JUPITER PRIME

Consulting • Training • Advisory

جوبيتر برايم للاستشارات والتدريب

COURSE BROCHURE

# Advanced Finance and Budgeting Skills Training Course

8 – 19 November 2027
Rome

# Advanced Finance and Budgeting Skills Training Course

**Ref:** 503_18578 **Date:** 8 – 19 November 2027 **Location:** Rome **Fees:** 11100 GBP

Advanced Finance and Budgeting Skills is a 2-week training course for finance managers, budget holders and departmental heads who own spending plans, and each participant leaves with a departmental budget defence pack. Rising cost pressure, tighter capital and faster planning cycles mean spending plans now face sharper scrutiny from boards and lenders. Jupiter Prime Training designed the course around the decisions budget owners defend every quarter.

## Why Finance and Budgeting Skills Matter Now

Three forces shape budget ownership today: boards asking for leaner cost bases, lenders and investors reading cash generation before profit, and operating leaders expecting forecasts that move with the business rather than a fixed annual figure. A department that budgets well secures funding for the right projects, explains variances before they become surprises and protects cash during downturns. One that budgets badly loses credibility and capital. The course rests on the logic of the three primary financial statements as presented under International Financial Reporting Standards IFRS, on zero-based and rolling budget methods, and on discounted cash flow appraisal for capital requests.

## Who Gains Most from Finance and Budgeting Skills

- Department and cost-centre heads who propose, defend and spend an annual budget envelope
- Finance managers who consolidate departmental submissions and challenge assumptions behind them
- Budget controllers who track commitments, accruals and monthly spend against approved limits
- Project sponsors who request capital funding and answer for the returns promised
- Finance business partners who translate operational plans into cost and cash figures

A finance team attending together with the department heads it supports gains most, because both sides leave using the same budget vocabulary and review rhythm.

## Finance and Budgeting Skills Capabilities

Participants move from reading the numbers to owning them: building, defending and steering a budget through a full year.

- Build a zero-based cost justification for a discretionary spending line — departmental funding requests
- Calculate net present value, internal rate of return and payback for a capital request — investment committee approval
- Design a 13-week cash flow forecast that links budget lines to timing of receipts and payments — treasury and liquidity decisions
- Analyse price, volume and efficiency variances behind a monthly overspend — corrective action by cost-centre heads
- Weigh a rolling forecast against a fixed annual budget for a fast-changing unit — chief financial officer planning choices
- Communicate budget performance in a one-page report that operating leaders can act on — executive committee reviews

## Key Finance and Budgeting Skills Terms

- Zero-Based Budgeting ZBB — a method where every cost line is justified from nil each cycle rather than increased from last year's figure.
- Rolling Forecast — a forecast extended by one period each month or quarter, so the planning horizon stays constant as time passes.
- Flexible Budget — a budget restated for the actual activity level, separating volume effects from spending efficiency in variance reports.
- Net Present Value NPV — the sum of future cash flows discounted at the cost of capital, minus the initial investment.
- Working Capital — current assets minus current liabilities; the cash tied up in stock, receivables and supplier terms.
- Budget Variance — the difference between actual and budgeted results, explained by its price, volume and efficiency causes.

## Finance and Budgeting Skills Day by Day

## Day 1: Financial Statements Behind the Budget

- Income Statement Structure — Which Lines a Department Actually Controls
- Statement of Financial Position — Assets and Liabilities Created by Spending Plans
- Statement of Cash Flows — Why Profitable Units Can Still Run Short
- Accruals Versus Cash Timing — Matching Budget Months to Payment Dates
- IFRS Presentation Basics — Reading Group Results Budget Owners Feed Into

## Day 2: Cost Behaviour and Profit Drivers

- Fixed, Variable and Semi-Variable Cost Mapping — Flexibility of the Cost Base
- Contribution Margin Analysis — Pricing and Product Mix Choices
- Break-Even and Margin of Safety — Minimum Viable Activity Levels
- Operating Leverage — Exposure of Earnings to Volume Swings
- Activity-Based Cost Drivers — Fairer Allocation of Shared Overheads

## Day 3: Budget Architecture and Planning Calendar

- Top-Down Envelopes Versus Bottom-Up Builds — Negotiating Departmental Targets
- Budget Calendar and Submission Templates — Timely Consolidation by Finance
- Driver Trees for Headcount and Volume — Linking Activity to Cost
- Assumption Registers — Transparent Challenge During Budget Reviews
- Strategic Plan Alignment — Funding Priorities Over Inherited Spend

## Day 4: Zero-Based and Priority-Based Budgeting

- Decision Packages and Service Levels — Choosing Minimum, Current or Enhanced Spend
- Zero-Based Cost Justification — Removing Legacy Discretionary Lines
- Priority-Based Ranking Matrices — Allocating Scarce Funds Across Units
- Cost Reduction Levers in Procurement and Staffing — Sustainable Savings Targets
- Incremental Versus Zero-Based Trade-Offs — Effort Against Savings Gained

## Day 5: Rolling Forecasts and Flexible Budgets

- Rolling Forecast Horizons and Cadence — Planning Agility for Volatile Units
- Flexible Budget Restatement — Fair Performance Judgement at Actual Volume
- Scenario Ranges and Sensitivity Tables — Preparing for Demand Shocks
- Forecast Accuracy Tracking — Credibility of Departmental Projections
- Beyond Budgeting Principles — When Fixed Targets Distort Behaviour

## Day 6: Cash Flow Forecasting and Working Capital

- Thirteen-Week Cash Flow Forecast — Short-Term Liquidity Decisions
- Receivables Days and Collection Profiles — Customer Credit Terms
- Inventory Days and Reorder Policies — Stock Investment Versus Service Levels
- Payables Timing and Supplier Terms — Cash Release Without Supply Risk
- Cash Conversion Cycle — Funding Needs of Growth Plans

## Day 7: Capital Expenditure Appraisal

- Capital Request Business Case Structure — Investment Committee Expectations
- Payback and Discounted Payback — Speed of Capital Recovery
- Net Present Value and Internal Rate of Return — Ranking Competing Projects
- Cost of Capital and Hurdle Rates — Minimum Acceptable Returns
- Post-Investment Review — Holding Sponsors to Promised Benefits

## Day 8: Variance Analysis and Budget Control

- Price, Volume and Efficiency Variances — Root Causes of Overspend
- Commitment Accounting and Purchase Order Tracking — Spend Visibility Before Invoices
- Accrual Reviews at Month-End — Accurate Departmental Results
- Virement Rules and Reforecast Triggers — Moving Funds Between Budget Lines
- Corrective Action Logs — Accountability for Recovering Shortfalls

## Day 9: Budget Performance Reporting

- Key Performance Indicators for Cost Centres — Measures Leaders Can Influence
- One-Page Budget Performance Report — Executive Committee Decisions
- Visual Variance Bridges — Explaining Movement From Budget to Actual
- Narrative Commentary Standards — Concise Explanations Without Jargon
- Board-Level Financial Summaries — Linking Departmental Results to Group Targets

## Day 10: Practising the Departmental Budget Defence

- Zero-Based Justification of Selected Cost Lines — Departmental Funding Case
- Rolling Forecast and Cash Profile Build — Liquidity Evidence for Reviewers
- Capital Request Appraisal Using NPV and Payback — Investment Committee Submission
- Variance Scenario Rehearsal With Peer Challenge — Defending Assumptions Under Questioning
- Departmental Budget Defence Pack Completion — Final Submission to Finance Leadership

## Applying Finance and Budgeting Skills After the Course

- Rebuild two discretionary cost lines of the next budget submission on a zero-based basis and present the decision packages to finance.
- Launch a 13-week cash flow forecast for the department and compare it each month with actual receipts and payments.

## Finance and Budgeting Skills Questions FAQ

### What are advanced finance and budgeting skills and why do they matter now?

Advanced finance and budgeting skills let a manager build, defend and steer a spending plan using financial statements, cash forecasts and investment appraisal. They matter now because boards expect leaner cost bases, faster reforecasting and clear evidence that each capital request will repay its funding.

### Which roles gain most from advanced finance and budgeting skills training?

Department heads, cost-centre owners, finance managers, budget controllers and finance business partners gain most. You benefit most if you submit or consolidate budgets, answer for monthly variances or prepare capital requests that compete for limited funds.

### How does advanced finance and budgeting skills training differ from an introductory finance course?

It goes beyond reading statements to owning a budget end to end. An introductory finance course explains accounting terms; this one has you apply zero-based justification, rolling forecasts, cash flow timing and NPV appraisal to your own department's figures.

## What will I bring back from advanced finance and budgeting skills training?

You bring back a departmental budget defence pack: zero-based cost justifications, a rolling forecast with a cash profile, an appraised capital request and a one-page performance report, ready to use in your next budget round.

## Finance and Budgeting Skills: The Way Forward

The departmental budget defence pack first informs the next annual submission, where cost-centre heads use it to justify spending and finance managers use it to challenge assumptions. Its cash profile and capital appraisal then guide funding requests during the year. After the first quarter, revisit whether a rolling forecast should replace the fixed annual budget for the most volatile cost lines.