



Professional Certificate Programme in

BUDGETING, PLANNING AND FORECASTING

Learn the technicalities and practicalities of budgeting and forecasting in a rapidly changing global business scenario

OVERVIEW

Through the Professional Certificate Programme in Budgeting, Planning, and Forecasting you will learn to embrace data and analytics in conjunction with well-established planning and forecasting best practices and enhance strategic decision making. Learn to identify and integrate a performance management framework which is essential to provide corporate visibility of the activities that directly deliver growth, and provide a clear framework for determining how to continuously allocate resources to support the strategy.

Creating and implementing sound planning, budgeting and forecasting processes enable organizations to develop more accurate financial reports and analytics - which can lead to more accurate forecasts and ultimately revenue growth. Its importance is even more relevant in today's business environment where disruptive competitors are entering even the most tradition-bound industries.



Start Date

June 11, 2022



Duration

5 weeks (4-6 hours/week)
Saturday (04:00 PM to 06:15 PM) &
Sunday (10:00 AM to 12:15 PM)



Course Format

Live Online



Case Studies

4+



Fees

INR 40,000/- +GST



EMI Options

Starts at Rs. 3,161/month*

**Programme
Application Link**

[CLICK HERE](#)



PROGRAM HIGHLIGHTS



5 weeks



Learn the technicalities and practicalities of budgeting and forecasting in a rapidly changing global business scenario



Learn from Leading SPJIMR Faculty and Industry Experts



7 Industry-oriented Modules



Experience Live Online Learning Without Taking a Career Break



Gain Practical Insights from Real-world Case Studies



Expand Your Professional Network with Experienced Peers



Receive an SPJIMR Certificate of Completion

WHO IS THIS PROGRAM FOR?

- > CFO
- > Group Heads
- > Head of Finance
- > Managers
- > Head of Accounts
- > Accountants
- > Strategic Heads
- > Budget Holders
- > Vice Presidents
- > Capital Management



LEARNING OUTCOMES

By the end of this course, you will be able to:

Lead a change in thinking to make **budgets driven by strategy** rather than previous spending

Empower and motivate budget managers to be more **proactive and excel**

Flex plans and budgets to cope with **change and thrive**

Embrace technology, change and uncertainty as opportunities rather than threats to **deliver better results**

Encourage innovation to deliver better performance with a "mission command" approach

Utilize and improve **forecasting**



Module 1: The need for dynamic budgeting - Navigating change

- > Why budgeting
- > Budgeting failings in times of massive change - Pandemic examples and practical solutions
- > What will certainly change and what may change?
- > Can we budget and plan for “change”?
- > How can budgets can be made more dynamic and responsive
- > Monitoring and reacting to change effectively
- > Budget development and framework
- > Getting teams to deliver under uncertainty
- > Practical exercise/case study

Module 2: Maintaining strategic focus - Planning and controlling

- > Why does strategy matter for “operational” budgets and plans?
- > Aligning budgeting plan with strategic guidelines
- > Strategy and the budget at a business and corporate level
- > Getting all managers to understand the strategy and work together to deliver it with simple models
- > Promoting “strategic thinking” over “strategic planning”
- > Moving from an annual operational focus to a strategic view
- > The potential of balanced scorecards and KPIs to improve performance
- > Making performance tracking more relevant, visual, and useful
- > Practical exercise/case study

Module 3: Value led strategic cost management

- > Moving from a purely “cost focus” to including a “value” focus when managing finance
- > Understanding and managing costs drivers and the impacts of variety and complexity
- > Activity-based costing and budgeting – limitations and potential
- > Emerging approaches to deliver more value for less cost
- > Structuring revenue by product lines, contracts, and territories
- > Practical exercise/case study

Module 4: Flexible capital budgeting

- > Longer-term investment planning
- > Traditional approaches to capital budgeting
- > Moving from asking “what if” to “what could be” to include response options in investment decisions

- > Moving from input focus to outcome focus
- > Monitoring change for capital budgeting
- > Responding to change in capital budgeting
- > Outsourcing and leasing as alternatives
- > Practical exercise/case study

Module 5: Updating budgeting practices

- > Moving beyond a drive for “best practice” to continuous improvement in budgeting and planning
- > The evolution of budgeting and planning
- > Limitations and problems with traditional budgeting
- > Marking budgeting and planning better - simple steps
- > Emerging trends in budgeting – what comes next?
- > Beyond budgeting – application, limitations, and lessons
- > Practical exercise/case study

Module 6: Innovation in budgeting and planning

- > Evolution of technology in budgeting and planning
- > Emerging technologies and their application to budgeting and planning
- > Problems and advantages of new technology adoption
- > Innovation beyond technology
- > Practical exercise/case study

Module 7: The future is forecasting

- > Benefits of developing and using better forecasting
- > Financial forecasting – tools and approaches, new developments
- > Non-financial forecasting
- > Future “Black Swans” - building resilience and coping with events that cannot be predicted
- > Practical exercise/case study

PROGRAM FACULTY



Mr. Prem Chandrani

Head of Finance & Chairperson of International Relations, SPJIMR

Prof. Prem Chandrani is the Senior Management Professional and Chairperson of International Relations at SPJIMR. His areas of expertise include Business Strategy, Management Control Systems and Consulting, Corporate Finance, Simulation and Decision making. Prof. Chandrani has completed his MBA from London Business School, UK and Wharton, USA. He has over 30 years work experience in industry and management consulting, most of it at the C level. Prof. Chandrani's work experience spans Australia, Canada, India, Japan, Middle East, UK and USA

- > B.Com (Hons.), Shri Ram College of Commerce, Delhi University
- > FICWA, Institute of Cost and Works Accountants of India
- > ACA, Institute of Chartered Accountants of India
- > CMA, Institute of Chartered Management Accountants, UK
- > MBA London Business School, UK and Wharton, USA
- > CISA, ISACA, USA



Mr. Vinay Goyal

Prof. of Finance, SPJIMR

Mr. Vinay Goyal, Ph.D., CA, MBA, is Associate Professor in Accounting and Finance. With an academic experience of 15 years and industry experience of 10 years, he is an acclaimed academician in Finance & Accounting. He has also completed his FDP from the prestigious IIM Ahmedabad and Diploma in IFRS from KPMG. He is a rank holder CA with a Ph.D. in management from Indore University. His teaching interests are Financial Accounting, Cost & Management Accounting, Financial Statement analysis, valuation, and Banking. The research interest is in earnings management, disclosure norms, corporate governance, compliance requirements, and board structures.

Before joining full-time in academics, he has worked with The Cosmos Bank Ltd., IDBI Bank Ltd., and The Daly College in various roles of operations and finance. He has worked for seven years at IIM Raipur and three years at Goa Institute of management Goa. Dr. Goyal has more than 20 research papers and case publications in the journal of international repute and Ivey cash publishing. Dr. Goyal has conducted several MDP programs, both online and offline, in the area of Corporate Finance, Accounting, Cost & management accounting, Strategic Cost Management, Finance for non-finance, and Risk management. Dr. Goyal has supervised eight Ph.D. candidates who are providing services in reputed academia and industry

Note: Programme Faculty might change due to unavoidable circumstances, and revised details will be provided closer to the programme start date.

ORIENTATION WEEK

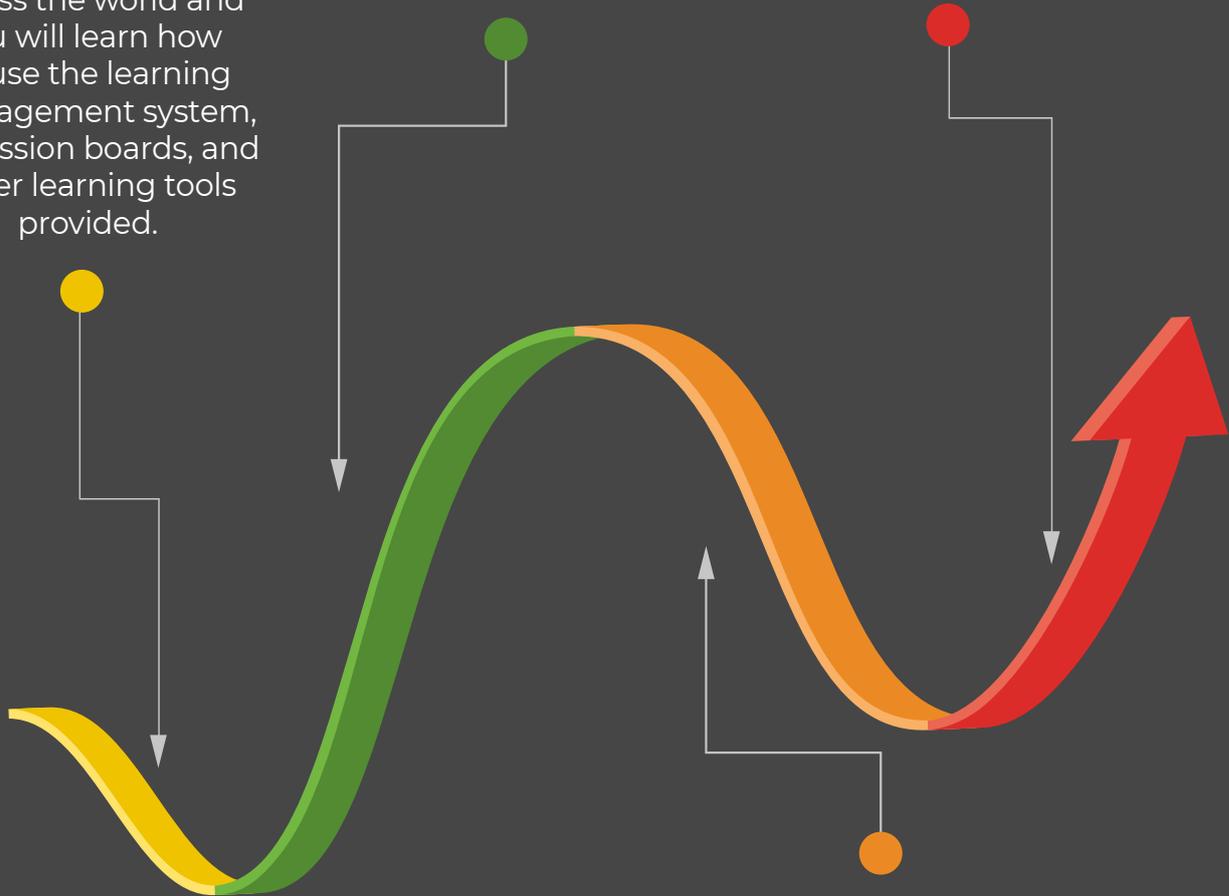
The first week is orientation week. During this week you will be introduced to the other participants in the class from across the world and you will learn how to use the learning management system, discussion boards, and other learning tools provided.

LIVE SESSIONS

During the program, there are Seven live sessions conducted by Mr. Prem Chandrani & Mr. Vinay Goyal

CONTINUOUS PROGRAMME ACCESS

You will continue to have access to the program learning material



INTERACTIVE SESSIONS

In the live sessions Course Leaders will also conduct Q&A to help participants clarify any questions they may have regarding the program content.

Learning Journey

Budgeting, Planning and Forecasting programme is spread over 5 weeks and consists of Live interactive sessions, Case Studies and Discussions.

CERTIFICATE



**Upon successful completion of the programme,
participants will be awarded a certificate
by SPJIMR**

Participants will be provided a Professional Certificate from SPJIMR, upon completion of all the course modules.

Earn Your Certificate

The Budgeting, Planning, and Forecasting Program is exhaustive and this certificate is proof that you are closer to your goals.

Differentiate Yourself With A Professional Certificate

The knowledge and skills you have gained working on case studies will set you ahead of the competition.

Share Your Achievement

Talk about it on LinkedIn, Twitter, Facebook - Tell your friends and colleagues about it.

SYSTEM REQUIREMENTS

This programme includes live online classes. To attend a live online class you will need to have a PC/ Laptop/ Mac with:

- Speakers and microphone: built-in or a USB plug-in or wireless Bluetooth
- Webcam: built-in or USB plug-in Processor: with Dual Core 2Ghz or higher (i3/ i5/ i7 or AMD equivalent)
- RAM: 4 GB or higher
- OS: Either MacOS 10.7 or higher OR Windows 8 or higher
- An internet connection: Minimum bandwidth of 3.0 Mbps (up/ down)
- Browser: IE 11+, Edge 12+, Firefox 27+, Chrome 30+ Zoom software client installed on your PC/ Laptop/ Mac

We use the Zoom software application to conduct live online classes. Zoom works on a variety of PCs/ Laptops/ Mac systems and also on phones and tablets.

You can join your live online class from a phone or tablet if it supports the Zoom client.

We recommend that you attend classes from a PCs/ Laptops/ Mac.



PROGRAM PARTNERS



THE TIMES OF INDIA GROUP

About Times Group

The Times of India Group began its operations in the year 1838 and is India's oldest and largest media house. The Times of India, is the World's largest-selling English newspaper, with over 5 million copies sold daily. The Economic Times is the World's 2nd largest English business newspaper second only to The Wall Street Journal, with over 800,000 copies sold daily. The Group is also amongst India's most diverse media houses with assets across Publishing, Radio, TV, Out of Home (OOH) and Online Media.



From the Economic Times

About ET Masterclass

ETMasterclass is an initiative of The Economic Times to disseminate knowledge, experience and expertise amongst working professionals and business leaders. We offer a comprehensive portfolio of executive seminars and professional training to brush-up your skills and develop strategic edge your industry demands. Our hands-on experiential training programmes will help you coin real-time solutions to your on-the-job practical challenges and accelerate your performance and organisational growth.

Our course content is designed, developed and delivered by industry leaders, academics, internationally acclaimed authors & gurus, economists and business consultants. Our training modules and course content are regularly reviewed and updated by eminent experts to ensure the curriculum reflects the diverse landscape of innovation across Finance & Investment, Power & Energy, Life Sciences, Telecoms, Retail, Real-Estate & Infrastructure, Technology and more.



About SPJIMR

S P Jain Institute of Management and Research (SPJIMR) is a leading school of management in the heart of India's financial centre, Mumbai. SPJIMR is a part of the Bharatiya Vidya Bhavan and functions as an autonomous institute with entrepreneurial agility. It consistently ranks amongst the top ten management institutes in India.

Inaugurated in 1981 by the then British Prime Minister, the Late Hon. Margaret Thatcher, SPJIMR's mission is to Influence Practice and Promote Value-based Growth. It builds on this mission through pedagogic innovations and pioneering programmes, carving a distinctive path in management education. SPJIMR has acquired the reputation of meeting societal needs of under-managed sectors by offering unique, purposeful and relevant initiatives.

S P Jain Institute of Management & Research is featured among the top 50 business schools in the 2021 Financial Times Masters in Management (MiM) global rankings for a second consecutive year. The Institute is one of only three Indian schools and the only private Indian school of management to feature in the FT MiM top 50 ranks for 2021.

SPJIMR has been awarded accreditation by the prestigious AACSB International -The Association to Advance Collegiate Schools of Business. SPJIMR has been recognized as a "pioneering school" with the highest "Level 5" rating for its social impact and sustainability achievements. This recognition was announced at the 2021 annual edition of the Positive Impact Rating, or PIR, which was launched on June 17, 2021 at the United Nations PRME Global Forum. 'Pioneering schools' were described as those with "unique, sustaining global leadership progress in all impact dimensions."

SP Jain Institute of Management and Research offers highly acclaimed Management Development Programmes (MDPs), that centre around key business fundamentals like SCM, Emerging Leaders, Design Thinking, Managerial Effectiveness, Team Building, Sales & Marketing skills, Management of Organisational Change, etc. to emerging issues like Big Data, Creativity & Innovation, and Leadership.

The pedagogy employed involves a variety of teaching methods: case studies, design thinking, simulations, role plays, closed group analyses, and applied learning projects, interspersed with lecture sessions on theory and practice.

CONTACT US



THE TIMES OF INDIA GROUP

Times Internet Limited (Times Center)
FC - 6, Sector 16 A, Film City Noida - 201301
Uttar Pradesh, India

☎ +91 7353043460

✉ deepak.aggarwal@timesinternet.in

🌐 www.masterclass.economictimes.indiatimes.com