

**Services Expansion Program**

Controllership Services

**Spend Management Services: Budgeting and Purchasing Polices for Managing Spend**

# Course Description

This course provides a structured and practical examination of budgeting as a central discipline within the controllership function, with a specialized focus on spend management and procurement policy integration. Designed for early-career and experienced accounting professionals alike, the course bridges foundational budgeting concepts with modern practices in financial governance, operational planning, and policy-based expenditure control.

We will explore how budgets support strategic decision-making, how to construct and maintain policy-aligned budgets, and how to use budget data to identify variances, mitigate risks, and inform forecasting activities. We will also incorporate purchasing policies into the budgeting process, ensuring learners understand the compliance, controls, and accountability measures required to manage organizational spend responsibly.

# Syllabus

## Session One – Foundations of Budgeting in Controllership

* The Controller Role in Strategic Spend Oversight
* Core Principles of Budgeting
* Budgeting vs. Forecasting
* Types of Budgets
* Introduction to Purchasing Policies and their Role in Budget Compliance

## Session Two – Building and Structuring Budgets for Spend Control

* Designing a Budget Framework: Cost Centers Spend Categories and Chart of Accounts
* Top-Down vs. Bottom-Up Budgeting
* Rolling Budgets vs. Static Budgets
* Aligning Budgets with Purchasing Policies: Spend Limits, PO Requirements, Vendor Classifications

## Session Three – Monitoring, Variance Analysis and Cycle Adjustments

* Monthly and Quarterly Budget Review Cadences
* Budget vs. Actual Reporting
* Analysis of Variances
* Mid-Cycle Reforecasting and Change Management
* Detecting Non-Compliance with Purchasing Policy via Budget Analytics

## Session Four – Budgeting as a Strategic Spend Management Tool

* Linking Budgets to Strategic Objectives and KPIs
* Budgeting for Risk and Contingency Planning
* Integrating Budgeting with Spend Analytics and Procurement Systems
* Designing and Updating Purchasing Policies Based on Budget Performance
* Budgeting Culture: Empowerment, Accountability and Transparency

PREREQUISITES: This course is available to members at the Associate, Select, Advantage and Premium levels who have completed the 3-week Spend Management Services: An Introduction Course.