

Municipalities Financial & Administrative Performance Supervising Systems & Governance





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Course Objective

- > Read and understand their organisation's Annual Financial Report
- > Evaluate their firm's financial performance
- ➤ Understand and use analytical tools and techniques in practical case-study situations
- > Use analytical techniques to project future performance
- ➤ Make critical judgements of accounting policies when evaluating company performance
- ➤ Appreciate the importance of new investments in maintaining growth and competitiveness
- ➤ Improve their management skills and increase their value to the organization



Target Audience

- > managers
- > senior buyers
- > project managers, civil engineers
- > construction managers
- > contractors, sub-contractors
- > site engineers, senior management





Course Outline

DAY 1

- > Introduction to Advanced Financial Analysis
- > Who are the users of financial data?
- ➤ What types of financial information are available to each user group?
- ➤ The published Annual Financial Report (AFR) what is its purpose?
- ➤ The structure and contents of an AFR comparison of UAE, UK, and US versions
- ➤ The non-financial elements of the AFR how important are these?
- ➤ Understanding the three main financial statements: Income Statement, Balance Sheet, Cashflow Statement
- > Comparison of different formats for the financial statements
- ➤ Identifying the important numbers from the financial statements
- ➤ Case study to show how the Income Statement, Balance Sheet, and Cashflow Statement are inter-linked and inter-dependant

DAY 2

- ➤ Understanding and Analysing the AFR
- ➤ Why do we need to analyse the AFR?
- > Using common-size analysis to improve comparability
- Calculating trends and growth patterns
- ➤ Using Ratio Analysis to assess five key aspects of company performance:
- > Profitability
- ➤ Liquidity
- Efficiency and Working Capital Management
- > Financing Structure and Risk
- > Investment Performance and Potential



> Case Study on analysis and interpretation of company performance

DAY 3

- ➤ Analytical Tools and How to Analyse the Cash flow Statement
- ➤ Introduction to Excel tools for analysing financial statements
- > Setting up spreadsheets for common-sizing and ratio analysis
- ➤ Using statistical tools mean, standard deviation, regression analysis
- ➤ Using graphical representation
- ➤ How to access data and analysis from Bloomberg and Yahoo! Finance
- ➤ Why do we need the Cash flow Statement?
- ➤ Key ratios we can calculate from the Cash flow Statement
- ➤ How to use current cash flow information to forecast future revenues and profits

DAY 4

- > Financing the Business and Valuing the Business
- ➤ Analysing the Balance Sheet to identify debt and equity, short-term and long-term finance
- ➤ Measuring the company's capital structure, and estimating the costs of capital:
- ➤ Cost of Equity (Ke), using DVM and CAPM
- Cost of Debt (Kd)
- Weighted Average Cost of Capital (Ko)
- ➤ Case study on Cost of Capital calculation
- ➤ Why do we need to value a business?
- > Business valuation models:
- ➤ Net Asset value balance sheet, replacement cost, or realisable value
- ➤ Price/Earnings ratio value
- > Dividend growth value
- > Present value of future free cash flows



Case study on valuing a business

DAY 5

- ➤ Identifying Creative Accounting and Forecasting Future Failure
- ➤ What is creative accounting?
- ➤ Who benefits from creative accounting?
- ➤ How does creative accounting work? some illustrative examples
- ➤ Creative accounting scandals Enron, Worldcom, Parmalat
- ➤ The symptoms of financial distress financial and non-financial factors
- ➤ Using ratio analysis to identify financial distress or predict future failure
- ➤ Forecasting future failure using ratio combinations the Altman Z-score model
- > Case study on forecasting future failure

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