



*Conference:  
Financial Skills for HR Professionals*

*4 - 8 October 2026  
Manama (Bahrain)*

## Conference: Financial Skills for HR Professionals

Conference code: CO8246 From: 4 - 8 October 2026 Venue: Manama (Bahrain) - Conference Fees: 5150 € Euro

### The conference

This seminar focuses on the essential role of the HR department in the planning and budgeting process of an organization. As sales and marketing professionals assess product forecasts and demand, HR evaluates its resource requirements in both the short and long term. The HR function is integral to budgeting costs across the organization and is responsible for preparing and managing its own departmental budget. The seminar aims to enhance financial awareness for HR practitioners, enabling them to understand and communicate accounting and financial information effectively. It also covers techniques for preparing detailed HR department budgets and managing actual performance against those budgets.

### Objectives

- Company objectives and financial statements
- Reading and interpreting financial statements
- Discounted cash flow DCF
- Costing
- Decision-making
- Budgeting
- Cost/volume/profit CVP analysis
- HR and the budget process
- The HR budget
- Measuring HR performance
- Budgetary control
- Capital investment appraisal
- Capital budgeting

### The Process

This seminar will be presented in a participative style, and the team-based exercises and case studies will encourage discussion of the issues raised. It will also provide the opportunity to discuss and compare the HR practices of other companies with that of your own company. Many of the practical examples, for example

discounted cash flow DCF, break-even analysis, financial analysis, and budgetary control are also illustrated using Excel® spreadsheet models. This seminar provides the theoretical background to the key areas of accounting and financial management, which are put into a real world context by providing many worked examples and case studies relating to each of the topics covered, which will help you learn how to:

- Appreciate the significant importance of cash flow rather than profit and discounted cash flow DCF in creating value for optimal decision-making to maximise shareholder wealth.
- Analyse the income statement or profit and loss account, balance sheet, and cash flow statement, and use ratios to interpret the financial statements and be aware of their limitations.
- Appreciate the key role played by the HR department in the organisation's budget process and preparation of the master budget, and the use of techniques like activity based budgeting ABB.
- Use the techniques of break-even analysis, budgetary control, capital investment appraisal, capital budgeting, and variance analysis for budgetary control.
- Identify each of the costs required to manage a modern HR department to be able to prepare its annual budget and manage its actual performance.

#### The Benefits

- Use your financial knowledge for improved planning and management decision-making
- Communicate with finance professionals, within and external to your organisation, to be able to become a more effective manager of the business
- Liaise more effectively with other departments on financial matters
- Share your financial knowledge within your own department and with other departments within your organisation
- Identify and quantify each of the areas in your organisation's budget for which the HR function has indirect responsibility
- Identify and quantify each of the areas for which your HR function has direct responsibility to be able to prepare a comprehensive HR department budget
- Measure HR performance

#### The Results

- Read and interpret the financial statements of a business: cash flow statement; income statement profit and loss account; balance sheet
- Evaluate business performance using appropriate techniques of financial analysis
- Identify the differences between fixed and variable costs and recognise the impact of changes in cost structure on the performance of the business

- Use both the traditional techniques of budgeting and activity based budgeting ABB
- Determine the break-even point of a business using cost/volume/profit CVP analysis
- Recognise the importance of cash flow as distinct from profit as a measure of business performance
- Use the technique of discounted cash flow DCF
- Evaluate new capital investment using DCF and other methods
- Provide the relevant information and budgeted costs for each of the human resource-related areas within your organisation's budget, for which the HR function has indirect responsibility
- Prepare a comprehensive HR department budget, which includes each of the areas for which the HR function has direct responsibility
- Compare actual versus planned performance using budgetary control and the use of flexed budgets

### The Core Competencies

- Using appropriate financial analysis techniques to evaluate business performance
- Appreciating the important differences between fixed and variable costs
- Recognising the ways in which changes in cost structure impact on the performance of the business
- Applying both the traditional techniques of budgeting and activity based budgeting ABB
- Being able to calculate the break-even point of a business
- Appreciating the importance of cash flow and discounted cash flow DCF
- Considering new capital investment in terms of creation of shareholder value
- Taking a proactive role in the development of your organisation's budget for the areas in which the HR function has indirect responsibility
- Being able to construct a detailed HR departmental budget, and being accountable for its achievement
- Using the budgetary control techniques of flexed budgets and variance analysis to compare actual versus planned performance

### The Conference Content

#### Measuring company performance

- Value creation and the primary objective of maximisation of wealth
- Income statement profit and loss account

- Balance sheet
- Cash flow statement

#### Reading and interpreting financial statements

- Measurement of operating performance
- Measures of financial performance and financial position
- Risk measurement
- Limitations of ratio analysis

#### Discounted cash flow DCF

- The importance of the timing of cash flows
- Future values
- Present values
- Discounted cash flow DCF

#### Costing

- Fixed costs, variable costs, and overheads
- Overhead allocation, absorption, and the use of activity based costing ABC
- Expenses versus inventory stock valuation
- Contribution compared with profit

#### Decision-making

- Relevant costs
- Shut-down versus continuation
- Make versus buy
- Product mix and limited resources
- Decision trees

#### Budgeting

- Purposes of budgeting
- The budget process
- Activity based budgeting ABB
- Uncertainty and risk
- Motivation and the behavioural aspects of budgeting
- Problems in budgeting
- Non-financial performance measures

#### Cost/volume/profit CVP analysis

- Cost, volume, profit relationships
- Break-even analysis
- The impact of cost structure changes
- Limitations of break-even analysis

#### HR and the budget process

- Organisation charts
- Manpower planning
- The direct labour and indirect labour budget
- Employee benefits
- Employee records
- Payroll administration
- Redundancy costs
- Health and safety
- Employee appraisal
- Succession planning

#### The HR budget

- HR staff costs

- HR overhead costs
- HR overhead cost allocations
- Employment or outsourcing
- Training and employee development
- Preparation of the HR budget
- Your organisation's HR budget

#### Measuring HR performance

- Why we measure HR
- How to measure hiring and staffing
- How to measure training and development
- How to measure employee relations and staff retention

#### Budgetary control

- Organisational and accounting control systems
- Standard costing
- Flexed budgets
- Variance analysis
- Types of variances and the reasons they occur
- Planning and operational variances
- Controllable and uncontrollable costs
- Responsibility for HR budget variances

#### Capital investment appraisal

- Methods for evaluating capital projects
- Payback
- Net present value
- Internal rate of return

- Discounted payback

#### Capital budgeting

- Capital rationing
- Ranking of investment projects
- Inflation and investment
- Using expected values and standard deviations to make decisions

## Registration form on the Conference: Financial Skills for HR Professionals

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Complete & Mail or fax to Global Horizon Training Center (GHTC) at the address given below

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