

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Business Acumen for Managers

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Managers make better decisions when they understand how their organisation creates value and makes money. This course builds the commercial awareness that managers need to connect daily decisions with financial results, customer value and competitive position. Participants learn to read key financial indicators, understand cost and margin drivers, evaluate trade-offs and present proposals in business terms. A business simulation brings the concepts together, allowing participants to see how operational, commercial and financial decisions interact over several trading periods.

Technical expertise alone is rarely enough for promotion to senior management. Leaders are expected to speak the language of the business, understand the numbers and weigh commercial trade-offs. This course gives you a practical, jargon-free foundation in business acumen that you can apply to budgets, proposals and everyday management decisions.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

The course uses a team-based business simulation, short practical inputs, analysis of real company results, case studies and exercises that link participants' own roles to financial and strategic outcomes.

Course objectives

By the end of this course, participants will be able to:
• Explain how organisations create value and generate profit
• Interpret key financial indicators and management reports
• Identify the main drivers of revenue, cost, margin and cash
• Evaluate decisions using commercial and financial criteria
• Build a business case that links proposals to measurable value
• Connect their team's activities to organisational strategy



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Target audience

This course is suitable for:

- Newly appointed and middle managers
- Technical and functional specialists moving into management
- Project managers responsible for budgets and business cases
- Professionals in non-financial roles who influence business results
- High-potential employees in management development programmes

Target competencies

Participants will develop competencies in:

- Commercial awareness
- Financial literacy
- Value-driver analysis
- Business case development
- Strategic alignment
- Trade-off decision-making

Course outline

Day 1: How Businesses Create Value

09:00–09:54	Business models and sources of competitive advantage
09:54–10:48	Customers, value propositions and pricing
10:48–11:00	How strategy translates into operations
11:00–11:30	**Coffee break**
11:30–12:12	How strategy translates into operations (continued)
12:12–13:06	Understanding your organisation's value chain
13:06–14:00	Exercise: Mapping how your team contributes to value

Day 2: Reading the Numbers

09:00–09:54	The income statement, balance sheet and cash flow in plain language
09:54–10:48	Key ratios: margin, return, liquidity and efficiency
10:48–11:00	Understanding management reports and dashboards



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11:00–11:30	**Coffee break**
11:30–12:12	Understanding management reports and dashboards (continued)
12:12–13:06	Why profitable companies can run out of cash
13:06–14:00	Exercise: Analysing a company's annual results

Day 3: Value Drivers and Trade-Offs

09:00–09:54	Revenue, cost, volume and margin drivers
09:54–10:48	Fixed and variable costs and break-even analysis
10:48–11:00	Working capital and its impact on cash
11:00–11:30	**Coffee break**
11:30–12:12	Working capital and its impact on cash (continued)
12:12–13:06	Evaluating trade-offs between quality, cost and speed
13:06–14:00	Case study: Improving profitability in a business unit

Day 4: Making the Business Case

09:00–09:54	Structuring a persuasive business case
09:54–10:48	Estimating benefits, costs and risks
10:48–11:00	Simple investment appraisal: payback and return
11:00–11:30	**Coffee break**
11:30–12:12	Simple investment appraisal: payback and return (continued)
12:12–13:06	Presenting proposals to senior decision-makers
13:06–14:00	Workshop: Building a business case for a real initiative

Day 5: Applying Business Acumen

09:00–09:54	Business simulation: running a company over several periods
09:54–10:48	Reviewing decisions and their financial consequences
10:48–11:00	Linking performance measures to strategy



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11:00–11:30	**Coffee break**
11:30–12:12	Linking performance measures to strategy (continued)
12:12–13:06	Developing commercial habits as a manager
13:06–14:00	Capstone: Personal business acumen action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Kuala Lumpur Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,450.-**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.-**
Paris Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,860.-**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.-**
Istanbul Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,650.-**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Amsterdam Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,540.-**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.-**
Singapore Confirmed dates	18 Jan 2027	22 Jan 2027	**€2,820.-**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.-**
Rome Confirmed dates	25 Jan 2027	29 Jan 2027	**€2,450.-**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.-**
London Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,450.-**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.-**
Dubai Confirmed dates	15 Feb 2027	19 Feb 2027	**€3,150.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.–**
Frankfurt Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,650.–**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,450.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
Rome Confirmed dates	29 Mar 2027	2 Apr 2027	**€2,450.–**
Online Confirmed dates	29 Mar 2027	2 Apr 2027	**€1,250.–**
Paris Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,860.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Istanbul Confirmed dates	19 Apr 2027	23 Apr 2027	**€2,650.-**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.-**
Amsterdam Confirmed dates	3 May 2027	7 May 2027	**€2,540.-**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.-**
Singapore Confirmed dates	17 May 2027	21 May 2027	**€2,820.-**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.-**
Cape Town Confirmed dates	31 May 2027	4 Jun 2027	**€1,890.-**
Online Confirmed dates	31 May 2027	4 Jun 2027	**€1,250.-**
London Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,450.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.-**
Dubai Confirmed dates	21 Jun 2027	25 Jun 2027	**€3,150.-**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
Frankfurt Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,650.-**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,450.-**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.-**
Paris Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,860.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Barcelona Confirmed dates	9 Aug 2027	13 Aug 2027	**€2,840.-**
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,250.-**
Istanbul Confirmed dates	16 Aug 2027	20 Aug 2027	**€2,650.-**
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Amsterdam Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,540.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Singapore Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,820.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
London Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,450.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.–**
Cape Town Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,890.–**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.–**
Dubai Confirmed dates	18 Oct 2027	22 Oct 2027	**€3,150.–**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.–**
Frankfurt Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,650.–**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,450.–**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Vienna Confirmed dates	29 Nov 2027	3 Dec 2027	**€2,940.–**
Online Confirmed dates	29 Nov 2027	3 Dec 2027	**€1,250.–**
Paris Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,860.–**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.–**
Istanbul Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,650.–**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.–**



Course content

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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