

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

# Business Acumen for Non-Financial Leaders

5 days | Classroom training | English

**SMART HORIZON**

info@smart-horizon.eu
Amsterdam
The Netherlands

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https://smart-horizon.eu



# Course content

## Why attend

Leaders make better decisions when they understand how the business makes money. This course builds business acumen for managers without a finance background: reading financial statements, understanding profitability and cash flow, evaluating investments, linking operational decisions to financial results and speaking the language of senior leadership.

Managers who understand the numbers win more support for their ideas. You will gain the financial confidence to contribute to business 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

Business simulation, financial statement exercises, case studies and decision workshops.

## Course objectives

By the end of this course, participants will be able to:
• Understand how organisations create value
• Read income statements, balance sheets and cash flow statements
• Analyse profitability and cost drivers
• Evaluate investments and business cases
• Link operational decisions to financial outcomes
• Communicate in financial terms with senior leaders

## Target audience

This course is suitable for:
• Managers without finance training
• Technical and operational leaders
• Sales and marketing managers
• Project managers
• HR and support function leaders



# Course content

## Target competencies

Participants will develop competencies in:

- Financial literacy
- Commercial thinking
- Investment evaluation
- Cost management
- Business communication

## Course outline

### Day 1: How Businesses Make Money

| | |
|---|---|
| **09:00–10:08** | Business models |
| **10:08–11:00** | Revenue, cost and profit |
| **11:00–11:30** | **Coffee break** |
| **11:30–11:45** | Revenue, cost and profit (continued) |
| **11:45–12:53** | Value creation |
| **12:53–14:00** | Business simulation round 1 |

### Day 2: Financial Statements

| | |
|---|---|
| **09:00–10:08** | Income statement |
| **10:08–11:00** | Balance sheet |
| **11:00–11:30** | **Coffee break** |
| **11:30–11:45** | Balance sheet (continued) |
| **11:45–12:53** | Cash flow statement |
| **12:53–14:00** | Exercise: reading a company report |

### Day 3: Profitability and Costs

| | |
|---|---|
| **09:00–10:08** | Margins and ratios |
| **10:08–11:00** | Fixed and variable costs |
| **11:00–11:30** | **Coffee break** |



# Course content

| | |
|---|---|
| **11:30–11:45** | Fixed and variable costs (continued) |
| **11:45–12:53** | Break-even analysis |
| **12:53–14:00** | Simulation round 2 |

## Day 4: Investments

| | |
|---|---|
| **09:00–10:08** | Business cases |
| **10:08–11:00** | Payback, NPV and IRR in plain terms |
| **11:00–11:30** | **Coffee break** |
| **11:30–11:45** | Payback, NPV and IRR in plain terms (continued) |
| **11:45–12:53** | Risk in investments |
| **12:53–14:00** | Workshop |

## Day 5: Making Better Decisions

| | |
|---|---|
| **09:00–10:08** | Operational levers and results |
| **10:08–11:00** | Presenting to finance |
| **11:00–11:30** | **Coffee break** |
| **11:30–11:45** | Presenting to finance (continued) |
| **11:45–12:53** | Personal action plan |
| **12:53–14:00** | Simulation final round |

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.



# Course content

## Dates, venues and fees

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

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Cape Town<br>Confirmed dates | 9 Nov 2026 | 13 Nov 2026 | **€1,890.–** |
| Online<br>Confirmed dates | 9 Nov 2026 | 13 Nov 2026 | **€1,250.–** |
| Amsterdam<br>Confirmed dates | 30 Nov 2026 | 4 Dec 2026 | **€2,540.–** |
| Online<br>Confirmed dates | 30 Nov 2026 | 4 Dec 2026 | **€1,250.–** |
| Cape Town<br>Confirmed dates | 4 Jan 2027 | 8 Jan 2027 | **€1,890.–** |
| Online<br>Confirmed dates | 4 Jan 2027 | 8 Jan 2027 | **€1,250.–** |
| Istanbul<br>Confirmed dates | 18 Jan 2027 | 22 Jan 2027 | **€2,650.–** |
| Online<br>Confirmed dates | 18 Jan 2027 | 22 Jan 2027 | **€1,250.–** |
| Paris<br>Confirmed dates | 8 Feb 2027 | 12 Feb 2027 | **€2,860.–** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Online<br>Confirmed dates | 8 Feb 2027 | 12 Feb 2027 | **€1,250.–** |
| Barcelona<br>Confirmed dates | 1 Mar 2027 | 5 Mar 2027 | **€2,840.–** |
| Online<br>Confirmed dates | 1 Mar 2027 | 5 Mar 2027 | **€1,250.–** |
| Kuala Lumpur<br>Confirmed dates | 22 Mar 2027 | 26 Mar 2027 | **€1,450.–** |
| Online<br>Confirmed dates | 22 Mar 2027 | 26 Mar 2027 | **€1,250.–** |
| Dubai<br>Confirmed dates | 12 Apr 2027 | 16 Apr 2027 | **€3,150.–** |
| Online<br>Confirmed dates | 12 Apr 2027 | 16 Apr 2027 | **€1,250.–** |
| Frankfurt<br>Confirmed dates | 26 Apr 2027 | 30 Apr 2027 | **€2,650.–** |
| Online<br>Confirmed dates | 26 Apr 2027 | 30 Apr 2027 | **€1,250.–** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Rome<br>Confirmed dates | 17 May 2027 | 21 May 2027 | **€2,450.-** |
| Online<br>Confirmed dates | 17 May 2027 | 21 May 2027 | **€1,250.-** |
| London<br>Confirmed dates | 7 Jun 2027 | 11 Jun 2027 | **€2,450.-** |
| Online<br>Confirmed dates | 7 Jun 2027 | 11 Jun 2027 | **€1,250.-** |
| Barcelona<br>Confirmed dates | 28 Jun 2027 | 2 Jul 2027 | **€2,840.-** |
| Online<br>Confirmed dates | 28 Jun 2027 | 2 Jul 2027 | **€1,250.-** |
| Rome<br>Confirmed dates | 19 Jul 2027 | 23 Jul 2027 | **€2,450.-** |
| Online<br>Confirmed dates | 19 Jul 2027 | 23 Jul 2027 | **€1,250.-** |
| Vienna<br>Confirmed dates | 2 Aug 2027 | 6 Aug 2027 | **€2,940.-** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Online<br>Confirmed dates | 2 Aug 2027 | 6 Aug 2027 | **€1,250.-** |
| Cape Town<br>Confirmed dates | 23 Aug 2027 | 27 Aug 2027 | **€1,890.-** |
| Online<br>Confirmed dates | 23 Aug 2027 | 27 Aug 2027 | **€1,250.-** |
| Dubai<br>Confirmed dates | 13 Sept 2027 | 17 Sept 2027 | **€3,150.-** |
| Online<br>Confirmed dates | 13 Sept 2027 | 17 Sept 2027 | **€1,250.-** |
| Vienna<br>Confirmed dates | 4 Oct 2027 | 8 Oct 2027 | **€2,940.-** |
| Online<br>Confirmed dates | 4 Oct 2027 | 8 Oct 2027 | **€1,250.-** |
| Dubai<br>Confirmed dates | 25 Oct 2027 | 29 Oct 2027 | **€3,150.-** |
| Online<br>Confirmed dates | 25 Oct 2027 | 29 Oct 2027 | **€1,250.-** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| London<br>Confirmed dates | 8 Nov 2027 | 12 Nov 2027 | **€2,450.-** |
| Online<br>Confirmed dates | 8 Nov 2027 | 12 Nov 2027 | **€1,250.-** |
| Rome<br>Confirmed dates | 29 Nov 2027 | 3 Dec 2027 | **€2,450.-** |
| Online<br>Confirmed dates | 29 Nov 2027 | 3 Dec 2027 | **€1,250.-** |

## 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

info@smart-horizon.eu
Amsterdam
The Netherlands

View the latest course details online