



COURSE OVERVIEW FM0136 **Master Financial Controller**

Course Title

Master Financial Controller

Course Date/Venue

November 16-20, 2025/TBA Meeting Room, The H Dubai Hotel, 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; the 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 and creating 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 scenarios, sensitivity analysis for key variables and 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

Haward's 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**. Haward's certificates are internationally recognized and accredited by the British Accreditation Council (BAC). 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. Douglas Robinson, MBA, BSc (Honors), Dip, is currently the **President of DSR Consulting** and the **Professor of Business Studies Unit (BSU)** at **Durban Institute of Technology (DIT)**, where he is lecturing at **MBA level** in **Financial & Credit Risk Management**, **Advanced Commercial Analysis**, **Analyzing Financial Data**, **Commercial Management**, **Commercial Acumen**, **Commercial Negotiation Techniques**, **Financial Planning**, **Financial Management**, **Materials Inventory Management**, **Budgeting & Cost Control**, **Project Accounting**, **Effective Commercial Negotiation**, **Suppliers & Contractors Management**, **Suppliers Assessment & Performance Monitoring**, **Effective Purchasing & Supplier Selection**, **Developing & Working with Suppliers**, **Contractors & Service Level Agreement**, **Dealing with**, **Contract Risk Management**, **E&PD Contracts Policy**, **Risk Insurance**, **Contract Management Guidelines & Practices**, **Contracts Monitoring & Evaluation**, **Contracts & Suppliers Risk Identification**, **Contract Terms & Conditions**, **Contract Terminations**, **Advanced Suppliers & Contractors Management**, **Contractor Performance Evaluation**, **Claim Analysis & Dispute Resolution**, **Insurance Management**, **Budgeting & Forecasting**, **Budget Preparation & Control**, **Budget Planning & Monitoring**, **Leadership & Change Management**, **Project Procurement Management**, **Human Resources Management (HRM)**, **Presentation Skills**, **Negotiation Skills**, **Interpersonal Skills**, **Communication Skills**, **Collaboration Skills**, **Developing Effective Partnership**, **Project Gate System Procedures**, **Adaptability & Flexibility**, **Learning & Self Development**, **Industrial Relationships**, **Driving Performance**, **Performance Measurement**, **Performance Goal Implementation**, **Time Management Techniques**, **Organizing Daily Activities**, **Handling Difficulties & Pressure**, **Productivity & Feedback Management**, **Problem Solving & Decision Making**, **ISO 9001 Lead Auditor**, **Competency Based Training & Design Plan**, **Logistics & Supply Chain Management**, **Quality Management**, **Project Management**, **Contract Management**, **Operations Management**, **Procurement Management**, **Entrepreneurship** and **International Business**.

Mr. Robinson has over **30 years** of international experience in **Contract Management**, **Quality Management**, **ISO Standards**, **Logistics & Supply Chain Management**, **Procurement**, **Purchasing**, **Outsourcing Strategies**, **Project Management**, **Business Systems**, **Operations Management** and **Business Re-Organization**. Further, he is a **Registered Assessor** of **Quality Management**, **Logistics**, **Supply Chain Management**, **Procurement Strategies**, **Purchasing** and **Outsourcing**.

As a leader in the **Quality**, **Procurement** and **Logistics** fields, Mr. Robinson facilitated in-house skills development programmes in a lot of companies worldwide and has **extensive consulting experience** in both the public and private sectors. His experience includes implementing SAP system in **Procurement**, **financial**, **sales**, **distribution**, **materials management** and **costing**.

During his long career life, Mr. Robinson worked for many **International companies** such as **Tiger Brands**, **Nestle's**, **Mondi Manufacturing**, **Mondi Forests**, **Masonite Africa Ltd.**, **Frame** etc. He worked as **General Manager**, **Quality Manager**, **Procurement Manager**, **Financial Manager**, **Contracts Manager**, **Logistics Manager**, **Logistics Superintendent**, **Project Manager**, **Purchasing Supervisor**, **SAP Facilitator**, etc.

Due to his thorough and long experience and knowledge, Mr. Robinson is **recognized internationally** as an **Expert** in **Logistics & Supply Chain Management**, **Procurement**, **Purchasing**, **Outsourcing**, **Strategic planning**, **business wellness analysis**, **Contract management**, **Project Management**, **feasibility studies**, **financial analysis**, **cash-flow forecasting**, **Capital investment analysis**, **risk analysis**, **Business process analysis**, and **Quality Management Systems**.

Mr. Robinson has a **Master** degree in **Business Administration (MBA)** from the **University of Durban-Westville**, a **Bachelor** degree with **Honors** in **Business Management** and **Administration** and **Diplomas** in **Medical Technology**, **Marketing Management**, **Business Management** and **Project Management** from the **University of Rhodesia** and from the **Damelin Management School** respectively. Further, he is a **Certified Instructor/Trainer**, a **Certified Trainer/Assessor** by the **Institute of Leadership & Management (ILM)**, an active member of international professional affiliations and delivered innumerable trainings, courses, workshops and seminars globally.

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: Sunday, 16th of November 2025

0730 – 0800	<i>Registration & Coffee</i>
0800 – 0815	<i>Welcome & Introduction</i>
0815 – 0830	PRE-TEST
0830 – 0930	Role of a Financial Controller <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	Financial Reporting Basics <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	Cost Control & Management <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	Budgeting Principles <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	Internal Controls & Compliance <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	Technology in Financial Controlling <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	Recap <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 & End of Day One</i>

Day 2: Monday, 17th of November 2025

0730 – 0830	Strategic Budgeting Techniques <i>Zero-Based Budgeting (ZBB) • Activity-Based Budgeting (ABB) • Incremental Budgeting • Rolling Budgets and their Advantages</i>
0830 – 0930	Financial Forecasting <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	Variance Analysis <i>Identifying Variances in Budgets • Calculating Variances: Price, Quantity, and Efficiency • Root Cause Analysis of Variances • Strategies for Correcting Unfavorable Variances</i>
1100 – 1200	Capital Expenditure (CapEx) Management <i>Importance of CapEx Planning in Financial Controlling • Evaluating Capital Investment Proposals • Monitoring CapEx Performance • Balancing CapEx with Operational Expenditure (OpEx)</i>
1200 – 1215	Break
1215 – 1315	Scenario Planning & Sensitivity Analysis <i>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</i>
1315- 1420	Integrating Budgeting & Strategy <i>Aligning Budgets with Organizational Goals • Role of Financial Controllers in Strategic Planning • Using Balanced Scorecards for Strategic Alignment • Communicating Budgets Effectively to Stakeholders</i>
1420 – 1430	Recap <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	Lunch & End of Day Two

Day 3: Tuesday, 18th of November 2025

0730 – 0830	Key Financial Ratios and Metrics <i>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</i>
0830 – 0930	Break-Even & Contribution Margin Analysis <i>Calculating the Break-Even Point • Understanding Contribution Margins • Application of Break-Even Analysis in Pricing Decisions • Limitations of Break-Even Analysis</i>
0930 – 0945	Break
0945 – 1100	Cash Flow Management <i>Importance of Cash Flow Management • Preparing Cash Flow Forecasts • Managing Working Capital Effectively • Strategies for Improving Cash Flow</i>
1100 – 1200	Investment Appraisal Techniques <i>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</i>
1200 – 1215	Break
1215 – 1315	Cost-Benefit Analysis <i>Importance of Cost-Benefit Analysis in Financial Decisions • Identifying and Quantifying Costs and Benefits • Presenting Results to Stakeholders • Incorporating Intangible Factors in Analysis</i>



1315 - 1420	Financial Risk Management <i>Identifying Financial Risks in Organizations • Tools for Assessing Financial Risk • Hedging Strategies Using Derivatives • Role of Financial Controllers in Risk Mitigation</i>
1420 - 1430	Recap <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 & End of Day Three</i>

Day 4: Wednesday, 19th of November 2025

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

Day 5: Thursday, 20th of November 2025

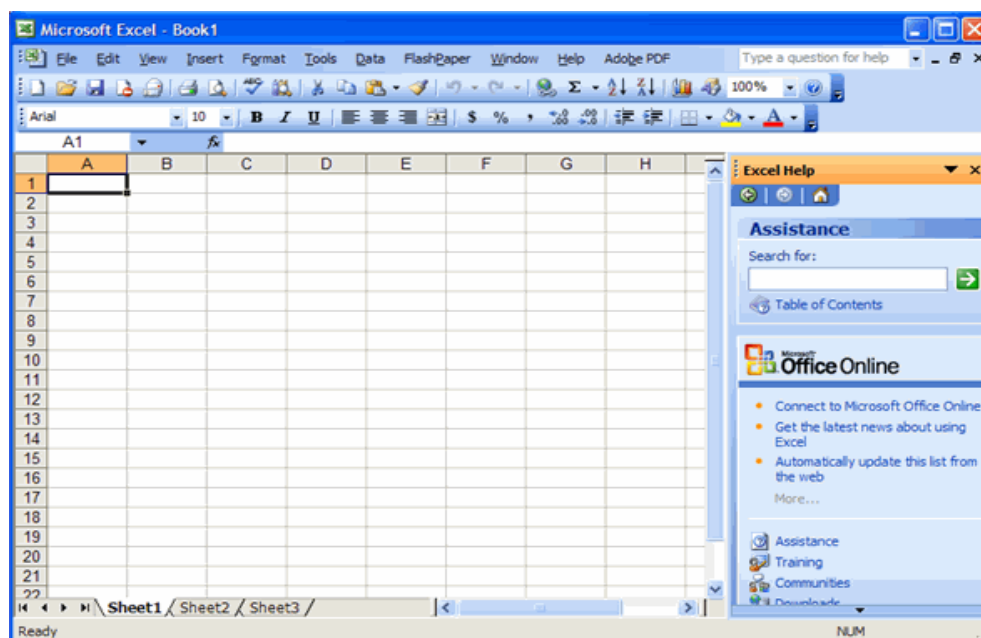
0730 - 0830	Strategic Role of Financial Controllers <i>Transitioning from Operational to Strategic Roles • Partnering with the Executive Team • Identifying Growth Opportunities • Supporting Mergers and Acquisitions (M&A)</i>
0830 - 0930	Digital Transformation in Finance <i>Impact of Digital Technologies on Financial Controlling • Leveraging Artificial Intelligence and Machine Learning • Blockchain Technology in Financial Transactions • Preparing for the Future of Digital Finance.</i>



0930 – 0945	Break
0945 – 1100	Global Financial Practices <i>Navigating Multinational Financial Regulations • Managing Currency Risks in Global Operations • International Tax Compliance • Cross-Border Financial Reporting Challenges</i>
1100 – 1200	Crisis Management & Business Continuity <i>Role of Financial Controllers in Crisis Scenarios • Financial Planning During Economic Downturns • Ensuring Liquidity During Disruptions • Developing Business Continuity Plans</i>
1200 – 1215	Break
1215 – 1345	Leadership & Communication Skills <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	Course Conclusion <i>Using this Course Overview, the Instructor(s) will Brief Participants about the Course Topics that were Covered During the Course</i>
1400 – 1415	POST TEST
1415 – 1430	<i>Presentation of Course Certificates</i>
1430	<i>Lunch & 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

Mari Nakintu, Tel: +971 2 30 91 714, Email: mari1@haward.org