Training guide
Odoo 19

Budgets in Odoo 19

What a budget is, the kinds there are, and how to set up, run and read each one: analytic budgets and financial budgets, with worked examples for a company in Iran and one abroad.

1–3	Understand	what a budget is, the kinds, how Odoo models them
4–6	Build	analytic set-up, analytic budgets, financial budgets
7–9	Run	methods, daily operations, reports and revision
10–13	Apply	examples, Iran and abroad, checks, cheat sheet

Written for a reader who has never worked with budgets: it starts from the idea, then moves to the Odoo screens, with Iranian and international equivalents side by side.

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The short version

Budgeting in Odoo 19 comes down to ten decisions taken in a fixed order. Each one feeds the next, and the most important work happens before any budget is created: tagging every document with the right analytic accounts.

A budget is a plan for money. Odoo 19 gives you two ways to write one. The **analytic budget** is tied to departments, projects or any other dimension you define, and it also counts commitments from confirmed orders. The **financial budget** is tied to ledger accounts and sits beside the actuals on the Profit and Loss report. This guide starts from the idea of a budget, for a reader who knows nothing, then walks through the kinds of budget, the set-up in dependency order, and how to run and read them. Two tags mark the difference between a company in Iran and one elsewhere: Iran and Outside Iran

#	Step	What you decide	Can it change later?
Foundation			
1	Enable budget management	The Analytic Accounting and Budget Management switches in Settings	Yes
2	Analytic plans	The dimensions you want to budget by: department, project, sales channel	Adding: yes. Merging or splitting a used plan: not cleanly
3	Analytic accounts	The members of each plan: Production, Maintenance, Project Alborz	Yes. Archive, never delete
4	Applicability and distribution models	Where a plan is required, and how amounts are split automatically	Yes, but only new document lines are affected
Budgets			
5	Analytic budget	Period, type, owner and the budget lines	Draft: yes. Open: use Revise
6	Periodic budgets (Generate)	Slicing the year into monthly, quarterly or yearly budgets	Yes, while in draft
7	Financial budget	Account-level plan for the Profit and Loss report	Yes
Run			
8	Open and run	Documents carry the analytic accounts; the budget starts to fill	
9	Read, revise, close	Budget report, monthly review, revision, closing	Done: no
10	Go-live checks	Proof that the chain works end to end	

The one idea that makes the rest predictable

A budget line is a pointer to an analytic account (or a ledger account) and a period. Actual figures reach the line only through the same pointers. If you know which analytic accounts a document carries, you can say in advance which budget line it will move, and when a line stays at zero you know where to look.

What is in this guide

1 What a budget is, and what it is for

2 The kinds of budget

3 How Odoo 19 builds budgets

4 Foundation: analytic accounting for budgets

5 Analytic budgets

6 Financial budgets

7 Budgeting methods in Odoo

8 Budgets and daily operations

9 Reports, control and revision

10 Worked examples

11 Iran and the rest of the world on one page

12 Go-live checks and common mistakes

13 Cheat sheet, glossary and self-check

Scope: Odoo 19, Enterprise edition. Budgets are part of the Accounting app in Enterprise; the Community edition does not include them. Menu labels are as in Odoo 19 and can move between 19.x releases, so where a path looks different on your screen, search the menu for the name of the screen. Tax rates, deadlines and legal points are as understood in October 2026 and are given to make the examples concrete; confirm them before relying on them. This guide follows on from *Initial accounting configuration in Odoo* and uses the same two sister companies. Account codes are coloured the same way here: 6 1 0 1 8 1 0 5.

1 What a budget is, and what it is for

A budget is a plan for money, written down before the money moves. This section assumes nothing: no accounting and no Odoo. If you already work with budgets, you can jump to section 3.

A budget in one picture

Think of a family that earns 100 a month. They write down: rent 40, food 25, transport 10, savings 15, leisure 10. That list is a budget. It does three things. It says in advance where the money goes. It gives a yardstick for the end of the month. And it forces a decision when reality differs. If food cost 31 instead of 25, the family must spend less on leisure or save less. Nobody is surprised, because the plan was written first.

	A family	A company
Money expected in	Salary: 100 a month	Sales: for example 12,000 million IRR a year
Planned spending	Rent, food, transport, savings	Salaries, materials, rent, marketing, equipment
Who answers for it	The two parents	Each department head and project manager
Period	One month	One financial year, checked every month
The check	Compare the notebook with the bank at month end	Compare the budget report with the actual figures
The decision	Cut leisure, or save less	Delay a purchase, cut a cost, raise a price, or revise the plan

Six words you will meet

Word	Meaning	Example: Sales and Marketing department, Sahand Industrial, year 1405
Budget	The approved plan for one period and one part of the business	The department may spend 2,700 million IRR in the year
Actual Odoo says: Achieved	What really happened, taken from posted accounting entries	1,215 million spent so far
Commitment Odoo says: Committed	Money already promised but not yet spent: an order placed and not yet billed	An advertising order of 135 million is confirmed; the bill has not arrived
Variance	The gap between actual and budget, as an amount or a percentage	60 million over plan is 5% over
Forecast	The best current guess of how the period will end	“We expect to finish the year at 2,900 million”
Revision	A new version of the budget when facts change, keeping the old one for comparison	The plan is raised after prices rise; the original stays on file

What a budget is for

Control
Spending has a ceiling that people know before they spend, not after.

Direction
Targets for sales and profit turn a wish into numbers everyone can aim at.

Responsibility
Every figure has an owner who explains the gap between plan and result.

Coordination
The sales plan drives the production plan, which drives purchasing and hiring.

Cash safety
A shortfall seen three months ahead can be financed; one seen tomorrow cannot.

Judgement
Results are measured against a plan, not against feelings or last year alone.

Banks, shareholders and boards also read budgets: a budget shows how management thinks the business will behave, and the later gap between plan and result shows how well management understands it.

The budget cycle

A budget is not a document written once. It is a loop that turns every period, and Odoo supports each stage of it.

1 Plan	2 Approve	3 Run	4 Compare	5 Act	6 Revise
Owners propose figures	Management agrees	Documents flow	Plan against actual	Decide what to do	Update the plan
Budget lines	Open	Analytic distribution	Budget report	People, not software	Revise

The third stage is where most projects fail: if purchases and sales are not tagged with the department or project they belong to, the fourth stage has nothing to compare.

A first example in numbers

Sahand Industrial gives the Sales and Marketing department a budget of 2,700 million IRR for the year 1405. Six months in, the controller looks at the budget. All amounts are in million IRR.

Figure	Amount	% of budget	What it tells you
Budgeted	2,700	100.0%	The approved ceiling for the year
Theoretical	1,377	51.0%	Where a steady spend would be by now: about half the year has passed
Achieved	1,215	45.0%	Actually spent: posted bills and expenses
Committed	135	5.0%	Ordered and confirmed, not yet billed
Achieved + committed	**1,350**	**50.0%**	**What is already used up or promised**
Left to spend	1,350	50.0%	Budget minus achieved minus committed



Achieved Committed Theoretical (where the plan says you should be)

Reading the table: the department has spent less than a steady pace (45% against 51%), but once the confirmed orders are added it is on pace (50% against 51%). A manager who looked only at invoices would think the department had room to spare; the commitments show that half the money is already gone. That difference is the reason Odoo tracks commitments next to actuals.

What a budget is not

- **Not a bank balance.** A budget does not hold money. The bank does.
- **Not a lock.** By itself, an Odoo budget does not stop a purchase or a payment. It shows the variance and warns. Control happens when people read the report and act.
- **Not a prediction.** A budget is a judgement made at one date. When facts change, revise it.

Who does what

Role	Does	In Odoo
Budget owner department head, project manager	Proposes the figures, answers for the variance, decides the corrective action	Named in the budget's Responsible field; receives the budget report
Controller accountant, finance team	Builds the budget in Odoo, checks the tagging of documents, produces the monthly report	Accounting app: Analytic Budgets, Budget Report, Profit and Loss
Approver management, board	Approves the plan and any revision	Opens the budget (or approves outside Odoo); reads the reports
Everyone who creates documents buyers, sales staff, accountants	Tags every order, bill and invoice with the right department or project	Analytic distribution on each document line

2 The kinds of budget

Budgets are sorted in three ways: by what they cover, by how far ahead they look, and by who they belong to. Knowing the kind tells you which Odoo tool to reach for.

By what they cover

Kind	What it plans	Usually owned by	In Odoo 19
Sales budget بودجه فروش	Expected sales by product, customer group or channel	Sales director	Yes Analytic budget, type Revenue; or a financial budget on the sales accounts
Operating expense budget بودجه عملیاتی	Running costs: salaries, rent, marketing, utilities	Department heads	Yes Analytic budget, type Expense, one line per department
Production and materials budget	What the factory makes, and the materials and labour needed	Production manager	Partly Money only, by department and cost. Quantities stay in Manufacturing and Purchase
Project budget	Everything one job earns and costs	Project manager	Yes Analytic plan Project; revenue and expense budgets, or type Both for the net
Capital budget (capex) بودجه سرمایه‌ای	Long-life assets: machines, buildings, vehicles	Management	Partly An analytic plan for capex projects; asset purchases carry it. Depreciation belongs to the operating budget
Cash budget بودجه نقدی	Money in and out by date, so the bank balance never surprises	Finance	No Not a standard object. Build it in a spreadsheet from the budgets and the due-date reports
Budgeted financial statements	The expected profit and loss, and the expected balance sheet	Finance director	Partly Profit and loss: financial budget. Balance sheet: not available
Master budget بودجه جامع	All of the above, made consistent with each other	Finance director	Partly No single object: a financial budget on top, analytic budgets below (section 7)

Money, not quantity. Every Odoo budget is expressed in money. A plan for 500 panels is not stored as 500; it is stored as the revenue and the cost those panels bring. Quantity planning stays with the Manufacturing and Purchase apps.

By how far ahead they look

Horizon	Length	Used for	In Odoo 19
Annual	12 months	The main plan, approved before the year starts	One analytic budget for the year, and a financial budget for the year

Horizon	Length	Used for	In Odoo 19
Periodic	A month or a quarter	Tight control and seasonal businesses	Generate creates monthly, quarterly or yearly budgets (section 5)
Rolling	Always the next 12 months	Fast-changing conditions, such as high inflation	Add a new period as one ends and revise the rest (section 7)
Long-range	3 to 5 years	Investment and financing decisions	Outside standard Odoo: a spreadsheet; the first year goes into Odoo

By level: who is the budget for?

Level	The question it answers	Odoo tool
Company	Will the company make the profit it promised?	Financial budget on the Profit and Loss report
Department or cost centre مرکز هزینه	Is each head staying inside the allowance?	Analytic plan Department; budget type Expense
Project or contract	Is this job on track to be profitable?	Analytic plan Project; revenue and expense budgets
Sales channel or region مرکز سود	Which part of the market delivers the sales?	Analytic plan Channel; budget type Revenue

Two questions choose the tool

Do you need to see the plan by department, project or channel, with orders counted as commitments? Use an analytic budget. **Do you only need the whole company's profit and loss against plan?** Use a financial budget. Most companies use both: the financial budget is the plan the board sees; the analytic budgets are how the plan is delegated and watched.

3 How Odoo 19 builds budgets

Odoo 19 has two budget tools that share a name and little else. One is built on analytic accounts; the other sits on the Profit and Loss report. This section is the map. Sections 4 to 6 fill it in.

Two tools side by side

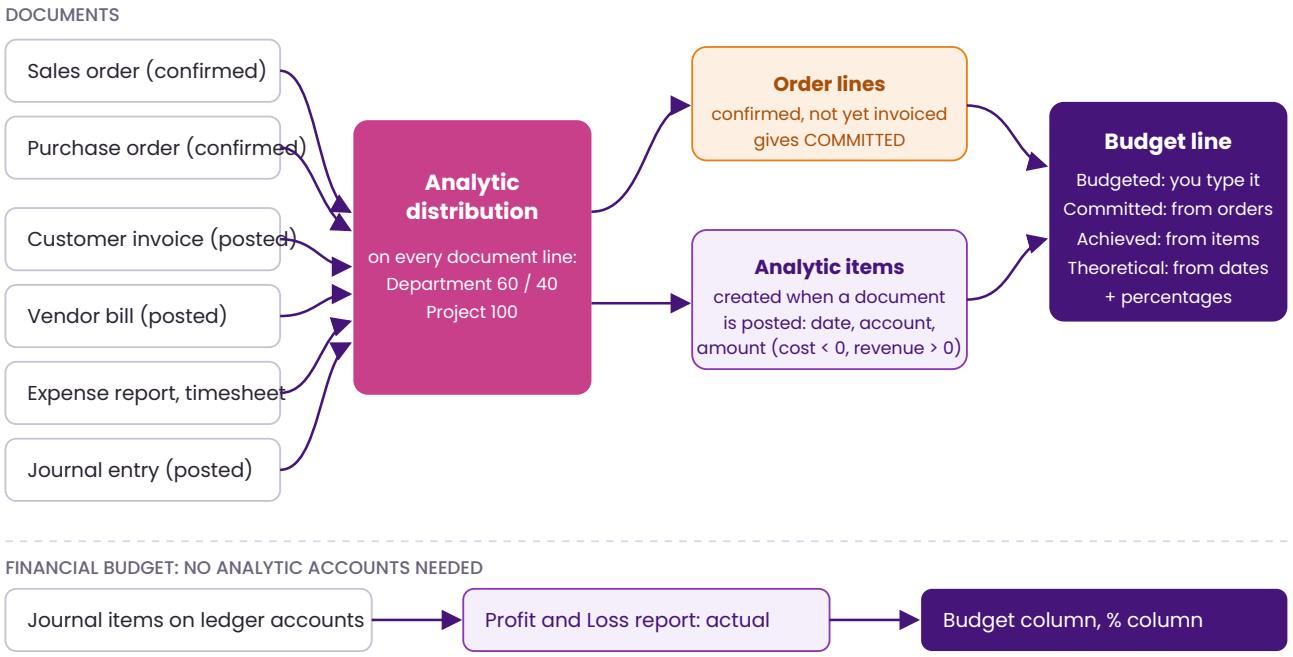
	Analytic budget	Financial budget
Question it answers	How much may this department, project or channel spend or earn?	Will the company's profit and loss end where we planned?
Built on	Analytic plans and analytic accounts	Ledger accounts of income and expense
Created in	Accounting › Accounting › Analytic Budgets	Accounting › Reporting › Profit and Loss, Budget button
Dimensions	As many plans as you define	None: one company-wide figure per account and month
Type	Revenue, Expense or Both	The income and expense accounts of the report
Periods	Any dates you choose; Generate cuts months, quarters or years	Calendar months
Workflow	Draft, Open, Revised, Done, Cancelled	None: editable at any time
Commitments	Yes, from confirmed orders	No
Actuals come from	Analytic items created by posted documents	Journal items posted to the accounts
Needs analytic accounting	Yes	No
Best for	Operational control and project margin	Management accounts and the board's plan

Edition and version

Edition. Budgets belong to the Accounting app in Enterprise. Community 19 does not include them. Third-party budget apps exist for Community; they are separate products with their own behaviour, and this guide does not describe them.

Version. Before Odoo 18, budgets were built on "budgetary positions" (groups of ledger accounts) combined with analytic accounts. From Odoo 18 the analytic budget replaced that design, and the ledger-account view became the financial budget on the Profit and Loss report. A team used to the Odoo 16 or 17 screens will not find Budgetary Positions in 19.

Where the numbers come from



Everything in the top half hangs on one thing: the analytic distribution written on each document line. The budget does not look at invoices; it looks at analytic items, and an analytic item exists only if the line carried a distribution when it was posted.

The pointers, with their names

Record	Field or setting	Odoo reads it when
Budget line	Analytic account for each plan, plus the budget's period	It computes Achieved and Committed
Document line: order, invoice, bill, expense, journal entry	`analytic_distribution`	The line is confirmed or posted; this creates the analytic item
Analytic plan	Default applicability and applicability rules	A line is created: the plan is optional, mandatory or unavailable
Distribution model	Partner, product, category or account prefix, with a distribution	A line is created: Odoo fills in the distribution for you
Analytic item	`account.analytic.line` : date, account, amount	A document posts; it is the source of Achieved
Financial budget item	Account, month, amount	The Profit and Loss report is opened

Who wins when two settings disagree

Value needed	Odoo looks here, in this order
Analytic distribution of a new line	**1** what the user types on the line → **2** the matching distribution model → **3** nothing; then the plan's applicability decides whether the line may be saved without it

Value needed	Odoo looks here, in this order
Budget period an item belongs to	The accounting date of the document, compared with the budget's start and end dates. The invoice date does not matter if the accounting date differs
Sign of an amount	A cost is stored negative, revenue positive, whatever the document looks like on screen
Currency	The company currency, converted at the rate of the accounting date

How to use this table

When a budget line shows less than you expect, do not start by changing settings. Take one document you expected to count and walk the rows: did the line carry a distribution, was the document posted, is its date inside the budget period, does the line's analytic account match the budget line? The first "no" is the cause.

4 Foundation: analytic accounting for budgets

An analytic budget can only measure what documents have been tagged with. These four steps build the tags: plans, accounts, rules and automatic splits.

Step 1 Enable budget management

Accounting › Configuration › Settings › Analytics

Setting	What it does
Analytic Accounting	Switches on analytic plans, analytic accounts and the distribution widget on every document line
Budget Management Enterprise	Adds the Analytic Budgets menu and the Budget Report. It installs the budget module of the Accounting app

Do this in a test database first. A financial budget does not need either switch, but the analytic budget needs both.

Step 2 Analytic plans and applicability

Accounting › Configuration › Analytic Plans · `account.analytic.plan`

A plan is one way of cutting the business: by department, by project, by sales channel. In a budget each plan becomes a **column**, and each analytic account of the plan is a possible **value** in that column.

Field	What it drives
Name	The column heading in budget lines and analytic reports
Parent	Arranges plans in a tree for reporting. Most companies do not need it
Default applicability	Whether the plan is **Optional**, **Mandatory** or **Unavailable** on a document line when no rule below applies
Applicability rules	Exceptions to the default, by business flow (domain), by ledger account prefix, by product category, and by company

Optional, mandatory, unavailable

Value	Effect on a document line	Use it when
Optional	The user may choose an account of the plan, or leave it empty	The plan matters sometimes: a project that only some purchases belong to
Mandatory	Odoo refuses to save or post the line without an account of this plan	Every cost must have an owner: department on bills and expenses
Unavailable	The plan is hidden for this kind of line	The plan makes no sense there: a project plan on payroll lines

Mandatory is the most useful control in the whole budget set-up. It does not stop an over-spend, but it guarantees that no spend goes unowned.

Three rules for good plans

1. **One question per plan.** “Who spends?” is Department. “Which job is it for?” is Project. “Where does the sale land?” is Channel. A plan that mixes questions cannot be filled consistently.
2. **Exclusive members.** A cost belongs to one department. If the same cost really belongs to two, split it by percentage in the distribution; do not create a joint account.
3. **Three or four plans at most.** Every plan is one more thing the user must choose on every line. Add a plan only when someone will read a budget built on it.

Iran **Plans for Sahand Industrial**

- **Department** (مرکز هزینه): Production, Maintenance, Sales and Marketing, Administration and Finance.
- **Project** (پروژه): Panel Line 2 (capex), Alborz-1405-07 (a customer contract).
- **Channel** (مرکز سود): Domestic, Export.
- Cost centre and profit centre map one to one to plan members, so no new vocabulary is needed.

Outside Iran **Plans for Sahand Trading**

- **Department**: Sales, Purchasing and Logistics, Administration.
- **Emirate**: Dubai, Abu Dhabi, Sharjah. The VAT return reports sales emirate by emirate, so a plan on the same cut keeps the budget aligned with the return.
- **Project**: customer supply contracts.

Step 3 Analytic accounts

Accounting › Configuration › Analytic Accounts · `account.analytic.account`

Field	What it drives
Name and reference	How the account is chosen in the distribution widget. Use a short reference: PRD, MNT, SAL, ADM
Plan	The column it belongs to. An account belongs to exactly one plan
Customer	Optional link to a partner, useful for project accounts
Company	Restricts the account to one company. Leave empty only for deliberately shared accounts
Currency	Informational. Amounts are always converted to the company currency

Never create an analytic account per vendor, per invoice or per day. An account is a member of a stable list that people will compare year after year. Archive accounts that are no longer used; deleting would break the history of items already posted to them.

Step 4 Distribution models

Accounting › Configuration › Analytic Distribution Models · `account.analytic.distribution.model`

A distribution model pre-fills the analytic distribution so that people do not have to. It says: when a line matches these criteria, propose this distribution. The user can still change what was proposed.

Criterion	Meaning
Partner, partner category	The vendor or customer on the document
Product, product category	The product on the line
Account prefix	The first digits of the ledger account on the line
Company	The company the model applies to

When the line matches	Odoo proposes
Vendor: Pars Electric Co.	Department Maintenance 100%
Product category: Advertising	Department Sales and Marketing 100%
Account prefix 8106 (utilities)	Production 70%, Administration and Finance 30%
Customer: Alborz Trading Co.	Channel Domestic 100%; Project Alborz-1405-07 100%

When several models match one line, Odoo applies the one that matches the most criteria. Keep the list short and specific: a dozen well-chosen models remove most typing.

The percentages

The distribution is a percentage per account, per plan. Within one plan the percentages should add up to 100%. If they add up to 60%, the missing 40% is not allocated to anything, and no budget will ever see it. Splitting 60/40 between two departments is normal; splitting one amount across plans is also normal, because each plan is its own cut of the same amount.

Where the distribution is typed

Document	Where	Note
Sales order, quotation	Analytic column of each order line	Counts as committed revenue once the order is confirmed
Purchase order	Analytic column of each order line	Counts as committed expense once confirmed
Customer invoice, credit note	Analytic column of each invoice line	Posting creates the analytic item: achieved revenue
Vendor bill, credit note	Analytic column of each bill line	Posting creates the analytic item: achieved expense
Expense report	Analytic field of each expense	Becomes an item when the report is posted
Timesheet	The project's analytic account	Cost of the hours, from the employee's hourly cost
Manual journal entry	Analytic column of each journal item	Accruals and reclassifications can carry it too

How an analytic item is born

Sahand Industrial receives a bill for repairs: 100 million IRR plus VAT 10%, distributed 100% to the Production department. The journal entry has three lines, and only the expense line carries the distribution.

Journal item	Analytic distribution	Debit	Credit
8105 Repairs and Installation	Production 100%	100	
1601 Input VAT	none: tax is not analytic	10	
3101 Accounts Payable	none		110
Analytic item created	**Account: Production Amount: −100**		

Amounts in million IRR. Budgets compare amounts without tax. A tax can be told to include itself in the analytic cost; leave that off unless the tax is not recoverable and you want it in the cost.

5 Analytic budgets

This is the main tool. An analytic budget lists, for each department, project or channel, how much may be spent or earned in a period, and Odoo keeps score against it.

Step 5 Create the analytic budget

Accounting › Accounting › Analytic Budgets · `budget.analytic` and `budget.line`

Field	What it drives
Budget name	Identifies it in lists and reports. Use a pattern: “Department expenses 1405”
Responsible	The owner who answers for the figures
Period	Start and end dates. Only analytic items dated inside count, and the Theoretical figure is based on these dates
Budget type	Expense, Revenue or Both. It tells Odoo what the lines measure and which sign you enter
Company	Budgets belong to one company and use its currency
Status	Draft, Open, Revised, Done or Cancelled
Budget lines	One row per combination of analytic accounts, with its amounts

Budget lines

In the Budget Lines tab, click Add a line. The plans appear as columns: choose an analytic account in each column the line should use, then type the amount in **Budgeted**. When all lines are in, click **Open**.

Column	Technical name	Meaning
Plan columns	one per plan	The analytic accounts the line measures
Budgeted	`budget_amount`	The amount you plan. You type it
Committed	`committed_amount`	Confirmed orders not yet invoiced
Achieved	`achieved_amount`	Posted analytic items that match the line in the period
Theoretical	`theoretical_amount`	The part of Budgeted that has “elapsed”, in proportion to the days passed. Hidden by default: use the column settings icon in the header of the lines
Percentages	three columns	Achieved, Committed and Theoretical, each as a share of Budgeted

Technical names are as in Odoo 18 and 19; confirm them in developer mode if you build reports on them.

The sign convention

Budget type	Enter	Example	Reads as
Expense	Negative amounts	−2,700 for Sales and Marketing	A cost is stored as a negative item, so the plan has the same sign as the actual
Revenue	Positive amounts	+12,000 for the Domestic channel	Income is stored as a positive item
Both	The planned net result	+240 for a project expected to earn a margin of 240	Revenue and cost are measured together, so Achieved is the running net. Test 7 in section 12 confirms the behaviour in your build

> **Why costs are negative**
>
> Odoo stores a cost as a negative amount and revenue as a positive one, so that the sum of everything is profit. A budget uses the same signs so that Budgeted and Achieved are directly comparable, and a percentage of two negatives comes out positive. If you type an expense budget as a positive number, the line will show a nonsense percentage.

A line can combine plans

Line says	It counts
Department = Production	Every item tagged Production, whatever its project
Department = Production **and** Project = Panel Line 2	Only items tagged with both accounts
Project = Panel Line 2	Every item of that project, whatever its department

> **Do not add up lines of different layers**
>
> A line for Department and a line for Project can measure the same bill. Adding all the lines of a budget that mixes layers counts that bill twice. Keep one purpose per budget: a Department budget whose lines add up to the department total, and a separate Project budget. Section 10 shows the effect with numbers.

The four numbers

The example below is the Production department line, in million IRR, at the half-year point of 1405. Expense amounts are negative, as Odoo shows them.

Number	How Odoo gets it	Value	% of Budgeted
Budgeted	Typed by you	−3,600	100.0%
Theoretical	Budgeted × days elapsed ÷ days in the period	−1,836	51.0%
Achieved	Sum of posted analytic items on the line	−1,500	41.7%
Committed	Confirmed order lines not yet invoiced	−200	5.6%



Achieved is below Theoretical, so the department is under its pace. Achieved plus Committed is 47.2%, still below 51%. The controller's own "left to spend" is 3,600 − 1,500 − 200 = 1,900. Odoo does not show that last figure as a column; you compute it when you read the report.

The life of a budget



A budget can also be cancelled. Revising keeps the original plan and the new figures side by side.

Status	What it means	What you can do
Draft	The plan is being prepared	Add, change and delete lines freely
Open	The plan is approved and in force. Reports compare actual and committed against it	Read it; to change amounts, revise it
Revised	Plans changed during the year. The earlier version is kept as it was	Compare the original with the revision
Done	The period is over and the budget is closed	Read only
Cancelled	The budget was abandoned	Nothing; keep for the record or archive

Step 6 Generate periodic budgets

Accounting › Accounting › Analytic Budgets › Generate

A year-long budget tells you whether the year will hold. A monthly budget tells you whether this month did. **Generate** creates the monthly, quarterly or yearly budgets for you. You choose the analytic plans, the period type, and the start and end dates; Odoo creates one budget for each period between them, and fills in the lines.

You select	Each generated budget contains	Example: year 1405, monthly
One plan	One line for each analytic account of the plan	Department has 4 accounts: 12 budgets of 4 lines, 48 amounts to fill
Several plans	One line for each combination of accounts of the plans	Department (4) × Project (2): 12 budgets of 8 lines, 96 amounts to fill

- **Good for** seasonal businesses, month-by-month control, and rolling budgets.
- **Costly in typing.** Prepare the amounts in a spreadsheet first. The Budget Lines list is a normal Odoo list, so pasting or importing from a spreadsheet is usually possible; try it on a copy first.
- **Keep a yearly budget too.** The yearly budget is the approved ceiling; the monthly budgets are how the ceiling is spread.

Iran **Generate cuts Gregorian months**

A Jalali month does not start on the first of a Gregorian month. Generate would cut 1 April to 30 April, not 21 March to 20 April, so Farvardin would be split across two budgets.

Create the twelve monthly budgets by hand, using the exact dates of each Jalali month. The table for year 1405 is in section 10. The yearly budget can still use the exact year dates, 21 March 2026 to 20 March 2027.

Outside Iran **Generate fits a calendar year**

Sahand Trading uses January to December, so Generate gives the right months directly.

Countries with another year end, such as India (April to March) or Australia (July to June), set the start and end dates of Generate to their year and get the right months too.

6 Financial budgets

A financial budget plans the company's own profit and loss, account by account, and shows it as a new column next to the actual figures. No analytic accounts are needed.

Step 7 Create a financial budget

Accounting › Reporting › Profit and Loss

1. Open **Accounting › Reporting › Profit and Loss**.
2. Choose the period with the date selector. The budget is built for the months you select.
3. Click **Budget**, then create a new budget and give it a name, for example "Base plan 1405". A column with that name appears beside **Balance**.
4. Type the planned amount against each account you want to plan.
5. A percentage column appears automatically and compares the actual with the budget.
6. For a month-by-month plan, click the pencil icon next to the budget. The budget form opens, and its Budget Items hold the detail.

Budget item field	Meaning	Example
Account	The income or expense account being planned	6 1 0 1 Sales, Domestic
Month	The month the amount belongs to	December
Amount	The planned amount, with the ledger sign	−10,000.00 for a revenue of 10,000

> **Signs in the budget form**
>
> Budget items follow the ledger: revenue is a credit, so a planned revenue of 10,000 is typed as **−10,000**, and it shows as a positive figure on the Profit and Loss report. An expense is a debit and is typed positive. This is the opposite of the analytic budget, where revenue is positive and costs are negative. Enter one revenue line and one expense line first, open the report, and check the signs before you load the year.

Scenarios

You can create several financial budgets for the same period. Each appears as its own column, which is the simplest way to hold a Base case, an Optimistic case and a Pessimistic case, or this year's plan beside last year's. The analytic budgets have a status workflow; financial budgets do not, so name them clearly and do not overwrite the approved one.

What a financial budget cannot do

Limit	What to do instead
No status or approval: anyone with access can edit it	Keep the approved version untouched and make changes in a copy with a new name
No commitments from orders	Use an analytic budget when you need to see what is already promised
No department or project view	Use analytic budgets for the delegated plan
No dedicated import screen in Odoo 19	Type the items, or ask a developer to load them; test any import on a copy first
Month is a calendar month	See the Iranian note below
Balance sheet cannot be budgeted	Plan the balance sheet in a spreadsheet

Which tool for which question

If the question is…	Use
“Will the company earn the profit we promised the board?”	Financial budget
“Is Maintenance within its allowance, counting orders already placed?”	Analytic budget, type Expense
“Is project Alborz-1405-07 profitable?”	Analytic budgets on the Project plan
“Do the department budgets add up to the board’s plan?”	Both, and a reconciliation (section 7)
“What if sales fall 10%?”	A second financial budget as a scenario

Iran A Jalali year on calendar months

Budget items are by calendar month. A convention that works: enter each Jalali month in the Gregorian month whose **first day falls inside it**. Farvardin goes in April, Ordibehesht in May, and so on to Esfand in March.

The first day of a Gregorian month always lies inside exactly one Jalali month, so a report run on Jalali month dates picks up exactly that month’s figure. Write the convention in the budget name and test with one month first.

Outside Iran Management accounts

For a company on a calendar year, the financial budget lines up with the report directly.

In countries where statutory accounts follow a fixed chart, the budget is made on the same accounts, so the budget column reads like the published statements. A financial budget for a company with a December year end is typically approved before year end and reviewed monthly.

7 Budgeting methods in Odoo

A method is the way the numbers are arrived at. Odoo does not force one; it gives you the objects, and each method uses them differently.

Method	The idea	Use it when	How to do it in Odoo
Incremental بودجه افزایشی	Last year's figure, plus or minus a percentage	Activity is stable and time is short	Duplicate last year's budget, change the dates, adjust amounts. In high inflation use a different percentage per line: salaries and imported materials do not move together
Zero-based بودجه صفر مبنا	Start from zero; every amount must be justified	Costs have grown unchecked, or the business has changed	Create the budget with empty lines; owners fill their own lines and attach the justification in the budget's discussion thread or as an attached file
Activity-based	Plan the activities (orders handled, machine hours), cost each, add up	Overhead is large and mixed	Quantities are not budgeted in Odoo: compute them in a spreadsheet, then enter the money by an Activity plan or by Department
Rolling بودجه غلتان	Always plan the next 12 months; add one as one ends	Conditions change fast; inflation is high	Generate monthly or quarterly budgets; at each close, add the month 12 ahead and revise the rest
Top-down	Management sets the envelope; departments fit inside	A target must be met: a profit, a bank covenant	Financial budget first, then analytic budgets that must add up to it
Bottom-up	Owners propose; finance adds up	Owners know their costs best	Each owner prepares an analytic budget (Responsible field); finance compares the total with the financial budget
Flexible	The cost budget moves with the level of activity	Costs are largely variable	Not in Odoo: export the budget report to a spreadsheet and recalculate for the actual volume

Assembling a master budget

A master budget is not one Odoo object. It is a set of budgets that agree with each other. This is the set Sahand Industrial keeps for the year 1405.

Part of the master budget	Where it lives in Odoo
Sales budget	Analytic budget, type Revenue, plan Channel (Domestic, Export); and the sales accounts in the financial budget
Production and materials	Analytic budget, type Expense, plan Department (Production); materials accounts in the financial budget
Operating expenses	Analytic budget, type Expense, one line per department

Part of the master budget	Where it lives in Odoo
Projects and capex	Analytic budgets on the Project plan: one for each customer project, one for each capex project
Budgeted profit and loss	Financial budget on the Profit and Loss report
Cash budget	Spreadsheet, using the budgeted sales and costs with payment terms, and the cheque due dates
Budgeted balance sheet	Spreadsheet

The reconciliation that proves the layers agree

When a financial budget and a set of analytic budgets cover the same accounts, their totals must match. This table is the check, made once when the budgets are approved and again after every revision. Million IRR, year 1405, operating expenses (accounts 8101 to 8106).

Department budget	Budgeted
Production	−3,600
Maintenance	−1,500
Sales and Marketing	−2,700
Administration and Finance	−1,800
Sum of the department budgets	**−9,600**
Financial budget, accounts 8101 to 8106 (shown with the ledger sign: debit)	9,600
Difference	**0**

The two sides carry opposite signs by convention, so compare their absolute values. A difference means an account is in one budget and not the other, or a department was left out.

> **One owner for the totals**
> The reconciliation only works if one person owns both layers. Give the controller the financial budget and the responsibility for the agreement; give each department head only their own analytic budget.

8 Budgets and daily operations

A budget fills itself from documents. This section follows the documents through the apps and shows exactly when each one moves a budget line.

Step 8 Open the budget and let the documents flow

Accounting › Accounting › Analytic Budgets › Open

Once the budget is open, nothing else needs to be done in the budget. The work moves to the people who create documents. Each of them chooses the department or project on the line, or Odoo does it for them through a distribution model.

Document	Event	Effect on the budget line
Purchase order	Confirmed	**Committed** goes up by the lines carrying the line's analytic accounts
Vendor bill	Posted	**Achieved** goes up; the matching part of Committed comes down
Vendor credit note	Posted	**Achieved** goes down
Sales order	Confirmed	On revenue budgets, **Committed** goes up by the confirmed lines
Customer invoice	Posted	**Achieved** goes up; Committed comes down
Customer credit note	Posted	**Achieved** goes down
Expense report	Posted	**Achieved** goes up
Timesheet	Validated	**Achieved** goes up by the cost of the hours, on the project's analytic account
Manufacturing and inventory	Done	Costs reach the analytic accounts when the plan is applicable to those flows
Manual journal entry	Posted	**Achieved** moves by the lines that carry a distribution

A purchase, from order to credit note

This is the Production department line from section 5, in million IRR. It starts with Budgeted −3,600, Achieved −1,500 and Committed −200. A supplier order for spare parts, 300, follows the usual path.

Event	Achieved	Committed	Left to spend
Starting position	−1,500	−200	1,900
1 Confirm a purchase order of 300	−1,500	−500	1,600
2 Post a bill for 200 of the order	−1,700	−300	1,600
3 Post the bill for the last 100	−1,800	−200	1,600
4 Post a credit note of 50 for a damaged part	−1,750	−200	1,650

Notice that “Left to spend” does not change at steps 2 and 3: the money was already promised at step 1, and a bill only moves it from Committed to Achieved. It rises at step 4 because less was spent than promised. This is why a department head should look at Achieved *and* Committed together.

Six details that cause most surprises

1. **The accounting date decides the period.** A bill dated 28 Esfand but accounted on 2 Farvardin falls in the new year’s budget, not the old one.
2. **Tax is left out.** Budgets compare untaxed amounts. A budget set at the tax-inclusive price will look under-spent by exactly the VAT.
3. **Foreign currency is converted at posting.** A 10,000 AED bill enters an IRR budget at the rate of its accounting date, so a budget in rials is exposed to the rate you used.
4. **Drafts do not count.** A bill that has not been posted does not exist as far as Achieved is concerned. Month-end routines must post everything.
5. **Changing a distribution after posting changes the item.** A correction made in a closed month alters a closed month’s budget figure. Use the lock dates of the accounting set-up.
6. **Orders count only if tagged.** A purchase order without a distribution commits nothing. Make the Department plan mandatory on purchase orders as well as on bills.

Warning, not blocking

On a purchase order whose lines carry analytic accounts, Odoo shows the budget position on the order and highlights an overspend. It warns; it does not stop the order. The only thing Odoo refuses by itself is a line missing a **mandatory** plan. If you need a hard stop when a budget is exceeded, that is an approval workflow added with Studio rules or a customisation, not a standard budget setting.

Iran Practical points

- Cheques received or issued do not change a budget: cash movements are not costs. The invoice already did.
- Insurance and good-performance retentions on contracts reduce the payable, not the expense; the budget sees the full cost.
- Import costs paid at customs must be booked on the customs bill with a distribution, or the project will never see them.

Outside Iran Practical points

- Reverse-charge VAT on imports nets to zero and does not touch the budget.
- Payroll entries need a distribution from the contract or the salary rules; check the first run, since salaries are the largest line.
- A project spanning two emirates is split by percentage on the document line.

9 Reports, control and revision

A budget that nobody reads is decoration. This section covers the screens, a routine for the monthly review, and how and when to revise.

Step 9 Read, revise, close

Accounting › Reporting › Budget Report

Where	What you see	Use it for
Analytic Budgets list	All budgets with owner, period and status	Finding the right budget; Budget Lines for several budgets at once
Budget lines inside a budget	Budgeted, committed, achieved, theoretical and the percentages per line	The detailed reading of one budget
Budget Report	A pivot and a graph over all budgets, filtered by date, plan or account	Comparing departments or projects; the report you send to owners
Analytic Items	Every analytic item with date, account, amount and source document	Finding which document moved a line
Profit and Loss with a budget column	Actual against financial budget, with a percentage column	The company-level view
Purchase order budget button	The budget position of the order's analytic accounts	Checking an order before confirming it

A monthly routine

When	Who	What
Last working days	Accountants	Post all bills, invoices and expenses of the month; accrue what is owed but not billed
Day 1 to 3	Controller	Check tagging: analytic items with no department, and orders with no distribution. Fix them
Day 3 to 5	Controller	Lock the month in the accounting lock dates; produce the Budget Report and the Profit and Loss with the budget column
Day 5 to 8	Budget owners	Explain every line whose variance exceeds the threshold (see below); propose the action
Day 8 to 10	Management	Decide: accept, act, or revise the budget. Record the decision in the budget's discussion thread

Choosing a variance threshold

Do not discuss every difference. Fix a rule, for example: **explain any line more than 10% and more than 50 million IRR away from the theoretical figure**. Two conditions avoid noise: a small line can be 30% off with no importance, and a large line can be 3% off and still be a large sum.

Reading	Likely meaning	First question to ask
Achieved well below Theoretical, Committed small	Under-spending, or work delayed, or bills not yet posted	Are all bills posted? Is something late?
Achieved below Theoretical, Committed large	Orders placed, deliveries or bills still to come	When will the orders turn into bills?
Achieved above Theoretical	A spend ahead of the plan, or lumpy by nature	Is it timing (a yearly licence paid in month 1) or real overspend?
Achieved plus Committed above Budgeted	The budget will be exceeded unless something changes	Cancel orders, find savings, or revise
Achieved at zero everywhere	The tagging is missing	Do the documents carry a distribution?

Revising a budget

Plans change: prices rise, a customer is lost, a project is added. Do not overwrite the approved figures. Open the budget and use **Revise**. Odoo keeps the original plan, records the revised numbers, and gives you the means to compare the two. The status moves to Revised.

- **Revise at fixed moments** (every quarter, or when a trigger is hit, such as a currency move of more than 10%), not whenever a line turns red. A budget changed every week stops being a yardstick.
- **Revise the whole picture.** If sales are lowered, the cost budgets that depend on sales go down too, and the financial budget must be updated to match (section 7 reconciliation).
- **Record who approved it** in the budget's discussion thread, with the reason.

Closing and starting the next year

1. After the year's accounts are final, set the budget to **Done**. It becomes read-only.
2. For next year, duplicate the Done budget, set the new dates, and start from the incremental or zero-based method of section 7.
3. Archive analytic accounts that will not be used again; keep the plans.
4. Keep the Done budgets: they are next year's baseline and the audit trail of what was approved.

Approvals and access

Odoo has statuses, not a multi-level approval flow for budgets. If your company requires, say, a department head, a financial controller and a managing director to approve, add approval rules on the Open button with Studio, or approve outside Odoo and let the controller open the budget. Budgets live in the Accounting app, so department heads without accounting access cannot open them: send them the Budget Report exported as a spreadsheet or PDF, or give them a read-only accounting role.

10 Worked examples

Five examples from the two sister companies. Amounts are illustrative. Each one shows the objects, the numbers and the reading.

Example A: department expenses Iran

Sahand Industrial budgets the operating expenses of year 1405 by department. The plan Department is mandatory on bills, expenses and purchase orders. The budget is created once, with one line for each department.

Field	Value
Budget name	Department expenses 1405
Responsible	Financial controller
Period	21 March 2026 to 20 March 2027 (1 Farvardin to 29 Esfand 1405)
Budget type	Expense

Department (analytic account)	Budgeted, million IRR
Production	−3,600
Maintenance	−1,500
Sales and Marketing	−2,700
Administration and Finance	−1,800
Total	**−9,600**

After **Open**, every bill and order is tagged with a department, either typed or filled in by a distribution model. The Production line then moves exactly as the table in section 8 shows. At the end of each month the controller reads the Budget Report and applies the review routine of section 9.

Example B: a customer project Iran

Sahand Industrial supplies and installs switchgear for Alborz Trading Co. under project account Alborz-1405-07. The plan Project is used on sales orders, invoices, bills and timesheets. Two budgets are made on the same project account, one for each side, so that each can be read alone.

Budget	Type	Budgeted	Achieved	% achieved	Committed	% committed
Alborz-1405-07 revenue	Revenue	+800	+320	40.0%	0	0.0%
Alborz-1405-07 costs	Expense	−560	−290	51.8%	−110	19.6%
Net (planned margin 240, 30%)		**+240**	**+30**			

Million IRR, after the first milestone was invoiced. Reading: 40% of the revenue has been billed, but 52% of the cost budget has been spent and a further 20% is committed. If nothing changes, the project spends more than 71% of its cost budget for 40% of its revenue, and the planned margin of 240 is at risk. The decision belongs to the project manager: bill the next milestone sooner, or renegotiate the supply cost.

> **Revenue and cost in one budget?**
>
> The budget type **Both** measures revenue and cost together, so Achieved is the running net result of the line. It is shorter to read, but it hides which side is off. Many controllers keep two budgets as above and add the lines up when they want the net. Test 7 in section 12 shows how Both behaves in your build before you choose.

Example C: financial budget, profit and loss

Outside Iran

Sahand Trading, Dubai, compares its budget with actual for January to September. The budget is a financial budget created from the Profit and Loss report, and the percentage column shows how far each line is from plan. Amounts in AED.

Line	Budget	Actual	Effect on profit	% of budget
Sales	4,500,000	4,320,000	−180,000	96.0%
Cost of goods sold	3,150,000	3,060,000	+90,000	97.1%
Gross profit	**1,350,000**	**1,260,000**	**−90,000**	**93.3%**
Salaries	540,000	585,000	−45,000	108.3%
Rent	270,000	270,000	0	100.0%
Marketing	90,000	112,000	−22,000	124.4%
Other expenses	135,000	128,000	+7,000	94.8%
Total operating expenses	**1,035,000**	**1,095,000**	**−60,000**	**105.8%**
Operating profit	**315,000**	**165,000**	**−150,000**	**52.4%**

Reading: sales are 4% short, which alone takes 90,000 off gross profit even after lower cost of sales. Salaries and marketing are over plan by 67,000 together. Operating profit is at 52% of budget. The financial budget has shown *where* the problem is; the analytic budgets for Sales and Marketing would show *who* owns it.

Example D: why lines of different layers must not be added

Three bills of Sahand Industrial, in million IRR, each tagged by Department and, where relevant, Project. Four budget lines each measure some of them.

Bill	Amount	Department	Project
B1 Repairs	100	Production	none
B2 Panel parts for the Alborz contract	400	Production	Alborz-1405-07

Bill	Amount	Department	Project
B3 Subcontractor for installation	60	Maintenance	Alborz-1405-07

Budget line	B1	B2	B3	Achieved
Department = Production	100	400		500
Department = Production and Project = Alborz		400		400
Project = Alborz		400	60	460
Department = Maintenance			60	60
Sum of the four lines				**1,420**
Real spending	100	400	60	560

The four lines add up to 1,420, but the company spent 560. Each line is right on its own. A budget whose lines add up must use one layer: for departments, lines of the Department plan only; for projects, lines of the Project plan only.

Example E: the Jalali months of year 1405 Iran

For monthly analytic budgets, create each budget with these exact dates. The last column is the Gregorian month to use for financial budget items under the convention of section 6.

Jalali month		Days	Starts	Ends	Financial item in
1 Farvardin	فروردین	31	21 Mar 2026	20 Apr 2026	April 2026
2 Ordibehesht	اردیبهشت	31	21 Apr 2026	21 May 2026	May 2026
3 Khordad	خرداد	31	22 May 2026	21 Jun 2026	June 2026
4 Tir	تیر	31	22 Jun 2026	22 Jul 2026	July 2026
5 Mordad	مرداد	31	23 Jul 2026	22 Aug 2026	August 2026
6 Shahrivar	شهریور	31	23 Aug 2026	22 Sep 2026	September 2026
7 Mehr	مهر	30	23 Sep 2026	22 Oct 2026	October 2026
8 Aban	آبان	30	23 Oct 2026	21 Nov 2026	November 2026
9 Azar	آذر	30	22 Nov 2026	21 Dec 2026	December 2026
10 Dey	دی	30	22 Dec 2026	20 Jan 2027	January 2027
11 Bahman	بهمن	30	21 Jan 2027	19 Feb 2027	February 2027
12 Esfand	اسفند	29	20 Feb 2027	20 Mar 2027	March 2027

The year has 365 days. In a leap year Esfand has 30 days and the boundaries move by a day; check the dates for the year you budget. Analytic budgets take exact dates, so use the Starts and Ends columns as they are.

11 Iran and the rest of the world on one page

Budgeting is the same discipline everywhere. What changes is the calendar, the currency and the vocabulary, and a few places where standard Odoo needs help in Iran.

Topic	Iran	UAE, our example	Elsewhere, for comparison
Budget practice	An annual budget approved by the board, reviewed monthly. A listed company's published forecasts usually draw on it. Cost-centre managers are owners	An annual budget approved by the owners or board, reviewed monthly, in management accounts on IFRS lines	US and UK: an annual operating plan with a quarterly reforecast. Public-sector budgets are a legal matter and are not covered
Financial year	1 Farvardin to 29 or 30 Esfand	1 January to 31 December	India: April to March. Australia: July to June
Month boundaries	Jalali months of 31, 30 or 29 days, starting between the 20th and 23rd of Gregorian months	Calendar months	Calendar months
Currency and inflation	Rial, no decimals. Prices are discussed in Toman; the books stay in Rial. High inflation makes a yearly budget stale quickly: revise every quarter	Dirham, two decimals, pegged to the US dollar	Multi-currency groups agree a planning rate
Foreign-currency items	Imports and export sales: choose a planning rate for each currency and state it in the budget name	USD items barely move; the peg is the planning rate	The same
Vocabulary	Cost centre مرکز هزینه, profit centre مرکز سود, project پروژه, budget owner مسئول بودجه	Department, cost centre, project	Cost centre, profit centre, work breakdown structure
Tax in budgets	VAT at 10% is not part of a budget. Retail prices that include VAT must be converted to the net before they are budgeted	VAT at 5% is not part of a budget	Sales tax and VAT are outside budgets
Several companies	Each company has its own budgets. Odoo does not consolidate budgets across companies: compare in a spreadsheet at the group's planning rate	The same	The same

What standard Odoo does not do for budgets

Jalali dates on the budget screens and reports. Budgets in quantity. A cash budget and a balance-sheet budget. Consolidation of budgets across companies. A multi-level approval flow. A hard stop when a budget is exceeded. Persian print layouts of the Budget Report. Each of these needs an add-on, Studio or a spreadsheet; none of them changes the budget engine, and every step in this guide is done with standard features.

Iran A sensible Iranian set-up

- One yearly analytic budget per plan, with exact Jalali year dates.
- Twelve monthly analytic budgets with exact Jalali month dates, created by hand.
- One financial budget for the year, in the convention of section 6.
- Quarterly revision, with the planning rates for foreign currency restated.
- Department plan mandatory on purchase orders, bills and expenses.

Outside Iran A sensible UAE set-up

- One yearly analytic budget per plan.
- Monthly budgets made by Generate when month-by-month control is wanted.
- One financial budget for the year as the owners' plan.
- Revision once or twice a year.
- Emirate plan used on invoices so the budget matches the VAT return.

12 Go-live checks and common mistakes

Run these in a copy of the configured database before the budgets are used in production. Each test exercises one link in the chain.

Step 10 Twelve tests

#	Do this	Expect this
1	Make the Department plan mandatory on bills, then post a bill without a department	Odoo refuses to save or post the bill
2	Post a vendor bill with 100% on one department, inside the budget period	An analytic item with a negative amount; Achieved on the department line rises by the untaxed amount
3	Post a bill split 60/40 between two departments	Two analytic items; each line rises by its share
4	Confirm a purchase order with a distribution	Committed rises; Achieved does not change
5	Post the bill of that order	Committed falls by the billed part; Achieved rises by the same
6	Post a vendor credit note against the bill	Achieved falls; confirm that the line nets the credit note
7	On a project, post one customer invoice and one bill; look at the revenue, expense and Both budgets	Revenue Achieved positive, expense Achieved negative; a Both line shows the net. Note how your build behaves
8	Confirm a sales order with a distribution on a revenue budget	Committed revenue rises; Achieved does not change
9	Post a bill in a foreign currency	The item is in the company currency at the rate of the accounting date
10	Post a bill dated one day after the budget ends	It does not count in that budget
11	Revise an open budget and change one amount	The original is kept; the revision carries the new figure; status shows Revised
12	Create a financial budget with one revenue and one expense line; run the Profit and Loss	Revenue shows as a positive figure and expenses as costs, as in the actual column; if a revenue budget shows negative, flip the sign. The % column compares with actual

Common mistakes

Mistake	What you see	Remedy
Budget opened, documents carry no distribution	Achieved stays at zero all year	Make the plan mandatory; add distribution models; check the first week of postings
Expense budget typed as positive	Percentages negative or absurd	Enter costs as negative amounts

Mistake	What you see	Remedy
Budget dates differ from the financial year	Items fall outside; Theoretical is wrong	Use the exact year dates, Jalali ones for an Iranian company
Lines of two layers added together	A total that is much larger than real spending	One layer per budget (Example D)
Too many plans	Users skip fields; the budget has hundreds of lines	Three or four plans at most
Overwriting an open budget	The original plan is lost; no comparison is possible	Use Revise
Budgeting tax-inclusive prices	Budget looks under-spent by the VAT	Budget untaxed amounts
Orders without a distribution	Committed is zero while orders are being placed	Make the plan mandatory on purchase orders
Deleting analytic accounts	History of items and budgets disappears or is blocked	Archive
Generate used for a Jalali year	Months do not match the Jalali calendar	Create the monthly budgets by hand
Approved financial budget edited	The plan changes silently	Keep the approved one untouched; copy it for changes

13 Cheat sheet, glossary and self-check

Where each setting is, what it is called in Persian, and eight questions to test yourself.

Where is it?

Step	Setting	Menu	Object or field
1	Budget switches	Accounting › Configuration › Settings › Analytics	Analytic Accounting, Budget Management
2	Analytic plans	Accounting › Configuration › Analytic Plans	`account.analytic.plan`
3	Analytic accounts	Accounting › Configuration › Analytic Accounts	`account.analytic.account`
4	Distribution models	Accounting › Configuration › Analytic Distribution Models	`account.analytic.distribution.model`
5	Analytic budget	Accounting › Accounting › Analytic Budgets	`budget.analytic` , `budget.line`
6	Periodic budgets	Analytic Budgets › Generate	One budget per period
7	Financial budget	Accounting › Reporting › Profit and Loss › Budget	Budget items: account, month, amount
9	Budget report	Accounting › Reporting › Budget Report	Pivot and graph
9	Analytic items	Accounting › Accounting › Analytic Items	`account.analytic.line`
9	Lock dates	Accounting › Accounting › Lock Dates	Lock the month after review

Menu positions can differ slightly between 19.x releases. If a path does not match, use the search at the top of the screen with the name in the second column.

Persian, English, Odoo

Persian	In Odoo
بودجه	Budget
بودجه عملیاتی	Operating budget (Expense and Revenue budgets)
بودجه سرمایه‌ای	Capital budget (a Capex project plan)
بودجه نقدی	Cash budget (spreadsheet)
بودجه جامع	Master budget (a set of budgets)

Persian	In Odoo
عملکرد	Actual: Achieved
تعهد	Commitment: Committed
انحراف	Variance
پیش‌بینی	Forecast
تجدیدنظر بودجه	Revision: Revise

Persian	In Odoo
مرکز هزینه	Cost centre: an account of the plan Department
مرکز سود	Profit centre: an account of the plan Channel
پروژه	Project: an account of the plan Project

Persian	In Odoo
بودجه صفر مبنا	Zero-based budget
بودجه غلتان	Rolling budget
مسئول بودجه	Budget owner: Responsible

Check yourself

	Question	Answer
1	A department head says the budget shows nothing spent, yet bills were paid. What do you check first?	Whether the bill lines carried an analytic distribution, then whether the bills are posted, the dates fall inside the period, the budget is open, and the line's accounts match the distribution.
2	Why is an expense budget typed as a negative number?	Because costs are stored as negative analytic items. The plan then has the same sign as the actual and the percentage is correct.
3	A purchase order of 300 is confirmed and Achieved stays at zero. Is something wrong?	No. The order is Committed. Achieved moves when the bill is posted.
4	Achieved is 41% and Theoretical is 51%. What does it mean?	Spending is under pace. Check Committed and the unposted bills before concluding that there is room to spend.
5	Prices rise sharply in July. What do you do?	Revise the budget: the original is kept, the new figures are recorded, and the approval is noted. Do not overwrite.
6	Do you need analytic accounts for a Profit and Loss budget?	No. A financial budget works on ledger accounts. An analytic budget needs analytic accounts.
7	An Iranian company wants monthly budgets by Jalali month. How?	Create each monthly analytic budget by hand with the exact month dates. Generate cuts Gregorian months.
8	Can Odoo stop a purchase when the budget is exceeded?	Not by itself. It warns. A hard stop needs an approval rule or a customisation.

The whole guide in two lines

A budget is a plan written before the money moves; Odoo keeps score by matching the budget's analytic accounts and dates with the tags on every posted document. Iran and the rest of the world use the same chain; they differ in the calendar, the currency and the vocabulary.