



5-Day Training Program: Financials with Budgeting Excellence

Day 1: Understanding Financial Statements

Topics Covered

- **Introduction to financial reporting**
- **Components of financial statements**
 - **Balance Sheet**
 - **Income Statement**
 - **Cash Flow Statement**
- **Relationship between the three statements**
- **Understanding the operating cycle**

Activities/Exercises

- **Case Study: Analyze the balance sheet of a manufacturing company.**
- **Group Exercise: Link net income → retained earnings → balance sheet → cash flow.**
- **Quick Quiz: Identify missing components in a sample financial statement.**

Day 2: Ratio Analysis & Break-Even Study

Topics Covered

- **Ratio categories:**
 - **Liquidity Ratios (Current, Quick)**
 - **Profitability Ratios (ROA, ROE, Gross Margin)**
 - **Solvency Ratios (Debt/Equity, Interest Coverage)**
 - **Efficiency Ratios (Receivables Turnover, Inventory Turnover)**
- **Advanced ratio analysis and market expectations**
- **Break-even analysis:**
 - **Contribution margin**
 - **Fixed vs variable costs**
 - **BEP computation and margin of safety**

Activities/Exercises

- **Case Study: Ratio analysis of a retail company vs industry average.**
- **Hands-on: Calculate BEP using given product cost and sales data.**

Day 3: Introduction to Budgeting

Topics Covered

- **What is a budget and why it matters**
- **Types of budgets:**
 - **Operating budget**
 - **Cash budget**
 - **Capital budget**
- **Budget analysis: measuring performance vs budget**
- **Importance of budgets in organizations**

Activities/Exercises

- **Group Discussion: Compare household budgeting vs corporate budgeting.**
- **Case Example: Analyze a quarterly departmental budget variance.**
- **Interactive Activity: Build a simple monthly operating budget in Excel.**

Day 4: Government Budget & Budget Development

Topics Covered

- **Introduction to government budgeting**
- **Components of a government budget:**
 - **Revenue budget**
 - **Capital budget**
- **Objectives of government budget (stability, growth, redistribution, etc.)**
- **Process of budget development in organizations**
 - **Forecasting**
 - **Resource allocation**
 - **Zero-based vs incremental budgeting**

Activities/Exercises

- **Debate: “Should governments run budget deficits during recessions?”**
- **Case Study: Breakdown of the Union Budget**
- **Hands-on: Draft a department-level forecast and allocation.**

Day 5: Budget Management, Control & Analysis

Topics Covered

- **Budget management techniques**
 - **Variance analysis**
 - **Flexible budgeting**
 - **Rolling forecasts**
- **Why budget analysis is critical**
- **Linking budgets to strategic goals**
- **Reporting & dashboards for budget monitoring**

Activities/Exercises

- **Lab: Perform budget vs actual variance analysis in Excel.**
- **Role Play: Present budget results to “management” (participants act as CFO/CEO).**
- **Capstone Project: Teams prepare and present a mini financial + budget report for a simulated company.**

Training Approach

- **Delivery: Mix of lectures, case studies, hands-on Excel labs and group activities**
- **Tools: Excel templates, real-world financial reports, government budget extracts**
- **Outcome: Able to read and analyze financials, prepare budgets and perform variance analysis confidently**