



# How to Develop and Administer a **BUDGET**

Manage and monitor budgets to identify problems,  
anticipate shortfalls and avoid costly mistakes

**Y**ou'll learn how to develop and administer a budget that vastly improves performance and results in your department or organization, and helps you consistently meet and exceed your financial expectations and goals.

**This seminar will teach you effective, hands-on budget strategies:**

- How to anticipate, plan for and control budget overruns and shortfalls
- A zero-based approach to trim the fat from your budget
- How to use your budget as a "crystal ball" for a clear prediction of future operating trends
- 6 key elements of any effective budgeting program
- How to make certain every single appropriate element is included in your budget
- Specific tactics for meeting your goals and objectives — even within severe fiscal restraints
- 8 ways to spot budget troubles before a crisis develops
- How to plan for major purchases
- What you can do to justify your requests — and increase your chances of getting them approved
- Tips for handling common cost variations with confidence and skill

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# Do You Believe Any of These 8 Common Budgeting Myths?

*“Good tips and direction. I like this approach to budgeting — seems to make it more human.”*

Gerald Carman  
Executive Director  
Phantom Lake YMCA Camp

*“Gave me a better understanding of preparation for a budget, instead of just looking at numbers and guessing.”*

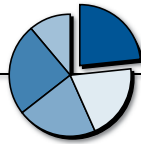
Randolph C. Meadows  
Business Unit Manager  
Tenneco Automotive

## How to Develop and Administer a **BUDGET**

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**This seminar is your opportunity to learn the practical, hands-on skills to dispel these myths forever.**

1. **“Planning the budget is a huge, dreaded chore.”**  
This seminar simplifies the principles and practices of planning and implementing a budget, providing easy-to-learn methods to help you budget more efficiently and effectively.
2. **“Budgets are difficult to comprehend and even more difficult to use on a day-to-day basis.”**  
This seminar will increase your understanding of budgets by familiarizing you with different types of budgets and how each is used.
3. **“Management uses budgets to unfairly pressure my department.”**  
This seminar helps you to plan and administer a budget within the goals and objectives you have set, and teaches you productive solutions to increase cooperation and teamwork among your managers.
4. **“We don’t use budgets — we’re too small.”**  
This seminar covers the sound principles of financial planning that apply to organizations of any size or structure — from large, complex organizations to small groups and businesses.
5. **“Management must pull those numbers out of the sky.”**  
This seminar explains the big picture and helps you interpret your organization’s budget philosophy. You’ll discover the hidden internal and external factors that influence your budgets.
6. **“Half the time, they’re not as good as the paper they’re written on.”**  
This seminar shows you how to build in contingencies and wisely plan for unforeseen circumstances, making your budget a planning tool with maximum flexibility.
7. **“Even though business conditions change, our budget stays the same.”**  
This seminar explores fixed and variable costs, changes in volume, statistical assumptions and step-by-step strategies that will allow your budget to change with your business.
8. **“Budgets are fine for the short term, but useless in the long term.”**  
This seminar examines the proper elements for capitalization, depreciation methods and other techniques to make your budget an effective short- and long-range planning tool.



## **27 valuable points of information you'll gain at this intensive seminar:**

1. Practical formulas to determine profit margins and break-even points.
2. The explicit methods and mysterious terminology of your organization's most sophisticated financial managers.
3. How to accurately judge the impact of expenses on profits.
4. Where you fit into the organization's financial plans.
5. 5 sensible strategies to get bottom-line results from your budget.
6. A proven blueprint to precisely forecast sales, profits and performance.
7. A useful checklist that will enable you to evaluate risks with confidence.
8. How to use budgets for innovative strategic planning.
9. The ground rules from an expert's point of view — without the consulting fee.
10. A realistic and attainable road map for future growth.
11. Suggestions from the experts for building respect and admiration of your on-budget performance.
12. A sound program to measure your profits.
13. Pragmatic budget procedures that fairly evaluate your performance, as well as your department's and staff's performance.
14. Simple actions to control expenses intelligently while maintaining efficiency.
15. Effective recommendations for spotting problems before a full-blown crisis develops.
16. Tips for pinpointing problems in performance and efficiency.
17. Tools to help you anticipate and control overruns and shortfalls.
18. Workable advice for meeting your goals and objectives within budget cuts and fiscal restraints.
19. How to capture the information you need to make intelligent operating decisions.
20. Down-to-earth rules on saving money without sapping your effectiveness.
21. The crucial differences between short- and long-term buying decisions.
22. How to know and account for your budget's limitations.
23. What it takes to be able to communicate knowledgeably with management on the status and impact of your budgets.
24. Forthright advice on explaining variance in your budget.
25. The art of improving your financial contributions through initiative and innovation in your budgets.
26. Ways you can use your budget to promote new ideas and increase your credibility.
27. How to take early corrective action on budget variances.

## **Who should attend?**

*How to Develop and Administer a Budget* is specifically designed for anyone with responsibilities to monitor costs, plan efficient use of resources and achieve objectives and goals.

- Managers
- Supervisors
- Business owners
- Department heads
- Technical persons
- Professionals
- Administrators

## **Compare our experience and know-how.**

Fred Pryor's record of customer satisfaction is unsurpassed — more than 30 years in business and over 10 million satisfied customers from over 300,000 organizations clearly attest to our ability to deliver what we promise. Our customer satisfaction rate speaks for itself!



# How to Develop and Administer a **BUDGET**

## What You'll Learn:

**9:00 A.M. - 4:00 P.M.**

### **I. The Budgeting Process: The Essential Concepts**

#### **A. Solid reasons good budgets lead to better, more effective management:**

- The budget as a measurement of performance — yours, your staff's, your department's and your organization's.
- Strategies for controlling expenses without sacrificing flexibility or efficiency.
- How to convert major planning issues to manageable dollars-and-cents budgets.
- Solid methods to turn business goals into measurable, achievable fiscal actions.

#### **B. Proven budgeting concepts for realistic short- and long-term planning:**

- The vital differences in short-term and long-term budgets and how each type guides you to more prudent management decision-making.

#### **C. Proven outlines and guidelines for the major types of budgets:**

- Capital budgets that generate an expedient rate of return while precisely calculating years to payback.
- Operating budgets that accurately coordinate every operating area of your organization.
- How cash budgets maximize profitability and efficient management of resources.

#### **D. Insightful advice on understanding your organization's budget philosophy:**

- How to interpret top management's fiscal philosophy and what it means to your budget practices and responsibilities.
- The specific blueprints of different budget approaches and how they incorporate the most important goals and objectives of management.

#### **E. Proven procedures that pinpoint budget goals and objectives:**

- How to organize your goals into a workable framework you can translate into dollars-and-cents budgets.
- The effect of your major objectives on your budgets, line for line.

#### **F. Functional timetables for every budgeting action:**

- A step-by-step schedule that works smoothly within your organization's existing fiscal framework.
- The specific effects of seasonal factors on your budget.
- How sound agendas for monthly, quarterly, annual and multi-year budgets point the way for your organization.

### **II. Budget Terms and Concepts Made Easy**

#### **A. Simple techniques to classify costs:**

- The vital differences between direct and indirect costs.
- How costs beyond your control can directly affect your budget performance.

#### **B. Specific definitions that pinpoint cost behavior:**

- The distinctive, different elements of fixed and variable costs.
- Simple formulas that estimate the impact of unforeseen increases or decreases in either fixed or variable costs.

#### **C. Step-by-step methods for determining the break-even point:**

- How to set realistic break-even goals within your operational budgets.
- Ways to minimize the impact of budget variances on long-term profit objectives.

#### **D. Prudent tactics for handling unit indicators:**

- How to identify cost-based unit indicators and accurately forecast their impact on your operations.
- Special tactics for hard-to-forecast, productivity-based unit indicators.



#### E. Down-to-earth advice on basic budgeting methods:

- Simple guidelines for zero-based budgeting to cut fat and reduce inefficiency.
- When and how to use average-cost budgeting techniques.
- Flexible budgeting methods that solve the unusual challenges faced by your department or organization.

### III. Capital Expenditures and How to Use Them to Attain Your Goals for Future Growth

#### A. Specific terms and tactics peculiar to capital items:

- Simple definitions and formulas that explain average rate of return and years to payback.
- The key, common elements that characterize a capital expenditure.
- Depreciation principles that ensure expedient payback of capital expenditures.

#### B. Pertinent procedures for managing the many different types of capital expense:

- Specific budget strategies for land and buildings.
- The 3 types of capital equipment and specific budget tactics for each type.

#### C. Powerful budget principles that justify capital expenditures:

- Step-by-step formulas to easily calculate payback.
- A look at capital rate-of-return with a manageable framework for multi-year capital budgets.
- When to use discounted cash flow methods to justify capital expenditures.

#### D. Insightful solutions to the buy vs. lease question:

- How to interpret the effects on operating budgets of lease and buy scenarios with smart budget tactics for both approaches.
- Solid advice to determine the advantages and disadvantages of capital leases.

### IV. Budget Principles Applied to Real-Life Situations

#### A. The power of the Sales Budget:

- The primary importance of the sales budget and how it drives every other budget in your organization.
- Smart forecasting rules for accurate, realistic sales budgets.
- Convincing reasons to avoid the antiquated sales budget method of fixed percentage increases.
- How to weave sales forecasts, marketing plans and sales expenses into one cohesive budget.
- *Plus, produce an actual sales budget in an exciting group participation project.*

#### B. Production, Materials and Labor budgets — the essential elements of the manufacturing plant:

- Practical methods to plan for the unknown in cost of raw materials.
- How to calculate labor expenses and account for fluctuations in the “productivity factor.”

- The many components of manufacturing overhead and how it affects the cost of goods manufactured.
- Specific pointers that precisely account for cost of inventory.
- How to employ special merchandise-purchased budgeting techniques for the non-manufacturing organization.
- *Plus, produce an actual manufacturing budget in an exciting group participation project.*

#### C. Marketing budgets that meet and exceed your organization’s goals and objectives:

- How to produce a flexible marketing budget with contingencies for market fluctuations and unforeseen competitive factors.
- Benchmarks and standards for allocating marketing dollars.
- Practical methods for evaluating marketing goals in concrete dollar terms for budgets.
- *Plus, produce an actual marketing budget in an exciting group participation project.*

#### D. Administrative budgets that maximize efficiency without spiraling costs:

- How to determine the best administrative budgeting procedure for your organization’s structure.
- Proven techniques for evaluating administrative effectiveness and performance through predetermined budget objectives.
- How to set cost priorities to keep administrative budgets under control.
- *Plus, produce an actual administrative budget in an exciting group participation project.*

#### E. Cash budgets that harness the power of your organization’s resources:

- How to maximize investment profits by putting your excess cash flow to work.
- The importance of recognizing cash shortfalls before a financial crisis develops.
- A simple formula that accurately budgets cash balances.
- How the costs of accounts receivable are driven by credit sales.
- Why you must accurately assess your future financial needs through realistic cash budgets.
- *Plus, produce an actual cash budget in an exciting group participation project.*

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*“Good review of basic accounting principles and how they apply to the budgeting process.”*

Mardi Briggs  
Senior Systems Engineer  
Kern County Superintendent of Schools

*“Excellent instructor made somewhat ‘dry’ subject very enjoyable and worthwhile!”*

J.L. Hickman, C.J.M.  
Lieutenant  
London Co. Sheriff’s Office

*“Provided excellent information to help understand budget process.”*

James Hays  
Production Supervisor  
Precision Cast Parts Corp.

*“Very effective, dynamic speaker: The best one-day seminar I’ve ever attended.”*

Brian Gabree  
Business Office Manager  
Zabatt Engine Service

*“Gave me a better understanding of budgets and how they are developed.”*

Diane Curry  
General Manager Assistant  
Airpax

## How to Develop and Administer a **BUDGET**

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# 4 Sound Reasons to Enroll Today in This Exceptional Seminar:

## 1. You’ll see immediate and direct benefits from these practical, hands-on budget principles and strategies.

After just one day, you’ll have the practical skills you need to use your budget as an effective and powerful planning tool and be able to really understand your financial goals, expectations and objectives.

## 2. You’ll get substantial returns from a very small investment.

Don't spend \$400, \$600 or more in tuition fees and transportation costs. We bring you quality instruction per registrant — this seminar will pay for itself almost immediately. For maximum results, 5 or more from the same organization can attend the same event at a discounted rate.

## 3. This seminar will be presented at a convenient location near you.

For other seminars, you might need to spend 2 or 3 days in a distant location. We bring the seminar to you, saving you the hassle, inconvenience and expense of travel.

## 4. You’ll receive valuable reference materials at no extra charge.

You will receive a valuable workbook including charts, lists, reference forms and case histories to refer to later and use on the job.

## Guaranteed Results

All of our seminars are **100% SATISFACTION GUARANTEED!**

We're confident this seminar will provide you with tips and techniques you need to successfully develop and administer a budget. If for any reason you are dissatisfied, send us a letter (Attn: Customer Relations) within 30 days of your seminar attendance stating the reason you were not satisfied, and we'll arrange for you to attend another one of our seminars or received a full refund — *hassle-free*.



## Registration Information

**Enroll Today!** Hurry our seats fill *fast*. Guarantee your enrollment by paying your tuition today. You will receive a confirmation once your registration is complete. **Payment is due before the program.**

**Quick Confirmation!** To receive your confirmation within 48 hours, please complete the Quick Confirmation section of the registration form. Be sure to provide us with your email address and/or fax number.

## Program Schedule

Check-in: 8:30 a.m. – 9:00 a.m.  
Program: 9:00 a.m. – 4:00 p.m.

## Cancellations and Substitutions

You may cancel your registration up to 10 days before the program and we will refund your tuition less a nominal cancellation fee. Substitutions and transfers may be made at any time to another program of your choice scheduled within 12 months of your original event. Please note, if you do not cancel and do not attend, you are still responsible for payment.

### Please Note:

- You will be notified by email, fax and/or mail if any changes are made to your scheduled program (i.e., date, venue, city or cancellation).
- Walk-in registrations will be accepted as space allows.
- For seminar age requirements, please visit <http://www.pryor.com/faq.asp#agerequirements>.
- Please, no audio or visual recording.
- Lunch and parking expenses are not included.
- Dressing in layers is recommended due to room temperature variations.
- You will receive a Certificate of Attendance at the end of the program.

## Tax-Exempt Organizations

If you are tax-exempt, enter your tax-exempt number in Section 4 on the Registration Form. Please mail or fax a copy of your Tax-Exempt Certificate with your registration for payment processing.

## Tax Deduction

If the purpose of attending a Fred Pryor seminar is to help you maintain or improve skills related to employment or business, expenses related to the program may be tax-deductible according to I.R.C. Reg. 1.162-5. Please consult your tax advisor.

## Continuing Education Credit

Fred Pryor Seminars offers Continuing Education Credits based on program length and completion. Credits are issued according to the National Task Force for Continuing Education guidelines, and approval is at the discretion of your licensing board.

**Questions and concerns should be directed to your professional licensing board or agency.**



Fred Pryor Seminars is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: [www.learningmarket.org](http://www.learningmarket.org). This course qualifies for 6 CPE credits. To obtain a certificate documenting your CPE credits, please visit <http://www.pryor.com/certificate>. Certificates will be available 10 days after your event has ended.

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## On-Site Training Solutions

### Get the Results You're Looking For!

Bring our powerful, high-impact training programs to your organization and show your employees you're serious about their professional growth and achieving critical organizational goals and objectives.

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**1-800-944-8503!**

# How to Develop and Administer a **BUDGET**

## Enroll today, and you'll learn to:

- Plan and manage budgets like a master, even if you think you're not a numbers person
- Justify your budget requests to upper management and exude self-confidence and proficiency
- Increase your budgeting accuracy and stop having to explain unplanned overages
- End budget procrastination! You'll face financial planning with new knowledge and confidence
- Stop spending hours preparing unused budgets. Learn how your budget can be your most powerful strategic planning tool
- Understand the most complex budgets instead of drowning in a sea of numbers

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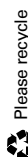
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**Yes!** I want to improve and enhance my budgeting skills. Enroll me today! Group discounts available; see page 7 for details.

**ID#**  
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**1** Seminar City: \_\_\_\_\_  
Seminar Date: \_\_\_\_\_ Event #: \_\_\_\_\_

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**2** Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
City: \_\_\_\_\_ St: \_\_\_\_\_ ZIP: \_\_\_\_\_  
Tele: \_\_\_\_\_ Fax: \_\_\_\_\_  
Approving Mgr's Name:  Mr.  Ms. \_\_\_\_\_  
Job Title: \_\_\_\_\_  
Email Address: \_\_\_\_\_  Business  Home  
 Quick Confirmation Please  email or  fax my confirmation to me within 48 hours.

**WHO WILL BE ATTENDING**  
**3**  Mr.  Ms. \_\_\_\_\_  
Job Title: \_\_\_\_\_  
Email Address: \_\_\_\_\_  Business  Home  
 Mr.  Ms. \_\_\_\_\_  
Job Title: \_\_\_\_\_  
Email Address: \_\_\_\_\_  Business  Home  
Please list additional names on a separate sheet.

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**4** **Important: Send your payment now. Tuition is due before the seminar.** Please make checks payable to Fred Pryor Seminars and return form to: P.O. Box 219468, Kansas City, MO 64121-9468. Our federal ID# is 43-1830400 (FEIN).  
Please add applicable state and local tax to your payment for programs held in Hawaii (4.16%), South Dakota (6%) and West Virginia (6%).  
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1.  Registration fee enclosed. Check # \_\_\_\_\_ Amount \$ \_\_\_\_\_  
2.  Our Purchase Order is attached. P.O. # \_\_\_\_\_  
3.  Bill my organization. Attention: \_\_\_\_\_  
4.  Charge to:  AmEx  Discover  MC  Visa Exp. Date: \_\_\_\_\_  
Acct. #: \_\_\_\_\_  
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Please attach a copy of your Tax-Exempt Certificate for payment processing.

Note: If you've already registered by phone, by fax or online, please do not return this form.

**REGISTRATION FORM — How to Develop and Administer a Budget**