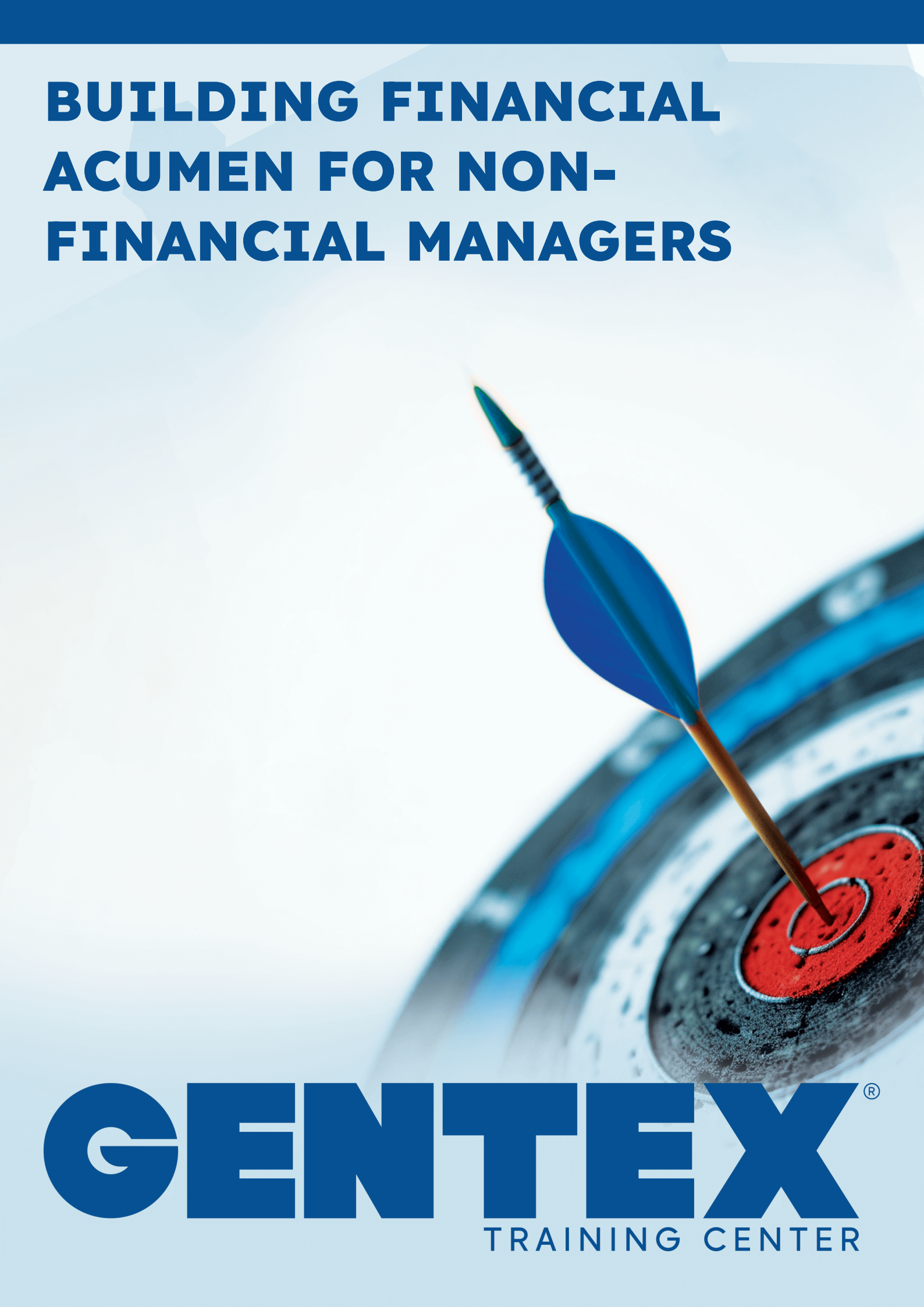
BUILDING FINANCIAL ACUMEN FOR NON-FINANCIAL MANAGERS



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TRAINING CENTER

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Introduction

Building Financial Acumen for Non-Financial Managers Training Course develops the financial literacy that managers outside finance need to run their units and defend their decisions. Many managers own budgets and approve spending without ever learning how the numbers are built or what they signal. That gap shows up in weak business cases, missed cost drivers, and budgets defended on instinct rather than evidence. This course closes it. It covers financial statements, cost and margin behaviour, budgeting, and investment appraisal. Furthermore, it applies ratio analysis, working capital thinking, and variance investigation. In addition, it develops business case construction and financial communication. As a result, participants contribute to financial decisions with confidence and clarity.

Building Financial Acumen for Non-Financial Managers Course Objectives

- Interpret the balance sheet, income statement, and cash flow statement.
- Apply key ratios for liquidity, profitability, efficiency, and gearing.
- Explain cost behaviour and classify costs by type and traceability.
- Apply contribution margin and break-even analysis to decisions.
- Assess product, service, and customer profitability.
- Prepare and defend a departmental budget with clear assumptions.
- Analyse variances and explain deviations to management.
- Apply working capital and cash conversion cycle concepts.
- Appraise investments using payback, NPV, and IRR.
- Build a business case with financial justification and risk analysis.

Course Methodology

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- Interactive lectures delivered in plain, non-technical language.
- Guided reading of real financial statements and management reports.
- Costing, break-even, and profitability analysis workshops.
- Budget preparation and variance investigation exercises.
- Business case construction and presentation practice.

Who Should Take This Course

- Managers and team leaders without a finance background.
- Operations, engineering, and project professionals.
- Sales, marketing, and commercial managers.
- IT, HR, and administration managers with budgets.
- Public sector and non-profit managers.
- Entrepreneurs and business owners managing growth.

Building Financial Acumen for Non-Financial Managers Course Outlines

Day 1: Financial Statements in Plain Language

- Purpose of accounting and users of financial information.
- The accounting equation and double-entry logic.
- Balance sheet structure and what each section reveals.
- Income statement formats and margin layers.
- Cash flow statement by operating, investing, and financing activity.
- How the three statements connect and reconcile.
- Case study: reading a company's annual report extract.

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Day 2: Ratios, Margins, and Financial Health

- Liquidity ratios: current, quick, and cash ratios.
- Profitability ratios: gross, operating, and net margin.
- Efficiency ratios: receivable, payable, and inventory days.
- Gearing, leverage, and interest cover indicators.
- Return on assets, equity, and capital employed.
- Trend, common-size, and peer comparison techniques.
- Workshop: building a financial health dashboard for a unit.

Day 3: Costs, Pricing, and Profitability

- Cost classification: direct, indirect, fixed, variable, mixed.
- Contribution margin and relevant cost thinking.
- Break-even, margin of safety, and target profit calculation.
- Costing a product, service, or project accurately.
- Pricing approaches and their financial consequences.
- Product, service, and customer profitability analysis.
- Workshop: calculating break-even and contribution for a service.

Day 4: Budgets, Cash, and Investment Appraisal

- Budget purposes, types, and the budget cycle.
- Preparing a departmental budget with realistic assumptions.
- Variance analysis and investigating deviations.
- Working capital components and the cash conversion cycle.
- Cash forecasting and managing shortfalls.

- Investment appraisal using payback, NPV, and IRR.
- Workshop: preparing and defending a departmental budget.

Day 5: Business Cases and Financial Communication

- Structuring a business case: problem, options, costs, benefits.
- Cost-benefit analysis and payback justification.
- Sensitivity and risk analysis for proposals.
- Presenting financial data with clear charts.
- Handling difficult questions on assumptions and numbers.
- Influencing decisions with financial evidence.
- Course review, assessment, and action planning.

Conclusion

By successfully completing Building Financial Acumen for Non-Financial Managers, participants will gain a thorough understanding of financial statement interpretation, ratio and margin analysis, cost and break-even behaviour, budgeting and variance control, working capital and cash flow, investment appraisal, and business case construction. They will also acquire practical skills in financial statement reading and interpretation, cost and profitability analysis, budgeting and variance analysis, and business case construction and investment appraisal. In addition, the course prepares them to influence financial decisions with informed, defensible arguments. Gentex Training Center delivers this programme with a strong focus on practical application for non-finance managers.

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FAQs for Building Financial Acumen for Non-Financial Managers course

Q1 What is the "Building Financial Acumen for Non-Financial Managers" course about?

It is a five-day programme that builds financial literacy for managers outside finance. It covers financial statement interpretation, ratio and margin analysis, cost behaviour and break-even, budgeting and variance analysis, working capital and cash flow, investment appraisal, and business case construction.

Q2 What are the key benefits of the "Building Financial Acumen for Non-Financial Managers" course?

Participants stop deferring financial questions to finance colleagues and start answering them. The course improves budget ownership and defence, sharpens pricing and cost decisions, makes cash flow constraints visible, strengthens investment proposals, raises business case quality, and enables more productive conversations with finance teams and senior management.

Q3 What skills will I gain from the "Building Financial Acumen for Non-Financial Managers" course?

Participants gain financial statement reading and interpretation, cost and profitability analysis with break-even calculation, budgeting and variance analysis, and business case construction and investment appraisal. These four skills cover the practical finance capability non-finance managers need.

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Q4 What tools, methods, or standards are covered in the "Building Financial Acumen for Non-Financial Managers" course?

The course covers the accounting equation and double-entry logic, the balance sheet, income statement and cash flow statement, liquidity ratios including current, quick and cash ratios, profitability ratios including gross, operating and net margin, efficiency ratios including receivable, payable and inventory days, gearing, leverage and interest cover, return on assets, equity and capital employed, trend and common-size analysis, peer benchmarking, cost classification for fixed, variable, mixed, direct and indirect costs, contribution margin, relevant costing, break-even and margin of safety, target profit calculation, cost-plus and value-based pricing basics, product and customer profitability analysis, budget types and the budget cycle, departmental budget preparation, variance analysis, working capital components and the cash conversion cycle, cash forecasting, payback, net present value and internal rate of return appraisal, cost-benefit analysis, sensitivity and risk analysis for proposals, financial chart selection, and business case structuring.

Q5 How is the "Building Financial Acumen for Non-Financial Managers" course applied in real-world practice?

Participants apply the methods to their own responsibilities. They read their unit's financial statements, track ratios, cost products and services, calculate break-even, prepare and defend budgets, investigate variances, monitor cash cycles, appraise equipment and project proposals, and build business cases for approval. Many leave with a financial health dashboard template, a budget pack structure, and a business case template ready to use.