



# FINANCE, COSTING & BUDGETING ANALYSIS FOR MANAGERS

**23 - 24 JULY 2024**

A circular icon with a white exclamation mark on a gold background, indicating a warning or important notice.

**DEADLINE TO REGISTER**

28 June 2024

# OVERVIEW

This course is designed for current challenging environments whereby managing cost and finance is crucial for company sustainability, growth, profitability & liquidity. Skill sets on managing cash flow, costing, resources constraint, and capitalising on the strength of dollars and low oil price will be optimised through a KPI-focused approach. Real-current problematic costing and financial cases will be analysed, and scenario solutions will be provided.

# OBJECTIVES

- Understand Product Costing systems and accounting for overheads.
- Plan how to achieve optimum profitability under budget constraints.
- Learn Strategic Cost Management and Decision Making in coping with rising costs.
- Build in KPI values for all key strategic organisation divisions.
- Learn Standard Costing and variance analysis.
- Understand the cost accounting methods that can help in identifying the profitable products.
- Know how to read a balance sheet, Profit & Loss Statement & Cash flow.
- Use Cash Flow statement to evaluate performance.
- Understand the relationship between cash flow statement and balance sheet.
- Know how to look for information efficiently in the annual report.
- Learn how to size up a company quickly by reading their financial ratios.

# METHODOLOGY

- Face-to-face
- Case studies, discussion, and etc



# PROGRAMME DETAILS

DATE	TIME
23 - 24 July 2024	8:30 am - 12:00 pm 1:30 pm - 4:30 pm

\*\*\*Subject to change

Please refer to [www.bilif.com.bn](http://www.bilif.com.bn) for the latest updates\*\*\*

# WHO IS THIS PROGRAMME FOR?

- All managers
- Accountants
- Accounting managers
- Cost accountants
- Cost analysts
- Budget analysts
- Systems analysts
- Auditors and financial planners
- All those who are serious in understanding financial & costing impact on their organisation

# PROGRAMME OUTLINE

MODULES	DETAILS
<b>Financial Ratios Analysis (Case Study)</b>	<ul style="list-style-type: none"> <li>• Learn how to size up a company quickly by reading their financial ratios</li> <li>• Liquidity</li> <li>• Solvency</li> <li>• Efficiency</li> <li>• Profitability</li> <li>• Asset Management</li> <li>• Assessing drivers of company profitability and growth</li> <li>• Operations and investment strategies: operating and investment management</li> </ul>
<b>Predicting Business Failure</b>	<ul style="list-style-type: none"> <li>• Measuring the 'Fiscal-Fitness' of a company.</li> <li>• Combination of five weighted business ratios.</li> <li>• The Interpretation of Z Score.</li> </ul>
<b>Cash Flow Statement</b>	<ul style="list-style-type: none"> <li>• Lifeblood of business –Cash Flow Statement.</li> <li>• Relationship between cash flow statement and balance sheet.</li> <li>• 3 streams of cash flow, Operating, Investing &amp; Financing.</li> <li>• How to determine financial health from cash flow pattern.</li> <li>• Determining if the company is using internal cash flow to finance growth or relying on external financing.</li> </ul>
<b>Investment Appraisal and Capital Budgeting</b>	<ul style="list-style-type: none"> <li>• Calculate Return On Investment (ROI).</li> <li>• Calculate Net Present Value (NPV), Internal Rate of Return (IRR), and payback period.</li> <li>• Recommendation to proceed or reject based on financial &amp; non-financial considerations.</li> </ul>
<b>Budgeting</b>	<ul style="list-style-type: none"> <li>• Planning Process.</li> <li>• Preparation Of Budgeting (Operational &amp; financial Budget).</li> <li>• Budgeting and Human Behavior.</li> </ul>

# PROGRAMME OUTLINE

MODULES	DETAILS
<b>Cost Management (Case Study)</b>	<ul style="list-style-type: none"><li>• Outsourcing or Make-or-Buy Decision.</li><li>• Decision to Add or Drop a Product, Service, or Business Unit.</li><li>• Relevant Costs of Replacing Equipment.</li><li>• Pricing Decisions.</li></ul>
<b>Cost Volume-Profit Analysis</b>	<ul style="list-style-type: none"><li>• Understand the concept of breakeven analysis in units and in dollars and the appropriate use of each.</li><li>• Understand the implications of operating leverage.</li><li>• Understand margin of safety and its impact on decisions to add fixed costs or to change cost structures.</li><li>• Understand the use of contribution margin in “what-if” analysis.</li></ul>
<b>Variance Analysis (Case Study)</b>	<ul style="list-style-type: none"><li>• Variance analysis between standard costs and actual costs in context of material, labour, overheads, efficiency, volume, wastages variances.</li><li>• Budgeting process: Detailed steps in preparing budgets (sales, production, materials, human resource, rejects/scrap, indirect costs).</li><li>• Variance analysis between Budgeted costs and actual costs: identifying and rectifying variances. why and what went wrong.</li><li>• Appreciating concept of ‘standard costing’ in cost control.</li></ul>

# PROGRAMME LEADER

## DR STEVEN LIEW

Dr. Steven Liew is a fellow member of the Chartered Institute of Management Accountants, UK and is a Chartered Accountant by profession. He has an Asia Pacific Executive MBA (for senior executives) from the National University of Singapore and a PhD in International Finance with Rushmore University of USA.

Dr. Liew had worked in private sector companies, ranging from family-run businesses to professionally manage multi-national corporations in South Asia and the ASEAN region. He has accumulated more than 30 years of working experience in senior financial & operational management positions spearheading the profitability and growth of companies. He has worked for the MBF Finance & its related group of companies over the 10 years period.

He is a registered Trainer with the Government Human Resources Development Berhad (Pembangunan Sumber Manusia Berhad) and he is a GST Tax Consultant who had successfully completed the Custom examination.

Dr. Steven Liew had conducted various seminars for corporate clientele including Association of Credit Management Malaysia, Chartered Institute of Management Accountants, Malaysia Institute of Management, Malaysia Institute of Accountants, Institute of Bank Malaysia, Nestle, IQPC Worldwide Pte Ltd , Singapore, Lexis Nexis, Proton Edar Malaysia , Brunei Investment Agency, Small Medium Industries Development Corporation , Ministry of Development, Brunei , BICPA Asean Management, Brunei, Risda Group Of Companies, Sales & Marketing Training Forum, Sri Lanka, Giant Retail Sdn Bhd, Telekom Brunei & Ministry of Foreign Affairs, Malaysia, Sabah Electricity Sdn Bhd, Bank Islam Brunei Darussalam. Continental Tyres, Sime Darby Bhd, Sony Malaysia Sdn Bhd, Perodua Sdn Bhd & Credit Guarantee Corporation (M) Bhd. Fujixerox, UDA Holdings, SPNB, Diners Club, Elk Desa Capital Bhd, Antah Schindler, UCSI & Ministry of Finance. Seccom Sdn Bhd. Bridgestone Chemical Products (M) Sdn Bhd. Dialog Group Bhd. SEDCO, KK. Hosiden Electronics (M) Sdn Bhd. STO Maldives. Indah Water Consortium Sdn Bhd. CPA Australia (M) Sdn Bhd.

He is currently providing management consultancy and training specialising in GST, Forecasting, Fast closing monthly, leadership, Strategic Planning, budgeting, accounting, finance, Cost reduction, credit management & loan recovery.

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23 - 24 July 2024

To apply for the programme, please email your completed form to askSEED@bilif.com.bn by 28 June 2024.

CATEGORIES	STAKEHOLDERS	NON-STAKEHOLDERS
FEE	<input type="checkbox"/> \$ 1,600.00	<input type="checkbox"/> \$ 1,800.00

By completing and signing this form, you hereby agree to the terms and conditions below:

Full Name:  IC Number:   
Position:  Department:   
E-mail:  Phone:

Full Name:  IC Number:   
Position:  Department:   
E-mail:  Phone:

Full Name:  IC Number:   
Position:  Department:   
E-mail:  Phone:

#### APPROVING OFFICER

Name:  Email:   
Position:  Department:

Please email the invoice to:

Signature and Company's Stamp

#### Terms and conditions:

##### Cancellation Policy:

- All cancellation must be submitted to BILIF in writing either by letter or email.
- Any cancellation received 30 days or more prior to the training date will incur a cancellation fee of 10% of the programme fee.
- Cancellation received 8 - 14 days to the training date will incur a cancellation fee of 50% of the programme fee.
- Cancellation of registrations received 7 days or less from the date of training or if the delegate fails to attend the training, he/she will be considered as 'no show' and is subjected to 100% of the programme fee.
- BILIF welcomes and accepts replacement of participants up until a day before the training commences.

##### Other terms:

- Participants must complete all scheduled sessions and activities for them to receive the certificate of attendance/ completion.
- Payment must be made upon receipt of invoice issued by BILIF.
- BILIF reserves the right to amend, change or cancel the programme at any given time. We will immediately notify participants and organisations if any such changes are to be made.



# ABOUT BRUNEI INSTITUTE OF LEADERSHIP AND ISLAMIC FINANCE

Brunei Institute of Leadership & Islamic Finance (BILIF) was established in 2010 as the Centre of Excellence for the finance industry in Brunei Darussalam, providing high-quality learning solutions, including signature and collaborative events for human capacity development in the areas of Islamic finance and leadership.

Under the purview of Brunei Darussalam Central Bank (BDCB), BILIF plays a fundamental role in Pillar 5 of Brunei Darussalam Financial Sector Blueprint 2016-2025 in raising financial industry standards, especially in the areas of Islamic finance.

All of our programmes are accredited by Brunei Darussalam National Accreditation Council as Value Added Qualifications. Since its inception, BILIF has conducted 809 programmes and 83 events for more than 16,900 participants, including a suite of Virtual Instructor-Led Training (VILT) programmes and online events (as of December 2023).

BILIF has forged strategic partnerships with local and international organisations over the past 10 years which have allowed us to bring professional programmes, expertise and opportunities to shape future leaders, experts and innovators, particularly in the areas of Islamic finance and leadership. Amongst these strategic partners include The London Institute of Banking & Finance (LIBF), United Kingdom; the Accounting and Auditing organisation for Islamic Financial Institutions (AAOIFI) and Bahrain Institute of Banking and Finance (BIBF), Bahrain; Islamic Development Bank Institute (IsDBI), Kingdom of Saudi Arabia, Singapore

Management University (SMU), Singapore and INCEIF University, Malaysia. Locally, BILIF has also partnered with two of the top higher education institutions in Brunei Darussalam; Universiti Brunei Darussalam (UBD) and Universiti Sultan Sharif Ali (UNISSA) in our joint efforts to impart invaluable knowledge and skills for students and professionals in not only finance but also other private and government sectors.

Appointed by BDCB, BILIF is the official licensing examination centre for Financial Planning Practitioners' Programme (FPPP) and the Qualifying Examination for Insurance/Takaful Agents (QEFITA). BILIF is also the official examination centre for all examinations under Chartered Institute for Securities & Investment (CISI), UK; Chartered Bankers Institute (CBI), UK; International Compliance Association (ICA) and AAOIFI. BILIF has also recently been accepted as a Pearson Vue Authorised Test Centre which can house more than hundreds of examinations such as Certificate in Climate Risk, Certified Internal Auditor® (CIA®) and Certified Associate in Project Management (CAPM), amongst others.

BILIF has received multiple accolades including the "Best Emerging Islamic Finance Training Institution – Brunei 2021" from the International Finance Awards 2022; "Best Islamic Finance Education & Training Brunei 2021" from the Global Banking & Finance Awards® and "Global Good Governance (3G) Human Resource Development Award 2022" received at the 7th Annual 3G Awards Ceremony. BILIF was also awarded its third "GIFA Excellence Award (Islamic Finance Training & Education) 2022, which has been previously received in 2019 and 2021.

**83**

Events

**809**

Programmes  
and Examinations

**16,900+**

Participants



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+673 8271140 to learn more about our offerings*