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# Finance and Budgeting — Using Excel

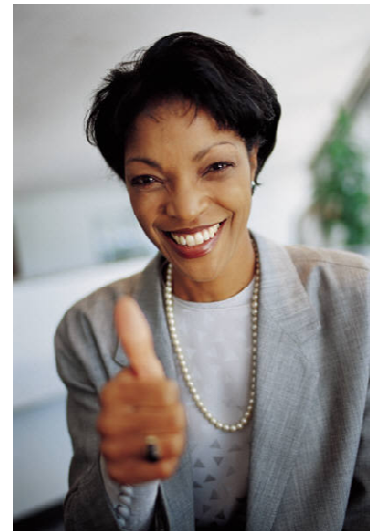
## A Two-day PC-Based Event

**Understand your organisation's overall budgeting process and how it fits into the organisation's strategic objectives!**

### Introduction

This highly interactive and innovative workshop will increase your understanding of the overall budgeting process and how it fits in to the strategic objectives of your organisation.

The budget is an extremely powerful tool and can be used for many purposes including motivating staff, setting performance indicators, achieving control over costs, maintaining good cash flow and making correct capital project decisions. However, it is important that all managers in every department understand the budget and appreciate that it is a vital component of managing organisations. To do so, it is imperative to create a culture of performance measurement and spread it throughout your organisation as finance meets the business.



### Objectives of this workshop

- ◆ Knowing the importance of linking finance with the business
- ◆ Investigating the purpose of budgets and their impact on the organisation
- ◆ Appreciating the place of the budget in strategic planning
- ◆ Comprehending the motivational effects of budgets
- ◆ Understanding how budgets are used both for planning and for control
- ◆ Looking into how budgets can be used for responsibility accounting
- ◆ Developing a true cost awareness
- ◆ Thinking beyond the budget as finance get operationalised

### Who should attend?

- ◆ The staff person who will be responsible for the budget system
- ◆ Those who want to gain control of the firm's financial standing and obtain a firm grasp on the numbers side of their job
- ◆ Anyone who wants to understand the basics of budgeting

### Training methodology

The workshop will be conducted along workshop principles with formal lectures, case studies and interactive worked examples. Relevant case studies will be provided to illustrate the application of each tool in an operations environment. Group discussions will form a major part of this seminar. Difficult mathematical concepts are minimized wherever possible and handled in a visual way that is easy to understand with examples demonstrated.

## Competencies emphasised

- ◆ Providing you with the capability to understand a budget and a cost report
- ◆ Gaining the ability to appreciate the human factors involved in budget setting
- ◆ Understanding the control aspects of budgeting
- ◆ Expanding your skill to interact with operations in financial terms
- ◆ Growing your capacity to introduce advanced techniques in costing and budgeting
- ◆ Increasing your capability to link strategy, budgeting and performance measurement

## Personal impact

- ◆ Feel more comfortable with terminology
- ◆ Understand the linkages between budgeting & costing
- ◆ Recognise the control aspects of budgeting
- ◆ Appreciate the motivational aspects of budgeting
- ◆ Know how to discuss and communicate in budgeting terms
- ◆ Link financial and non-financial measures

## Organisational impact

- ◆ Increase financial awareness in your organisation
- ◆ The organisation will be in a better position to develop useable budgets
- ◆ Those attending will be in a position to lead others in budget preparation
- ◆ Motivation will be improved
- ◆ Cost control will be improved
- ◆ Strategy and budgeting will be integrated
- ◆ Financial and non-financial key performance indicators will be identified

## ABOUT YOUR EXPERT PRESENTER

**GREG DALTON** is a senior lecturer in Financial Management at the Unisa Graduate School of Business Leadership. He has also taught in programmes such as the Executive Development Programme and the e-Finance module of the E-Commerce Programme. As a qualified Chartered Accountant, he is a member of the South African Institute of Chartered Accountants. Greg is also a tutor for the Open University MBA - Financial Strategy module. As an experienced training facilitator focusing on the public and private sector, Greg has presented financial training courses to various government, public sector companies and the private sector. He has also had previous work as a senior financial executive and has presented several courses on "Corporate Social Responsibility". Greg's current research interest is "Risk Management in the Game Ranch Industry of South Africa" and "The impact of IFRS on Shareholder Value Creation."

WE OFFER THE FOLLOWING DISCOUNTS AND SPECIAL OFFERS (BUT NOTE THAT YOU CANNOT COMBINE DISCOUNTS 1, 2 AND 4!)

1. Full payment seven working days from the date of your invoice gets you a 10% discount!
2. Should you be interested in attending a specific workshop that is not presented in your area, and you need to fly and stay over, we offer you a 20% discount on that event.
3. Register three delegates for an event and a fourth delegate may attend free of charge.
4. A 35% discount to NGOs.

## Programme

### INTRODUCTION AND OVERVIEW

- ◆ Effective financial management is an essential tool to ensure that managers meet their objective of quality service delivery

### UNDERSTANDING THE BASIC PRINCIPLES OF FINANCIAL STATEMENTS

- ◆ Introducing you to the accounting process
- ◆ Looking at the management of tangible infrastructure of South African companies
- ◆ Understanding the “Accrual versus Cash Accounting” Principle

### STRATEGY AND BUDGETING: CREATING A BUSINESS FINANCE CULTURE

- ◆ The complexity of managing contemporary organization
- ◆ Strategic Plan, Budgeting, Costing and Management Control
- ◆ Management Accounting for organizational control systems
- ◆ Responsibility accounting and the process-view
- ◆ The Budget and its role for achieving organizational targets
- ◆ What is the situation in your organization
- ◆ Problems and Examples – Case study illustration

### COSTING FOR BUDGETING PURPOSES

- ◆ Cost terms and methodologies
- ◆ Inventoriable vs. period costs
- ◆ Manufacturing vs non-manufacturing costs
- ◆ Variable vs. Fixed costs (CVP analysis)
- ◆ Direct vs. indirect cost
- ◆ Under-costing and Over-costing problems
- ◆ Problems and Examples – Case study illustration

### TYPES OF COMPETITIVE ADVANTAGE AND SUSTAINABILITY ON YOUR FINANCIAL REPORTING RESPONSIBILITIES

- ◆ Linking reward and evaluation systems to business level strategies
- ◆ Economies of Scale – do they still matter?
- ◆ Importance of strategy implementation support systems

### ISSUES OF BUDGETING

- ◆ The Budget and its role for achieving organizational targets
- ◆ The limits of the budget
- ◆ The Master budget and its schedules
- ◆ The motivational aspects of budgeting
- ◆ The linkages between budgeting and costing
- ◆ Cost classifications
- ◆ Problems and Examples – Case study illustration

### FLEXIBLE BUDGETS AND VARIANCE ANALYSIS

- ◆ The budgets and performance measurement as tools for communications
- ◆ What is the situation in your organization? How to improve it?
- ◆ The imperative of value-creation: towards value-based budgeting
- ◆ Describe the difference between a static budget and a flexible budget
- ◆ Compute flexible-budget variances and sales-volume variances
- ◆ Integrate continuous improvement into variance analysis
- ◆ Cases, problems and exercises

### UNDERSTANDING AND INTERPRETING FINANCIAL STATEMENTS

- ◆ Appreciating the financial position of your company by showing you how to read and interpret financial statements



Name of workshop/seminar: \_\_\_\_\_

Date of workshop/seminar: \_\_\_\_\_

Fees per delegate: \_\_\_\_\_

**DELEGATES' DETAILS**

No	First name	Surname	Designation	Cell phone number	Email Address
1.					
2.					
3.					
4.					

**WE OFFER THE FOLLOWING DISCOUNTS AND SPECIAL OFFERS (BUT NOTE THAT YOU CANNOT COMBINE DISCOUNTS 1, 2 AND 4!)**

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Organisation: \_\_\_\_\_

Tel: \_\_\_\_\_

Vat registration: \_\_\_\_\_

Fax: \_\_\_\_\_

Postal address: \_\_\_\_\_

Email: \_\_\_\_\_

\_\_\_\_\_ Code: \_\_\_\_\_

Special dietary requirements: \_\_\_\_\_

Contact person: \_\_\_\_\_

Disabilities: \_\_\_\_\_

I have accepted the conditions printed below (please tick):

**FAX THE COMPLETED REGISTRATION FORM TO RYAN AT (011) 726 2400.**

**ENQUIRIES: Phone Ryan (011) 726 3040 or e-mail him at [ryan@ees.co.za](mailto:ryan@ees.co.za)**

**PAYMENT (PLEASE NOTE THAT FEES ARE PAYABLE PRIOR TO THE START OF THE WORKSHOP):**

**Electronic Transfers:**

**Bank:** FNB

**Branch:** Northcliff

**Branch Code:** 253 705

**Account No:** 62063883964

**Account Holder:** Equity Compliance and Solution (Pty) Ltd

**Cheques** to be made payable to *Equity Compliance and Solution*.

Once payment has been made, please fax through proof of payment. Please do not mail any payments.

**TERMS AND CONDITIONS**

1. **Cancellations:** Should you be unable to attend, we will accept your written cancellation by no later than 7 working days prior to the start of the workshop, in which event a cancellation fee of 25% will be charged. Thereafter, we regret we are unable to refund any fees, although in such cases we would be happy to welcome a colleague who would substitute your attendance or keep the credit for a following workshop with the same monetary value. Please note that the cancellation fee of 25% will still apply in such event. All cancellations must be confirmed in writing. 'No shows' on the dates of the workshop are still liable for the full payment. This clause also applies where we have received your registration form, invoiced you and awaiting your payment.

2. **EES-SIYAKHA** cannot guarantee that all events will go ahead as advertised, and as a result is not liable for any transportation or accommodation costs incurred related to the prospective attendance of an event that does not go ahead on the advertised date, in the absence of written confirmation from **EES-SIYAKHA** of the course proceeding on the relevant date (which will be furnished upon request in such event).