

Strategic Planning, Analysis, Financial Control and Budget Preparation





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Course Objective

- ➤ How precise an answer is necessary with regards to problemsolving and decision-making?
- ➤ How reliable are available financial data, and how is uncertainty and risk likely to impact on the outcomes of decisions?
- ➤ In economic and financial analysis, what are the implications and relative importance of cash flow as distinct from accounting profit?
- ➤ What limitations are inherent in financial data and the key financial statements, and how will these affect financial analysis?
- ➤ How important are qualitative judgments in the context of decision-making?

Target Audience

- ➤ Accounting professionals
- > Financial executives
- > Auditors
- > Financial analysts
- **➤** Bankers
- > Investment bankers
- ➤ Any other professionals involved in the preparation, presentation, implementation or analysis of financial statements prepared in accordance with IFRs





Course Outline

- > **DAY 1**
- > The Challenge of Financial Economic Decision-Making
- ➤ The practice of financial/economic analysis
- ➤ The value-creating company
- ➤ Corporate value and shareholder value
- ➤ A dynamic perspective of business
- > The agency problem and corporate governance
- ➤ What information and data to use?
- > The nature of financial statements
- > The context of financial analysis and decision-making
- > DAY 2
- > Assessment of Business Performance
- ➤ Ratio analysis and business performance
- ➤ Management's point of view
- ➤ Owners' point of view
- ➤ Lenders' point of view
- ➤ Ratios as a system pyramids of ratios
- ➤ Integration of financial performance analysis
- > Economic value added (EVA)
- Predicting financial distress
- > DAY 3
- > Projection of Financial Requirements
- > Interrelationship of financial projections
- Operating budgets
- > Standard costing and variance analysis
- > Cash forecasts and cash budgets
- > Sensitivity analysis
- > Dynamics and growth of the business system



- > Operating leverage
- > Financial growth plans
- > Financial modelling
- > DAY 4
- > Analysis of Investment Decisions
- ➤ Applying time-adjusted measures
- ➤ Net present value (NPV) and internal rate of return (IRR)
- > Strategic perspective
- > EVA and NPV
- > Refinements of investment analysis
- > Equivalent annual cost (EAC)
- ➤ Modified internal rate of return (MIRR)
- ➤ Sensitivity analysis, scenario analysis, simulation, and NPV breakeven
- ➤ Dealing with risk and changing circumstances
- > DAY 5
- > Valuation and Business Performance
- > Managing for shareholder value
- ➤ Shareholder value creation in perspective
- > Evolution of value-based methodologies
- Creating value in restructuring and combinations
- > Financial strategy in acquisitions
- ➤ Business valuation
- > Business restructuring and reorganisations
- Management buy outs (MBOs) and management buy ins (MBIs)



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