

## COURSE OVERVIEW FM0136 Master Financial Controller

### Course Title

Master Financial Controller

### Course Date/Venue

Session 1: June 30-July 04, 2025/Fujairah  
Meeting Room, Grand Millennium Al  
Wahda Hotel, Abu Dhabi, UAE  
Session 2: November 16-20, 2025/Boardroom 1,  
Elite Byblos Hotel Al Barsha,  
Sheikh Zayed Road, Dubai, UAE

### Course Reference

FM0136

### Course Duration/Credits

Five days/3.0 CEUs/30 PDHs

### Course Description



***This highly-interactive course includes various practical sessions and exercises. Theory learnt will be applied using the “MS Excel” application.***

This course is designed to provide participants with a detailed and up-to-date overview of Master Financial Controller. It covers the responsibilities of a financial controller and the importance of accurate financial reporting, financial statements and compliance with IFRS, GAAP, and local regulations; the cost control and management and budget preparation; developing and implementing control systems, ensuring compliance with financial regulations and auditing internal controls for efficiency; the role of ERP systems in financial controlling, leveraging financial dashboards for real-time insights and benefits of automation in financial process; and the strategic budgeting techniques, financial forecasting, variance analysis and capital expenditure (CapEx) management.

Further, the course will also discuss the scenario planning in financial controlling; creating base-case, worst-case and base-case scenarios; the sensitivity analysis for key variables and using scenario planning for strategic decision; aligning budgets with organizational goals and using balanced scorecards for strategic alignment; identifying profitability ratios, liquidity ratios, efficiency ratios and solvency ratios; the break-even point and break-even analysis in pricing decisions; and the cash flow management, investment appraisal techniques, cost-benefit analysis and financial risk management.

During this interactive course, participants will learn the key performance indicators (KPIs), monitoring and evaluating KPI performance and using KPIs to drive organizational improvements; the balanced scorecards in performance management, management reporting, ethics and governance in financial reporting and benchmarking for performance improvement; the strategic role of financial controllers, digital transformation in finance and global financial practice; the crisis management and business continuity and effective communication with internal and external stakeholders; and managing and mentoring financial teams and conflict resolution in financial management.

### **Course Objectives**

Upon the successful completion of this course, each participant will be able to:-

- Get certified as a “*Certified Master Financial Controller*”
- Define the responsibilities of a financial controller and discuss the importance of accurate financial reporting, financial statements and compliance with IFRS, GAAP, and local regulations
- Apply cost control and management, budget preparation, developing and implementing control systems, ensuring compliance with financial regulations and auditing internal controls for efficiency
- Discuss the role of ERP systems in financial controlling, leveraging financial dashboards for real-time insights and benefits of automation in financial process
- Carryout strategic budgeting techniques, financial forecasting, variance analysis and capital expenditure (CapEx) management
- Apply scenario planning in financial controlling, creating base-case, worst-case, and base-case scenarios, sensitivity analysis for key variables and using scenario planning for strategic decision
- Align budgets with organizational goals and use balanced scorecards for strategic alignment
- Identify profitability ratios, liquidity ratios, efficiency ratios and solvency ratios
- Calculate the break-even point and apply break-even analysis in pricing decisions
- Employ cash flow management, investment appraisal techniques, cost-benefit analysis and financial risk management
- Identify key performance indicators (KPIs), set financial and non-financial KPIs, monitor and evaluate KPI performance and use KPIs to drive organizational improvements
- Carryout balanced scorecards in performance management, management reporting, ethics and governance in financial reporting and benchmarking for performance improvement
- Discuss the strategic role of financial controllers, digital transformation in finance and global financial practice
- Apply crisis management and business continuity and effective communication with internal and external stakeholders
- Manage and mentor financial teams and apply conflict resolution in financial management

### **Exclusive Smart Training Kit - H-STK®**



Participants of this course will receive the exclusive “Haward Smart Training Kit” (H-STK®). The H-STK® consists of a comprehensive set of technical content which includes **electronic version** of the course materials conveniently saved in a **Tablet PC**.

### **Who Should Attend**

This course provides an overview of all significant aspects and considerations of financial control for accounting managers, finance managers, finance controllers, CFOs or senior finance leaders, audit and risk management professionals and corporate finance professionals.

### **Training Methodology**

All our Courses are including **Hands-on Practical Sessions** using equipment, State-of-the-Art Simulators, Drawings, Case Studies, Videos and Exercises. The courses include the following training methodologies as a percentage of the total tuition hours:-

- 30% Lectures
- 20% Practical Workshops & Work Presentations
- 30% Hands-on Practical Exercises & Case Studies
- 20% Simulators (Hardware & Software) & Videos

In an unlikely event, the course instructor may modify the above training methodology before or during the course for technical reasons.

### **Course Fee**

**US\$ 8,000** per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

### **Accommodation**


Accommodation is not included in the course fees. However, any accommodation required can be arranged at the time of booking.

### Course Certificate(s)


Internationally recognized certificates will be issued to all participants of the course who completed a minimum of 80% of the total tuition hours.

### Certificate Accreditations

Certificates are accredited by the following international accreditation organizations:

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British Accreditation Council (BAC)

Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

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The International Accreditors for Continuing Education and Training (IACET - USA)

Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units (CEUs)** in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Haward Technology Middle East will award **3.0 CEUs** (Continuing Education Units) or **30 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.

**Course Instructor(s)**

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:



**Mr. Lionel Perry**, FFA FIPA, CA, CFE, MSc, BSc, is a **Senior Financial & Accounting Management Expert** with almost **35 years** of extensive experience within **Oil & Gas, Petrochemical, Refinery, Power & Water Utilities, Other Energy** Sectors and **Financial** industries. His vast experience widely covers in the areas of **Financial Analysis** Techniques, **Financial Analysis**, Evaluation & Budgeting, **Financial Analysis**, **Legal Translation**, **Legal Documentation** Processes and Procedures, **Contract and Legal Document Drafting**, **Contract Negotiation and Legal Perspective**, **Legal Compliance and Corporate Governance**, Budgeting & Feasibility Study, **Financial & Accounting Management**, **Financial Accounting Principles**, **Accounting Principles & Framework**, **Accounting Policy Framework**, **Accounting & Financial Strategy**, **Contract Management**, **Contract Negotiation**, **Contract Management & Tendering**, **Contract & Risk Management**, **Accounting & Performance Measurement**, **Budgeting**, **Accounting & Cost Control**, **General Accounting**, **Control & Internal Auditing**, Operational & **Financial Auditing**, **Finance & Accounting Principles**, **Fund & Accounting Procedures**, Advanced **Consolidation & Financial Reporting**, **Financial Statements Review**, **Accounts Payable Management**, **Accounts Payable GAAP** (Generally Accepted Accounting Principles), **Accounts Payable Principles & Guidelines**, **Accounts Payable & Disbursements**, **Accounts Payable Best Practices**, **Accounts Payable Planning & Organising**, **Accounts Receivable & Accounts Payable (AR/AP) Process**, **VAT Reclaim & Refunds Procedures**, **VAT for Financial Services & Insurance**, **VAT Fraud Detection**, Prevention & Penalties, Effective **VAT Auditing Techniques**, **VAT Implication in Mergers & Acquisition**, **VAT for Importers & Exporters**, Global Perspective of **VAT on Digital Platforms**, **Tax Law**, **Accounting Information Systems**, **Accrual Accounting System**, **Accrual Basis of Accounting** for Governments & Government Entities, **Fraud Investigations & Forensic Accounting**, **Finance & Accounting Operations**, **Finance Management & Operations**, **Accounting Policies on Plant & Equipment**, **Lease**, **Expense Recognition**, **Provisions & Liabilities**, **Cash & Revenue Recognition**, **Accounting of Heritage Assets**, **Project Accounting**, Petroleum Advanced **Budgeting & Forecasting**, **Budgeting & Reporting**, **Strategic Planning Process**, **Budgeting Best Practices** and **Budgetary Controls**. He is currently the **Partner/Owner & Director of Accountancy & Consultancy in The Netherlands** wherein he has wide range of engagements in financial and accounting management, tax law, accounting information systems, auditing of various international organizations including fraud investigations, internal, operational and financial auditing in accordance with International Financial Reporting Standards (**IFRS**) and International Public Sector Accounting Standards (**IPSAS**).

During his career life, Mr. Perry has gained his academic and field experience through his various significant positions and dedication as the **Finance & Operations Director**, **Financial Manager**, **Accounts Payable Manager**, **Financial Controller**, **Chairman** of the **Committee**, **Financial Expert**, **Financial Analyst**, **VAT Specialist**, **VAT Compliance Officer**, **VAT Advisor**, **Quality Manager**, **Audit Manager**, **Project Manager**, **Newsletter Editor**, **Team Leader**, **Audit Supervisor**, **Auditor**, **Audit Consultant**, **Treasurer**, **Accounting Assistant**, **Advisor**, **Advisor of the Dean**, **Corrector**, **IPSAS Consultant**, **Speaker/Developer/Facilitator**, **Lecturer**, **Coach**, **Mentor** and **Senior Instructor/Trainer** from the various international universities, world banks, governments and oil and gas consultancy engineering companies such as the Blackstone Interim Management Ltd., IASeminars Ltd., Foundation Surinamese Museum, Zuiverloon Ltd., Dalstaete Accountants, Deloitte Accountants, Masman Bosman Accountants, Suriname Accountants & Business Consultants, Tjong A Hung Accountants, Ministry of Education & Sciences, NCOI, Ichthus University of Rotterdam, Erasmus University of Rotterdam, Anton de Kom University, National Deforestation & Timber Co., Dutch Ministry of Foreign Affairs, Technical Centre for Agricultural & Rural Cooperation and Asian Development Bank (ADB).

Mr. Perry has a **Master's** degree in **Economics, Tax Law, Financial Accounting & Accounting Information Systems** and a **Postgraduate** degree in **Accounting** from the **University of Amsterdam, The Netherlands**. Further, he is a **Chartered Accountant**, a **Certified Fraud Examiner**, a **Certified Instructor/Trainer**, a **Certified Internal Verifier/Assessor/Trainer** by the **Institute of Leadership and Management (ILM)**, a fellow member of The Netherlands Royal Institute of Chartered Accountant (**CA**), **The Netherlands**, The Association of Certified Fraud Examiners (**CFE**), **USA**, The Institute of Public Accountants (**IPA**), **Australia** and The Institute of Financial Accountants (**IFA**), **UK** and has obtained the UNDP Security Clearance Trainings (**BSAFE**). Moreover, he has developed several **international public courses** on **auditing** and **accounting** and presented several papers on **IPSAS** and has further delivered various trainings, workshops, seminars, courses and conferences worldwide.

**Course Program**

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the course for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

**Day 1**

0730 – 0800	<i>Registration &amp; Coffee</i>
0800 – 0815	<i>Welcome &amp; Introduction</i>
0815 – 0830	<b>PRE-TEST</b>
830 – 0930	<b>Role of a Financial Controller</b> <i>Definition and Responsibilities of a Financial Controller • Key Skills Required for Effective Financial Control • Differences Between Financial Controllers and CFOs • Financial Controllers in a Global Context</i>
0930 – 0945	<i>Break</i>
0945 – 1015	<b>Financial Reporting Basics</b> <i>Importance of Accurate Financial Reporting • Overview of Financial Statements (Income Statement, Balance Sheet, Cash Flow Statement) • Compliance with IFRS, GAAP, and Local Regulations • Common Challenges in Financial Reporting</i>
1015-1100	<b>Cost Control &amp; Management</b> <i>Understanding Fixed, Variable, and Semi-Variable Costs • Implementing Cost-Cutting Measures Without Affecting Quality • Cost Allocation Methods • Tools for Cost Analysis and Control</i>
1100 – 1200	<b>Budgeting Principles</b> <i>Importance of Budgeting in Financial Management • Types of Budgets (Operational, Capital, and Cash Budgets) • Steps in Preparing a Budget • Monitoring and Revising Budgets</i>
1200 - 1215	<i>Break</i>
1215 – 1315	<b>Internal Controls &amp; Compliance</b> <i>Role of Internal Controls in Risk Management • Developing and Implementing Control Systems • Ensuring Compliance with Financial Regulations • Auditing Internal Controls for Efficiency</i>
1315 - 1420	<b>Technology in Financial Controlling</b> <i>Role of ERP Systems in Financial Controlling • Leveraging Financial Dashboards for Real-Time Insights • Introduction to Financial Controlling Software (e.g., SAP, Oracle) • Benefits of Automation in Financial Processes</i>
1420 - 1430	<b>Recap</b> <i>Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow</i>
1430	<i>Lunch &amp; End of Day One</i>

**Day 2**

0730 – 0830	<b>Strategic Budgeting Techniques</b> <i>Zero-Based Budgeting (ZBB) • Activity-Based Budgeting (ABB) • Incremental Budgeting • Rolling Budgets and their Advantages</i>
0830 – 0930	<b>Financial Forecasting</b> <i>Purpose of Financial Forecasting in Decision-Making • Techniques: Trend Analysis, Regression Models, and Monte Carlo Simulations • Forecasting for Revenue, Costs, and Cash Flows • Managing Uncertainties in Forecasts</i>
0930 – 0945	<i>Break</i>



0945 – 1100	<b>Variance Analysis</b> Identifying Variances in Budgets • Calculating Variances: Price, Quantity, and Efficiency • Root Cause Analysis of Variances • Strategies for Correcting Unfavorable Variances
1100 – 1200	<b>Capital Expenditure (CapEx) Management</b> Importance of CapEx Planning in Financial Controlling • Evaluating Capital Investment Proposals • Monitoring CapEx Performance • Balancing CapEx with Operational Expenditure (OpEx)
1200 - 1215	Break
1215 – 1315	<b>Scenario Planning &amp; Sensitivity Analysis</b> Importance of Scenario Planning in Financial Controlling • Creating Best-Case, Worst-Case, and Base-Case Scenarios • Sensitivity Analysis for Key Variables • Using Scenario Planning for Strategic Decisions
1315- 1420	<b>Integrating Budgeting &amp; Strategy</b> Aligning Budgets with Organizational Goals • Role of Financial Controllers in Strategic Planning • Using Balanced Scorecards for Strategic Alignment • Communicating Budgets Effectively to Stakeholders
1420 - 1430	<b>Recap</b> Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow
1430	Lunch & End of Day Two

**Day 3**

0730 – 0830	<b>Key Financial Ratios and Metrics</b> Profitability Ratios: Gross Margin, Net Profit Margin, ROI • Liquidity Ratios: Current Ratio, Quick Ratio • Efficiency Ratios: Asset Turnover, Inventory Turnover • Solvency Ratios: Debt-To-Equity, Interest Coverage
0830 – 0930	<b>Break-Even &amp; Contribution Margin Analysis</b> Calculating the Break-Even Point • Understanding Contribution Margins • Application of Break-Even Analysis in Pricing Decisions • Limitations of Break-Even Analysis
0930 – 0945	Break
0945 – 1100	<b>Cash Flow Management</b> Importance of Cash Flow Management • Preparing Cash Flow Forecasts • Managing Working Capital Effectively • Strategies for Improving Cash Flow
1100 – 1200	<b>Investment Appraisal Techniques</b> Net Present Value (NPV) and Internal Rate of Return (IRR) • Payback Period and Discounted Payback Period • Profitability Index and Accounting Rate of Return (ARR) • Comparing Investment Appraisal Techniques
1200 – 1215	Break
1215 – 1315	<b>Cost-Benefit Analysis</b> Importance of Cost-Benefit Analysis in Financial Decisions • Identifying and Quantifying Costs and Benefits • Presenting Results to Stakeholders • Incorporating Intangible Factors in Analysis
1315 - 1420	<b>Financial Risk Management</b> Identifying Financial Risks in Organizations • Tools for Assessing Financial Risk • Hedging Strategies Using Derivatives • Role of Financial Controllers in Risk Mitigation
1420 – 1430	<b>Recap</b> Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow
1430	Lunch & End of Day Three



**Day 4**

0730 – 0830	<b>KPI Development &amp; Monitoring</b> Identifying Key Performance Indicators (KPIs) • Setting Financial and Non-Financial KPIs • Monitoring and Evaluating KPI Performance • Using KPIs to Drive Organizational Improvements
0830 - 0930	<b>Balanced Scorecards in Performance Management</b> Components of a Balanced Scorecard • Aligning Balanced Scorecards with Organizational Goals • Tracking Performance Across Financial and Operational Metrics • Real-World Applications of Balanced Scorecards
0930 – 0945	Break
0945 – 1100	<b>Management Reporting</b> Designing Effective Management Reports • Visualizing Data for Decision-Making • Tools for Automated Reporting • Best Practices for Presenting Financial Information
1100 – 1200	<b>Ethics &amp; Governance in Financial Reporting</b> Importance of Ethical Practices in Financial Management • Identifying and Addressing Conflicts of Interest • Governance Frameworks for Financial Controllers • Maintaining Transparency and Accountability
1200 – 1215	Break
1215 – 1315	<b>Benchmarking for Performance Improvement</b> Importance of Benchmarking in Financial Controlling • Identifying Industry Benchmarks • Conducting Gap Analysis • Using Benchmarking Results for Performance Improvement
1315 - 1420	<b>Practical Session: Analyzing Financial Performance</b> Participants Analyze Real-World Financial Statements • Identifying Trends and Key Metrics • Group Discussion: Recommendations for Improvement • Presenting Findings to the Class
1420 – 1430	<b>Recap</b> Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow
1430	Lunch & End of Day Four

**Day 5**

0730 – 0830	<b>Strategic Role of Financial Controllers</b> Transitioning from Operational to Strategic Roles • Partnering with the Executive Team • Identifying Growth Opportunities • Supporting Mergers and Acquisitions (M&A)
0830 - 0930	<b>Digital Transformation in Finance</b> Impact of Digital Technologies on Financial Controlling • Leveraging Artificial Intelligence and Machine Learning • Blockchain Technology in Financial Transactions • Preparing for the Future of Digital Finance.
0930 – 0945	Break
0945 – 1100	<b>Global Financial Practices</b> Navigating Multinational Financial Regulations • Managing Currency Risks in Global Operations • International Tax Compliance • Cross-Border Financial Reporting Challenges
1100 – 1200	<b>Crisis Management &amp; Business Continuity</b> Role of Financial Controllers in Crisis Scenarios • Financial Planning During Economic Downturns • Ensuring Liquidity During Disruptions • Developing Business Continuity Plans

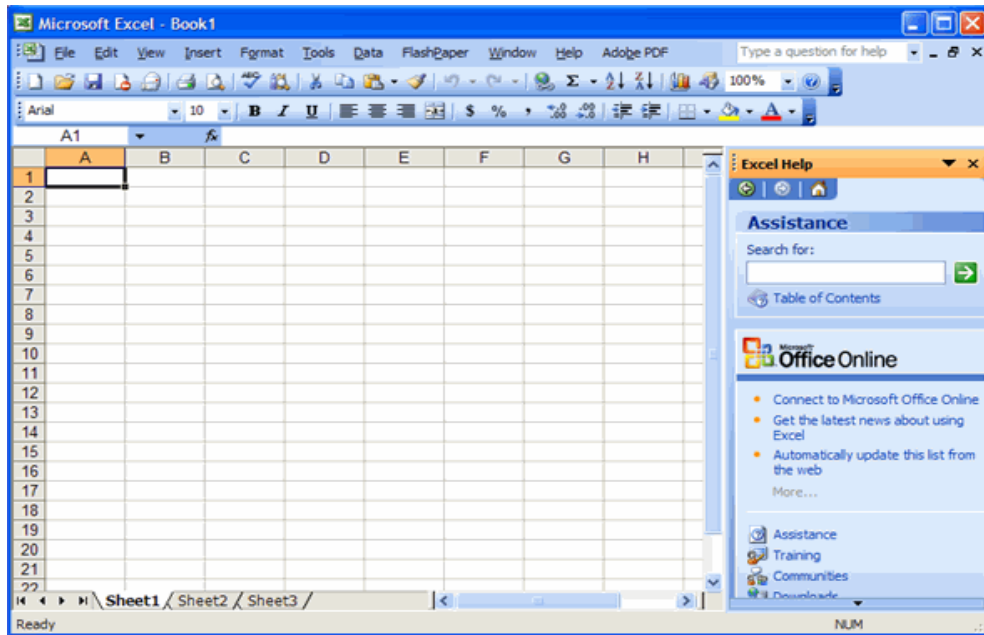




1200 – 1215	Break
1215 -1315	<b>Leadership &amp; Communication Skills</b> <i>Building Influence as a Financial Controller • Effective Communication with Internal and External Stakeholders • Managing and Mentoring Finance Teams • Conflict Resolution in Financial Management</i>
1345 – 1400	<b>Course Conclusion</b> <i>Using this Course Overview, the Instructor(s) will Brief Participants about the Course Topics that were Covered During the Course</i>
1400 – 1415	<b>POST TEST</b>
1415 – 1430	<i>Presentation of Course Certificates</i>
1430	<i>Lunch &amp; End of Course</i>

**Simulator (Hands-on Practical Sessions)**

Practical sessions will be organized during the course for delegates to practice the theory learnt. Delegates will be provided with an opportunity to carryout various exercises using “MS-Excel” application.



**MS-Excel**

**Course Coordinator**

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