



*It's not the strongest species that survive ....*

*Nor the most intelligent ....*

*But the ones most responsive to Change !*

**Charles Darwin**

TRAINING COURSES from  
MVL Consulting Knowledge Center



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## TRAINING COURSES from MVL Consulting Knowledge Center

*"Your most precious possession is not your financial assets. Your most precious possession is the people you have working there and what they carry around in their heads, and their ability to work together."*

- Robert Reich, Former Secretary of Labor to former President Bill Clinton



### **Training Courses offered**

For many of our clients there is the requirement for a learning solution that fits their specific training requirements - courses that are designed from the outset to match corporate objectives and structure. Our in-house training will help you develop the full potential of your staff. Our consultative approach includes a training needs assessment and delivers a bespoke learning programme based upon agreed criteria - ensuring the training we deliver is the training you need

- **Business Basics**
- **Financial Fundamentals**
- **Introduction to Budgeting**
- **Operational Analysis**
- **Strategic Analysis**
- **Activity Based Management**
- **Working Capital Management**
- **Understanding and Managing Business Risks**
- **Corporate Governance and Risk Management**

### **Customised Training Programmes**

Our customized in-house training programs are a convenient, cost-effective way to provide your staff with critical information that will immediately add value to your organization.

The programs can be customized to suit the needs of your company. The program contents can be redesigned and adapted for your specific needs.

### **Benefits of in- company programmes**

We offer a variety of seminars which can be geared towards your employees' needs. We have the quality programs and expert instructors to give your company an edge in today's competitive market. Our in-house training provides following benefits:

- ✓ Allows all employees to be in one place at one time.
- ✓ Provides consistent training for all employees.
- ✓ You can incorporate internal policies and procedures.
- ✓ Unlimited number of employees can be trained for a set fee.
- ✓ It provides targeted training to the employees.
- ✓ Convenience - Schedule your seminar when it's most convenient for you and your staff - at your office or the location of your choice. Courses can be tailored to a 4, 8, 12, or 16-hour presentation.

### **Our Trainers**

Our training programs are conducted by senior finance professionals, industry experts and bankers who teach from experience using state-of-the-art training methodologies. Programs are multi-dimensional and combine customized lectures, individual and group exercises, case studies and, in many cases, sophisticated computer simulations.

## **About us**

MVL Consulting Private Limited is a group of finance, banking and industry professionals having accumulated expertise of hundreds of man years. We bring to bear a wealth of practical experience of directly operating in and regulating financial markets, and of providing relevant training. We and our associates have gained this experience in senior positions in large corporate, large commercial banks, merchant banks, fund management companies, stock exchange and its leading member firms, other international consulting firms etc.

MVL Consulting has a very experienced senior advisory board who have worked at national and international levels in finance and banking industry.

MVL Consulting is an accredited training institution by the Indian Institute of Bankers for its Diploma in Banking and Finance.

## **Recent Training Seminars**

**“How to Build an Internal Rating System”** for designing, building and implementing credit risk rating of borrowers in compliance with New Basel 2 Capital Accord. The seminar was held at Hotel Taj Mahal, Mumbai on September 15-16, 2003 and was attended by delegates from ICICI Bank Ltd, Infrastructure Development and Finance Corporation Ltd., IDBI, ING Vysya Bank Ltd, Development Credit Bank Ltd. etc.

**“Risk Based Supervision and Risk Based Internal Audit in Banks”**  
The seminar was held at Hotel Le Meridien, Pune on February 09-11, 2004 and was attended by delegates from State Bank of India, Bank of India, Punjab National Bank, Dena Bank, ING Vysya Bank Ltd, Bank of Rajasthan Ltd., United Western Bank Ltd. etc. and also by delegates from banks in Sri Lanka and Africa

**To get full course curriculum and for other enquiries, please contact:**

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# Course Curriculum

<b>Course</b>	<b>Business Basics</b>
<b>Introduction</b>	Business Basics provides a clear and logical introduction to the field of business finance. Suitable for managers and business professionals in any company, but perhaps particularly useful for those managing a small-medium sized business, this training course is designed to provide the participants with the financial knowledge and skills necessary for making the best business decisions for their company
<b>Modules</b>	<ol style="list-style-type: none"> <li>1. <b>Business Perspectives</b></li> <li>2. <b>Sources of Financial Information</b></li> <li>3. <b>Understanding the Business</b></li> <li>4. <b>Planning for the Future – Budgeting</b></li> </ol>
<b>Global objectives</b>	<p>After this training, the participant should be able to:</p> <ul style="list-style-type: none"> <li>• Explain the purpose of financial statements.</li> <li>• Demonstrate an awareness of what information is contained within an income statement, balance sheet, and cash flow statement.</li> <li>• Discuss and use a variety of financial ratios, applying them to financial information in order to understand the state of the business.</li> <li>• Demonstrate an understanding of the importance of budgets.</li> <li>• List a variety of different types of budgets, and demonstrate an understanding of what goes into each of them.</li> <li>• Explain why people are in business: what their rewards and objectives are, and how these are achieved.</li> </ul>
<b>Pre-requisites</b>	None.
<b>Target audience</b>	This course is designed for managers, prospective managers, and anyone else within an organization involved in making business decisions.

<b>Course</b>	<b>Financial Fundamentals</b>
<b>Introduction</b>	Financial Fundamentals provides a thorough grounding in the basics of financial accounting. It explains in a clear and concise manner the principles underlying the recording of financial data. If the data is to be interrogated and used as the foundation of future strategy then understanding these principles and obtaining accurate data becomes crucial.
<b>Modules</b>	<ol style="list-style-type: none"> <li>1. <b>Financial Statements</b></li> <li>2. <b>Income Statement and Balance Sheet</b></li> <li>3. <b>Cash Flow and Fund Flow Statements</b></li> <li>4. <b>Costing Decisions Statements</b></li> </ol>
<b>Global objectives</b>	<p>After this training, the participant should be able to:</p> <ul style="list-style-type: none"> <li>• Explain why financial statements exist.</li> <li>• Identify the different roles played by management accounts and financial accounts.</li> <li>• Identify the four main account types in which financial transactions are recorded.</li> <li>• Identify and describe the use of the four main accounting</li> </ul>

	<p>conventions.</p> <ul style="list-style-type: none"> <li>• Demonstrate the different ways in which account items are handled by each of the three Balance Sheet formats and describe their relative merits.</li> <li>• Identify the main components of the Income Statement.</li> <li>• Explain the functions of the components in the Income Statement.</li> <li>• Identify the costs presented in the Income Statement.</li> <li>• Discuss the value of classifying costs as either fixed or variable in order to associate costs with units of output.</li> <li>• Define variable and fixed costs.</li> <li>• Demonstrate the effect of sales on profit in companies with different cost structures.</li> <li>• Define marginal contribution.</li> <li>• Calculate break-even in terms of variable costing.</li> <li>• Adapt the break-even formula to answer various enquiries.</li> <li>• Demonstrate the use of marginal contribution ratio in deciding the product mix that yields the optimum financial return.</li> <li>• Describe the difference between profit and cash.</li> <li>• Describe the three sources of cash flow.</li> <li>• Explain the differences between operating and non-operating cash-flow.</li> <li>• Explain the need for long and short term management of cash and loans.</li> <li>• Calculate cash flow from figures given in an Income Statement and a Balance Sheet.</li> <li>•</li> </ul>
<b>Pre-requisites</b>	None.
<b>Target audience</b>	This course is designed for managers, prospective managers, and anyone else within an organization involved in making business decisions.

<b>Course</b>	<b>Introduction to Budgeting</b>
<b>Introduction</b>	Budgeting is perhaps one of the most time-consuming process undertaken by managers. As companies are under continuous pressure to improve performance, it is imperative that managers have a good understanding of how to carry out their budgeting and how it fits within the objectives of their organization. This training course presents the information needed in a clear, concise and logical manner.
<b>Modules</b>	<ol style="list-style-type: none"> <li>1. <b>Context and Purpose of Budgeting</b></li> <li>2. <b>The Budgeting Process</b></li> <li>3. <b>Revenue Budgeting and Capital Budgeting</b></li> <li>4. <b>Master Budgets</b></li> <li>5. <b>Implementing Budgets</b></li> </ol>
<b>Global objectives</b>	<p>After this training, the participant should be able to:</p> <ul style="list-style-type: none"> <li>• Explain why an organization needs to plan.</li> <li>• Define the three tiered decision-making process which enables an organization to achieve its stated mission.</li> <li>• Differentiate between strategic planning and budgeting.</li> <li>• Outline the purpose of budgeting within the overall planning process.</li> <li>• Describe the two main types of budget.</li> <li>• State what is meant by an external driver and give examples.</li> <li>• Identify the three areas which need to be considered when undertaking a strategic analysis of the organization.</li> <li>• Explain how effective budgetary planning can increase the performance of your company.</li> <li>• Describe the value chain.</li> </ul>

	<ul style="list-style-type: none"> <li>• Describe the stages in preparing a budget.</li> <li>• Explain the budget approval process.</li> <li>• Explain the compilation of master budgets.</li> <li>• Show the importance of budgetary control.</li> <li>• Explain the methods of budgetary control.</li> <li>• Explain performance monitoring and measurement in budget implementation.</li> <li>• State the basic requirements for revenue budgeting administration.</li> <li>• Give an overview of the preparation of the different revenue budgets.</li> <li>• Explain the reasons for capital budgeting.</li> <li>• Explain the uses of capital budgeting.</li> <li>• Outline the techniques of capital investment appraisal.</li> <li>• Explain the importance of incorporating risk into the capital investment decision.</li> <li>• Prepare an Income Statement and a budgeted Balance Sheet.</li> <li>• Prepare a cash budget.</li> <li>• Explain the importance of good planning.</li> <li>• Explain cost behaviour in performance measurement.</li> <li>• Explain variance analysis and interpretative techniques.</li> <li>• Explain Give an overview of the consequences that flow from performance analysis and implementation.</li> </ul>
<b>Pre-requisites</b>	Elementary understanding of financial statements and financial fundamentals.
<b>Target audience</b>	This course is designed for managers, prospective managers, and anyone else within an organization involved in making business decisions.

<b>Course</b>	<b>Operational Analysis</b>
<b>Introduction</b>	Operational Analysis explains how static, documented company information can be turned into practical financial ratios that are invaluable when making business decisions. These ratios can be used to measure past performance and to project future performance, leading to more effective business decisions. This training course is suitable for managers and business professionals in any company and presents the information needed in a clear, concise and logical manner.
<b>Modules</b>	<ol style="list-style-type: none"> <li>1. <b>Introduction to Financial Analysis</b></li> <li>2. <b>Investment Appraisal</b></li> <li>3. <b>Profit Margin</b></li> <li>4. <b>Asset Turnover</b></li> <li>5. <b>Time Value of Money</b></li> </ol>
<b>Global objectives</b>	<p>After this training, the participant should be able to:</p> <ul style="list-style-type: none"> <li>• Define the term "financial analysis".</li> <li>• Briefly explain its application.</li> <li>• Discuss what financial analysis achieves in practice .</li> <li>• Describe the process in broad terms, with examples.</li> <li>• Explain the use of ratios for comparisons and trends.</li> <li>• Identify the key costs that the cash inflows from a project must be able to cover.</li> <li>• Determine whether certain costs are relevant to a given situation.</li> <li>• Describe the Payback method and its limitations.</li> <li>• Use the payback method to compare simple projects .</li> <li>• Explain the concept of present value and show how discount factors are calculated.</li> <li>• Apply the present value concept to business decision-making.</li> <li>• Describe the three methods of discounted cash flow evaluation.</li> </ul>

	<ul style="list-style-type: none"> <li>• Define sensitivity.</li> <li>• Calculate the discounted cumulative cash flow and DCF yield and hence identify the most sensitive areas of a project.</li> <li>• Define the profit margin ratio.</li> <li>• Use the profit margin ratio as a basis for comparing business performance within the same industry and between different industries.</li> <li>• Present the components of profit margin in a flow chart and make practical use of this format.</li> <li>• Define asset turnover and use an asset turnover flowchart.</li> <li>• Explain the importance of using the asset turnover ratio in improving business performance.</li> <li>• Identify and use the key working capital ratios .</li> <li>• Define fixed asset turnover as a ratio and as a percentage and understand the limitations of its use in isolation.</li> <li>• Explain some key methods by which asset turnover can be managed.</li> <li>• Define RONA and explain its purpose.</li> <li>• Explain the links between RONA, Profitability and Asset turnover.</li> <li>• Use RONA to analyze financial performance.</li> </ul>
<b>Pre-requisites</b>	Elementary understanding of financial statements and financial fundamentals.
<b>Target audience</b>	This course is designed for managers, prospective managers, and anyone else within an organization involved in making business decisions.

<b>Course</b>	<b>Strategic Analysis</b>
<b>Introduction</b>	Strategic Analysis is designed for managers and business professionals in any company. Building on the skills first developed in the Operational Analysis course, this course looks at using financial ratios on a larger, company-wide scope. It provides an understanding of the nature and impact of financial and operational business decisions on corporate performance - in essence, where the company is and how it got there. Extrapolations can be then be made from this to determine must be done to move the company forward in the future.
<b>Modules</b>	<ol style="list-style-type: none"> <li>1. <b>Introduction to Return on Equity</b></li> <li>2. <b>Dividends and Growth</b></li> <li>3. <b>Activity Based Costing</b></li> <li>4. <b>Introduction to Share Holder Value</b></li> </ol>
<b>Global objectives</b>	<p>After this training, the participant should be able to:</p> <ul style="list-style-type: none"> <li>• Identify the components of Profitability, Asset Turnover and RONA.</li> <li>• Define Return on Equity (ROE).</li> <li>• Define Leverage.</li> <li>• Explain the Relationship between ROE and RONA.</li> <li>• Describe the impact of interest rates on leverage, and the effects of positive and negative leverage on ROE.</li> <li>• Compare the degree of financial risk in companies.</li> <li>• Describe the impact of level of profits and market share on the dividends versus retained profits decision.</li> <li>• Define retention ratio .</li> <li>• Define sustainable growth.</li> <li>• Apply the sustainable growth concept to company figures and make recommendations as to how objectives might be achieved.</li> <li>• Identify the deficiencies of traditional costing methods.</li> <li>• Define cost drivers and their uses.</li> <li>• Identify and give examples of the three major application areas for ABC.</li> </ul>

	<ul style="list-style-type: none"> <li>• Identify some of the difficulties that might arise in a move to product reporting.</li> <li>• Identify the ways in which ABC differs from traditional costing.</li> <li>• Define shareholder value.</li> <li>• Define weighted average cost of capital (WACC).</li> <li>• Calculate Shareholder Value Added.</li> <li>• Identify the components of the free cash flow method of calculating shareholder value.</li> </ul>
<b>Pre-requisites</b>	Elementary understanding of financial statements, financial fundamentals and operational analysis.
<b>Target audience</b>	This course is designed for managers, prospective managers, and anyone else within an organization involved in making business decisions.

<b>Course</b>	<b>Activity Based Management</b>
<b>Introduction</b>	Activity Based Management is designed to help organizations that currently use or are planning to introduce Activity Based Costing systems in their operations. It is suitable for management and professional staff in any function whose work requires an understanding of the principles that underlie the choices in assignment of costs to products or activities. This training course presents the information needed in a clear, concise and logical manner.
<b>Modules</b>	<ol style="list-style-type: none"> <li>1. Introduction to Activity Based Management</li> <li>2. Traditional Costing and Activity Based Management</li> <li>3. Moving to Activity Based Management</li> </ol>
<b>Global objectives</b>	<p>After this training, the participant should be able to:</p> <ul style="list-style-type: none"> <li>• Explain the need for ABM and define it in broad terms.</li> <li>• Define the structure of the two-dimensional ABM model and apply it to simple scenarios.</li> <li>• Describe how the process perspective is used to achieve better business performance.</li> <li>• Explain the importance and value of an accurate costing system.</li> <li>• Describe five areas in which traditional management support practices present a barrier to continuous improvement.</li> <li>• Identify the general characteristics of situations best suited to the use of ABM.</li> <li>• Identify the key steps in moving to ABM.</li> <li>• Explain the process of setting up an ABM model.</li> <li>• Identify three key areas on which attention must be focused in order to ensure successful implementation of ABM.</li> </ul>
<b>Pre-requisites</b>	Elementary understanding of financial statements and financial fundamentals.
<b>Target audience</b>	This course is designed for managers, prospective managers, and anyone else within an organization involved in making business decisions.

<b>Course</b>	<b>Working Capital Management</b>
<b>Introduction</b>	Working capital is a critical factor in the sustainability and viability of any business. At the same time, financing working capital can be very costly, so the proper management of working capital is of vital importance. This training course is designed to provide managers with the skills necessary for developing an effective Working Capital Management strategy.

<b>Modules</b>	<ol style="list-style-type: none"> <li>1. Introduction to Working Capital</li> <li>2. Inventory Management</li> <li>3. Cash, Receivables and Payables Management</li> </ol>
<b>Global objectives</b>	<p>After this training, the participant should be able to:</p> <ul style="list-style-type: none"> <li>• Define working capital understand the different needs for working capital.</li> <li>• Demonstrate an awareness of the costs of financing working capital.</li> <li>• Demonstrate an awareness of different ways of financing working capital.</li> <li>• Describe the principal considerations of inventory management.</li> <li>• Calculate the different types of cost associated with holding inventory.</li> <li>• Determine the optimal quantities to order or manufacture.</li> <li>• Determine when to order more inventory.</li> <li>• Explain the concept of Just-in-Time inventory management.</li> <li>• Describe the three main elements of a cash management strategy.</li> <li>• Describe the five ways of shortening the receivables conversion period.</li> <li>• List what is involved in the credit control of new and existing customers.</li> <li>• Explain how to manage your payables to maximize the credit period without affecting supplier goodwill.</li> </ul>
<b>Pre-requisites</b>	Elementary understanding of financial statements , financial fundamentals and financial ratios.
<b>Target audience</b>	This course is designed for managers and prospective managers, particularly those requiring more significant experience in the general financial aspects of business. The course is useful to Functional Executives from Production, Marketing, Procurement etc. as it highlights the importance of impact of these functions on working capital and finance of a Company.

<b>Course</b>	<b>Introduction to Risk Management</b>
<b>Introduction</b>	Working capital is a critical factor in the sustainability and viability of any business. At the same time, financing working capital can be very costly, so the proper management of working capital is of vital importance. This training course is designed to provide managers with the skills necessary for developing an effective Working Capital Management strategy.
<b>Modules</b>	<ol style="list-style-type: none"> <li>1. Introduction to Concept of Risk</li> <li>2. Understanding Business Risks</li> <li>3. Measurement of Business Risks</li> <li>4. Control of Business Risks</li> </ol>
<b>Global objectives</b>	<p>After this training, the participant should be able to:</p> <ul style="list-style-type: none"> <li>• Define various risks faced by a business entity.</li> <li>• Demonstrate an awareness of the costs of business risks.</li> <li>• Demonstrate an awareness of different ways of measuring business risks.</li> <li>• Describe the principal considerations of risk management.</li> <li>• Calculate the different types of cost associated with risks.</li> <li>• Understand various risk mitigation techniques.</li> </ul>
<b>Pre-requisites</b>	Elementary understanding of business and business management.
<b>Target audience</b>	This course is designed for senior managers and prospective senior managers, particularly those requiring more significant experience in managing the decision making aspects of business.

<b>Course</b>	<b>Corporate Governance and Risk Management</b>
<b>Introduction</b>	Globalization of economy, increase in cross border transactions, fierce competition, increased market volatility, unexpected and sudden corporate deaths, growing customer awareness etc. have increased the importance of risk management in the corporate world. It needs to be understood that <b>Corporate Governance</b> and <b>Risk Management</b> are two sides of the same coin. The Training Seminar outlines the growing importance of both these functions and also highlight various international best practices, mainly the Turnbull Combined Code of Corporate Governance, Recommendations of the Committee of the Sponsoring Organisations of the Treadway Commission etc.
<b>Modules</b>	<ol style="list-style-type: none"> <li>1. <b>Introduction to Concepts of Corporate Governance and Risk Management</b></li> <li>2. <b>Understanding Business Risks</b></li> <li>3. <b>Measurement of Business Risks</b></li> <li>4. <b>Control of Business Risks through Corporate Governance</b></li> </ol>
<b>Global objectives</b>	<p>After this training, the participant should be able to:</p> <ul style="list-style-type: none"> <li>• Define various risks faced by a business entity.</li> <li>• Demonstrate an awareness of the costs of business risks.</li> <li>• Demonstrate an awareness of different ways of measuring business risks.</li> <li>• Describe the principal considerations of risk management.</li> <li>• Calculate the different types of cost associated with risks.</li> <li>• Understand various risk mitigation techniques.</li> <li>• Co-relate corporate governance measures with risk management</li> <li>• Make use of corporate governance tools for profitability and efficiency improvement.</li> </ul>
<b>Pre-requisites</b>	Elementary understanding of business and business management.
<b>Target audience</b>	This course is designed for senior managers and prospective senior managers, particularly those requiring more significant experience in managing the decision making aspects of business.