# Advanced Finance, Budgeting and Decision Support Course

10 – 21 May 2027
Paris

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Training Center

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# Advanced Finance, Budgeting and Decision Support Course

**Ref:** 1186_187565 **Date:** 10 – 21 May 2027 **Location:** Paris **Fees:** 10000 Euro

## Overview

Advanced Finance, Budgeting and Decision Support Course is a two-week course for finance managers, senior accountants, controllers, FP&A professionals, budget owners, and business finance partners who leave with an Integrated Finance Decision Portfolio. Participants connect financial analysis, management accounting, integrated budgeting and forecasting, performance management, working capital optimization, investment appraisal, and executive decision support. The course resolves fragmented plans and backward-looking reports through driver-based models, scenario analysis, and governed decision routines. Agile Leaders Training Center develops advanced finance and budgeting practice.

## Who Should Attend

- Teams responsible for financial planning, budgeting, forecasting, and resource allocation
- Teams responsible for management reporting, variance analysis, and performance review
- Teams responsible for cost analysis, pricing, margins, and operational decision support
- Teams responsible for cash flow, working capital, and short-term financing choices
- Teams responsible for investment cases, capital allocation, and benefits tracking
- Teams responsible for finance business partnering and executive recommendations

The course assumes participants already prepare or challenge financial information at work; it leaves out bookkeeping fundamentals, software coding, tax instruction, and exam preparation.

## Departments and Industries

The course supports departments and industries that convert financial evidence into operating and investment decisions.

- Finance, accounting, controlling, and FP&A departments
- Treasury, commercial finance, strategy, and investment departments
- Manufacturing, energy, logistics, and infrastructure organizations
- Banking, insurance, and professional-service organizations
- Healthcare, retail, telecommunications, and technology organizations

## Learning Objectives

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

- Analyze financial statements, value drivers, costs, margins, and performance
- Build integrated budgets, driver-based forecasts, and scenario models
- Diagnose variances and convert findings into accountable actions
- Evaluate liquidity, working capital, and financing tradeoffs
- Evaluate investment proposals under risk and uncertainty
- Build decision narratives and an integrated finance portfolio

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## Course Agenda

## Day 1: Financial Diagnosis and Value Drivers

- Three-Statement Relationship Map
- Common-Size and Trend Analysis Workbook
- Profitability and Return Driver Tree
- Cash Conversion Quality Diagnostic
- Finance Decision Question Register

## Day 2: Management Accounting for Decisions

- Cost Behavior and Contribution Model
- Activity-Based Cost Driver Map
- Relevant Cost Decision Matrix
- Product and Customer Margin Bridge
- Break-Even and Operating Leverage Analysis

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## Day 3: Strategy-Aligned Budget Architecture

- Strategy-to-Budget Alignment Map
- Budget Governance and Ownership Matrix
- Operational Driver Assumption Library
- Integrated Income, Balance Sheet, and Cash Budget
- Resource Prioritization Scoring Model

## Day 4: Driver-Based Forecasting

- Baseline and Driver Forecast Model
- Rolling Forecast Calendar and Horizon
- Forecast Bias and Accuracy Dashboard
- Scenario and Sensitivity Analysis Grid
- Risk and Opportunity Forecast Register

## Day 5: Performance and Variance Management

- Financial and Operational KPI Tree
- Flexible Budget Variance Model
- Price, Volume, Mix, and Efficiency Bridge
- Root-Cause Analysis and Action Log
- Performance Review Meeting Pack

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## Day 6: Working Capital and Liquidity

- Cash Conversion Cycle Diagnostic
- Receivables Segmentation and Collection Matrix
- Inventory Investment and Service Tradeoff Model
- Payables Strategy and Supplier Impact Map
- Thirteen-Week Cash Forecast Structure

## Day 7: Investment Appraisal and Capital Allocation

- Incremental Cash Flow Identification Checklist
- Net Present Value and Internal Rate of Return Model
- Project Risk Sensitivity Profile
- Capital Rationing and Portfolio Ranking Matrix
- Investment Benefits Realization Scorecard

## Day 8: Decision Analysis Under Uncertainty

- Decision Tree and Expected Value Model
- Monte Carlo Simulation Design Logic
- Pricing and Capacity Decision Canvas
- Make-or-Buy and Constraint Analysis
- Assumption Challenge and Evidence Protocol

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## Day 9: Finance Business Partnering

- Stakeholder Decision and Influence Map
- Insight-to-Action Narrative Structure
- Executive Financial Storyboard
- Recommendation Quality and Challenge Checklist
- Decision Governance and Follow-Through Calendar

## Day 10: Integrated Finance Decision Practice

- Exercise: Diagnose Financial Performance and Value Drivers
- Exercise: Build a Driver-Based Budget and Forecast
- Exercise: Optimize Working Capital and Liquidity
- Exercise: Evaluate an Investment and Present a Recommendation
- Capstone Exercise: Integrated Finance Decision Portfolio

## Practical Exercises

The course uses suggested activities that connect analysis, planning, liquidity, investment, and influence in operating settings.

- Suggested activity: reconcile profit, cash flow, and operating drivers for a manufacturing case
- Suggested activity: redesign a retail budget using drivers, scenarios, and rolling forecasts
- Suggested activity: evaluate working-capital actions for a service organization without weakening operations
- Suggested activity: defend a capital proposal using cash flows, risk evidence, and an executive narrative

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## FAQs

### Who suits advanced finance and budgeting training, and what does it assume?

Finance managers, controllers, senior accountants, FP&A professionals, budget owners, and business partners suit the training. It assumes experience preparing, reviewing, or challenging financial plans and management information.

### How does advanced finance and budgeting differ from a basic budgeting course?

Advanced finance and budgeting integrates financial diagnosis, management accounting, driver-based forecasts, performance control, liquidity, investment appraisal, uncertainty, and executive decision support rather than concentrating on budget preparation alone.

### How does driver-based forecasting improve financial decisions?

Driver-based forecasting links financial outcomes to operational causes, exposes assumptions, supports scenario testing, and helps decision owners respond when volumes, prices, capacity, costs, or timing change.

### How should working capital optimization balance cash and operations?

Working capital optimization should test receivables, inventory, and payables actions against service levels, supplier resilience, operating constraints, financing needs, and the cash conversion cycle.

### What makes investment appraisal useful under uncertainty?

Investment appraisal becomes useful under uncertainty when incremental cash flows, assumptions, scenarios, sensitivities, risk exposure, capital constraints, and benefits ownership are evaluated together.

## Conclusion

Participants take back an Integrated Finance Decision Portfolio containing diagnostic models, budgets, forecasts, variance tools, liquidity actions, investment evaluations, and executive recommendations. The portfolio creates a repeatable path from financial evidence to accountable choices. It helps finance and operating teams align assumptions, resources, risks, and follow-through.