

## COURSE OVERVIEW FM0010 Effective Budgeting & Cost Control

### Course Title

Effective Budgeting & Cost Control

### Course Date/Venue

April 21-25, 2025/Fujairah Meeting Room, Grand Millennium Al Wahda Hotel, Abu Dhabi, UAE

### Course Reference

FM0010

### Course Duration/Credits

Five days/2.75 CEUs/27.5 PDHs



### Course Description



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



For any organization, it is important that management at all levels understand the importance of effective budgeting, cost control and analysis. This course, through an understanding of the principles of sound budgeting and risk management, will share with you how to integrate budgeting in your organization as part of your daily operational activities. It will also illustrate the importance of linking your budgets to your strategic plan in your organization in order to ensure maximization of stakeholder wealth. The course will supply you with sound principles and tools to ensure practical and efficient optimization of the biggest scarce resource in any business.



This course is designed to provide the participants with a detailed and up to date overview of effective budgeting, cost control and analysis. It covers the linking of department budgets to the strategic plan; deliverables; the risk issues in budgeting; the risk prevention strategy and the employment of a risk register for budget allocation; the principles of budgeting and the steps involved in preparing the different types of budgets; the concepts of budgeting for CAPEX; the different types of variance reporting and how to manage non-conformance through spreadsheet applications; the budget allocation auditing processes; and the principles of value for money auditing of budget allocation.

## Course Objectives

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

- Apply and gain an advanced knowledge on effective budgeting, cost control and analysis
- Link department budgets to the strategic plan and distinguish the relationship between department and expected deliverables
- Identify the risk issues in budgeting as well as the risk prevention strategy and the employment of a risk register for budget allocation
- Discuss the principles of budgeting and the steps involved in preparing the different types of budgets
- Identify the concepts of budgeting for capex and recognize the importance of capex budgeting
- Recognize the critical functions of management, align the budget with the strategy of the organization, road map to strategy and apply budget as a planning tool
- Identify the key financial statements covering accounting system, income statement, balance sheet and cash flow statement
- Explain the principles of cost control comprising of basic classification of costs and total cost and unit-cost formulas
- Carryout cost control for maintaining and growing profitability
- Manage and control the different types of business costs as well as discuss the modern roles and responsibilities of a finance department
- Identify the hidden costs that can add up and erode the profit margins and distinguish the cost cutting and income cutting
- Illustrate budgeting framework of and its role within the management process including value of budgeting in company, key concepts and terminology, master budget and operating and capital budgets
- Apply budget financial statements, incremental budgeting, zero based budgeting, flexible budgeting, activity-based budgeting, direct and indirect costs, characteristics of an effective budget and problems in budgeting
- Determine cost management for budgeting purposes including the cost concepts and terminology different costs for different purposes, fixed versus variable costs, contribution margin analysis, manufacturing versus non-manufacturing costs and period versus product costs
- Recognize different types of variances reporting and learn how to manage non-conformance through spreadsheet applications
- Carryout budget allocation auditing processes and determine principles of value for money auditing of budget allocation

## 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 advanced planning, budgeting & cost control for finance directors, finance controllers, senior management accountants, senior operational management, technical managers, engineering managers, planning managers, department managers and general managers.

### 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 **2.75 CEUs** (Continuing Education Units) or **27.5 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**, **Budgetary Controls**, Effective **Purchasing Skills**, **Purchasing Methods**, **Procurement Strategies**, **Contract Purchasing**, **Vendor & Supplier Management**, **Negotiation Skills**, **Supplier Performance Monitoring**, **Purchasing Strategy & Planning**, **Inventory Planning & Control**, **Change Management**, **HR Management**, **Supply Chain Management**, Revenue Recognition, **Materials Inventory Planning**, **Forecasting Evaluation**, **Materials Management**, **Materials Identification**, **Stock Identification** Systems, **Inventory Accuracy**, **Materials Spare Analysis**, **Stock Disposal**, **Materials Management**, **Inventory Control** Management, **Vendor Selection** Process, **Project Management**, **Procurement & Purchasing** Management, **Quality Assurance** in Accounting Policy, **Qualitative & Quantitative Research** Methods, **Managing Tenders & Specifications**, **Tendering & Bidding** Evaluation, Identification of **Potential Bidders & Selection** Criteria, **Supply Chain Management**, Strategic Thinking & Planning, **Logistics Operations & Warehouse Management**, **Warehouse Store & Inventory Control**, **Transport Management & Planning**, **Logistical & Transportation Planning** Methods, **Inventory Management & Forecasting Techniques**, **Stock Control**, **Procurement Best Practices**, Advanced **Procurement Tools & Techniques**, **Shipping & Distribution** Management, **Outsourcing** Strategy, Incoterms, Bill of Lading Fundamentals and Export Documentation. 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.

### 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\$ 5,500** 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 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: Monday, 21<sup>st</sup> of April 2025**

0800 – 0830	Registration & Coffee
0830 – 0845	Welcome & Introduction
0845 – 0900	<b>PRE-TEST</b>
0900 – 0930	<b>Introduction</b> Administration, the Importance & Use of Budgeting in Organizations • the Budget Allocation Problem • Budget Dependence Theory • Budget Loading/Leveling • Budget Periods • Various Types of Budgets
0930 – 0945	Break
0945 – 1200	<b>Linking Departmental Budgets to the Strategic Plan</b> Commitment From Stakeholders • Understanding the Strategic Plan of the Organization • Relationship Between Department & Expected Deliverables • Working Out a Prioritizing Framework by Using a Critical Path Method • Employing a Balanced Scorecard to Establish the Strategic Plan of the Organization
1200 - 1300	Lunch
1300– 1400	<b>Identifying Risk Issues in Budgeting</b> Risk Identification & Mapping • Measuring the Potential Impact of Each Budget Allocation Risk
1400 - 1415	Break
1415 – 1450	<b>Identifying Risk Issues in Budgeting (cont'd)</b> Cost Benefit Analysis • Risk Prevention Strategy & the Employment of a Risk Register for Budget Allocation
1450 - 1500	<b>Recap</b>
1500	End of Day One



**Day 2: Tuesday, 22<sup>nd</sup> of April 2025**

0800 – 0930	<b>Budgeting</b> <i>Identifying Role Players in Budgeting • Overseeing the Budget Cycle of Planning, Approval, Execution &amp; Control</i>
0930 – 0945	Break
0945 – 1200	<b>Budgeting (cont'd)</b> <i>Preparing Different Types of Budgets • Constrained Resource Scheduling</i>
1200 - 1300	Lunch
1300 – 1400	<b>Budgeting for CAPEX</b> <i>The Importance of CAPEX Budgeting • Utilizing Different Techniques for CAPEX • Qualitative Issues in CAPEX</i>
1400 - 1415	Break
1415 – 1450	<b>Review of Work</b>
1450 - 1500	<b>Recap</b>
1500	End of Day Two

**Day 3: Wednesday, 23<sup>rd</sup> of April 2025**

0800 – 0930	<b>Planning &amp; The Functions of Management</b> <i>The Critical Functions of Management • Aligning the Budget with the Strategy of the Organization • Road Map to Strategy • Budget as a Planning Tool</i>
0930 – 0945	Break
0945 – 1200	<b>The Key Financial Statements</b> <i>The Accounting System • The Income Statement • The Balance Sheet • The Cash Flow Statement</i>
1200 - 1300	Lunch
1300 – 1400	<b>Principles of Cost Control</b> <i>Introduction • Basic Classification of Costs • Total Cost &amp; Unit-Cost Formulas • Cost Control for Maintaining &amp; Growing Profitability</i>
1400 – 1415	Break
1415 – 1450	<b>Principles of Cost Control (cont'd)</b> <i>Managing &amp; Controlling the Different Types of Business Costs • Modern Roles &amp; Responsibilities of a Finance Department • Hidden Costs that can Add Up &amp; Erode Your Profit Margins • Cost Cutting or Income Cutting?</i>
1450 – 1500	<b>Recap</b>
1500	End of Day Three

**Day 4: Thursday, 24<sup>th</sup> of April 2025**

0800 – 0930	<b>The Budgeting Framework &amp; its Role Within the Management Process</b> <i>The Role of Budgeting within Management Accounting • The Value of Budgeting in your Company • Key Concepts &amp; Terminology • The Master Budget • Operating &amp; Capital Budgets • The Budgeted Financial Statements • Incremental Budgeting</i>
0930 – 0945	Break
0945 – 1200	<b>The Budgeting Framework &amp; its Role Within the Management Process (cont'd)</b> <i>Zero Based Budgeting • Flexible Budgeting • Activity Based Budgeting • Direct &amp; Indirect Costs • Characteristics of an Effective Budget • Problems in Budgeting</i>
1200 - 1300	Lunch



1300 – 1400	<b>Cost Management for Budgeting Purposes</b> Cost Concepts & Terminology • Different Costs for Different Purposes • Fixed Vs. Variable Costs: The Cost-Volume-Profit Analysis Model • Contribution Margin Analysis • Manufacturing Vs. Non-Manufacturing Costs • Period Vs. Product Costs: Inventory Evaluation & Control • Case Study & Discussions
1400 – 1415	Break
1415 – 1450	<b>Case Study Day - Traditional Versus Advanced Techniques in Cost-Control</b> Under-Costing & Over-Costing: The Consequences for Profitability • How to Refine a Costing System? • Indirect Vs. Direct Costs: Traditional Cost Allocations Systems Vs. Activity-Based Costing • Cost Drivers: Linking Resources, Activities & Management
1450 – 1500	<b>Recap</b>
1500	End of Day Four

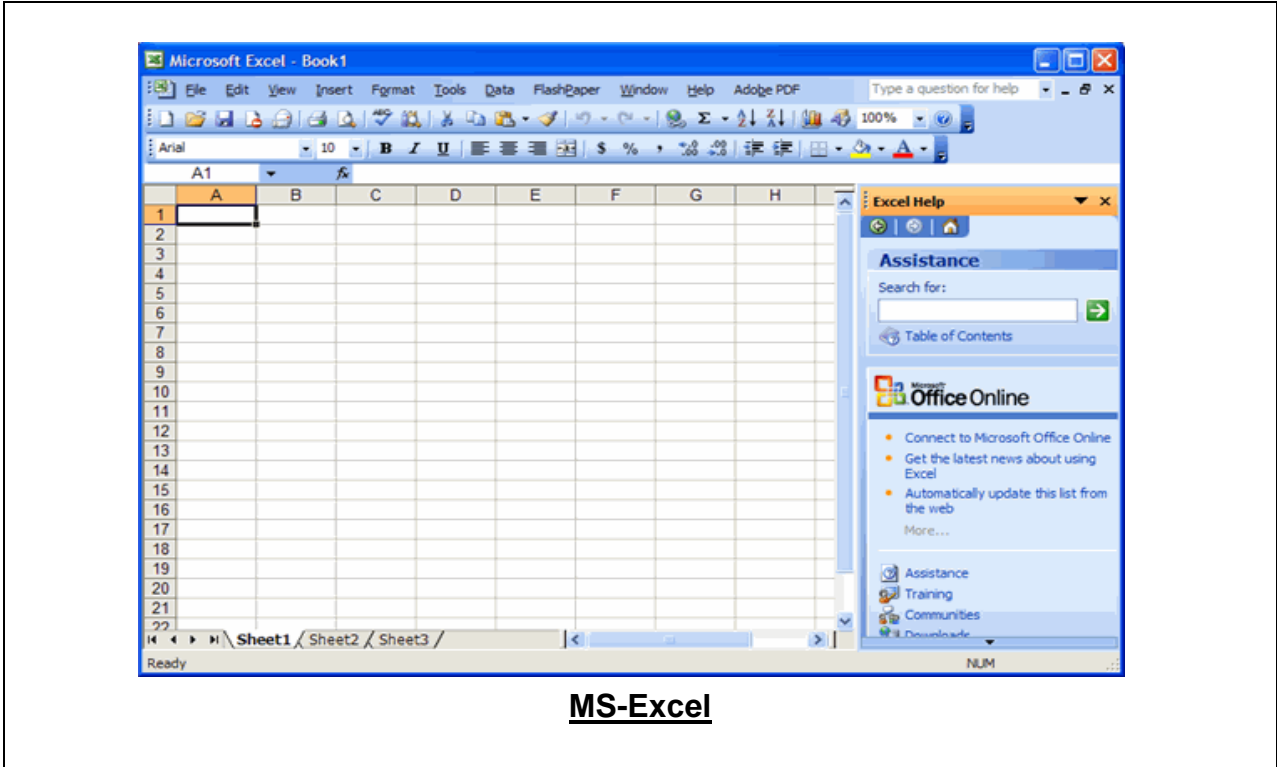
**Day 5: Friday, 25<sup>th</sup> of April 2025**

0800 – 0930	<b>Case Study Day - Traditional Vs. Advanced Techniques in Cost-Control (cont'd)</b> Introducing Activity-Based Budgeting (ABB) & Management (ABM) • Case Study Analysis • Examples & Videos
0930 – 0945	Break
0945 – 1200	<b>Variance Reporting</b> Short-Term vs. Long-Term Budget Management
1200 - 1300	Lunch
1300 – 1330	<b>Variance Reporting (cont'd)</b> Managing Non-Conformance Through Spreadsheet Applications
1330 – 1345	Break
1345 – 1415	<b>The Budget Allocation Audit Process</b> Value for Money Auditing of Budget Allocation
1415 – 1430	<b>Course Conclusion</b>
1430 – 1445	<b>POST TEST</b>
1445 – 1500	Presentation of Course Certificates
1500	End of Course



**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.



**Course Coordinator**

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