



ACCOUNTING AND FINANCE

The Complete Course on Budgeting

Course code: AF-019

SPARK TRAINING

Professional training courses for leaders, specialists, and organizations seeking practical capability development.

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— Workshop Overview

Effective budgeting enables organisations to translate strategic objectives into financial plans, allocate resources responsibly, control expenditure, and evaluate performance. A well-designed budget is more than a financial forecast: it establishes operational priorities, clarifies accountability, supports investment decisions, and provides a framework for responding to changing business conditions. However, many organisations struggle with unrealistic assumptions, disconnected departmental budgets, inaccurate revenue forecasts, uncontrolled expenditure, and budgeting processes that consume significant management time without delivering meaningful insights. Developing a reliable budgeting framework requires financial knowledge, analytical capabilities, cross-functional coordination, and an understanding of how operational activities influence financial outcomes. The Complete Course on Budgeting provides a practical approach to preparing, managing, monitoring, and improving organisational budgets. Participants explore operating budgets, capital budgets, cash flow budgets, forecasting techniques, cost behaviour, budgetary control, variance analysis, flexible budgeting, rolling forecasts, and performance reporting. Through practical exercises and Excel-based financial models, participants develop the skills needed to build integrated budgets, evaluate financial assumptions, identify performance deviations, and support management decisions with reliable financial information.

Why Attend

The programme combines instructor-led explanations, budgeting case studies, Excel-based financial modelling, group exercises, forecasting simulations, and practical budget review workshops. Participants work with realistic financial and operational data to prepare departmental budgets, develop integrated financial

Who Should Attend

Finance managers and financial controllers
Budget managers and budget analysts
Financial planning and analysis professionals
Accountants and management accountants
Department heads and operational managers
Project managers responsible for financial budgets
Business planning and strategy professionals

— Learning Objectives

- Explain the role of budgeting in strategic planning, financial management, and organisational control
- Select appropriate budgeting approaches for different business environments
- Develop realistic budget assumptions and financial forecasts
- Prepare revenue, expenditure, staffing, and departmental operating budgets
- Construct capital expenditure and cash flow budgets
- Integrate individual budgets into a coordinated master budget

- Apply cost behaviour analysis and flexible budgeting techniques
- Calculate and interpret financial and operational budget variances
- Develop rolling forecasts and scenario-based financial projections
- Establish effective budget monitoring and expenditure control procedures
- Prepare management budget reports and performance dashboards
- Use Excel to develop and evaluate practical budgeting models

Course Outline

**DAY
1**

Budgeting Fundamentals, Financial Planning and Budget Preparation

- Understanding the purpose of budgeting and its relationship with organisational strategy, financial planning, operational management, and performance control
- Comparing incremental budgeting, zero-based budgeting, activity-based budgeting, and other approaches to resource allocation
- Establishing the annual budgeting cycle, responsibilities, approval processes, budget calendars, and departmental coordination requirements
- Identifying internal and external budget assumptions, including inflation, demand, pricing, staffing, capacity, and economic conditions
- Analysing historical financial performance and operational data to establish realistic budget baselines
- Practical exercise: Developing a budgeting framework with financial objectives, planning assumptions, departmental responsibilities, and preparation schedules

**DAY
2**

Revenue Forecasting, Cost Analysis and Operating Budgets

- Developing revenue budgets using sales volumes, pricing assumptions, customer demand, service activity, and business growth projections
- Classifying fixed, variable, mixed, direct, and indirect costs and understanding their influence on budget preparation
- Preparing operating expenditure budgets covering payroll, procurement, administration, utilities, maintenance, and other departmental costs
- Developing staffing and resource budgets based on workforce requirements, productivity assumptions, and operational capacity
- Applying cost-volume-profit analysis, contribution margins, and break-even calculations to support financial planning
- Excel workshop: Preparing an integrated revenue and operating expenditure budget using realistic departmental financial data

**DAY
3**

Master Budgeting, Capital Expenditure and Cash Flow Planning

- Integrating departmental operating budgets into a coordinated master budget and projected income statement
- Preparing capital expenditure budgets for equipment, infrastructure, technology, and other long-term investment requirements
- Evaluating capital expenditure proposals using payback, Net Present Value, and other relevant investment appraisal techniques
- Developing cash receipts and payments forecasts based on sales collections, supplier payments, payroll, financing, and investment schedules

- Preparing projected statements of financial position and identifying working capital and financing requirements
- Practical workshop: Building an integrated master budget with projected financial statements, capital expenditure plans, and cash flow forecasts

DAY
4

Budgetary Control, Variance Analysis and Financial Performance

- Establishing budgetary control procedures, expenditure authorisation limits, responsibility centres, and management accountability
- Comparing actual financial results with approved budgets and identifying favourable and adverse variances

- Calculating sales price, sales volume, material cost, labour cost, and overhead variances where relevant to the operating environment
- Applying flexible budgeting techniques to distinguish activity-level changes from genuine cost and efficiency deviations
- Investigating the operational and financial causes of significant variances and developing corrective action recommendations
- Case study: Analysing an organisation's budget performance, identifying the causes of major deviations, and preparing a budget recovery action plan

DAY

5

Advanced Forecasting, Budget Monitoring and Management Reporting

- Developing rolling forecasts and periodically updating financial projections using actual performance and revised business assumptions
- Applying sensitivity analysis and scenario planning to evaluate changes in revenue, operating costs, inflation, demand, and investment requirements
- Establishing budget performance indicators, reporting thresholds, management review schedules, and escalation procedures
- Designing Excel-based budget dashboards and management reports covering financial performance, variances, cash flow, and forecast outcomes
- Improving the budgeting process through automation, cross-functional collaboration, assumption validation, and continuous performance review
- Capstone exercise: Developing and presenting a Complete Organisational Budget covering operating plans, capital expenditure, cash flow, forecast assumptions, variance analysis, and performance monitoring recommendations

— Upcoming Classroom Dates

Schedule available on request. Contact SPARK Training for current dates, locations, and fees.

— Certificate and Registration

Participants who attend and complete the full programme receive a SPARK Training Certificate of Completion. For registration, in-house delivery, or availability questions, contact info@sparktraining.eu or +31 85 115 0004.