Business Finance and Accounting for Operational Decisions Course

4 – 8 January 2027
Tokyo

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Training Center

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Business Finance and Accounting for Operational Decisions Course

Ref: 1080_179693 **Date:** 4 – 8 January 2027 **Location:** Tokyo **Fees:** 10000 Euro

Overview

Business Finance and Accounting for Operational Decisions Course is a one-week foundation course for business owners, supervisors, coordinators, administrators, and early-career professionals, who leave with an Operational Finance Decision Pack. Participants connect business financial skills, accounting information, financial statement reading, working capital management, and business budgeting to sales, purchasing, staffing, service delivery, cost control, and everyday decisions. Agile Leaders Training Center develops practical financial judgment for operational teams.

Who Should Attend

- Teams responsible for sales, purchasing, staffing, and operating decisions
- Teams responsible for departmental budgets and cost tracking
- Teams responsible for coordinating invoices, expenses, cash, and financial records
- Teams responsible for reviewing performance reports with finance colleagues
- Teams beginning roles that require business financial information

The course assumes participants use basic business records or reports at work, and it leaves specialist bookkeeping systems, professional accounting examinations, advanced valuation, and executive finance strategy outside its scope.

Departments and Industries

The course supports departments and industries where operational choices affect revenue, cost, cash, assets, and liabilities.

- Operations, administration, sales, purchasing, and customer service
- Retail, hospitality, logistics, and professional services
- Manufacturing, maintenance, facilities, and construction
- Healthcare, education, nonprofit, and community services
- Small businesses, family enterprises, and growing companies

Learning Objectives

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

- Apply accounting concepts to routine business activity
- Use transaction records and account balances in operational discussions
- Analyze income, financial position, and cash-flow statements
- Evaluate working capital, cost behavior, and break-even evidence
- Compare budgets with actual operating performance
- Build an Operational Finance Decision Pack

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Course Agenda

Day 1: Business Activity and Financial Language

- Business Transaction and Decision Map
- Accounting Equation Effects Grid
- Asset, Liability, Equity, Income and Expense Classification
- Chart of Accounts Navigation Guide
- Source Document to Management Question Trail

Day 2: Records, Timing and Account Balances

- Journal Entry Interpretation Sheet
- General Ledger Movement View
- Trial Balance Reading Checklist
- Accrual and Prepayment Timing Schedule
- Record-to-Report Error Question Log

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Day 3: Reading Business Financial Statements

- Income Statement Performance Bridge
- Balance Sheet Financial Position Map
- Cash Flow Statement Movement Analysis
- Profit-to-Cash Reconciliation View
- Basic Financial Ratio Dashboard

Day 4: Costs, Cash and Budget Decisions

- Fixed and Variable Cost Behavior Matrix
- Contribution Margin and Break-Even Table
- Working Capital Cycle Map
- Departmental Operating Budget Template
- Budget-to-Actual Variance Action Sheet

Day 5: Operational Finance Practice

- Exercise: Trace Operating Decisions through Accounts
- Exercise: Interpret the Three Financial Statements
- Exercise: Diagnose Working Capital Pressure
- Exercise: Compare Cost and Budget Options
- Capstone Exercise: Operational Finance Decision Pack

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Practical Exercises

The course uses suggested activities that link routine business choices with their financial effects.

- Suggested activity: trace sales, purchasing, payroll, and equipment choices for a retail operation
- Suggested activity: compare profit, financial position, and cash movements for a service business
- Suggested activity: diagnose inventory, receivable, and payable pressures in a distribution company
- Suggested activity: prepare a budget variance view and action note for an operating department

FAQs

Who suits business finance and accounting for operational decisions training?

Business owners, supervisors, coordinators, administrators, and early-career professionals who use financial information suit the training. Participants should already work with basic records, budgets, or performance reports.

How does operational business finance differ from specialist accounting foundations training?

Operational business finance emphasizes reading records and statements to make sales, purchasing, staffing, cash, cost, and budget decisions. Specialist accounting foundations training emphasizes producing records through the full accounting cycle.

Why can business profit differ from cash flow?

Profit records income and expenses according to accounting timing, while cash flow records when money is received or paid. Credit sales, supplier terms, inventory, prepayments, accruals, and asset purchases can create differences.

How does working capital affect operational decisions?

Working capital connects inventory, receivables, payables, and short-term cash needs. It helps operating teams see how purchasing volumes, customer terms, stock levels, and supplier arrangements influence liquidity.

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What does break-even analysis show business teams?

Break-even analysis shows the sales volume or revenue needed for contribution to cover fixed costs. Business teams can use it to compare prices, variable costs, capacity choices, and sales targets.

Conclusion

Participants take back an Operational Finance Decision Pack containing transaction maps, account questions, financial statement views, ratio indicators, working capital analysis, cost behavior tools, break-even calculations, operating budgets, and variance actions. The pack connects financial information with departmental choices. Teams can use it to question reports, compare options, and explain financial effects with finance colleagues.