Financial Acumen for Non-Financial Managers Training Course

1 – 5 February 2027
Tokyo

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Ref: 972_174091 **Date:** 1 – 5 February 2027 **Location:** Tokyo **Fees:** 10000 Euro

Overview

Financial Acumen for Non-Financial Managers Training Course is a one-week foundation course for managers and business leaders who need a practical financial decision toolkit. Participants connect financial statements, business drivers, budgeting decisions, cash flow management, and working capital analysis to operational choices. The course resolves uncertainty around finance terminology through linked examples, short calculations, and management conversations drawn from service and manufacturing settings. Agile Leaders Training Center delivers this financial acumen course for non-financial managers.

Who Should Attend

- Managers responsible for departmental budgets, resource use, and monthly performance explanations
- Leaders responsible for pricing, customer profitability, and commercial trade-offs
- Operational teams responsible for capacity, inventory, service delivery, and cost drivers
- Project sponsors responsible for business cases, benefits, and investment recommendations
- Support-function leaders responsible for workforce, procurement, technology, or facilities decisions

The course assumes participants make or influence business decisions using reports and budgets, while it leaves out bookkeeping entries and specialist accounting preparation.

Departments and Industries

The course applies financial reasoning across corporate functions and sectors with different revenue, cost, asset, and cash cycles.

- Operations, supply chain, and procurement teams in manufacturing and distribution
- Sales, service delivery, and customer management teams in professional services
- Project, technology, and transformation offices in infrastructure and digital businesses
- Human resources and workforce planning teams in healthcare and hospitality
- General management and business-unit leadership across public and private organizations

Learning Objectives

By the end of this course, participants will be able to:

- Analyze linked financial statements and explain key movements
- Use contribution and break-even methods for operating decisions
- Build a driver-based budget and diagnose material variances
- Apply working-capital levers to cash conversion decisions
- Evaluate a simple investment case using cash-flow measures
- Prioritize financial messages for performance conversations

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Course Agenda

Day 1: Reading the Financial Story

- Accounting Equation Map for Assets, Liabilities, and Equity
- Income Statement Bridge from Revenue to Operating Profit
- Statement of Financial Position Structure and Funding Mix
- Cash Flow Classification across Operating, Investing, and Financing Activities
- Linked-Statement Movement Trace for Common Business Transactions

Day 2: Drivers, Costs, and Performance

- Business Driver Tree for Volume, Price, Mix, and Capacity
- Cost Behavior Classification for Fixed, Variable, and Step Costs
- Contribution Margin Method for Product and Service Choices
- Break-Even Analysis for Volume and Margin Decisions
- Ratio Dashboard for Profitability, Efficiency, Liquidity, and Leverage

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Day 3: Budgets and Management Control

- Driver-Based Budget Model for Revenue and Resource Assumptions
- Rolling Forecast Cycle for Updated Operational Expectations
- Budget Variance Tree for Price, Volume, Rate, and Efficiency
- Responsibility Center Matrix for Ownership and Escalation
- Management Commentary Structure for Explaining Performance

Day 4: Cash, Working Capital, and Investment

- Profit-to-Cash Reconciliation for Accrual and Timing Differences
- Cash Conversion Cycle for Receivables, Inventory, and Payables
- Working Capital Action Map for Operational Cash Levers
- Discounted Cash Flow Logic for Time-Adjusted Investment Choices
- Investment Appraisal Scorecard for Financial and Operational Factors

Day 5: Management Practice and Capstone

- Exercise on Linked-Statement Interpretation and Movement Diagnosis
- Exercise on Contribution Margin and Break-Even Decision Analysis
- Exercise on Budget Variance Causes and Corrective Actions
- Exercise on Working Capital Priorities and Cash Impact
- Capstone Exercise: Financial Decision Brief for a Business Unit

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Practical Exercises

The course uses suggested activities that turn financial information into management decisions.

- Suggested activity: reconcile profit to cash for a growing service operation and identify timing effects
- Suggested activity: build a contribution and break-even comparison for two delivery choices
- Suggested activity: diagnose budget variances and draft a concise performance explanation
- Suggested activity: compare investment alternatives using cash flows, risks, and operational constraints

FAQs

Who suits Financial Acumen for Non-Financial Managers Training and what does it assume?

Managers who use budgets, reports, or business cases suit the training. It assumes routine exposure to operational decisions and basic spreadsheet outputs, but it does not require accounting qualifications or responsibility for preparing statutory accounts.

How does Financial Acumen for Non-Financial Managers differ from accounting training?

Financial acumen training focuses on interpreting reports and using numbers in decisions. Accounting training usually develops transaction recording, ledger maintenance, period-close procedures, and formal statement preparation.

Why can profit rise while cash flow management becomes more difficult?

Profit can rise while cash tightens because revenue recognition, customer collections, inventory purchases, supplier payments, capital spending, and financing occur at different times. A profit-to-cash reconciliation makes those timing differences visible.

How does working capital analysis support operational decisions?

Working capital analysis links receivables, inventory, and payables to liquidity. Managers can compare service effects, supplier terms, stock availability, customer credit, and cash consequences before choosing an action.

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How do budgeting decisions improve performance conversations?

Budgeting decisions clarify assumptions, ownership, and expected results. Comparing actual outcomes with price, volume, rate, and efficiency drivers helps managers explain causes, agree corrective actions, and update forecasts.

Conclusion

Participants take back a Financial Decision Brief that links statements, drivers, budgets, cash, and investment choices. The brief changes performance discussions from isolated figures to traceable causes and actions. Managers can use it to frame recommendations, test assumptions, and collaborate with finance on business priorities.