



FINANCE & ACCOUNTING

FA71 Finance and Modern Management Accounting

This programme integrates practical financial modelling with advanced management accounting techniques to equip senior professionals with the tools, insights, and strategic mindset required in today's complex business landscape. Delegates will learn to build and interpret dynamic Excel-based models for decision support, apply cutting-edge investment and risk modelling approaches, and create impactful management reports. In parallel, they will explore modern management accounting practices including strategic planning, value-based decision-making, ESG integration, and performance measurement. The course bridges technical financial skills with broader business acumen, ensuring delegates are prepared to lead transformation, enhance value, and contribute to long-term organisational success.

Course Information

Duration: 10 days

London (£9900): 3rd November 2025

Companies nominating 3 or more delegates to attend the same programme will enjoy a special discount on the course fees.

Upon completion of one of our CPD certified courses, delegates will be awarded both an LMC certificate and a CPD certificate. No examination required.

Who is the course suitable for?

This programme is designed for senior finance professionals, strategic planners, business analysts, and decision-makers seeking to modernise their financial capabilities. Ideal participants include finance managers, controllers, analysts, and department heads responsible for budgeting, investment evaluation, performance

management, and reporting. The course is particularly suited to those looking to enhance decision-making through data-driven models while aligning accounting practices with wider strategic and sustainability goals in a digitally evolving environment

Course profile

Day 1: Modelling Short-Term (Operational) Financial Decisions

- Building and interpreting working capital models
- Forecasting cash flows using scenario-based tools
- Applying break-even and contribution margin analysis
- Using Excel functions for operational planning and variance analysis
- Enhancing decisions through short-term profitability models

Day 2: Modelling Long-Term (Capital) Financial Decisions

- Evaluating investment appraisals using NPV, IRR, and payback methods
- Integrating wider financial considerations into models
- Modelling capital structure and cost of capital
- Comparing strategic alternatives using decision-tree logic

Day 3: Leadership Skills and Tailoring Your Business Model

- Identifying key drivers of business performance using structured frameworks
- Mapping external trends and internal capabilities
- Challenging team assumptions using Six Thinking Hats and 5 Whys techniques
- Exploring leadership influence in driving innovation and change

Day 4: Building Risk and Uncertainty into Spreadsheet Models

- Ways to build quantifiable risk into your spreadsheet models
- Conducting scenario and sensitivity analysis for risk-based decisions
- Identifying assumptions and modelling volatility
- Stress-testing models to reflect external economic uncertainty
- Using outputs to address operational challenges

Day 5: Modern Management Reporting

- Creating interactive dashboards using PivotTables and Charts
- Designing KPIs aligned with business goals
- Visualising data for executive decision-making
- The human element: communicating the results of financial modelling

Day 6: Strategic Management Accounting

- Reframing the role of management accounting in strategic planning
- Analysing value drivers and cost behaviour for long-term advantage

- Integrating non-financial data into decision-making processes
- Applying competitor analysis and benchmarking tools
- Evaluating capital investment using modern appraisal techniques

Day 7: Maximising Performance Management

- Linking KPIs to strategic objectives and outcomes
- Designing adaptive and responsive performance measurement systems
- Understanding the limitations of traditional variance analysis
- Connecting financial and operational performance

Day 8: Challenges in Modern Management Accounting

- Embedding ESG, CSR, and governance into accounting systems
- Leveraging environmental management accounting (EMA) and sustainability reporting
- Addressing ethical dilemmas and transparency expectations
- Preparing finance functions for future organisational demands

Day 9: Beyond Traditional Budgeting

- Understanding the limitations of fixed annual budgets
- Exploring alternatives: rolling forecasts, zero-based budgeting, and beyond budgeting
- Encouraging agility through decentralised financial planning
- Aligning budgeting with strategy and risk
- Implementing scenario planning and sensitivity analysis

Day 10: Delivering Organisational Value

- Identifying value-adding versus non-value-adding activities
- Strengthening decision-making through cost-to-serve and customer profitability analysis
- Enhancing stakeholder communication and reporting

Competencies

At the end of the course, delegates will be able to:

- Build and interpret dynamic Excel models to support both operational and strategic decisions.
- Apply capital investment appraisal and risk analysis techniques in financial decision-making.
- Design modern performance measurement systems aligned with strategic goals.
- Integrate ESG, sustainability, and ethical considerations into management accounting practices.
- Evaluate and communicate financial insights using dashboards, KPIs, and interactive reporting.
- Employ flexible budgeting, forecasting, and cost management strategies in dynamic environments.
- Collaborate cross-functionally to link financial insights with broader business objectives.
- Lead finance functions with greater agility, data literacy, and strategic influence.

Course Booking

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