

# **BUDGETING, PLANNING & FINANCIAL REPORTING MASTERCLASS**



**GENTEX<sup>®</sup>**  
TRAINING CENTER



## Introduction

Budgeting, Planning & Financial Reporting Masterclass Training Course brings planning, budgeting, and reporting together as one management system rather than three separate routines. Participants work through the planning cycle, budget construction, forecasting, management reporting, and financial statement interpretation as a connected whole. The masterclass links the numbers a business produces with the decisions managers take from them. As a result, learners gain an integrated method for planning and reporting with confidence. Furthermore, the course strengthens analytical rigour, reporting quality, and the governance that keeps plans and reports credible.

## Budgeting, Planning & Financial Reporting Masterclass Course Objectives

- Explain the planning cycle and how it connects to reporting.
- Apply incremental, zero-based, rolling, and driver-based budgeting.
- Build operating, capital, and cash budgets with documented assumptions.
- Forecast revenue, cost, and cash using quantitative and qualitative methods.
- Read the income statement, balance sheet, and cash flow statement together.
- Apply ratio and trend analysis to interpret business performance.
- Design management reporting packs that support decisions.
- Apply the Balanced Scorecard and OKRs to performance reporting.
- Analyse variances and drive re-forecasting and corrective action.
- Apply reporting governance, disclosure, and audit-readiness standards.

## Course Methodology

- Interactive sessions built on planning, budgeting, and reporting cases.

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- Workshops on budget construction, forecasting, and reporting pack design.
- Group exercises on statement analysis, ratio interpretation, and variance review.
- Hands-on practice with driver-based budgets, KPI dashboards, and variance reports.
- Simulation of a management review and an executive reporting presentation.
- Facilitator coaching and peer review on personal planning and reporting plans.

## Who Should Take This Course

- Finance managers, controllers, and financial analysts.
- Budget officers and planning specialists.
- Management accountants and FP&A professionals.
- Department heads accountable for plans and reporting.
- Business partners supporting management decisions.
- Consultants advising on planning and reporting improvement.

## Budgeting, Planning & Financial Reporting Masterclass Course Outlines

### Day 1: The Planning Cycle and Budget Framework

- The planning cycle from strategy to budget to re-forecast to report.
- Planning calendar, governance, and approval routes.
- Incremental, zero-based, rolling, and driver-based budgeting compared.
- Linking plans to strategy with the Balanced Scorecard and OKRs.
- Behavioural traps: padding, sandbagging, and gaming.
- Roles and responsibilities across finance and the business.
- Case discussion: a plan and a report that told different stories.





## Day 2: Budget Construction and Cost Planning

- Building the operating budget: revenue, cost of sales, and overheads.
- Capital budget preparation and investment appraisal basics.
- Cash budget preparation and working capital planning.
- Cost behaviour: fixed, variable, and semi-variable costs.
- Contribution margin, break-even, and cost-volume-profit analysis.
- Overhead allocation and cost recovery planning.
- Workshop: preparing an integrated budget for a business unit.

## Day 3: Forecasting and Assumptions

- Quantitative methods: trend, moving average, and regression basics.
- Qualitative methods: expert judgement and the Delphi technique.
- Driver-based forecasting and identifying cost and revenue drivers.
- Seasonality, cycles, and trend decomposition basics.
- Assumption documentation, ownership, and version control.
- Forecast accuracy metrics such as MAPE and bias tracking.
- Exercise: forecasting with two methods and comparing accuracy.

## Day 4: Financial Statements and Management Reporting

- Reading the income statement, balance sheet, and cash flow statement together.
- Ratio analysis: profitability, liquidity, leverage, and efficiency.
- Trend and common-size analysis for performance comparison.
- Designing management reporting packs and KPI dashboards.

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- Segment, product, and business line reporting.
- Reporting cadence, audiences, and escalation thresholds.
- Simulation: preparing and presenting a full management reporting pack.

## Day 5: Variance Review, Governance, and Reporting Quality

- Budget versus actual reporting and variance classification.
- Price, volume, mix, and efficiency variance analysis.
- Root cause investigation and corrective action routines.
- Re-forecasting and rolling plan adjustments.
- Reporting governance, disclosure, and audit-readiness standards.
- Presenting financial performance to executives clearly.
- Capstone: presenting an integrated planning, budgeting, and reporting plan.

## Conclusion

By successfully completing Budgeting, Planning & Financial Reporting Masterclass, participants will gain an integrated command of the planning cycle, budget construction, forecasting, and financial reporting. They will acquire skills in statement interpretation, reporting pack design, variance analysis, and reporting governance that make plans and reports credible. Gentex Training Center designs the programme to help professionals plan and report with a single, coherent method.

## FAQs





## Q1 What is the "Budgeting, Planning & Financial Reporting Masterclass" course about?

It brings planning, budgeting, and reporting together as one management system rather than three separate routines. The course spans the planning cycle and budget framework, budget construction and cost planning, forecasting and assumptions, financial statements and management reporting, and variance review, governance, and reporting quality.

## Q2 What are the key benefits of the "Budgeting, Planning & Financial Reporting Masterclass" course?

You gain an integrated method for planning and reporting with confidence. The course improves budget construction and assumptions, sharpens statement and ratio interpretation, strengthens reporting pack design, and gives you variance routines that turn reported numbers into corrective action.

## Q3 What skills will I gain from the "Budgeting, Planning & Financial Reporting Masterclass" course?

You will develop four core skills: planning cycle and budget construction, forecasting with accuracy control, financial statement and ratio analysis, and management reporting design with variance review and governance.



## Q4 What tools, methods, or standards are covered in the "Budgeting, Planning & Financial Reporting Masterclass" course?

The course covers the planning cycle and calendar, the Balanced Scorecard, OKRs, incremental, zero-based, rolling, and driver-based budgeting, operating, capital, and cash budget construction, cost behaviour analysis, contribution margin, break-even and cost-volume-profit analysis, overhead allocation, quantitative forecasting methods (trend, moving average, regression basics), qualitative methods (expert judgement and Delphi technique), seasonality and trend decomposition, MAPE and forecast bias measurement, the income statement, balance sheet and cash flow statement, ratio analysis (profitability, liquidity, leverage, efficiency), trend and common-size analysis, KPI dashboards and management reporting packs, budget versus actual reporting, variance classification, price, volume, mix and efficiency variance analysis, root cause investigation, re-forecasting routines, and reporting governance and audit-readiness standards.

## Q5 How is the "Budgeting, Planning & Financial Reporting Masterclass" course applied in real-world practice?

Participants apply it to real work such as preparing an integrated budget for a business unit, building a management reporting pack for a monthly review, interpreting a set of financial statements, investigating a significant variance, and presenting performance to an executive committee. The same methods support rolling re-forecasts and segment reporting.