



Business Finance Fundamentals for Non-Finance Managers Course

14 – 18 December 2026
Milan

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Overview

Business Finance Fundamentals for Non-Finance Managers Course is a one-week foundation course for managers, business owners, supervisors, and project coordinators, who leave with a Financial Decision Brief. Participants use business finance fundamentals to connect a financial statement map with profit, cash, working capital, costs, budgets, appraisal, financing, and ratios. The course builds practical interpretation and decision communication without teaching transaction processing or advanced modelling. Agile Leaders Training Center develops business-finance decision capability.

Who Should Attend

- Business managers responsible for budgets, resources, targets, and operating decisions
- Business owners responsible for cash, funding, pricing, and growth choices
- Operations teams responsible for costs, capacity, inventory, and working capital
- Project teams responsible for budgets, forecasts, benefits, and investment requests
- Commercial teams responsible for margins, volumes, terms, and performance communication

The course assumes participants use business reports and basic arithmetic at work, and it leaves bookkeeping entries, advanced financial modelling, and personal investment advice outside its scope.

Departments and Industries

The course supports departments and industries that use financial information to make routine business decisions.



- Operations, sales, procurement, projects, and general management
- Small businesses, professional services, retail, and distribution
- Manufacturing, logistics, facilities, and engineering services
- Nonprofit, education, healthcare, and hospitality organizations
- Finance business partnering, planning, and management reporting teams

Learning Objectives

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

- Use financial statements to explain position, performance, and cash movement
- Analyze a working capital cycle and liquidity pressures
- Apply cost behavior and break-even analysis to operating choices
- Build a budget and diagnose material variances
- Compare appraisal results and financing choices
- Build a ratio-based financial decision brief



Course Agenda

Day 1: Financial Statements and Business Logic

- Financial Statement Map and Accounting Equation
- Income Statement Performance Bridge
- Statement of Financial Position Resource Map
- Profit-to-Cash Difference Analysis
- Financial Transaction Impact Grid

Day 2: Cash Flow and Working Capital

- IAS 7 Cash Flow Classification Map
- Operating Cash Conversion Method
- Working Capital Cycle Diagram
- Receivables, Inventory and Payables Driver Sheet
- Short-Term Liquidity Action Plan



Day 3: Costs, Break-Even and Budgets

- Fixed and Variable Cost Classification Matrix
- Contribution Margin Calculation Sheet
- Break-Even Analysis and Margin of Safety
- Operating Budget Build Sequence
- Budget Variance Diagnostic Tree

Day 4: Appraisal and Financing Choices

- Time Value of Money Timeline
- Payback Period Decision Method
- Net Present Value Appraisal Sheet
- Debt and Equity Financing Comparison Matrix
- Investment Proposal Assumption Register

Day 5: Finance Decision Practice

- Exercise: Interpret a Financial Statement Set
- Exercise: Diagnose a Working Capital Constraint
- Exercise: Test a Budget and Break-Even Scenario
- Exercise: Compare Appraisal and Financing Options
- Capstone Exercise: Financial Decision Brief



Practical Exercises

The course uses suggested activities that connect financial information with operating, commercial, and project decisions.

- Suggested activity: trace a service transaction through profit, position, and cash
- Suggested activity: map a retailer's working capital cycle and liquidity actions
- Suggested activity: test cost, volume, price, and budget assumptions for an operation
- Suggested activity: present a project appraisal with risks and financing implications

FAQs

Who suits business finance fundamentals training for non-finance managers?

Managers, owners, supervisors, project coordinators, and commercial professionals suit the training. The course assumes basic arithmetic and regular use of business reports, not prior accounting study.

How do business finance fundamentals differ from financial modelling training?

Business finance fundamentals explain statements, cash, costs, budgets, appraisal, financing, and ratios for routine decisions. Financial modelling training concentrates on building detailed spreadsheet forecasts and scenarios.

Why can a profitable business face cash pressure?

A profitable business can face cash pressure when receipts, payments, inventory, investment, and financing occur at different times from recognized income and expenses. Working capital analysis makes those timing effects visible.

How does break-even analysis support business decisions?

Break-even analysis links fixed costs, variable costs, selling price, contribution, and volume. Managers use it to test operating assumptions and the margin of safety around a decision.

Which financial ratios help non-finance managers?

Profitability, liquidity, efficiency, and gearing ratios help non-finance managers interpret performance and financial position. Ratios need comparisons, operating context, and explanations of the underlying drivers.



Conclusion

Participants take back a Financial Decision Brief containing statement links, a cash and working-capital diagnosis, cost and budget analysis, appraisal results, financing considerations, and ratio commentary. The brief turns financial information into a traceable recommendation. Teams can use it to explain assumptions, compare choices, challenge risks, and communicate routine decisions.