

# A Group Talent Management Initiative



## Finance for Non-Financial Managers

For Etisalat Group  
Employees

10, 11 & 12  
April 2012  
ETAC Dubai

- Understanding profit and loss accounts, balance sheets and cash flows
- Understanding internal management information and ratios
- Understanding budgeting
- Understanding costing
- Understanding a financial forecast (but not the preparation thereof)
- Understanding financial spreadsheet software and its use
- Using plans, forecasts and taking profit responsibility





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## Day 1

### Dealing With The Fundamentals

#### Session 1 - Introduction To Financial Analysis

- Differences in UK/US accounting terminology
- Identifying the relationship between cash flow and profit
- Development of an integrated cash flow model
- Recognising it's all about cash
- Understanding the relationships between the three main accounting statements

Exercise 1 - Accounting terminology exercise

#### Session 2 - Fundamentals Of Accounting Statements The Profit & Loss Account

- How the P&L has changed over the last 25 years
- Detailed review of the Profit and Loss Account including explanation of all significant accounting terminology.
- Profit types - trading, asset and business
- Inventory, Depreciation, Capitalised interest,
- Minority interests and consolidation
- Exceptional and material items

#### Session 3 - Fundamentals Of Accounting Statements The Balance Sheet

- Detailed review of the Balance Sheet including explanation of all significant accounting terminology
- Understanding the fixed assets note,
- Accounting goodwill – what is it?
- Liabilities, pension fund accounting
- Debt and other liabilities like debt
- Deferred tax, contingent liabilities

## Day 2

### Global Accounting, Cash Flow And Ratio Analysis

#### Session 1 - Global Accounting In The New Century

- Overview of the International Accounting Standards Board
- The implications of the IAS Initiative
- Review of new standards produced in the last five years

#### Session 2 - Understanding Cash Flows

- Detailed review of the Cash Flow Statement
- Analysing and interpreting cash flows
- Summarising cash flows for analysis

Case study - Summarising cash flows - delegates summarise cash flows for analysis purposes

#### Session 3 - Financial Analysis Techniques - Ratio Analysis

- Objectives of ratio analysis
- Developing ratio analysis skills
- Different types of ratios
- How much information is there in ratios?
- Ratio rules – avoiding errors of principle

#### Session 4

Case study – Use of ratios - delegates match ratios to different types of businesses. Delegates consider what ratios do and don't tell us.

#### Expectations from Participants:

- Bring a simple calculator for use in financial analysis cases
- Carry your laptop
- Read the most recent full accounts of Etisalat from cover to cover before start of this course



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## Day 3

### Project Analysis, Budgeting And Forecasting

#### Session 1 - The Management Task

- Defining the purpose of management
- Dealing with issues outside management control
- Dealing with uncertainty

#### Session 2 - Project Analysis

- Introduction to project analysis
- Developing a forecast of the project cash flows
- Identifying the key risk areas

Case study - Speculative housing project - Delegates create and discount a forecast to decide whether to proceed with a capital investment.

#### Session 3 - Budgeting

- What is budgeting?
- Why set a budget?
- How do we use a budget?

#### Session 4

Budgeting case study – camel confectionary. Delegates complete a simple budget for a confectionary business

#### Session 5 - Forecasting

- Why forecast?
- Benefits of forecasting

#### Session 6

Case study – heavy landings – part one. Delegates prepare a 12 months forecast for a new low-cost airline

## Course Structure

The course is in the style of a series of presentations interspersed with case study material. Where possible case studies will be derived from actual information available in the business.

The case studies are designed to enable the delegate to take ownership of the knowledge offered by applying it to a case immediately after the relevant presentation. This is further reinforced by the completion of group cases towards the end of the course.

Delegates are required to carry out a fair amount of financial manipulation and are introduced to spreadsheets with a number of cases.

Delegates should have with them a simple calculator for use in financial analysis cases (a specialist financial calculator is not necessary). A portable computer with spreadsheet software is preferable for completing a number of cases. Whilst the course is not explicitly designed as a spreadsheet software training course delegates less familiar with spreadsheets should be able to develop their spreadsheet knowledge from the case study material offered in the course.

Delegates are encouraged to ask questions and develop their knowledge by enquiry. The presentation style is intensive, inclusive and informal.

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# Biography

### Timothy D. H. Jury F. C. A.

Timothy Jury is a chartered accountant, who qualified with KPMG. He has held main board financial and general management directorships in both quoted and private companies. He has considerable experience of management in turnaround situations and has completed a number of acquisitions, disposals and corporate reorganisations. Having joined Piccadilly Radio plc, the UK's second largest independent radio station, he handled all aspects of a Class 1 acquisition and was a main board director during the period of a contested bid for Piccadilly from Miss World plc.

Following a corporate recovery assignment he joined a major UK consultancy specialising in training for financial services businesses. He spent over two years developing and presenting corporate credit training for a number of large UK banks. Clients included National Westminster Bank, Midland Bank, TSB Group, Allied Irish Bank, Co-operative Bank, Hill Samuel Merchant Bank, Swiss Bank Corporation & Trade Indemnity plc.

After a further corporate recovery assignment in the textiles industry he became a full time training and strategy consultant offering courses covering all aspects of corporate lending, financial analysis, especially cash flow analysis, accounting, valuation, corporate finance, M&A, strategy and management. He combines his lecturing career with consultancy assignments in the areas of strategy development, valuation modelling and corporate finance. He is the author of - Cash Flow Analysis - to be published by J. Wiley and Sons in late 2011 and co-author of - Advanced Credit Analysis - published by Euromoney in January 1997.