Budgeting – Art or Science?

23, 24 Nov 2009

The course is addressed to those having responsibility for budgets and the budget planning process.

Learning outcomes of this programme are:

• Understanding the role of budgeting in the context of the business planning process

• Preparing budgets, budgetary control and variances analysis

• Alternative approaches to budgeting for control

CPD: 10 Units  
Teaching Language: Romanian  
Price: 495 GBP*

*The price does not include VAT

Tutor: DORINA BADEA, Senior Training Consultant

Dorina Badea built up a strong financial background working in successful groups of companies such as Porsche Finance Group as CFO and Altex (Credex) Group as CEO. She has a vast professional experience in projects gained by setting-up various finance companies including a bank, an insurance broker, a leasing and a consumer finance company, elaborating strategies and monitoring performance during her more than 12 years of professional finance experience.
COURSE HIGHLIGHTS

- Budgets and budgetary control
- Variance analysis
- Alternative approaches to budgets

COURSE OUTLINE

Business planning
- Strategic considerations and long-term planning
- Short term budgeting

Budgets and budgetary control
- Objectives of budgeting
- Development, implementation and co-ordination of budgets
- The main methods and types of budgeting

Variance analysis
- Meaning and relevance of variances
- Calculation of basic variances
- Planning and operational variances
- Causes of variances

Changes in business structures and management accounting
- Competitive environment
- Information needs for different business structures
- Business integration

Alternative approaches to budgeting for control
- Beyond budgeting
- Behavioral aspects of budgeting
- Learning curves and experience effect

CASE STUDY

- Practical exercises on budgets preparations, variances analysis and operating statements reconciliations for the purpose of management decision making.

IN-HOUSE TAILORED TRAINING PROGRAMMES

All our training programmes can also be delivered in a tailored-to-client’s-needs system. For more details, or for a more exhaustive list of training programmes which can be delivered in a tailored format, please contact our client care team at:

Tel: +40 (21) 212 25 91 or E-mail: irinamocanu@bpp.ro

The BPP Passport is BPP Professional Education’s membership scheme that provides significant discounts on our full range of finance courses (except for professional qualifications and tailored programmes). Members of the scheme can receive up to 30% discount on any courses booked from our schedule of open finance courses.

Obtain up to 30% discounts with the BPP Passport

For more information on the BPP Passport, please contact our client care team at
Tel: +40 (21) 212 25 91 or E-mail: bucharest@bpp.ro

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WHO SHOULD ATTEND

- Professionals responsible for preparing and negotiating a budget
- Financial analysts involved in forecasting financial information
- Retail and Brand Managers responsible for a portfolio of products

WORKING CAPITAL MANAGEMENT
- Objectives of working capital
- Working capital ratios
- Cash operating cycle
- Managing inventories, receivables and payables
- Managing cash
- Working capital funding strategies

COSTS AND BUDGETS (FNF 2)
- Introduction to Management Accounting
- The role of Management Accounting within an organization and the requirement for management information
- Cost behavior
- Methods of determining costs
- Decision making process
- Breakeven analysis
- Introduction to working capital

COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>9:30 – 10:45</td>
<td>Course</td>
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<tr>
<td>10:45 – 11:00</td>
<td>Coffee Break</td>
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<tr>
<td>11:00 – 12:30</td>
<td>Course</td>
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<tr>
<td>12:30 – 13:30</td>
<td>Lunch Break</td>
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<td>13:30 – 14:45</td>
<td>Course</td>
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<tr>
<td>14:45 – 15:00</td>
<td>Coffee Break</td>
</tr>
<tr>
<td>15:00 – 16:00</td>
<td>Course</td>
</tr>
</tbody>
</table>

VENUE:

BPP Professional Education,
32-34, Magheru Blvd,
District 1, Bucharest
Tel: +40 (21) 212 25 91
Fax: +40 (21) 212 24 22
E-mail: bucharest@bpp.ro

For information on other BPP training programmes, please contact our client care team at
Tel: +40 (21) 212 25 91 or
E-mail: bucharest@bpp.ro
**REGISTRATION FORM / FORMULAR DE INREGISTRARE**

**Budgeting - Art or Science? / Bugetarea - arta sau stiinta?**

**Course date / data curs:** 23, 24 Nov 2009  
**Course fee / tarif curs:** GBP 495

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### PARTICIPANT INFORMATION / PROFILUL PARTICIPANTULUI

<table>
<thead>
<tr>
<th>Last Name / Nume</th>
<th>First Name / Prenume</th>
<th>E-mail</th>
<th>Date of Birth / Data nastierii</th>
<th>Job Title / Functia</th>
<th>Mobile / Tel. mobil</th>
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*Please attach a separate list with the same headings should you have a larger number of participants to this course. / Va rugam atasati o lista aditionala, avand acelasi cap de tabel, in cazul in care aveti un numar mai mare de participanti.*

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### EMPLOYER INFORMATION / PROFILUL ANGAJATORULUI

- Company Name / Numele companiei:  
  [Details not provided]
- Address / Adresa:  
  [Details not provided]
- Tel:  
  [Details not provided]
- Fax:  
  [Details not provided]
- Fiscal Code / Cod fiscal:  
  [Details not provided]
- Reg. of Commerce / Reg. Comertului:  
  [Details not provided]
- Bank / Banca:  
  [Details not provided]
- IBAN Account / Codul IBAN:  
  [Details not provided]

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### PASSPORT INFORMATION / INFORMATII DESPRE PASAPORT

- I already possess a BPP Passport / Detin deja Pasaport BPP:  
  - [ ] Per Company  
  - [ ] Per Individual

#### COMPANY

<table>
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<tr>
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<tr>
<td>4 and above</td>
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#### INDIVIDUAL

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<td>30%</td>
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</tbody>
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### PASSPORT TYPE REQUIRED / TIPUL DE PASAPORT DORIT

- I would like to apply for the BPP Passport / Doresc sa aplic pentru Pasaportul BPP:  
  - [ ] Company / Companie  
  - [ ] Individual / Individual

**Company / Companie**

- 6 Months / 6 Luni – GBP 325 + VAT / TVA
- 12 Months / 12 Luni – GBP 525 + VAT / TVA

**Individual / Individual**

- 6 Months / 6 Luni – GBP 145 + VAT / TVA
- 12 Months / 12 Luni – GBP 190 + VAT / TVA

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*I engage to fully cover the costs related to the above courses as stipulated in the terms and conditions on the back of this form.*  
*Ma angajez sa achit in totalitate costul acestor cursuri conform specificatiiilor din termenii si conditiile mentionate pe verso.*

*By signing below you have agreed and signed the terms and conditions on the back of this form.*  
*Prin semnarea acestui formular de inscriere, sunteti de acord cu termenii si conditiile prezentate pe verso.*

**Name / Nume:** ____________________________  
**Signature and Stamp / Semnatura si stampila:** ____________________________  
**Date / Data:** ____________________________

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*This form is valid only if accompanied by the signed and stamped Terms and Conditions form. / Acest formular este valabil doar insolit de formularul Termeni si Conditii semnat si stampilat.*

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**Please return this form back to / Va rugam returnati acest formular in atentia:**  
Irina Mocanu at irinamocanu@bpp.ro or fax: +40 (21) 212 24 22

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TERMS AND CONDITIONS

These terms and conditions and the booking form comprise the agreement pursuant to which BPP Professional Education, represented in Romania by Business Training Romania provides training programmes to the customer.

1. Identification required gaining entry to courses

Students must ensure that they bring along when attending a course a personal ID for identification purposes, if requested. Failure to this measure may lead to students being refused entry to the classroom.

2. Payment Terms

2.1 Full payment or authorisation to invoice an employer must accompany the application form.

2.2 Full payment or authorisation to invoice an employer for any online study tool, if applicable, is required when ordered and prior to any log on details being supplied.

2.3 Where BPP Professional Education has received authorisation to invoice employer the following payment terms apply:
• Full payment is due within 10 days from the date of the invoice.
• Payment is due immediately if booking is made less than 10 days before the course start date.
• If BPP Professional Education fails to receive full payment of the invoice by the course start date the customer may be refused entry to the course.
• BPP Professional Education reserves the right to charge late payment interest on any outstanding invoices, of 0.1% per day.
• BPP Professional Education reserves the right to recover any reasonable debt collection costs in connection with this Agreement.
• The employer is liable for all unpaid invoices.

2.4 The fees mentioned for this training programme are exclusive of VAT.
• The total of the fee will be converted into RON on the date of invoice (which will be within three days from the date of this registration form), using the selling rate quoted by ING Bank for British Pounds on that date.

3. Study Materials

BPP will dispatch materials only to students on the first day of the course, based on receipt of the full course fee or authorisation to invoice employer upon request.

4. Deferrals and transfers

Courses can be deferred to the next sitting, provided full payment has been received, and BPP is informed at least 14 days prior to the course start date. A deferral fee of £40 will be charged. Subject to availability, it may be possible to transfer to an alternative course. A course transfer fee of £25 will be charged. Such transfer may also give rise to an additional charge for replacement study materials. There are no refunds or deferrals for part completed courses. Under no circumstances are courses or study materials transferable between customers.

5. Cancellations

Courses can be cancelled by the customer up to 14 days before the start date of the course. A cancellation fee of £40 will be charged. Full fees are payable if less than 14 days notice is given.

6. Course Changes

BPP reserves the right to cancel, reschedule, or change the location of a course, if in the opinion of BPP, such an action is necessary. BPP will notify the customer as soon as the change is made. The customer has the option to reschedule the course, apply the fees to another course, or to receive a refund or credit note for the course fees paid to BPP.

7. Intellectual Property

7.1 BPP Learning Media Ltd and BPP Professional education grants the customer a non-transferable, non-exclusive licence to use BPP Learning Media Ltd and BPP Professional Education’s products (including information, training material content, software and data) under the terms of this Agreement.

7.2 This licence terminates upon termination of this Agreement for whatever reason.

7.3 The customer warrants that they shall only use BPP Learning Media Ltd and BPP Professional Education’s products for their own educational purposes and shall not, without BPP Learning Media Ltd and BPP Professional Education’s prior written consent; copy, make available, retransmit, reproduce, sell, disseminate, licence, distribute, publish, broadcast or otherwise circulate BPP Learning Media Ltd and BPP Professional Education’s products (or any part of them) to any person other than in accordance with this Agreement.

7.4 The customer shall fully indemnify BPP Learning Media Ltd and BPP Professional Education in respect of any infringement of any intellectual property rights arising as a result of their use of BPP Learning Media Ltd and BPP Professional’s products in breach of this Agreement.

8. Change of address or other contact details

BPP Professional Education must be notified in writing of any change in a customer’s details, including the email address specified on the customer's application form.

9. Security

Personal possessions are the sole responsibility of the customer and BPP Professional Education accepts no responsibility for anything that is lost or stolen from its venues. Customers are advised to keep valuables with them at all times.

10. Notices

Any notices required to be served by BPP Professional Education under this Agreement will be deemed properly served if sent via prepaid postage to the postal address, or emailed to the email address notified by the customer, at BPP’s discretion.

11. Limitation of Liability

11.1 The liability for BPP Professional Education for direct losses arising out of their negligence (other than in respect of liability for death or personal injury), breach of contract or any other cause of action arising out of or in connection with this Agreement shall be limited to the cash receipts from the customer (or employer) for the course or study materials.

11.2 BPP Professional Education shall not be liable for any indirect or consequential loss whether arising from negligence, breach of contract or otherwise.

12. Data Protection

12.1 Customers agree that, in relation to information held from time to time, BPP Professional Education may:
• Use the information to perform their obligations and enforce rights under this Agreement.
• Use the information to inform customers about courses, products or services which may be of interest to them.
• Share the information with BPP group companies to inform the customer about other products or services which may be of interest to them.
• Use the information to inform customers of feedback and exam results.
• Communicate with the customer’s employer regarding their progress, results and attendance.

12.2 In the event that customers do not wish to receive correspondence from BPP Professional Education a written request should be sent at bucharest@bpp.ro.

If any part of this Agreement is held to be unenforceable, the remaining terms and conditions shall continue in force.

Name/ Capacity ____________________________________

Signature and stamp ___________________________ Date __________