

FINANCE & ACCOUNTING | COURSE BROCHURE

The Complete Course on Budgeting

5 days | Classroom training | English

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Course content

Why attend

This course provides a comprehensive understanding of budgeting processes, tools, and techniques for professionals. Participants will learn to create, manage, and analyse budgets effectively, enabling informed financial decisions and strategic resource allocation in their organisations.

Budgeting is a critical skill for professionals tasked with financial oversight, as it directly impacts organisational performance and resource management. Many face challenges in aligning budgets with strategic goals, forecasting accurately, and adapting to changing financial conditions. These issues can hinder decision-making and operational efficiency, making it essential for professionals to develop robust budgeting skills. Participants will learn to navigate these challenges by mastering techniques for effective budget creation, monitoring, and adjustment, ensuring that their organisations can respond proactively to financial pressures and opportunities. Additionally, participants will engage in practical exercises that simulate real-world scenarios, enhancing their ability to manage budgets under varying conditions. Developing practical budgeting capabilities is vital for making informed financial decisions. Participants will engage in hands-on exercises that simulate real-world budgeting scenarios, including variance analysis and cash flow management. They will practice tasks such as preparing detailed budgets, conducting variance analysis, and presenting budget proposals to stakeholders. By the end of the course, participants will be equipped to align budgets with organisational strategies, justify budgetary decisions with data-driven insights, and effectively communicate financial information to various stakeholders. This comprehensive skill set will empower them to contribute to their organisations' financial health and strategic direction.

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 mix of interactive workshops, case studies, and practical simulations to build participants' budgeting capabilities. Each session includes group discussions and individual exercises that focus on real-world budgeting scenarios. Participants will engage in creating operational budgets, conducting variance analyses, and developing cash flow forecasts. They will produce budget templates, variance reports, and financial forecasts as evidence of their learning, ensuring they can apply these skills in their roles immediately. This hands-on approach fosters collaboration and allows participants to learn from each other's experiences, enhancing their understanding of budgeting in diverse contexts. Additionally, feedback sessions will reinforce learning and encourage participants to refine their budgeting techniques.



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Course objectives

By the end of this course, participants will be able to:
• Construct a comprehensive budget using historical data and forecasting techniques for a specific project.
• Analyse budget variances to identify discrepancies and inform decision-making regarding resource allocation.
• Prioritise budget allocations based on organisational goals and resource availability to maximise impact.
• Evaluate the impact of external factors on budget performance and adjust accordingly for better accuracy.
• Design a cash flow forecast to manage liquidity and operational needs effectively.
• Justify budget recommendations to stakeholders using data-driven insights and financial analysis.
• Develop a budget presentation that effectively communicates financial strategies to stakeholders, ensuring clarity and engagement.
• Assess the effectiveness of budgeting tools and techniques in various organisational contexts to enhance financial planning.

Target audience

This course is suitable for:
• Financial analysts responsible for budget preparation and analysis.
• Project managers overseeing budget management for specific initiatives.
• Department heads needing to align departmental budgets with strategic objectives.
• Small business owners managing limited financial resources and planning for growth.

Target competencies

Participants will develop competencies in:
• Ability to create detailed and accurate budgets.
• Skill in analysing financial data for variance identification.
• Proficiency in cash flow management and forecasting.
• Capability to communicate budgetary information effectively to stakeholders.
• Understanding of strategic resource allocation principles.
• Competence in using budgeting software and tools.

Course outline



Course content

Day 1: Fundamentals of Budgeting

Applied activity: Participants will create a simple operational budget for a fictional department, incorporating historical data and projected expenses. They will present their budget to the group, highlighting key assumptions and expected outcomes for feedback.
Output: Operational budget template with detailed line items and justifications.

09:00–09:54	Define budgeting and its importance in financial management and organisational success.
09:54–10:48	Identify different types of budgets, such as operational, capital, and cash budgets, and their applications.
10:48–11:00	Understand the budgeting cycle, including preparation, execution, and review phases.
11:00–11:30	**Coffee break**
11:30–12:12	Understand the budgeting cycle, including preparation, execution, and review phases. (continued)
12:12–13:06	Explore the role of stakeholders in the budgeting process and their influence on budget outcomes.
13:06–14:00	Discuss common budgeting challenges, such as cost overruns and inaccurate forecasting, and potential solutions.

Day 2: Budget Preparation Techniques

Applied activity: Using provided historical data, participants will prepare a budget forecast for the next fiscal year, considering strategic objectives and cost structures. They will justify their assumptions and present their forecasts to the group for critique.
Output: Budget forecast report with detailed assumptions and justifications.

09:00–09:54	Gathering and analysing historical financial data to inform budget estimates and projections.
09:54–10:48	Utilising forecasting techniques, such as trend analysis and regression, for accurate budget preparation.
10:48–11:00	Incorporating strategic objectives into budget planning to ensure alignment with organisational goals.
11:00–11:30	**Coffee break**
11:30–12:12	Incorporating strategic objectives into budget planning to ensure alignment with organisational goals. (continued)
12:12–13:06	Understanding fixed vs. variable costs in budgeting and their impact on financial planning.
13:06–14:00	Developing a budget timeline with milestones to track progress and ensure timely completion.



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Day 3: Variance Analysis and Reporting

Applied activity: Participants will analyse a given set of budget vs. actual financial data, identifying variances and preparing a report with recommendations for corrective actions. They will present their findings to the group, focusing on implications for future budgets.
Output: Variance analysis report with insights, recommendations, and proposed actions.

09:00–09:54	Define variance analysis and its significance in monitoring budget performance and financial health.
09:54–10:48	Identify types of variances: favourable vs. unfavourable, and their implications for decision-making.
10:48–11:00	Learn methods for conducting variance analysis, including percentage and dollar variance calculations.
11:00–11:30	**Coffee break**
11:30–12:12	Learn methods for conducting variance analysis, including percentage and dollar variance calculations. (continued)
12:12–13:06	Create variance reports to communicate findings effectively to stakeholders and management.
13:06–14:00	Discuss corrective actions based on variance analysis to improve future budgeting processes.

Day 4: Cash Flow Management

Applied activity: Participants will develop a cash flow forecast for a fictional business scenario, considering seasonal variations and operational needs. They will present their forecasts, highlighting key assumptions and potential cash flow challenges.
Output: Cash flow forecast document with assumptions, analysis, and potential strategies.

09:00–09:54	Understand the importance of cash flow in budgeting and its role in organisational sustainability.
09:54–10:48	Learn to create a cash flow forecast, including inflows and outflows, and its components.
10:48–11:00	Identify strategies for managing cash flow effectively, including timing and prioritisation of expenses.
11:00–11:30	**Coffee break**
11:30–12:12	Identify strategies for managing cash flow effectively, including timing and prioritisation of expenses. (continued)
12:12–13:06	Discuss the impact of seasonality and economic factors on cash flow and budgeting decisions.
13:06–14:00	Explore tools for monitoring cash flow performance, such as cash flow statements and dashboards.



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Day 5: Integrated Budgeting and Strategic Decision-Making

Applied activity: In groups, participants will develop a comprehensive budget proposal for a fictional project, integrating strategic goals and external factors. They will present their proposal to a mock board of stakeholders, addressing potential concerns and questions.
Output: Comprehensive budget proposal presentation with strategic justifications and financial analysis.

09:00–09:54	Explore the relationship between budgeting and strategic planning, and how they influence each other.
09:54–10:48	Learn to align budgets with organisational goals and priorities to enhance strategic impact.
10:48–11:00	Discuss the role of scenario planning in budgeting to prepare for uncertainties and risks.
11:00–11:30	**Coffee break**
11:30–12:12	Discuss the role of scenario planning in budgeting to prepare for uncertainties and risks. (continued)
12:12–13:06	Evaluate the impact of external factors, such as market trends and regulatory changes, on budget decisions.
13:06–14:00	Create a budget presentation for stakeholders that effectively communicates financial strategies and justifications.

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	9 Nov 2026	13 Nov 2026	**€3,150.-**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,250.-**
Frankfurt Confirmed dates	23 Nov 2026	27 Nov 2026	**€2,650.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.-**
Kuala Lumpur Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,450.-**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.-**
Paris Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,860.-**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.-**
Vienna Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,940.-**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.-**
Istanbul Confirmed dates	11 Jan 2027	15 Jan 2027	**€2,650.-**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Amsterdam Confirmed dates	25 Jan 2027	29 Jan 2027	**€2,540.-**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.-**
Singapore Confirmed dates	8 Feb 2027	12 Feb 2027	**€2,820.-**
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,250.-**
London Confirmed dates	22 Feb 2027	26 Feb 2027	**€2,450.-**
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.-**
Rome Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,450.-**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.-**
Dubai Confirmed dates	8 Mar 2027	12 Mar 2027	**€3,150.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,250.-**
Frankfurt Confirmed dates	22 Mar 2027	26 Mar 2027	**€2,650.-**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,450.-**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,250.-**
Paris Confirmed dates	26 Apr 2027	30 Apr 2027	**€2,860.-**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.-**
Cape Town Confirmed dates	3 May 2027	7 May 2027	**€1,890.-**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Istanbul Confirmed dates	10 May 2027	14 May 2027	**€2,650.-**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.-**
Amsterdam Confirmed dates	24 May 2027	28 May 2027	**€2,540.-**
Online Confirmed dates	24 May 2027	28 May 2027	**€1,250.-**
Singapore Confirmed dates	14 Jun 2027	18 Jun 2027	**€2,820.-**
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,250.-**
London Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,450.-**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
Barcelona Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,840.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.-**
Dubai Confirmed dates	12 Jul 2027	16 Jul 2027	**€3,150.-**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.-**
Frankfurt Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,650.-**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,450.-**
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,250.-**
Paris Confirmed dates	23 Aug 2027	27 Aug 2027	**€2,860.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Cape Town Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,890.-**
Online Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,250.-**
Istanbul Confirmed dates	13 Sept 2027	17 Sept 2027	**€2,650.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,250.-**
Amsterdam Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,540.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Singapore Confirmed dates	11 Oct 2027	15 Oct 2027	**€2,820.-**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.-**
London Confirmed dates	25 Oct 2027	29 Oct 2027	**€2,450.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,250.–**
Rome Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,450.–**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.–**
Dubai Confirmed dates	8 Nov 2027	12 Nov 2027	**€3,150.–**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,250.–**
Frankfurt Confirmed dates	22 Nov 2027	26 Nov 2027	**€2,650.–**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,450.–**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Paris Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,860.-**
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