



---

# Financial Analysis, Planning & Controlling Budgets

Decision-making, Performance Assessments, Budgeting  
and Costing Techniques

---

23 Sep - 04 Oct 2019, Amsterdam  
09 - 20 Dec 2019, Amsterdam

# Financial Analysis, Planning & Controlling Budgets

Decision-making, Performance Assessments, Budgeting  
and Costing Techniques

## INTRODUCTION

This 10-day GLOMACS training seminar brings together important areas of Financial Management, Planning and Control: Financial Analysis, Planning and Control - Setting & Controlling Budgets.

### It will help business professionals:

- Plan more effectively for the future
- Use the financial techniques of planning and control
- Improve performance from the use of the tools of financial analysis
- Link planning and budgeting with costing and performance measurement
- Master the skills of budgetary and cost control

### This GLOMACS training seminar is split into two modules:

**MODULE I** - Financial Analysis, Planning & Control

**MODULE II** - Setting & Controlling Budgets

Each module is structured and can be taken as a stand-alone training course; however, delegates will maximise their benefits by taking Module 1 and 2 back-to-back as a two-week training course.

## OBJECTIVES

### This GLOMACS training seminar provides delegates with the knowledge required to find better answers to questions such as:

- Which specific variables, relationships, and trends are likely to be helpful in analyzing problems?
- How reliable are available financial data, and how is uncertainty and risk likely to impact on the outcomes of decisions?
- In economic and financial analysis, what are the implications and relative importance of cash flow as distinct from accounting profit?
- What limitations are inherent in financial data and the key financial statements, and how will these affect financial analysis?
- How important are qualitative judgments in the context of decision-making?

### And to focus on key issues such as:

- Understand strategic planning and budgeting
- Link finance and operations for budgeting purposes and strategy execution
- Learn how to build a comprehensive performance measurement system
- Learn costing and budgeting terminology used in business
- Understand the importance of a well-defined costing and budgeting process
- Understand cost behaviour more accurately
- Be able to perform and interpret variance analysis

## TRAINING METHODOLOGY

This GLOMACS Financial Analysis, Planning & Controlling Budgets training seminar includes numerous practical examples and real life illustrations, and participative exercises and case studies. It will be presented in a very user-friendly way to suit individuals with varying levels of financial knowledge and experience. Our aim is for this to be an enjoyable learning experience. The training methodology combines presentations, discussions, team exercises and case studies. Delegates will gain both a theoretical and a practical knowledge of all the topics covered. The emphasis is on the practical application of the topics and as a result delegates will return to the workplace with both the ability and the confidence to apply the techniques learned.

All delegates will receive a comprehensive manual of the seminar to take back to the company, which will serve as a useful source of reference in the future. In addition, all delegates will receive a USB containing a soft copy of the manual and additional material such as Excel models used during this GLOMACS training seminar.

# Financial Analysis, Planning & Controlling Budgets

Decision-making, Performance Assessments, Budgeting  
and Costing Techniques

## ORGANISATIONAL IMPACT

- Recognise the importance of finance as a component of the strategic decision-making process
- Appreciate the significance of the theoretical concepts underlying the use of financial tools in the strategic decision-making process
- Apply the appropriate financial tools in the strategic decision-making process
- Identify the impact of external factors on a company's strategic financial plans and decision-making
- Organisations should benefit from an increase in the ability of their managers to understand and analyse the key financial statements and anticipate the financial factors that form the basis of strategic decision-making, which should ultimately result in better strategic planning, and improved company performance

## PERSONAL IMPACT

**This GLOMACS training seminar will enable delegates to:**

- Broaden their financial knowledge, develop and manage the financial aspects of their role more effectively, and enhance their performance
- Increase their self-confidence in dealing with financial issues and financial professionals
- Have a better understanding of how financial considerations help to support an organisation's strategic decisions
- Better appreciate how such decisions may affect their own departments or business units, as well as their companies
- Acquire the ability, when involved in decisions about investment, operations, or financing, to choose the most appropriate tools from the wide variety of financial techniques available to provide a quantitative analysis

## WHO SHOULD ATTEND?

This GLOMACS Financial Analysis, Planning & Controlling Budgets training seminar is designed for business professionals that need or wish to understand the financial aspects of the strategic decision making process.

**It is crucial for every role and at every management level in the organisation, including for example:**

- Sales and Marketing
- Engineering
- Project Management
- Purchasing
- Logistics
- Human Resources

**And is a 'must' for:**

- Interns, financial analysts, financial controllers, accountants, treasurers, corporate planning and business development professionals, and others active in the planning process
- Middle and junior management as a useful element in their career advancement

All participants will be able to offer their input, based on their individual experiences, and will find this GLOMACS training seminar a useful forum for upgrading and enhancing their understanding of best corporate financial practices in the areas covered.

## DAY 1

### The Challenge of Financial Economic Decision-Making

- The practice of financial/economic analysis
- The value-creating company
- Corporate value and shareholder value
- A dynamic perspective of business
- The agency problem and corporate governance
- What information and data to use?
- The nature of financial statements
- The context of financial analysis and decision-making

## DAY 2

### Assessment of Business Performance

- Ratio analysis and business performance
- Management's point of view
- Owners' point of view
- Lenders' point of view
- Ratios as a system – pyramids of ratios
- Integration of financial performance analysis
- Economic value added (EVA)
- Predicting financial distress and Z-score model

## DAY 3

### Analysis of Investment Decisions

- Applying time-adjusted measures
- Net present value (NPV) and internal rate of return (IRR)
- Modified internal rate of return (MIRR)
- Strategic perspective
- EVA and NPV
- Refinements of investment analysis
- Equivalent annual cost (EAC)
- Sensitivity analysis, scenario analysis, simulation, and NPV break-even
- Dealing with risk and changing circumstances

## DAY 4

### Projection of Financial Requirements

- Interrelationship of financial projections
- Operating budgets
- Standard costing and variance analysis
- Cash forecasts and cash budgets
- Sensitivity analysis
- Dynamics and growth of the business system
- Operating leverage
- Financial growth plans
- Financial modelling

## DAY 5

### Valuation and Business Performance

- Managing for shareholder value
- Shareholder value creation in perspective
- Evolution of value-based methodologies
- Creating value in restructuring and combinations
- Financial strategy in acquisitions
- Business valuation
- Business restructuring and reorganisations
- Management buy outs (MBOs) and management buy ins (MBIs)



"REP logo, PMI & PMP are registered trademarks of Project Management Institute, Inc."

## DAY 6

---

### Strategic and Financial Planning

- Financial Accounting and Management Accounting
- The Links between Strategic Planning, Budget Setting, and Performance Measurement
- Planning and Strategic Management
- Mission, Vision, and Objectives
- The Planning Process
- External Environment Analysis, Internal Resources Analysis, SWOT and PESTEL
- Shareholder Wealth Maximisation, value Creation and Financial Strategy
- Financial Planning and Modelling, and Long-term and Short-term Financing

## DAY 7

---

### Cost Analysis for Budgeting

- What is Costing?
- Cost Behaviour – fixed costs and variable costs
- Contribution, Cost / Volume / Profit (CVP) Analysis and break-even models
- Traceable Costs and Non-traceable Cost Allocation
- Product Costs and Period Costs – product costing for inventory valuation and profit ascertainment
- Direct costs, Indirect costs, Absorption Costing and Marginal costing
- Product Costing for Budget Setting, Budgetary Control and Performance Measurement
- Refinement of the Costing System and Activity-Based Costing (ABC)

## DAY 8

---

### The Framework for Budgeting

- What is a Budget – and Why Budget?
- The Budgeting Framework and the Various Types of Budgets: top down; bottom up; incremental; zero-based; activity-based
- The Budget Process
- Qualitative and Quantitative Techniques of Forecasting Sales and Costs, and Sales Pricing

- Budgeting for Labour Costs and Depreciation
- The Departmental Budget
- Preparation of the Master Budget and the Cash Forecast / Budget
- The Human Side and the Behavioural Aspects of Budgeting

## DAY 9

---

### Activity-Based Budgeting (ABB), Capital Budgeting, Budgetary Control and Variance Analysis

- How the Budget is controlled in your Organisation
- Activity-Based Budgeting (ABB)
- Budgeting for Capital Projects
- Discounted Cash Flow (DCF) investment appraisal methods of Net Present Value (NPV) and Internal Rate of Return
- Capital rationing and the Profitability Index (PI)
- Budgetary Control Systems and Responsibility Accounting
- Standard Costing for Budgeting and Budgetary Control
- Fixed Budgets, Flexed Budgets, Variance Analysis and the reasons for variances

## DAY 10

---

### Beyond Budgeting – Broadening Performance Measurement Systems

- Integrating continuous improvement into the Budget Process
- Advantages and Disadvantages of Budgeting
- How to Improve the Budget Process in your organisation
- The Conflict between Performance Improvement and the Costing System
- Lean Thinking and Performance Improvement
- What next – beyond the Budget?
- The Balanced Scorecard – linking strategy with budgeting and with performance measurement
- Developing and Adapting the Balanced Scorecard: financial perspective; customer perspective; internal business process perspective; learning and growth perspective

# Financial Analysis, Planning & Controlling Budgets

Decision-making, Performance Assessments, Budgeting  
and Costing Techniques

Code	Date	Venue	Fees
FI011	24 Sep - 05 Oct 2018	Amsterdam	\$11,900
FI011	09 - 20 Dec 2019	Amsterdam	\$11,900

## REGISTRATION DETAILS

LAST NAME: \_\_\_\_\_  
FIRST NAME: \_\_\_\_\_  
DESIGNATION: \_\_\_\_\_  
COMPANY: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_

CITY: \_\_\_\_\_  
COUNTRY: \_\_\_\_\_  
TELEPHONE: \_\_\_\_\_  
MOBILE: \_\_\_\_\_  
FAX: \_\_\_\_\_  
EMAIL: \_\_\_\_\_

## AUTHORISATION DETAILS

AUTHORISED BY: \_\_\_\_\_

DESIGNATION: \_\_\_\_\_  
COMPANY: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_  
CITY: \_\_\_\_\_  
COUNTRY: \_\_\_\_\_  
TELEPHONE: \_\_\_\_\_  
MOBILE: \_\_\_\_\_  
FAX: \_\_\_\_\_  
EMAIL: \_\_\_\_\_

## PAYMENT DETAILS

- Please invoice my company  
 Cheque payable to GLOMACS  
 Please invoice me

## CERTIFICATION

Successful participants will receive GLOMACS' Certificate  
of Completion

## 4 WAYS TO REGISTER

Tel: +971 (04) 425 0700  
Fax: +971 (04) 425 0701  
Email: [info@glomacs.com](mailto:info@glomacs.com)  
Website: [www.glomacs.com](http://www.glomacs.com)

## TERMS AND CONDITIONS

- Fees - Each fee is inclusive of Documentation, Lunch and refreshments served during the entire seminar.
- Mode of Payment - The delegate has the option to pay the course fee directly or request to send an invoice to his/her company/ sponsor. Credit card and cheque payments are both acceptable.
- Cancellation / Substitution - Request for seminar cancellation must be made in writing & received three (3) weeks prior to the seminar date. A US\$ 250.00 processing fee will be charged per delegate for each cancellation. Thereafter, we regret that we are unable to refund any fees due, although in such cases we would be happy to welcome a colleague who would substitute for you.
- Hotel Accommodation - is not included in the course fee. A reduced corporate rate and a limited number of rooms may be available for attendees wishing to stay at the hotel venue. Requests for hotel reservations should be made at least three (3) weeks prior to the commencement of the seminar. All hotel accommodation is strictly subject to availability and terms and conditions imposed by the hotel will apply.
- Attendance Certificate - a certificate of attendance will only be awarded to those delegates who successfully completed/ attended the entire seminar including the awarding of applicable Continuing Professional Education Units/Hours.
- Force Majeure - any circumstances beyond the control of the Company may necessitate postponement, change of seminar venue or substitution of assigned Instructor. The Company reserves the right to exercise this clause and implement such amendments.
- Fair Access / Equal Opportunities - In the provision of its services as a world-class Training Provider, the Company is committed to provide fair access / equal opportunities throughout the delivery of its courses and assessment leading to the completion of training seminars, or 3rd party qualifications/certifications.

# GLOMACS

P.O. Box 74653 Dubai, U.A.E.

T: +971 (04) 425 0700 | F: +971 (04) 425 0701

E: [info@glomacs.com](mailto:info@glomacs.com) | W: [www.glomacs.com](http://www.glomacs.com)

Connect with  
Us On LinkedIn

Scan the QR Code\* to visit and  
connect to our LinkedIn profile.

\*Requires QR code reader/scanner application  
to be installed on your smartphone.

