



Construction Accounting and Financial Control Course

26 – 30 October 2026
Milan



AGILE LEADERS
Training Center

Construction Accounting and Financial Control Course

Ref: 511_140280 **Date:** 26 – 30 October 2026 **Location:** Milan **Fees:** 7000 Euro

Overview

Construction Accounting and Financial Control Course is a five-day intermediate course for project and finance professionals who leave with a Construction Project Financial Control Pack. Participants connect construction accounting, job costing, work in progress, revenue recognition awareness, construction cash flow, cost-to-complete forecasting, earned value, variations, and project financial reporting. Agile Leaders Training Center presents construction financial control through linked records, calculations, reviews, and decisions.

Who Should Attend

- Teams responsible for project budgets, cost codes, commitments, and actual-cost records
- Teams responsible for contract values, applications, variations, and commercial reporting
- Teams responsible for work-in-progress schedules, revenue records, and financial statements
- Teams responsible for progress measurement, forecasts, and performance reporting
- Leaders responsible for project cash flow, margin outlook, and corrective decisions

The course assumes participants work with construction project cost or financial information; it leaves out bookkeeping fundamentals, audit opinions, tax advice, and project-specific accounting judgments.

Departments and Industries

The course supports financial control across project-based organizations.

- Building, infrastructure, utilities, and industrial construction
- Project controls, cost engineering, and commercial management
- Finance, accounting, treasury, and management reporting
- Contracts, quantity surveying, and supply-chain functions
- Property development, engineering services, and facilities projects

Learning Objectives

By the end of this course, participants will be able to:

- Apply job-cost structures to construction transactions and commitments
- Analyze work-in-progress and revenue-recognition information
- Build project budgets, cash-flow forecasts, and cost-to-complete estimates
- Evaluate variation, billing, and margin effects
- Use earned-value indicators with financial records



- Build a Construction Project Financial Control Pack

Course Agenda

Day 1: Construction Accounting Structure

- Contract Lifecycle and Financial-Responsibility Map
- Chart-of-Accounts and Project Cost-Code Structure
- Direct, Indirect, Committed, and Accrued Cost Classification Matrix
- Job-Cost Ledger and Source-Document Reconciliation
- Project Budget Baseline and Control-Account Register

Day 2: Work in Progress and Revenue

- Contract Value, Performance Obligation, and Modification Record
- Work-in-Progress Schedule and Percent-Complete Calculation
- Earned Revenue and Progress-Measurement Reconciliation
- Billings, Retentions, Receivables, and Contract-Asset Map
- Cost-in-Excess and Billing-in-Excess Analysis

Day 3: Forecasting and Cash Flow

- Commitment Register and Open-Order Exposure Review
- Estimate-to-Complete and Estimate-at-Completion Forecast
- Construction Cash-Flow Curve and Timing Model
- Payment-Cycle, Working-Capital, and Liquidity Dashboard
- Forecast Assumption, Risk, and Sensitivity Log

Day 4: Variations Performance and Reporting

- Variation Valuation and Financial-Impact Register
- Earned Value Cost and Schedule Indicator Sheet
- Margin Fade and Profit-Bridge Analysis
- Budget-to-Actual Variance and Exception Report
- Project Financial Review Pack and Decision Calendar

Day 5: Construction Financial Control Practice

- Exercise: Reconcile Job Costs, Commitments, and Accruals
- Exercise: Update a Work-in-Progress and Revenue Schedule
- Exercise: Refresh Cost-to-Complete and Cash-Flow Forecasts
- Exercise: Diagnose Variation, Margin, and Earned-Value Signals
- Capstone Exercise: Construction Project Financial Control Pack

Practical Exercises

The course uses suggested activities to connect accounting records with project decisions.

- Suggested activity: map transactions and commitments to project cost codes and control accounts.
- Suggested activity: reconcile progress, earned revenue, billings, work in progress, and forecast margin.
- Suggested activity: test cash-flow timing and cost-to-complete assumptions against project risks.
- Suggested activity: prepare a concise financial review with exceptions, causes, actions, and owners.

FAQs

Who suits the Construction Accounting and Financial Control Course, and what does it assume?

It suits project and finance professionals who already handle construction cost, contract, billing, or progress information and need an integrated control view.

How does construction financial control differ from general corporate finance training?

Construction financial control follows individual contracts, job costs, commitments, progress, WIP, variations, billings, and forecast margin rather than enterprise financing and investment decisions.

What is a work-in-progress schedule in construction accounting?

A work-in-progress schedule connects contract value, costs incurred, estimated final cost, progress, earned revenue, billings, and expected margin so managers can identify reporting and performance exceptions.

How does cost-to-complete forecasting support construction financial control?

Cost-to-complete forecasting updates the remaining resource, commitment, productivity, risk, and variation assumptions that shape expected final cost and margin.

Can earned value replace construction accounting records?

No. Earned value adds performance indicators based on scope, schedule, and cost baselines, while accounting records remain the source for recognized transactions and financial reporting.



Conclusion

Participants take back a Construction Project Financial Control Pack linking budgets, job costs, WIP, revenue, billings, commitments, forecasts, cash flow, variations, earned value, and management reporting. The pack establishes a repeatable review trail from transaction evidence to project decisions. It supports informed control without replacing applicable accounting policy, professional judgment, or assurance.