

**SMART
CHARTERED
BANKER**

**INTRODUCTION
TO PURCHASING**

**SAGE
LINE 50**

**ADVANCED
FINANCE FOR
NON-FINANCIAL
MANAGERS**

**SUCCESSFUL
BUDGETING**

**FINANCE FOR
NON-FINANCIAL
MANAGERS**

BOOKKEEPING

**INTRODUCTION
TO PAYROLL**

**FINANCE
FOR
DIRECTORS**

Finance for Non-Financial Managers

Take the fear out of finance!

Meet the
trainer:

**Orok
Duke**



Orok is part of our training faculty and regularly delivers this course. He is a qualified accountant with extensive experience of delivering training in both finance and IT. He has acted as a financial consultant for a variety of businesses, and managed a SAGE training centre for over 10 years.

Orok's wide knowledge and engaging delivery style mean that he is able to make even the most challenging technical concepts accessible to delegates at all levels of expertise – which is particularly important on our Finance for Non-Financial Managers course. Orok's focus is on making every part of his courses practical and applicable in the workplace, so delegates return to work with the knowledge they need and the skills to put it to good use.

Who is it for?

Those who need to understand the financial implications of their day-to-day decisions to increase the profitability and performance of their business. This course is suitable for managers with little or no financial knowledge.

What is it about?

This course shows how to interpret key financial statements highlighting the questions and areas that matter. It identifies warning signals that managers need to be aware of and shows how to understand key performance indicators to drive profitability. Delegates will learn how to appraise capital projects with confidence, allowing them to make the best decisions for their business.

What will I get out of it?

- Understanding of financial accounts and reports
- The use and understanding of financial concepts
- Analytical skills to interpret financial results using ratios
- Ability to manage budgets more effectively

Course overview

- The business cycle: understand how money flows in a business
- Business objectives: use financial data to achieve business targets
- The profit and loss statement and the balance sheet
- Accounting policies and how to stop abuses
- Profit versus cash and other key financial ratios
- Working capital management
- Cash flow management
- Cost control and reduction
- Improving margins and sales in your business
- Break even analysis
- Capital investment techniques

You may also like:

Advanced finance for non-financial managers p66. Successful budgeting p68. Intermediate Microsoft Excel p117.

VERY EFFECTIVE
WHEN DELIVERED IN-HOUSE
USING YOUR SPECIFIC FIGURES TO
MAXIMISE RELEVANCE



Participation on this course followed by successful completion of written assessment leads to level 5 award in management and leadership



Forms part of our CMI management qualifications (p54)

Duration & cost	2 days, £899 + VAT
Birmingham	Sep: 15-16 Dec: 8-9 Mar: 14-15
Bristol	Nov: 2-3 Feb: 7-8
Edinburgh	Oct: 17-18 Jan: 19-20
Leeds	Sep: 7-8 Dec: 5-6 Mar: 8-9
London	Sep: 5-6, 20-21 Oct: 5-6, 20-21 Nov: 7-8, 22-23 Dec: 7-8, 21-22 Jan: 16-17, 31-1 Feb: 16-17 Mar: 1-2, 15-16
Manchester	Nov: 21-22, 27-28
Newcastle	Nov: 10-11
Code	FM

Advanced Finance for Non-Financial Managers

Participate more effectively in the strategic, operating and financial plans of your organisation

Who is it for?

Senior managers ready to become “bigger players” in the corporate environment, and participate more fully in driving financial and business success.

What is it about?

This course is about becoming a strategic thinker and planner. You will learn how to analyse key performance indicators and ratios to understand the health of your business and drive its success.

What will I get out of it?

- More effective strategic business thinking
- The ability to appraise any business from its financial statements
- An understanding of ratio analysis and performance indicators to improve results
- Sound financial business plans and forecasts and how to present them

“The course gave real clarity to topics I thought would be complex and difficult to grasp for a non-finance person.”

Martin Hickerton,
Project Manager
L Track (UK) Ltd

Course overview

- Strategic management
- Internal business analysis – your organisation
- Financial analysis and performance indicators
- Using key ratios
- External analysis – your business environment
- Gaining competitive advantage
- Implementing strategy
- Ten steps to a successful business plan
- Strategic, operating and financial plans
- Effective forecasting and budgeting
- Managing risk
- Getting approval for your business plans

You may also like:

Report writing for business p20.
Strategic commercial awareness p43.
Advanced Microsoft Excel p117.

Duration & cost 2 days, £949 + VAT
London Nov: 22-23 Feb: 27-28
Code AFM



Free refresher courses – repeat any course free of charge

Finance for Directors

Mastery of complex financial accounts and forecasts for senior executives

Who is it for?

Executive and non-executive directors who need to improve their understanding of financial matters in order to make a more strategic contribution to the financial health of their organisation. It is aimed at senior managers who need to understand the strategic impact of financial decision making.

What is it about?

Finance is at the heart of any business and all directors need to be able to understand the terminology used, interpret financial statements and assess the health of their business through important key performance indicators. This course will provide the financial knowledge you need to drive business success.

What will I get out of it?

- Understanding of the terminology to enable a more strategic role in financial board discussions
- Optimised productivity and profitability by managing your company’s assets and costs
- Better informed strategic business decisions based on P&L and balance sheet
- Know-how to control fixed and variable operating expenses to maximise your bottom line
- Skills to use commonly accepted financial ratios to assess the health of your business
- An understanding of the difference between management accounts and statutory accounts and what they say about your business



Course overview

- Distinguish between statutory and management accounts
- How to put your ideas across in a manner and language that the chief executive and finance director will understand
- Calculate and interpret financial data
- Financing versus operating leases
- Off-balance sheet reporting
- The profit and loss account and the balance sheet
- Asset management
- Cash flow forecast
- Budgeting with accuracy
- Contribution
- Break-even analysis
- Assessment of financial health
- Financial terminology
- Calculate and interpret key performance ratios

You may also like:

Strategic commercial awareness p43. Liberating leadership p46. Advanced negotiation skills for senior managers p48.

Duration & cost 2 days, £949 + VAT
London Sep: 8-9 Oct: 24-25 Dec: 5-6 Mar: 12-13
Code FFD

Bookkeeping

Get to grips with the fundamentals of your accounting system

Introduction to Payroll

Ensure your payroll operates smoothly on a day-to-day basis

Who is it for?

Anyone wishing to understand the principles of bookkeeping within a business and organisational context, and learn how to apply those principles to financial data.

What is it about?

This course covers the fundamentals of bookkeeping and explains them in a practical, jargon-free overview. Guided by an expert trainer, you will cover all of the key concepts required by a successful bookkeeper and learn how to apply them in practice.

What will I get out of it?

- The basics of double-entry bookkeeping
- Skills to use bookkeeping for VAT
- Ability to read and understand basic financial statements
- Understanding of the implications of different organisational structures
- Practical exercises and application of bookkeeping theory
- A comprehensive reference manual of key terms
- A complete understanding from trial balance to final accounts

“A really good course, a great refresher for me and I’ll definitely use it when I’m back at work.”

Mr Paul Hyne,
Nominet UK

Course overview

- The dual effect – the balance sheet equation
- The balance sheet and profit loss account
- Profits and losses, assets and liabilities
- Double-entry bookkeeping – debits and credits
- The flow of information to trial balance to final accounts
- Books of prime entry
- Bank reconciliations
- Share capital and reserves
- Accruals and pre-payments
- Fixed assets and depreciation
- Bank and doubtful debts
- Suspense accounts
- Stock valuation
- Cash flow statements
- Control accounts

You may also like:

Advanced report writing p20.
SAGE Line 50 p68. Introduction to payroll p67.

Who is it for?

All those in accounts, HR and management who wish to understand payroll legislation and procedures.

What is it about?

A detailed insight into the payroll process providing expert guidance on current legislation, practical tips to avoid common pitfalls and the skills to deal with queries and run day-to-day operations with confidence.

What will I get out of it?

- Ability to calculate and prepare accurate manual payments
- Procedures, checks and controls to eliminate mistakes
- A checklist for compliance with obligations and legislation
- Understanding of the use of deductions and attachments

Course overview

- Payroll obligations and requirements
- Payroll cycle
- Data collection
- Record updating
- Calculation and reconciliation
- Reporting and record keeping
- PAYE
- Tax codes and tables
- Percentages and rates
- Calculating PAYE
- National Insurance
- Using NIC tables
- Calculating NI
- Statutory sick pay
- Statutory maternity




- Pay starters and leavers
- Deductions/attachments
- Court orders
- Pensions
- Student loans
- Voluntary (union etc)
- Tax credits
- Data protection and disaster recovery

You may also like:

SAGE Line 50 p68. Introduction to HR p89. Essentials of employment law p92.

Duration & cost 2 days, £899 + VAT
London **Sep:** 13-14 **Oct:** 24-25 **Dec:** 1-2 **Jan:** 9-10 **Feb:** 8-9
Code BK

Duration & cost 2 days, £899 + VAT
London **Sep:** 6-7 **Oct:** 24-25 **Dec:** 13-14 **Feb:** 13-14
Code PAY

 **Early bird discount – book any short course seven weeks in advance and get 30% off!**

Successful Budgeting

Improve financial control by compiling accurate budgets with confidence

Who is it for?

An introductory course for staff and managers new to the preparation, review and use of budgets. This course is suitable for those with basic to moderate financial knowledge.

What is it about?

Budgeting is an essential part of managing your business and this course explains why. It will enable you to eradicate errors when compiling budgets and thereby avoid financial difficulties. You will learn to present budgets with confidence and accuracy and analyse variances so that corrective action can be taken.

What will I get out of it?

- More effective handling of your annual budget cycle
- Identification of the key drivers behind sales, costs and margins
- Steps needed to compile a budget for your department or organisation
- Tools to analyse variances and identify corrective actions

“Trainer was very knowledgeable and enthusiastic about the subject and very helpful.”

John Meates,
Environtech Limited

Course overview

- The need to plan
- Basic concepts explained
- Budgeting as part of the business plan
- The budgeting process
- Structuring the budgets
- Compiling the budgets – avoiding the pitfalls
- Using the zero-based approach
- Interaction between the statements
- Reviewing the budgets
- Using variance analysis
- Identifying corrective action
- Flexing the budget
- Presenting the budget

You may also like:

Professional presentation skills p13. Finance for non-financial managers p65. Advanced finance for non-financial managers p66.

Duration & cost 1 day, £479 + VAT

London Sep: 2 Oct: 13 Nov: 25 Jan: 24 Mar: 12

Code SB



Participation on this course followed by successful completion of written assessment leads to Level 3 award in First Line Management



Forms part of our CMI management qualifications (p50)

SAGE Line 50

Use SAGE with confidence to stay in control of your accounts

UPGRADED
TO V.16 FOR 2011

Who is it for?

Those members of staff who are responsible for the day-to-day running of an existing Sage Line 50 system or those planning to implement one. Also suitable for those wishing to extract management information from their Sage Line 50 system.

What is it about?

A comprehensive guide to the essential functions of this vital financial management tool. This is a hands on course based in one of our IT suites allowing you to practice tasks and procedures as you are taken through the system functionality step by step.

What will I get out of it?

- Ability to extract information from the screen and as printed reports
- Control of important bookkeeping procedures such as journals, bank reconciliation, month end and VAT reports
- An understanding of set-up considerations and procedures such as planning the chart of accounts and entering opening balances

Course overview

Day 1 – overview of SAGE accounts

- Setting up the system
 - Setting defaults and preferences. Planning and creating a chart of accounts. Setting program options. Entering opening balances. Altering and designing stationery layouts.

- Sales ledger
 - Creating accounts, entering manually prepared invoices and credit notes, producing free text invoices via invoice production, skeleton invoices, refunds and write-offs, and contra entries
- Purchase ledger
 - Creating accounts, entering invoices and credit notes and disputing invoices
- Bank transactions

Day 2

- Nominal ledger
 - Nominal ledger reports, journal entries and skeleton journals
- Assets register
 - Creating categories, recording assets
- VAT
 - Preparing the VAT analysis report and reconciling transactions
- General maintenance
 - Backup and restore, error correction, criterion searches, the use of shortcut keys and reports
- Month end procedures
 - Recurring entries, prepayments and accruals, depreciation and closing off
- Year end procedures
 - Reconfiguration, zeroing balances and closing off
- Further reporting
 - Sales, purchase, nominal and bank reports, budget and prior year comparisons, and graphs

You may also like:

Advanced report writing p20. Bookkeeping p67. Introduction to payroll p67.

Duration & cost 2 days, £499 + VAT

London Sep: 15-16 Nov: 7-8 Dec: 15-16 Feb: 13-14

Code SAGE

Chartered Banker

Leading financial professionalism

The SMART route to Chartered Banker status

The highest recognised qualification for banking professionals



“I was impressed by the enthusiasm and support offered by the CIOBS staff, my mentor, and Reed Learning. SMART Chartered Banker is an excellent programme, and I feel privileged to have been involved in it.”

Steve Harrison, Wholesale Risk, Credit Training, Bank of Scotland

The Senior Management Accelerated Route to Chartered Banker status (SMART CB) offers practising senior banking professionals a way to gain a recognised external endorsement of their skills. For those employed in the complex and ever-changing banking industry this demonstration of technical expertise and probity has never been more important.

How does it work?

In order to be eligible for the accelerated route to Chartered Banker status, applicants must work at a senior level in their organisation. A detailed review of prior experience and qualifications will be undertaken before suitability for the fast-track route is confirmed.

The qualification is undertaken alongside the candidate's day-to-day job, offering the opportunity to critically evaluate and benchmark current practice and past experience through a rigorous assessment of competence. The personalised assessment method minimises time out and disruption and maximises relevance, while candidates benefit from the advice and support of a personal mentor to guide them through the qualification.

SMART CB keeps further examinations to a minimum, and includes a compulsory module in Professionalism & Ethics.

External endorsement

Upon completion of the qualification candidates will be authorised by The Chartered Institute of Bankers in Scotland to use the designation “Chartered Banker”, subject to meeting its annual CPD requirements. They will benefit from the associated standing and recognition of competence, as well as a Level 7 (SCQF Level 11) qualification (equivalent to a Masters degree).

Find out more

For an application pack or to request an initial consultation please email chartered.banker@reed.co.uk or call 0800 170 7777.

GAIN
CHARTERED
BANKER
STATUS IN
UNDER 12 MONTHS

Duration & cost Duration dependant on experience but typically under 12 months, prices on request. Previous qualifications including MBA, MSc, CFA, and ACA can provide credits towards this programme

For information on the traditional study route to Chartered Banker please visit www.charteredbanker.com

CIMA Mastercourses

Specialist courses for finance professionals that count towards your CPD

CIMA Mastercourses

These courses provide expert continuing professional development integral to the career of finance professionals. All Mastercourses can be booked through Reed Learning with exclusive discounts: full outlines plus dates can be found online at www.reedlearning.co.uk or simply call 0800 170 7777 if you know which course you would like to attend.

**FULL OUTLINES FOR ALL
CIMA MASTERCOURSES
ARE AVAILABLE ONLINE AT:
REEDLEARNING.CO.UK**

These courses are run by CIMA Mastercourses and endorsed by Reed Learning



Course listing	Duration	Cost	Code
20 major mistakes made by accountants – and how to avoid them	6 hours	£539 + VAT	CIMA501
Accounting for carbon	6 hours	£539 + VAT	CIMA302
Activity based costing and management – making it work in the real world	6 hours	£539 + VAT	CIMA502
Better forecasting and budgeting	6 hours	£539 + VAT	CIMA15
Budgeting and financial planning – essentials	6 hours	£400 + VAT	CIMA503
Business cases that convince	6 hours	£539 + VAT	CIMA504
Business continuity management	6 hours	£539 + VAT	CIMA81
Carbon reporting and carbon footprinting	6 hours	£539 + VAT	CIMA505
Commercial law issues for finance professionals	6 hours	£539 + VAT	CIMA506
Commercial skills for finance professionals	6 hours	£539 + VAT	CIMA402
Companies Act 2006 for finance professionals	3 hours	£269 + VAT	CIMA531
Corporate performance management and business intelligence	6 hours	£539 + VAT	CIMA82
Corporation tax refresher and update	5½ hours	£539 + VAT	CIMA507
Credit management – what you need to know	6 hours	£360 + VAT	CIMA32
Develop into a director	6 hours	£539 + VAT	CIMA307
Driving down costs	6 hours	£539 + VAT	CIMA508
Effective transfer pricing	6 hours	£539 + VAT	CIMA83
Faster financial closing	6 hours	£539 + VAT	CIMA41
Financial management in SMEs	6 hours	£539 + VAT	CIMA33
IFRS – a comprehensive refresher	11 hours	£899 + VAT	CIMA510
IFRS for SMEs – a comprehensive understanding	5½ hours	£539 + VAT	CIMA511
Implementing winning KPIs	6 hours	£539 + VAT	CIMA22
Internal audit	6 hours	£539 + VAT	CIMA512
Introducing the forecasters' toolkit	6 hours	£539 + VAT	CIMA207
Investment appraisal – introduction	5½ hours	£539 + VAT	CIMA513
IT financial management	6 hours	£539 + VAT	CIMA98
Joint ventures and strategic alliances	6 hours	£539 + VAT	CIMA97
Lean finance	6 hours	£539 + VAT	CIMA100

Course listing	Duration	Cost	Code
Management accounting and reporting best practice	6 hours	£539 + VAT	CIMA529
Management accounting update – adding value beyond the numbers	5½ hours	£539 + VAT	CIMA514
Managing business and financial turnarounds	6 hours	£539 + VAT	CIMA95
Margin management	6 hours	£539 + VAT	CIMA516
Performance measurement & benchmarking	6 hours	£539 + VAT	CIMA209
Pricing strategies and value	6 hours	£539 + VAT	CIMA91
Quick month end reporting	6 hours	£539 + VAT	CIMA518
Shared services	6 hours	£539 + VAT	CIMA519
Smarter thinking, smarter working	6 hours	£539 + VAT	CIMA415
Spreadsheet skills for forecasting, planning and budgeting	6 hours	£539 + VAT	CIMA18
Strategic management accounting	5½ hours	£539 + VAT	CIMA3
The balanced scorecard	6 hours	£539 + VAT	CIMA191
The CFO of the future – best practice measurement and reporting	6 hours	£539 + VAT	CIMA520
The CFO of the future – cost and profitability analysis	6 hours	£539 + VAT	CIMA521
The CFO of the future – finance leadership	6 hours	£539 + VAT	CIMA522
The CFO of the future – flexible planning and rolling forecasts	6 hours	£539 + VAT	CIMA523
The CFO of the future – strategic management	6 hours	£539 + VAT	CIMA524
The legal and regulatory framework	6 hours	£539 + VAT	CIMA525
The role of the company secretary	6 hours	£539 + VAT	CIMA515
The strategic accountant	6 hours	£539 + VAT	CIMA57
UK GAAP – a comprehensive refresher	11 hours	£899 + VAT	CIMA526
Understanding & improving business processes	5½ hours	£539 + VAT	CIMA250
US GAAP – introduction	5½ hours	£539 + VAT	CIMA527
VAT refresher and update	6 hours	£539 + VAT	CIMA528
Working capital optimisation	6 hours	£539 + VAT	CIMA444

More courses

Certain specialist or technical courses run only in-house or on request.
Call us on 0800 170 7777 or visit reedlearning.co.uk/FINANCE to find out more

You may also like:

Advanced Budgeting

This course goes beyond the basics of financial management to analyse in more detail what drives sales and costs. It looks at various techniques including balanced scorecard, sensitivity analysis, and some sector-specific models. Delegates will learn how to build a budget model which makes sense for their organisation and reflects their patterns of activity.

Duration 1 day

Credit Control – Minimising the Risk

This course will allow those in a credit control function to uncover practical tips and solutions to maximise cash flow into an organisation in any economic environment.

Duration 1 day

Understanding the City and Financial Markets

This course is aimed at individuals who need to gain a greater understanding of how the City works. Whether dealing with clients in the industry or just needing a greater knowledge of the financial world, this course will help delegates see the big picture and understand the main forces of change at work in the financial system.

Duration 1 day

Performance Measurement and Benchmarking

This course aims to lead you through the best practice current thinking on how to set up, maintain and improve performance measurement systems within your organisation. Delegates will learn not just how to use financial and management information to look backwards, but also to influence future results.

Duration 1 day

Introduction to Risk

This course is an overview of the risks seen most often in companies' financial dealings. Delegates will learn about the key financial risks to any business and proven strategies for mitigating those risks.

Duration 2 days

Essentials of Corporate Finance

A workshop aimed at anyone who needs an understanding of the tools and decision making processes that a company employs in considering how to fund future expansion plans, and how to apply these processes in their own organisation.

Duration 2 days

Finance For the PA & Administration Personnel

1 day, £499 + VAT

The core financial skills needed by any effective manager.

Turn to page 75

Report Writing for Business

1 day, £479 + VAT

Create compelling and persuasive business documents.

Turn to page 20

Advanced Report Writing for Business

1 day, £499 + VAT

Producing complex reports with clarity and precision.

Turn to page 20

Advanced Microsoft Excel

2 days, £350 + VAT

Advanced skills and functions for using Excel to its full potential.

Turn to page 117

Introduction to Visual Basic for Microsoft Excel

2 days, £350 + VAT

Learn to manage data more effectively using VBA coding and macros.

Turn to page 117

PRINCE2® Practitioner

5 days, £1,699 + VAT

The standard for project management in the UK.

Turn to page 59

“Very useful and helpful course with a very good trainer.”
Julia Salter, BBC



“This is the first course I have attended where I was actually excited about returning for the second day – the training style was excellent.”
Claire Burge, Williams Southern Ltd