

FINANCE & ACCOUNTING | COURSE BROCHURE

Budget Preparation and Financial Reports

5 days | Classroom training | English

SMART HORIZON
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Course content

Why attend

This course equips finance professionals with essential skills in budget preparation and financial reporting. Participants will learn practical techniques for creating accurate budgets, analysing financial data, and producing reports that inform strategic decision-making in their organisations.

Budget preparation is critical for effective financial management, enabling organisations to allocate resources efficiently and meet their strategic goals. Finance professionals often face challenges in accurately forecasting expenses and revenues, leading to potential financial shortfalls or misallocated resources. This course addresses these challenges by providing participants with the tools and techniques necessary for effective budget creation and financial reporting. Participants will engage in realistic scenarios that require them to make informed budgeting decisions, ensuring they can adapt to changing financial landscapes and organisational needs. Furthermore, mastering these skills will empower them to contribute to their organisation's financial stability and growth.
Financial reports are vital for stakeholders to assess an organisation's performance and make informed decisions. Participants will engage in practical exercises that enhance their ability to analyse financial data and produce comprehensive reports. By mastering these skills, they will contribute to improved financial transparency and accountability within their organisations, ultimately supporting better strategic planning and operational efficiency. The course will also cover the integration of financial reporting with budgeting processes, enabling participants to present their findings clearly and persuasively to stakeholders. This holistic approach will prepare them to address complex financial challenges and drive organisational success.

Professional Problems This Course Is Designed to Solve

- Difficulty translating subject knowledge into practical workplace decisions.
- Inconsistent approaches to the activities covered in the course outline.
- Lack of a structured plan for applying and reviewing new skills.

Course methodology

The course employs a blend of interactive workshops, case studies, and practical exercises to enhance learning outcomes. Participants will engage in hands-on activities that simulate real-world budgeting scenarios, allowing them to apply theoretical concepts in practice. They will create financial reports based on provided data sets, enabling them to develop critical analytical skills. Outputs include completed budgets, financial reports, and presentations that demonstrate their understanding of the subject matter. Collaborative group work will foster peer learning, while instructor-led discussions will clarify complex concepts, ensuring participants leave with a comprehensive understanding of budget preparation and financial reporting. The methodology is designed to reinforce learning through practical application and peer feedback.



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Course objectives

By the end of this course, participants will be able to:
• Analyse historical financial data to inform budget forecasts and identify trends.
• Construct a detailed departmental budget using standard budgeting techniques and stakeholder inputs.
• Evaluate variances between budgeted and actual financial performance to assess effectiveness.
• Prepare comprehensive financial reports that comply with relevant standards and regulations.
• Justify budgetary decisions based on financial analysis, organisational goals, and stakeholder needs.
• Design a presentation summarising key financial insights and recommendations for stakeholders.

Target audience

This course is suitable for:
• Finance Managers responsible for budget oversight and financial reporting.
• Accountants tasked with preparing financial statements and budgets.
• Financial Analysts who analyse data to support budgeting decisions.
• Department Heads involved in budget preparation and resource allocation.

Target competencies

Participants will develop competencies in:
• Budget forecasting and planning skills.
• Financial data analysis and interpretation.
• Report writing and presentation abilities.
• Understanding of financial regulations and compliance.
• Variance analysis and performance evaluation.
• Stakeholder communication and engagement techniques.

Course outline

Day 1: Fundamentals of Budgeting

Applied activity: Participants will analyse a fictional company's historical financial data to identify trends and develop assumptions for the upcoming budget cycle. They will consider potential economic impacts and organisational changes, making decisions on revenue projections and expense allocations based on their analysis.
Output: A preliminary budget forecast document based on historical data and assumptions.

09:00–09:54	Introduction to budgeting concepts and their importance in financial management.
09:54–10:48	Types of budgets: operational, capital, cash flow, and their applications.



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10:48–11:00	Key components of a budget: revenues, expenses, and underlying assumptions.
11:00–11:30	**Coffee break**
11:30–12:12	Key components of a budget: revenues, expenses, and underlying assumptions. (continued)
12:12–13:06	Common budgeting methods: incremental, zero-based, and flexible budgeting explained.
13:06–14:00	Understanding the budgeting cycle, including preparation, approval, and monitoring phases.

Day 2: Creating Effective Budgets

Applied activity: Using the preliminary budget forecast, participants will create a detailed departmental budget. They will incorporate feedback from a fictional stakeholder group and justify their choices based on financial principles, ensuring alignment with organisational objectives and strategic priorities.
Output: A completed departmental budget document ready for review.

09:00–09:54	Step-by-step process for constructing a departmental budget, including stakeholder engagement.
09:54–10:48	Identifying fixed and variable costs in budget preparation for accuracy.
10:48–11:00	Incorporating stakeholder input and aligning budgets with strategic organisational goals.
11:00–11:30	**Coffee break**
11:30–12:12	Incorporating stakeholder input and aligning budgets with strategic organisational goals. (continued)
12:12–13:06	Utilising budgeting software tools for efficiency and accuracy in budget creation.
13:06–14:00	Best practices for budget documentation, approval processes, and communication.

Day 3: Financial Reporting Essentials

Applied activity: Participants will prepare a financial report based on the completed departmental budget and simulated financial data. They will ensure compliance with relevant reporting standards and clarity for stakeholders, making decisions on the presentation format and key insights to highlight.
Output: A comprehensive financial report ready for stakeholder review and discussion.

09:00–09:54	Overview of financial statements: income statement, balance sheet, cash flow statement, and their interrelations.
09:54–10:48	Key performance indicators (KPIs) for financial analysis and reporting.
10:48–11:00	Understanding regulatory requirements for financial reporting and compliance standards.
11:00–11:30	**Coffee break**



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11:30–12:12	Understanding regulatory requirements for financial reporting and compliance standards. (continued)
12:12–13:06	Techniques for presenting financial data clearly and effectively to various stakeholders.
13:06–14:00	Common pitfalls in financial reporting and strategies to avoid them.

Day 4: Variance Analysis and Performance Evaluation

Applied activity: Participants will conduct a variance analysis on the financial report they prepared, identifying key areas for improvement. They will present their findings to a mock stakeholder panel, addressing potential concerns and making recommendations for budget adjustments based on their analysis.
Output: A variance analysis report with actionable recommendations for future budgeting.

09:00–09:54	Defining and calculating budget variances: favourable vs. unfavourable, and their implications.
09:54–10:48	Methods for analysing variances and identifying root causes of discrepancies.
10:48–11:00	Using variances to inform future budgeting decisions and adjustments.
11:00–11:30	**Coffee break**
11:30–12:12	Using variances to inform future budgeting decisions and adjustments. (continued)
12:12–13:06	Communicating variance analysis to stakeholders effectively and constructively.
13:06–14:00	Integrating performance metrics into financial reporting for enhanced insights.

Day 5: Integrated Budgeting and Reporting

Applied activity: Participants will work in teams to develop a comprehensive budget presentation that integrates their departmental budgets and financial reports. They will address potential scenarios and stakeholder concerns, justifying their recommendations with data-driven insights and strategic rationale.
Output: A group presentation summarising the integrated budget and financial insights for stakeholder approval.

09:00–09:54	Combining budgeting and financial reporting for strategic decision-making and organisational alignment.
09:54–10:48	Scenario planning and its impact on budget adjustments and resource allocation.
10:48–11:00	Utilising dashboards for real-time financial monitoring and reporting.
11:00–11:30	**Coffee break**
11:30–12:12	Utilising dashboards for real-time financial monitoring and reporting. (continued)



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12:12–13:06	Collaborative budgeting: engaging cross-functional teams in the budgeting process.
13:06–14:00	Finalising and presenting the budget to stakeholders, incorporating feedback and strategic insights.

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Dubai Confirmed dates	16 Nov 2026	20 Nov 2026	**€3,150.-**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.-**
Frankfurt Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,650.-**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.-**
Kuala Lumpur Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,450.-**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.-**
Paris Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,860.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.-**
Cape Town Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,890.-**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.-**
Istanbul Confirmed dates	18 Jan 2027	22 Jan 2027	**€2,650.-**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.-**
Amsterdam Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,540.-**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.-**
Singapore Confirmed dates	15 Feb 2027	19 Feb 2027	**€2,820.-**
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
London Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,450.–**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.–**
Dubai Confirmed dates	15 Mar 2027	19 Mar 2027	**€3,150.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
Vienna Confirmed dates	22 Mar 2027	26 Mar 2027	**€2,940.–**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**€1,250.–**
Frankfurt Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,650.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,450.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.–**
Paris Confirmed dates	3 May 2027	7 May 2027	**€2,860.–**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.–**
Cape Town Confirmed dates	10 May 2027	14 May 2027	**€1,890.–**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.–**
Istanbul Confirmed dates	17 May 2027	21 May 2027	**€2,650.–**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.–**
Amsterdam Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,540.–**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Singapore Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,820.-**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
London Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,450.-**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.-**
Rome Confirmed dates	12 Jul 2027	16 Jul 2027	**€2,450.-**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.-**
Dubai Confirmed dates	19 Jul 2027	23 Jul 2027	**€3,150.-**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.-**
Frankfurt Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,650.-**



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Dates, venues and fees (continued)

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Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,450.-**
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Paris Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,860.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Barcelona Confirmed dates	13 Sept 2027	17 Sept 2027	**€2,840.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,250.-**
Istanbul Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,650.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Amsterdam Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,540.-**
Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.-**
Singapore Confirmed dates	18 Oct 2027	22 Oct 2027	**€2,820.-**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.-**
London Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,450.-**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.-**
Dubai Confirmed dates	15 Nov 2027	19 Nov 2027	**€3,150.-**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.-**
Rome Confirmed dates	22 Nov 2027	26 Nov 2027	**€2,450.-**



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Dates, venues and fees (continued)

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Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.-**
Frankfurt Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,650.-**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,450.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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View the latest course details online