessment programmes for bespoke trainings to evaluate training outcomes
- Opportunity for participants to follow up with us after the training to seek further assistance on applying the concepts taught
- Certificate of participation for relevant Continuous Professional Development credits

Benefits to You

- Get equipped to solve important business problems in a cost-effective way
- Have access to and build mutually beneficial relationship with our resource persons
- Network with other participants for future business prospects
- Empower you and your staff through learning
- Get introduced to resource tools and materials for future reference
- Address additional business needs of participants through continuous follow-ups



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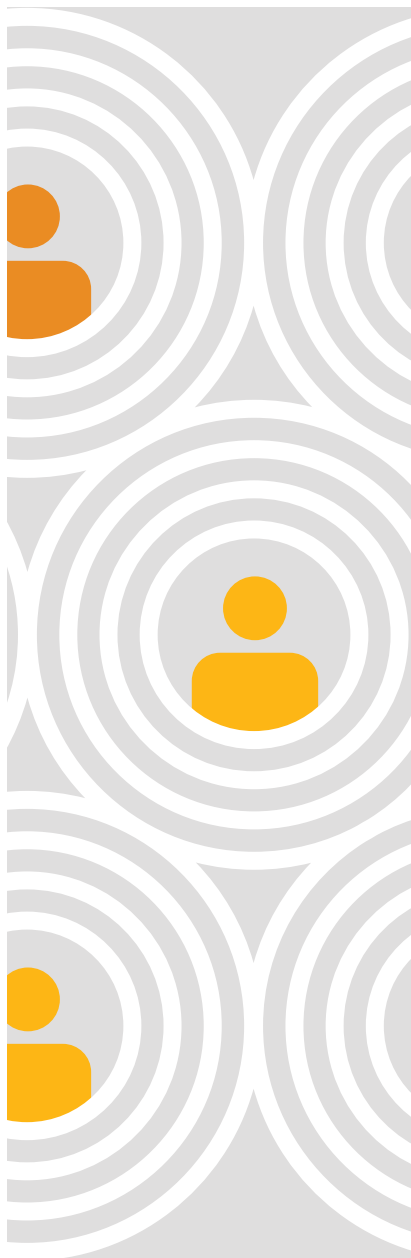
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Virtual Links



Online Links

Registration is just a click away



lead.me/bapMYH

Additional Resources:

PwC Guide to Living in Ghana

PwC Guide to Living in Sierra Leone

2018 Tax Facts and Figures

2019 PwC Budget Highlights





PwC Liberia Training Schedule

Course	Date
 Financial Statement Analysis and Interpretation	23 – 24 January 2019
 Time Management and Good Work Ethic	19 – 20 February 2019
 Financial Modelling – Intermediate to Advance	25 – 26 March 2019
 Preparing for Tax Audit	1 April 2019
 Cash Flow Analysis and Budgeting	29 – 30 April 2019
 Effective Coaching Skills	22 – 23 May 2019
 IT Audit	10 June 2019
 Anti-Money Laundering and Business Ethics	27 – 28 June 2019
 Pay Structuring and Incentive Designing	30 June 2019
 Withholding Tax and GST	19 July 2019
 Risk Based Internal Audit	26 – 27 August 2019
IPSAS Cash Basis	16 September 2019
Leading Teams and Effective Team Building	25 – 26 September 2019
Effective Coaching and Mentoring	16 October 2019
Basic Excel Skills	30 – 31 October 2019
Customer Service and Marketing Strategy	10 November 2019
Finance and Accounting for Non-Finance Executives	30 – 31 November 2019

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