

- Financial Analysis, Budget & Evaluation Course
- The Advanced Auditing Course

THE MANAGEMENT SCHOOL TRAINING CENTRE, LONDON

12th - 23rd Mar. 2012, 11th - 22nd Jun. 2012, 13th - 24th August, 2012, 19th - 30th Nov., 2012
 11th - 22nd Mar. 2013, 10th - 21st Jun., 2013, 12th - 23rd August, 2013, 28th Oct - 8th Nov. 2013

Financial Analysis, Budget & Evaluation Course:

- Strengthen and enhance the knowledge of Executives in Financial Analysis, Budget & Evaluation
- Enhance knowledge of participants so that they can use the skills in financial analysis & evaluation to evaluate organisations' financial performance
- Enhance their ability to make sound financial decisions.
- Prepare for advancement by updating in key financial practice and strategic management skills.
- Executives will familiarise themselves with key financial & Accounting practice including budgeting & budgetary control.

The Advanced Auditing Course:

- Learn best practice in the auditing function.
- Be exposed to international practice in the auditing function.
- Examine ethical issues in the practice of auditing.
- Learn risks and strategy for computer auditing.
- Learn the practice of project auditing.



THE MANAGEMENT SCHOOL LONDON



The Management School London - *The Global Pace Setter in Quality Human Resource Development & Learning*



Senior Financial Consultant

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Financial Analysis, Budget & Evaluation Course

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We have pleasure in inviting you and your colleagues to attend the Financial Analysis, Budget & Evaluation Course that will be held at The Management School Training Centre, London

Who Should Attend?

Directors of Finance, Chief Accountants, Principal Accountants, Senior Accountants, Deputy Directors & Assistant Directors, General Managers, Deputy General Managers, Assistant General Managers, Principal Managers, Senior Managers, Managers, Officers & Executives with Financial background.

Objectives and Benefits:

At the end of the course participants will:

- Strengthen and enhance the knowledge of Executives in Financial analysis, Budgeting & Evaluation.
- Enhance knowledge of participants so that they can use the skills in financial analysis & evaluation to evaluate companies finance performance and take investment decisions.
- Executives will familiarise themselves with key financial & Accounting practice including budgeting and budgetary control.
- Enhance their ability to make sound financial decisions.
- Learn performance measurement and draw from the knowledge of experts.
- Exchange knowledge with colleagues.
- Prepare themselves for advancement by updating themselves in key financial practice and Strategic Management Skills.
- Learn modern trends in auditing & control functions.

Programme Contents:

(1) Economic Environment;

- Economic & organisational competitive analysis and report.
- Assessment of impact on results, earning & cash flow.

(2) Organisational Financial Analysis and Financial Reports;

- Roles of financial statement.
- Analysis of the annual report and accounts.
- Business operation & financial analysis.
- Annual reports & cash flow.

(3) Capital Expenditure Analysis:

- Discounted cash flow technique.
- Assessing cost of capital.
- Evaluating capital expenditure proposal.

(4) Financial Forecasting & Analysis:

- Assessing and projecting the financial needs of the organisation.
- Organisational growth and financial needs.
- External economic variables such as foreign exchange and interest rates.
- Interim result statement.
- Outlook statement and performance target.
- Preparing forecast of earning & cash flow statement.
- Evaluating quality of earnings.
- Assessing the adequacy of generated cash.

(5) Capital Structure and funding:

- Sourcing of capital & organisation's financial structure.
- External environment and corporate strategy.

(6) International Finance:

- Globalisation & International Finance.
- Risk Management.
- Foreign Exchange Management.

(7) Budgeting & Budgetary Control:

- Roles of operating budget.
- Types of Budgets.
- The process of deriving budget content – Budgetary system.
- Preparing, monitoring & comparing actual & Budget performance.
- The use of Budget.
- Problem in Budgeting and Budgetary controls.
- Analysis of variance from Budget & how to calculate breakeven.
- Behavioural aspects of Budgeting.

(8) Analysis & Valuation:

- Credit analysis & decision-making.
- Determining financial needs & timing.

- Types of financing.
 - Analysis and use of distress forecast.
 - Restructuring & rationalisation.
 - Mergers & Acquisition.
 - Privatisation & Commercialisation.
 - Evaluation of organisation & their financial performance.
- (9) Performance Measurement:
- Establishment of standard and interpretation of performance.
 - Assessing performance measurement system.
 - Corporate strategy & measurement system.
- (10) Strategic Management for Financial Executives:
- Strategic & operational management.
 - Corporate planning.
 - Planning & organising work.
 - Managing change.
 - Time management.
 - Leadership & motivation.
- (11) Advanced Auditing Skills
- Internal & External Auditing Skills.
 - Computer Accounting & Auditing.
 - Project Auditing.

To Register:

Course fee:

The course fee for the programme is £4,950 (Four thousand, Nine Hundred & Fifty pounds sterling) per delegate. Fee covers tuition, tuition materials, lunch ticket.

All bookings must be pre-paid. Payment should be by Bankers Draft, made payable to:

The Management School, London and sent to:

Rolien Van Heerden

Training & Development Co-ordinator,

The Management School, London

Alperton House, Bridgewater Road,

London, England HAO 1EH.

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Website: www.themanagementschool.com

Accommodation and Travel:

Participants are responsible for arranging their own accommodation. The Management School London, can if necessary put participants in touch with hotel services, but cannot take responsibility for arrangements, which participants may subsequently make.

Visas

Delegates requiring visas should advise The Management School who will contact the British Authorities in support of their visa applications. Delegates are advised to start processing their visas at least two months before the course starting date.

Delegates will receive a letter of acceptance from the School to accompany their visa application.

International attendance:

The Management School London has developed a global reputation for the quality and value of its courses. These have attracted participants from countries throughout the world, including Australia, Bahrain, Barbados, Brunei, Cameroon, Croatia, the Czech Republic, Finland, the Gambia, Ghana, Hungary, Indonesia, Iran, Jamaica, Kenya, Kuwait, Liechtenstein, Lithuania, Nigeria, Oman, Pakistan, the Philippines, Poland, Saudi Arabia, Singapore, South Africa, Tanzania, Thailand, Trinidad & Tobago, Turkey, the United Arab Emirates, United Kingdom, United States, Zambia, Zimbabwe.

What previous participants said?

"It was a brainstorming course and it was encouraging and educating". "Wonderful and resourceful training". "Very useful overview of the realities", "good learning points", "good presentation, wonderful discussion, fantastic exposure-will enable me to do my job better"

"Meeting other experts gave me the impetus and energy to introduce many new ideas". It was of immense value to me to meet people with similar responsibilities to my own. "One of my first actions of getting back to my desk was to brief Senior Management on my perspective of environment and issues as seen by management."

"The course opened my eyes and allowed me to make many professional contacts all over the world It was the most exciting and interesting course I have attended." "The practical advice I received on the course has proven invaluable in my work""I did not realise how stale I was becoming and can thank the course for giving me a new lease of life."

I would recommend the course to every serious individual in my Department.

The Advanced Auditing Course

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Introduction

The course is designed for Internal and External Auditors in the Public & Private Sectors. The aim of the programme is to update the skills of Auditors by exposing them to International trends in the auditing function. The venue of the course is The Management School Training Centre, London. We have pleasure in inviting all Heads of Audit Department, Deputies, and Senior Auditors & Auditors to attend.

Course Objectives:

On completion of the programme, auditors will:

- Learn best practice in the auditing function.
- Be exposed to international practice in the auditing function.
- Examine ethical issues in the practice of auditing.
- Learn risks and strategy for computer auditing.
- Learn the practice of project auditing.
- Share international experience with other participants.

Who Should Attend?

Auditor Generals, Directors of Audits, Heads of Audit Departments, Senior Audit Managers, Bank Inspectors, Internal Auditors, Audit Managers, Audit Officers and Accountants in the Private and Public Sectors.

Programme Contents:

(1) Advanced Auditing Skills

- Business Environment & the challenges of the Auditing function.
- Best practice in the audit function.
- Audit inspection and investigation strategy.
- Bank inspection and Auditing strategy.
- Public Sector Auditing Strategy.
- Fraud Prevention & Detection.
- Computer Accounts, Auditing & Computer Fraud.
- Audit Report Writing.

(2) Internal Audit Function

- Internal Audit policy.
- Internal Audit plan & Strategy.
- Working with Departmental Heads.
- Improving of Internal auditing performance.
- Audit finding, Reporting and achievement of improvement.
- Advice and implementation of Audit recommendation.

(3) Computing Auditing

- Identification of risks in Information Technology System.
- Value for money expenditure.
- Computer installation auditing.
- Computer security and controls.
- Computer audit technique.

(4) Project Audit

- Strategy for project Audit.
- Value for Money Audit.

(5) Budgeting & Budgetary Control

- Roles of operating budget.
- Types of budget.
- The process of deriving budget contents.
- Preparing, monitoring & comparing actual & budget performance.
- The use of budget.
- Budgeting, the budgetary control & audit function.
- Analysis of budget variance.
- Behavioural aspect of budgeting.

(6) Organisational Financial Analysis & Financial Reporting

- Analysis of the Annual Reports & Accounts.

(7) Capital Expenditure Analysis

- Evaluating Capital Expenditure Analysis.

(8) Financial Forecasting & Analysis

- Assessing & projecting the financial needs of the organisation.

(9) Strategic Management Skills for Auditors

- Strategic & Operational Management.
- Corporate Planning.
- Total Quality Management.
- Corporate Governance & Ethics.
- Time Management.
- Leadership & Motivation.
- Change Management.
- Interpersonal Relations.

To Register:

Course fee:

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What previous participants said?

"The course broaden my knowledge not only in the area I specialise, but other key areas such as management, marketing, HR, PR & Communication skills". "I have acquired a lot of knowledge and resources which I believe will be very helpful for me and my organisation". "Seek knowledge where there is quality, execute and let it reflect on many generations to come". "The Management School London is a very good institution - the course was participatory and practical in nature which was excellent". "Very useful overview of the realities", "good learning points", "good presentation, wonderful discussion", "fantastic exposure-will enable me to do my job better"

"Meeting other experts gave me the impetus and energy to introduce many new ideas". It was of immense value to me to meet people with similar responsibilities to my own. "One of my first actions of getting back to my desk was to brief Senior Management on my perspective of environment and issues as seen by management."

"The course opened my eyes and allowed me to make many professional contacts all over the world it was the most exciting and interesting course I have attended."

"The practical advice I received on the course has proven invaluable in my work I did not realise how stale I was becoming and can thank the course for giving me a new lease of life."

I would recommend the course to every serious individual in my Department.

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The Faculty



Craig Murphy, B.Sc

Craig Murphy graduated university with an Honours degree in Biochemistry and Genetics and spent 10 years in management in a large National FMCG corporation. During this time he gained a PGDip in Multimedia and Computing and gained an interest in teaching. He set up his own training and ICT consultancy company in 1998 and after fulfilling all the necessary exam and teaching certifications he became a Microsoft Master Instructor in 2000. Over the last 8 years he has gained recognition as a Microsoft Certified Trainer and an Adobe Certified Instructor working with a diverse client base from Large Multinational firms, several councils, and many SME's.



Dr John Black PhD, MA, B.Soc. Sc

John was Reader in Human Resource Management and Director of the Japanese Management Research Unit at the Wolverhampton Business School. John's career has been split almost equally between industry and education, including a spell with Texaco UK. Before his retirement he has written and published extensively in the field of Human Resource Management and Labour Relations. He has also been Visiting Fellow in Industrial and Labour Relations at Cornell University in USA. His current research interests are Management Control and the impact of cross-cultural influences on Human Resource Management. He is a frequent presenter at Conferences and Seminars.



Greg Pritchard

A Chartered Accountant by profession, Greg has carried out many senior strategic roles for major international Financial Services companies in the areas of Finance, Internal Audit and Risk Management. His vast experience includes such diverse activities as acting as Finance Director, launching a unit trust, acting as Head of Risk for a derivatives broker and establishing a new unit linked insurance company in Belgium.



Michael Stone, ACIB

Mike has over 40 years of experience in Financial Services. He is an Associate of the Chartered Institute of Bankers (Institute of Financial Services) and an Accredited Trainer of the Chartered Institute of Personnel & Development. Work in the UK and overseas has included a successful career in banking, financial training and consultancy.

His academic work is supported by his extensive experience which has included relationship manager and adviser to the corporate, institutional, and commercial sectors, both in the UK and overseas. Consequently, he is in great demand, as a developer and presenter of lectures, courses and training material. All his lectures are supported by additional and extensive background material valued and sought after by learners as important resources and tools for further reference, study and development. He has spoken at conferences & lectured for a number of educational establishments. Those attending his programmes value his practical experience and training expertise. Sessions are interactive with questions and participation encouraged. Mike is also noted for his accessible and entertaining style which incorporates hands on practical application.

Iain O'Neill

Iain has 35 years experience as a main board director and frontline senior manager in a number of business sectors, including the brewing industry, the chemical industry, the environmental treatment industry and management consultancy. Like the other partners, his experience can be utilised in a number of areas, but especially in hands on change management, quality management, cost control and systems management. He is happy in the boardroom and the shop floor, either suits him. Iain has Diploma Member of the Institute of Brewing, he is a Associate Member Of

the Chartered Management Institute and Member of the Water Management Institute. His core teaching areas covers: Strategic Management, Operational Management, Quality Management, Investor Relations, and Leadership.



Stephen Askew FCA

His time with an international accounting firm in the City of London provided our Senior Consultant Stephen Askew with a solid foundation for his own development, his own practice, also the many clients whose organisations have benefitted from his expertise. We are confident you will benefit, too.

Stephen moved to Waring & Partners in Kent in 1983, becoming a partner the following year. Solid business growth and acquisition have led to his position as joint senior partner at Burns Waring, Chartered Accountants. Their varied client base mostly in London and the South East, but including international operations have provided Stephen with a wealth of experience to draw on, whether he is speaking at conferences, training business leaders or helping clients find innovative ways to optimise their business operations and maximise their profits and growth.

His accountancy practice provides compliance and regulatory services, of course, but Stephen's personal attention is focussed on business development and profit building strategies. As well as working closely with business managers, Stephen also runs open workshops and is in demand as a speaker by other agencies and companies at their events.

Stephen Askew's varied involvements include:

- Founder of 'Business Boot Camps', a development programme for owners and managers majoring on finance and critical business skills.
- A Director of 'Conferences International Ltd', which provides a full conference service mostly for organisations in the finance sector.
- A Director of the 'Consultants Development Network' and other business networking groups.
- Training and speaking engagements in Europe and the Far East, as well as the UK.

Above all, we are confident you will discover that Stephen Askew can bring the world of finance to life with his engaging manner, sense of humour and many illustrative stories. Stephen's sessions are regularly rated as 'fun' and 'memorable', as well as 'highly effective'.