

ADVANCED BUDGETING AND FINANCIAL STATEMENT ANALYSIS



GENTEX[®]
TRAINING CENTER



Introduction

Advanced Budgeting and Financial Statement Analysis Training Course combines two financial disciplines that work best together: reading what the numbers say and planning what they should say next. Participants work through advanced statement analysis, ratio and cash flow interpretation, budget construction, and variance review as one connected financial practice. The programme links diagnosis with planning so that analysis informs the budget and the budget improves performance. As a result, learners gain the ability to both judge results and plan them. Furthermore, the course strengthens analytical rigour, commercial judgement, and reporting discipline.

Advanced Budgeting and Financial Statement Analysis Course Objectives

- Interpret the income statement, balance sheet, and cash flow statement together.
- Apply advanced ratio analysis across profitability, liquidity, leverage, and efficiency.
- Assess earnings quality, working capital, and the cash conversion cycle.
- Use common-size and trend analysis to compare performance over time.
- Apply DuPont analysis to break down return on equity.
- Build budgets using incremental, zero-based, and rolling approaches.
- Apply driver-based budgeting and activity-based budgeting (ABB).
- Forecast revenue and prepare cash budgets and working capital plans.
- Analyse budget variances using price, volume, mix, and efficiency analysis.
- Present an integrated financial performance and budget review to management.

Course Methodology

- Interactive sessions built on financial analysis and budgeting cases.

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- Workshops on statement analysis, ratio interpretation, and budget construction.
- Group exercises on variance investigation and cash forecasting.
- Hands-on practice with DuPont analysis, CVP models, and driver-based budgets.
- Simulation of a budget review and a performance diagnosis meeting.
- Facilitator coaching and peer review on personal financial analysis plans.

Who Should Take This Course

- Finance managers, analysts, and management accountants.
- Budget officers and financial planning specialists.
- Department heads accountable for budgets and results.
- Business partners supporting commercial decisions.
- Credit, investment, and corporate finance professionals.
- Consultants advising on financial planning and analysis.

Advanced Budgeting and Financial Statement Analysis Course Outlines

Day 1: Financial Statements and Accounting Foundations

- The accounting cycle and accrual, matching, and prudence principles.
- Structure of the income statement, balance sheet, and cash flow statement.
- How the three statements link and reconcile.
- Revenue recognition and expense classification basics.
- IFRS and local reporting requirements overview.





- Common reporting adjustments and distortions.
- Case discussion: how an accounting choice changed the reported picture.

Day 2: Advanced Ratio and Performance Analysis

- Profitability ratios: gross, operating, and net margins, ROA, and ROE.
- Liquidity ratios: current, quick, and cash ratios.
- Leverage ratios: debt-to-equity, interest cover, and gearing.
- Efficiency ratios: asset turnover, inventory days, receivable and payable days.
- DuPont analysis: decomposing return on equity.
- Common-size, trend, and peer comparison analysis.
- Workshop: analysing a full set of financial statements.

Day 3: Cash Flow, Earnings Quality, and Working Capital

- Operating, investing, and financing cash flows in detail.
- Converting profit into cash and reconciling the difference.
- Earnings quality signals and red flags.
- The cash conversion cycle and working capital management.
- Free cash flow and its use in valuation and planning.
- Forecasting cash needs and financing gaps.
- Exercise: building a cash flow forecast from operating assumptions.

Day 4: Budgeting and Forecasting Practice

- Budget cycle, governance, and target setting.
- Incremental, zero-based, and rolling budgeting compared.

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- Driver-based budgeting and activity-based budgeting (ABB).
- Revenue budgeting and sales forecasting methods.
- Cost budgeting, contribution margin, and break-even analysis.
- Capital budgeting basics: payback, NPV, and IRR.
- Simulation: preparing and defending a departmental budget.

Day 5: Variance Analysis and Integrated Financial Review

- Budget versus actual reporting and variance classification.
- Price, volume, mix, and efficiency variance analysis.
- Root cause analysis for significant variances.
- Re-forecasting and corrective action routines.
- Linking analysis to budget revision and cost control.
- Reporting financial performance to executives clearly.
- Capstone: presenting an integrated analysis and budget review.

Conclusion

By successfully completing Advanced Budgeting and Financial Statement Analysis, participants will gain a practical command of financial statement interpretation, ratio and cash analysis, budgeting methods, and variance review. They will acquire skills in performance diagnosis, driver-based budgeting, cash forecasting, and integrated financial reporting that support sound commercial decisions. Gentex Training Center designs the programme to help professionals read the numbers and plan them with confidence.





FAQs

Q1 What is the "Advanced Budgeting and Financial Statement Analysis" course about?

It combines two financial disciplines that work best together: reading what the numbers say and planning what they should say next. The course spans financial statements and accounting foundations, advanced ratio and performance analysis, cash flow and earnings quality, budgeting and forecasting practice, and variance analysis and integrated review.

Q2 What are the key benefits of the "Advanced Budgeting and Financial Statement Analysis" course?

You gain the ability to both judge results and plan them. The course improves statement and ratio interpretation, deepens cash flow and earnings quality insight, strengthens budget construction and cash forecasting, and gives you variance reporting discipline that supports management action.

Q3 What skills will I gain from the "Advanced Budgeting and Financial Statement Analysis" course?

You will develop four core skills: financial statement analysis with ratio and DuPont interpretation, cash flow and working capital analysis, advanced budgeting and forecasting practice, and variance analysis with integrated financial reporting.



Q4 What tools, methods, or standards are covered in the "Advanced Budgeting and Financial Statement Analysis" course?

The course covers the accounting cycle and accrual principles, the income statement, balance sheet, and cash flow statement, IFRS and local reporting requirements, profitability, liquidity, leverage, and efficiency ratio analysis, DuPont analysis, common-size and trend analysis, cash conversion cycle and working capital management, free cash flow analysis, earnings quality assessment, incremental, zero-based, rolling, driver-based, and activity-based budgeting (ABB), contribution margin and break-even analysis, payback, NPV, and IRR, and price, volume, mix, and efficiency variance analysis.

Q5 How is the "Advanced Budgeting and Financial Statement Analysis" course applied in real-world practice?

Participants apply it to real work such as analysing a company's financial statements and ratios, building a cash flow forecast, preparing a departmental budget, investigating a significant budget variance, and presenting an integrated performance review to management. The same methods support credit assessment and investment appraisal.