JUPITER PRIME

Consulting • Training • Advisory

جوبيتر برايم للاستشارات والتدريب

COURSE BROCHURE

Master Budget Preparation for New Budget Owners Training Course

11 – 15 January 2027
Rome

Master Budget Preparation for New Budget Owners Training Course

Ref: 1737_63703 **Date:** 11 – 15 January 2027 **Location:** Rome **Fees:** 6200 GBP

Master Budget Preparation for New Budget Owners is a 1-week training course for non-finance managers and newly appointed budget owners, ending with a business unit master budget workbook that links sales, operating, cash and capital schedules. Organisations increasingly hand budget ownership to operational leaders who have never assembled one. Jupiter Prime Training delivers this course for first-time budget owners.

Why Master Budget Preparation Matters Now

Three pressures shape master budget preparation today. Finance functions are leaner, so operational leaders now draft schedules that analysts once prepared. Lenders and owners of smaller businesses expect a budgeted income statement, cash budget and balance sheet that agree with one another. And interest costs make idle cash and badly timed equipment purchases expensive. A unit with a coherent master budget sees funding gaps months ahead. The course rests on the master budget model, cost-volume-profit CVP analysis and the payback and net present value NPV methods.

Who Gains Most from Master Budget Preparation

- Newly appointed owners of a business unit or branch income statement
- Sales leaders who set volume and price assumptions for the unit
- Operations and production leads responsible for materials, labour and overhead schedules
- Owners and general managers of small and medium enterprises preparing figures for lenders

A business unit that sends its sales, operations and general management leads together gains most, since each schedule they own feeds the next one in the model.

Master Budget Preparation Capabilities

Participants build each schedule in sequence and trace how one assumption moves profit, cash and the balance sheet.

- Specify planning assumptions for volume, price and cost inflation — the starting point every schedule depends on
- Build linked sales, purchases and operating expense budgets — the unit's expected profit
- Calculate break-even and margin of safety with CVP analysis — pricing and volume targets
- Design a monthly cash budget from collection and payment timing — funding and overdraft needs
- Assess capital expenditure requests with payback and NPV — which equipment or projects to fund

- Test the budgeted balance sheet for consistency — the owner, lender or head office reviewing it

Key Master Budget Preparation Terms

- Master budget — the full set of linked operating and financial budgets for a period, ending in a budgeted income statement and balance sheet.
- Sales budget — the expected units and revenue by product or service line; every other operating schedule is derived from it.
- Cash budget — a month-by-month forecast of receipts and payments showing opening and closing cash and any funding gap.
- Capital budget — the schedule of planned purchases of long-lived assets, with their cost, timing and expected return.
- Break-even point — the sales level at which total contribution exactly covers fixed costs, so profit is zero.
- Budgeted balance sheet — the projected position of assets, debts and equity at period end, built from the other schedules.

Master Budget Preparation Day by Day

Day 1: Planning Assumptions and the Master Budget Model

- Master Budget Flow Diagram — How Operating and Financial Schedules Connect
- Planning Assumptions Register — Volume, Price, Inflation and Headcount Inputs
- Strategic Objectives to Unit Targets — Translating Goals Into Revenue Aims
- Top-Down Versus Participative Budgeting — Ownership and Realism Trade-Offs
- Budget Committee and Approval Roles — Who Signs Off Each Schedule

Day 2: Operating Budgets and Profit Planning

- Sales Budget by Product and Channel — Setting the Volume Foundation
- Production and Purchases Schedules — Inventory Levels and Supplier Orders
- Direct Labour and Overhead Budgets — Staffing Cost in Manufacturing and Hospitality
- Cost-Volume-Profit Analysis — Break-Even and Margin of Safety Targets
- Budgeted Income Statement — Confirming the Unit's Expected Profit

Day 3: Cash Budgeting and Working Capital

- Receivables Collection Pattern — Timing Customer Receipts Across Months
- Payables and Payroll Timing — Scheduling Cash Outflows Realistically
- Monthly Cash Budget Layout — Opening Cash, Movements and Closing Cash
- Minimum Cash Balance and Short-Term Funding — Overdraft or Credit Line Choices
- Inventory and Credit Terms Levers — Releasing Cash Tied in Operations

Day 4: Capital Budgeting and Monitoring

- Capital Expenditure Request Form — Justifying Equipment and Fit-Out Spend
- Payback Period and Net Present Value — Ranking Competing Investment Proposals
- Depreciation and Asset Schedules — Feeding Capital Plans Into Profit
- Budgeted Balance Sheet Assembly — Checking That Every Schedule Agrees
- Budget Versus Actual Report and Flexible Budget — Monitoring Results Fairly

Day 5: Practising Master Budget Assembly

- Applying the Assumptions Register — A Small Business Unit Case
- Applying Operating Schedules and CVP — Setting Profit Targets
- Applying Cash and Capital Schedules — Revealing Funding Needs
- Sensitivity Testing of Key Drivers — Volume and Price Shocks
- Business Unit Master Budget Workbook — Final Linking and Presentation

Applying Master Budget Preparation After the Course

- Map the unit's existing spreadsheets onto the master budget flow diagram and close the missing links between profit, cash and capital schedules.
- Build a twelve-month cash budget from actual collection and payment patterns and share it with the unit's finance contact.

Master Budget Preparation Questions FAQ

What is master budget preparation for new budget owners and why does it matter now?

It is the process of building linked sales, operating, cash and capital budgets into one model. It matters now because operational leaders increasingly own budgets that lenders, owners and head offices expect to be internally consistent.

Which roles gain most from master budget preparation?

Newly appointed budget owners and non-finance managers gain most. You benefit if you now answer for a unit's profit and cash.

How does master budget preparation differ from a budget variance or cost control course?

It focuses on building the full budget from assumptions rather than on controlling spend afterwards. Cost control courses start from an approved budget; this one teaches how the profit, cash and capital schedules are created and linked.

What do you bring back from master budget preparation?

You bring back a linked master budget workbook for a small business unit. It contains an assumptions register, operating schedules, a cash budget, capital requests and a budgeted balance sheet.

Master Budget Preparation: The Way Forward

The business unit master budget workbook first informs the unit's next funding conversation, showing when cash will be short and which capital requests can proceed. Budget owners use it to test new assumptions quickly. After its first use, the collection pattern and break-even assumptions deserve a second look against actual trading.