



## Practical Budgeting in SMEs (re-run)

Programme Code: W141004S

For all organizations, the budgeting process is one of the most time-consuming activities they carry out on a regular basis. Typically, for most SMEs, the process is fraught with uncertainty, estimates, guesswork, mistrust and failure. And yet it is a process that is vital to the success of the enterprise: It deserves the highest care and attention.

This workshop will lead delegates to become motivated to spend more time and effort in the preparation of their budgets for their cost centres, departments or business units. Delegates will especially learn to recognize that the process is not just numbers driven and discover how to use it to drive the business forward. Also, delegates will learn how to use budgets as an effective performance monitoring and measurement tool to better manage the different costs that affect operations and the bottom line.

<b>Date</b>	<b>Saturday, 4 October 2014</b>
<b>Time</b>	<b>9:30 a.m. – 12:30 p.m.</b>
<b>Venue</b>	Hong Kong Institute of CPAs, 27/F., Wu Chung House, 213 Queen's Road East, Wanchai, Hong Kong.
<b>Format</b>	Workshop including practical examples
<b>Language</b>	English
<b>Fee</b>	HK\$750 for HKICPA member or student; and IA/ HKIAAT member or student HK\$1,500 for non-member
<b>Objectives</b>	<ul style="list-style-type: none"><li>• Recognizing the importance of and need for realistic budgets</li><li>• Uncovering the barriers &amp; resistance to budgeting</li><li>• Budgeting as a planning, control and performance measurement tool</li><li>• Types of costs - their implications and impact on profitability</li><li>• Effective cost management to improve profitability</li><li>• Knowing/setting the goals &amp; objectives of the unit/department/company</li><li>• Testing assumptions used in preparing the budget</li><li>• Monitoring performance - actual vs planned/budgeted</li><li>• Analyzing budget variances/gaps</li><li>• Some common problems in budgeting/shortcomings</li></ul>
<b>Speaker</b>	<b>W Francis Rowlands</b> FCMA MCIM AMIMI AAE Executive President, Dragon Business Skills & Development Past Chairman, Global Markets Committee, CIMA  Mr. Rowlands has more than 15 years experience of working in manufacturing industries, 8 years in the motor industry and over 25 years as a business development specialist across most business sectors. He has been leading the Dragon Business coaching team for 20 years, developing practical, skills-based learning, education and development programmes; delivered and led conferences, workshops and seminars to business professionals in Beijing, Brunei, Capetown, Dubai, Hong Kong, Shanghai, Singapore, Malaysia, Qatar, Xiamen and Europe as well as the UK.
<b>Participants</b>	For those who need to use the practical aspects of budgeting in the dynamic, commercial world, private sector, public purse or charitable foundations
<b>Competency</b>	Management accounting
<b>Rating</b>	Intermediate to Advanced Level (Please refer to the <a href="#">Institute's online CPD Learning Resource Centre</a> )
<b>CPD hours</b>	3



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 just log on to "My CPA" at  
<http://www.hkicpa.org.hk>**

### HKICPA Event Enrolment Form (For Support Programme)

Finance & Operations Department,  
 Hong Kong Institute of CPAs,  
 37/F, Wu Chung House, 213 Queen's Road East, Hong Kong

Payment & Enrolment Status Enquiry: 2287 7381  
 e-mail: [finance@hkicpa.org.hk](mailto:finance@hkicpa.org.hk)  
 Fax : 2893 9853

Course Information Enquiry:  
 2287 7386 / 2287 7253  
 e-mail: [cpd@hkicpa.org.hk](mailto:cpd@hkicpa.org.hk)

**FOR OFFICE USE**

**Deadline: 7 working days before the date of the programme**

No.	Membership		Full Name of Participant(s) (Block Letters)	Company	Email address <sup>*(2)</sup> (Block Letters)	Programme Code	Fee (HK\$)	
	No.	Status (1)						
1								
2								
3								
4								
							Total (HK\$)	

\* Email address is for enrolment confirmation purpose. Please refer to note (2) for details.

I am unemployed and not working. I am planning to rejoin the workforce.  
 The Institute reserves the right to allocate places to enable the enjoyment of more members in this event.  
 The Institute's decision is final. Applicant must submit the enrolment form 10 working days before the event.

Contact Person : \_\_\_\_\_ Tel No. : \_\_\_\_\_ Fax No. : \_\_\_\_\_ E-mail : \_\_\_\_\_

**Payment Method** (Please tick the appropriate box)

Cheque (no. \_\_\_\_\_) payable to "Hong Kong Institute of Certified Public Accountants" or "HKICPA" <sup>(6)</sup>

VISA / MasterCard     BOC HKICPA UnionPay card

Card Number:																				Card Expiry Date (MM/YY):				
Cardholder's Name (block letters):														Cardholder's Signature:						Date:				

I would like to have an official receipt. (Remarks: Official receipt will be sent to your email address provided above).

- Notes:**
- Membership Status: **NP** = Non-Practising, **P** = Practising, **IA** = International Affiliate, **S** = Student, **HKIAAT** = HKIAAT Student or Member, **GAA** = GAA Passport holder, **NM** = Non-Member.
  - Successful applicants will receive confirmation of registration by email at least 3 working days before the event. Unsuccessful applicants will also be notified around the same time. If you have not heard from the Institute regarding your registration 2 working days before the event and if you have other enquiries related to the programme, please make enquiry at 2287 7386 or 2287 7253.
  - NO ADMISSION TICKET will be issued. Please bring your HKICPA membership card or confirmation email for admission purpose.
  - All applications are on a first-come-first-served basis.
  - Application by fax will ONLY be accepted when payment is made by credit card. Cash is strictly not accepted. Please ensure all the particulars relating to payment are completed, otherwise the application cannot be processed. There is NO need to send in the enrolment form again if it has already been faxed to the Institute.
  - Please issue SEPARATE CHEQUE for each event.
  - NO REFUND/CANCELLATION will be entertained after the application is processed.
  - All scheduled events will be cancelled and postponed to a date to be announced in the event of typhoon signal no. 8 or above or if a Black Rainstorm warning is hoisted. For details of bad weather arrangement for CPD programmes, please refer to the Institute's homepage.
  - The Institute reserves the right to change the venue, date, speaker or to cancel the event due to unforeseen circumstances.
  - Your personal data collected from the enrolment process and administration of courses will be used for the purpose of the administration of the course on which you are enrolled. Such data collected may be accessible by the Institute's officers, persons or committees processing the application and related matters. In addition, the Institute may use the collected data for statistical research and analysis and, if applicable, for validation of CPD hours. The Institute intends to use the personal data of your name, email address and correspondence address to inform you, where relevant, of CPD activities, members' benefits, goods, services, facilities and events organized or provided by the Institute or other organizations. Members and registered students may opt out of receiving such materials at any time by logging in via the following link <https://www.hkicpa.org.hk/en/members-area/comm-preference/>. Non-members may opt out of receiving such materials at any time by sending an email to the Institute at [privacyofficer@hkicpa.org.hk](mailto:privacyofficer@hkicpa.org.hk) or a letter to the Institute's privacy officer. For more information about the privacy policy of the Institute, please go to <http://www.hkicpa.org.hk/en/service-tools/privacy-policy/>
  - No unauthorized audio or video recording is allowed at CPD events.

For payment by cheque, please fill-in your postal address for refund in case the event is full or cancelled.  
 (Remarks: For payment by credit card, refund will be made directly to your credit card.)

Name:	Name:
Address:	Address: