

FINANCE & ACCOUNTING | COURSE BROCHURE

Finance for Non-Financial Managers

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

This course equips non-financial managers with essential financial knowledge and skills to make informed decisions. Participants will learn to interpret financial statements, manage budgets, and evaluate financial performance, enabling them to contribute effectively to their organisation's financial health.

Non-financial managers often face significant challenges when navigating financial reports and making budgetary decisions, which can lead to misallocation of resources and missed opportunities for growth.
This course addresses these issues by providing practical financial knowledge tailored to their roles. Participants will learn to interpret financial data, assess performance metrics, and understand the implications of financial decisions on their departments. This understanding enhances their ability to contribute to strategic discussions, operational efficiency, and overall organisational success.
By gaining these insights, they will be better positioned to influence budget allocations and resource management effectively, ultimately driving better business outcomes.
The course engages participants in hands-on exercises that simulate real-world financial scenarios, allowing them to practice skills such as analysing financial statements and preparing budgets. Participants will also learn to communicate financial insights to stakeholders, ensuring that their decisions are data-driven and aligned with organisational goals. By developing these capabilities, they will be equipped to make informed decisions that support their teams and drive overall business success.
The practical approach ensures that participants leave with actionable skills that can be applied immediately in their roles, fostering a culture of financial literacy and accountability within their teams.

Professional Problems This Course Is Designed to Solve

- Difficulty interpreting financial statements and business results.
- Budgets and investment proposals assessed without clear financial reasoning.
- Communication gaps between operational and finance teams.

Course methodology

The course employs interactive workshops, case studies, and simulations to facilitate learning. Participants will work in groups to analyse financial statements and create budgets based on fictional scenarios, fostering collaboration and practical application. Each day includes specific exercises that build on previous knowledge, culminating in a comprehensive understanding of financial principles.
Outputs include financial analysis reports, budget proposals, and investment evaluations, demonstrating their understanding and ability to apply financial concepts in their roles.
This hands-on approach ensures that participants can directly relate their learning to real-world situations, enhancing retention and application of financial skills.



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The integration of peer feedback during presentations further solidifies their learning experience.

Course objectives

By the end of this course, participants will be able to:
• Analyse key components of financial statements to assess organisational performance.
• Construct a budget using relevant financial data and organisational goals.
• Evaluate variances between budgeted and actual performance to inform decision-making.
• Justify financial decisions based on quantitative analysis of financial metrics.
• Prioritise financial objectives that align with strategic business goals.
• Diagnose financial risks and opportunities within a given scenario.
• Compare different financing options to determine the best fit for projects.
• Design a financial presentation that effectively communicates key insights to stakeholders.

Target audience

This course is suitable for:
• Project Managers who need to understand financial implications of their projects.
• Operations Managers responsible for budget management and cost control.
• Sales Managers requiring insights into pricing strategies and profitability.
• HR Managers involved in workforce budgeting and financial planning.

Target competencies

Participants will develop competencies in:
• Interpreting financial statements for operational insights.
• Budget management and forecasting skills.
• Analytical skills for financial performance evaluation.
• Risk assessment and management in financial contexts.
• Effective communication of financial concepts to non-financial stakeholders.
• Decision-making based on financial data analysis.

Course outline

Day 1: Understanding Financial Statements

Applied activity: Participants will analyse a fictional company's financial statements to identify strengths and weaknesses. They will work in groups to discuss their findings and present their analysis, focusing on how the financial data impacts operational decisions and strategy.
Output: A financial analysis report highlighting key insights and actionable recommendations.



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09:00–09:54	Introduction to financial statements: balance sheet, income statement, cash flow statement and their interconnections.
09:54–10:48	Key financial ratios and their significance in performance analysis for non-financial managers.
10:48–11:00	How to read and interpret financial statements for informed decision-making.
11:00–11:30	**Coffee break**
11:30–12:12	How to read and interpret financial statements for informed decision-making. (continued)
12:12–13:06	Common pitfalls in financial statement analysis and strategies to avoid them.
13:06–14:00	Real-world examples of financial statements from fictional companies for practical understanding.

Day 2: Budgeting Fundamentals

Applied activity: Using a fictional scenario, participants will create a budget for a new project, considering various cost factors and organisational objectives. They will collaborate to ensure alignment with strategic goals and present their budget rationale to the group.
Output: A comprehensive project budget document with justifications for each line item.

09:00–09:54	The importance of budgeting in organisational planning, resource allocation, and control.
09:54–10:48	Different types of budgets: operational, capital, and cash flow budgets and their purposes.
10:48–11:00	Steps in the budgeting process and best practices for effective budget preparation.
11:00–11:30	**Coffee break**
11:30–12:12	Steps in the budgeting process and best practices for effective budget preparation. (continued)
12:12–13:06	Tools and techniques for effective budgeting and forecasting, including software options.
13:06–14:00	Common challenges in budgeting and strategies to overcome them for successful implementation.

Day 3: Financial Performance Evaluation

Applied activity: Participants will review a set of budget reports to identify variances and discuss potential corrective actions in small groups. They will evaluate the underlying causes of variances and propose solutions to improve future performance, considering both financial and operational impacts.
Output: A variance analysis report with recommendations for management based on group discussions.

09:00–09:54	Understanding budget variances: definitions, implications, and corrective actions.
09:54–10:48	Techniques for analysing variances and their impact on decision-making processes.



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10:48–11:00	Using KPIs to evaluate financial performance and operational efficiency effectively.
11:00–11:30	**Coffee break**
11:30–12:12	Using KPIs to evaluate financial performance and operational efficiency effectively. (continued)
12:12–13:06	Creating dashboards for visualising financial performance and tracking progress over time.
13:06–14:00	Case studies on variance analysis and corrective actions taken in fictional companies.

Day 4: Financing Options and Investment Decisions

Applied activity: Participants will assess a fictional investment opportunity, calculating NPV and IRR to determine its viability. They will present their findings and recommendations, considering the financial implications for their organisation and the strategic fit of the investment.
Output: An investment evaluation report with financial metrics and strategic recommendations.

09:00–09:54	Overview of financing options: equity, debt, and internal funding sources and their implications.
09:54–10:48	Evaluating the cost of capital and its impact on investment decisions in projects.
10:48–11:00	Understanding the time value of money and its relevance to project evaluation and financial planning.
11:00–11:30	**Coffee break**
11:30–12:12	Understanding the time value of money and its relevance to project evaluation and financial planning. (continued)
12:12–13:06	Techniques for assessing investment opportunities: NPV, IRR, and payback period calculations.
13:06–14:00	Case studies on financing decisions in fictional companies to illustrate practical applications.

Day 5: Communicating Financial Insights

Applied activity: Participants will prepare and deliver a financial presentation based on their previous analyses, focusing on clarity and engagement. They will practice conveying complex financial concepts in an accessible manner to their peers, receiving feedback to refine their approach.
Output: A presentation slide deck summarising key financial insights and recommendations for stakeholders.

09:00–09:54	The importance of effective communication in financial reporting and stakeholder engagement.
09:54–10:48	Techniques for presenting financial information to non-financial audiences in an understandable way.
10:48–11:00	Creating impactful financial presentations using visual aids and storytelling techniques.



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11:00–11:30	**Coffee break**
11:30–12:12	Creating impactful financial presentations using visual aids and storytelling techniques. (continued)
12:12–13:06	Tailoring financial messages to different stakeholders to enhance understanding and buy-in.
13:06–14:00	Best practices for storytelling with financial data to drive action and decision-making.

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)
Istanbul Confirmed dates	16 Nov 2026	20 Nov 2026	**€2,650.-**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.-**
Amsterdam Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,540.-**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.-**
Singapore Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,820.-**
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)
London Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,450.-**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.-**
Cape Town Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,890.-**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.-**
Dubai Confirmed dates	18 Jan 2027	22 Jan 2027	**€3,150.-**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.-**
Frankfurt Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,650.-**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,450.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.-**
Paris Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,860.-**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.-**
Istanbul Confirmed dates	15 Mar 2027	19 Mar 2027	**€2,650.-**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.-**
Vienna Confirmed dates	22 Mar 2027	26 Mar 2027	**€2,940.-**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**€1,250.-**
Amsterdam Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,540.-**
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)
Singapore Confirmed dates	19 Apr 2027	23 Apr 2027	**€2,820.-**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.-**
London Confirmed dates	3 May 2027	7 May 2027	**€2,450.-**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.-**
Dubai Confirmed dates	17 May 2027	21 May 2027	**€3,150.-**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.-**
Rome Confirmed dates	24 May 2027	28 May 2027	**€2,450.-**
Online Confirmed dates	24 May 2027	28 May 2027	**€1,250.-**
Frankfurt Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,650.-**



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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.–**
Kuala Lumpur Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,450.–**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.–**
Paris Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,860.–**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.–**
Cape Town Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,890.–**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.–**
Istanbul Confirmed dates	19 Jul 2027	23 Jul 2027	**€2,650.–**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Amsterdam Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,540.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**
Singapore Confirmed dates	16 Aug 2027	20 Aug 2027	**€2,820.-**
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
London Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,450.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Barcelona Confirmed dates	13 Sept 2027	17 Sept 2027	**€2,840.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,250.-**
Dubai Confirmed dates	20 Sept 2027	24 Sept 2027	**€3,150.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.–**
Frankfurt Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,650.–**
Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,450.–**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.–**
Paris Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,860.–**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.–**
Istanbul Confirmed dates	15 Nov 2027	19 Nov 2027	**€2,650.–**
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)
Rome Confirmed dates	22 Nov 2027	26 Nov 2027	**€2,450.-**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.-**
Amsterdam Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,540.-**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.-**
Singapore Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,820.-**
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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