



Finance, Accounting and Banking

## Financial Analysis, Planning and Controlling Budgets

## Course Introduction

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This training 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.....

The training is very interactive and participative. It includes various practical examples and real-life illustrations, participative exercises, and case studies. Delegates will gain both theoretical and 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.

### **The training methodology combines:**

- Presentations
- Discussions
- Team Exercises
- Case studies

## Target Audience

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- Executives who have strategic financial oversight of their unit or organization
- Finance-related roles
- Accounting-related roles

- Marketing Managers
- Financial managers
- Affiliate marketing leaders
- Career Enhancers
- Digital Innovators
- Business owner / Entrepreneur
- General / Senior Accountant
- Business Project Manager
- Bank Branch Manager
- Structured Finance Senior Relationship Manager
- Finance Transformation Manager
- Risk Manager
- Investment Analyst

## Learning Objectives

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- identify critical financial indicators, relationships, and patterns to assess business performance and risks.
- Assess the accuracy of financial data and understand the impact of risk and uncertainty on decision-making.
- Understand the implications of cash flow versus accounting profit in financial planning and decision-making.
- Identify inherent constraints in financial reports and their impact on financial analysis.
- Integrate financial data with strategic insights to make well-rounded business decisions.

## Course Outline

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- Day 01

## **MODULE 1: FINANCIAL ANALYSIS PLANNING & CONTROL 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

### **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

#### **• Day 02**

### **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 modeling

### **ANALYSIS OF INVESTMENT DECISIONS**

- Applying time-adjusted measures
- Net present value (NPV) and internal rate of return (IRR)
- Strategic perspective
- EVA and NPV
- Refinements of investment analysis

- Equivalent annual cost (EAC)
- Modified internal rate of return (MIRR)
- Sensitivity analysis, scenario analysis, simulation, and NPV break-even
- Dealing with risk and changing circumstances
- 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)

### • Day 03

## **MODULE 2: SETTING & CONTROLLING BUDGETS 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
- PASTEL
- Shareholder wealth maximization, value creation, and financial strategy Financial planning and modeling, and long-term and short-term financing

## **COST ANALYSIS FOR BUDGETING**

- What is costing?
- Cost behavior – 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 04

## **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 for forecasting sales and costs, and
- sales pricing
- Budgeting for labor costs and depreciation
- The departmental budget
- Preparation of the master budget and the cash forecast/budget
- The human side and the behavioral aspects of budgeting

## **ACTIVITY-BASED BUDGETING (ABB), CAPITAL BUDGETING, BUDGETARY CONTROL, AND VARIANCE ANALYSIS**

- How the budget is controlled in your organization
- 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 05**

## **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

## Confirmed Sessions

FROM	TO	DURATION	FEES	LOCATION
May 4, 2025	May 8, 2025	5 days	4250.00 \$	Bahrain - Manama
July 21, 2025	July 25, 2025	5 days	4950.00 \$	Norway - Oslo
Oct. 13, 2025	Oct. 17, 2025	5 days	4250.00 \$	UAE - Dubai
May 11, 2025	May 15, 2025	5 days	4250.00 \$	Oman - Muscat