Advanced Strategic Finance for Non-Finance Managers Course

4 – 8 October 2027
Milan

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Training Center

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Ref: 1182_187282 **Date:** 4 – 8 October 2027 **Location:** Milan **Fees:** 5700 Euro

Overview

Advanced Strategic Finance for Non-Finance Managers Course is a one-week course for non-finance managers, business-unit leaders, operations managers, project leaders, and functional decision-makers who need a Strategic Financial Decision Brief. Participants connect financial statement analysis, working capital, management accounting, budgeting, forecasting, investment appraisal, and performance measures to operating choices. The course resolves gaps between accounting reports and managerial action through linked models, documented assumptions, and sector-based scenarios. Agile Leaders Training Center develops strategic finance practice for non-finance managers.

Who Should Attend

- Teams responsible for business-unit results and resource allocation
- Teams responsible for operations, capacity, cost, and margin decisions
- Teams responsible for projects, investments, and benefit realization
- Teams responsible for sales, service, and customer profitability
- Teams responsible for functional planning and performance reporting

The course assumes participants already make budget or operating decisions at work; it leaves out bookkeeping, transaction posting, audit procedures, tax computation, and certification preparation.

Departments and Industries

The course supports departments and industries that convert financial evidence into operating and investment decisions.

- Operations, project management, strategy, sales, and service departments
- Manufacturing, energy, logistics, and construction organizations
- Technology, telecommunications, and professional-service organizations
- Healthcare, hospitality, retail, and consumer-service organizations
- Finance partnering, planning, procurement, and performance functions

Learning Objectives

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

- Analyze linked financial statements and working-capital movements
- Apply cost behavior and contribution analysis to operating choices
- Build integrated budgets, forecasts, and variance responses
- Evaluate investments with cash-flow and scenario models
- Compare financial and non-financial performance indicators
- Create a documented strategic financial decision brief

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Course Agenda

Day 1: Financial Statements and Business Position

- Financial Statement Linkage and Transaction Flow Map
- Income Statement Margin and Earnings Bridge
- Balance Sheet Capital and Funding Structure Grid
- Cash Flow Conversion and Profit-to-Cash Reconciliation
- Working Capital Cycle and Liquidity Diagnostic

Day 2: Costs, Margins, and Operating Decisions

- Fixed, Variable, and Mixed Cost Classification Matrix
- Contribution Margin and Break-Even Analysis Model
- Product, Service, and Customer Profitability Worksheet
- Relevant Cost and Make-or-Buy Decision Tree
- Pricing, Capacity, and Margin Scenario Table

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Day 3: Budgets, Forecasts, and Control

- Strategic Driver-Based Budget Architecture
- Operating and Cash Budget Integration Template
- Rolling Forecast and Scenario Planning Model
- Budget Variance and Root-Cause Analysis Grid
- Forecast Assumption and Management Action Register

Day 4: Investment and Performance Decisions

- Capital Investment Cash Flow Worksheet
- Payback, NPV, and IRR Appraisal Comparison
- Risk-Adjusted Scenario and Sensitivity Dashboard
- Financial and Non-Financial KPI Scorecard
- Business Unit Performance and Accountability Review

Day 5: Integrated Financial Decision Practice

- Exercise: Reconcile Profit, Cash, and Working Capital
- Exercise: Diagnose Cost and Margin Drivers
- Exercise: Build a Budget and Forecast Response
- Exercise: Compare Investment and Performance Options
- Capstone Exercise: Strategic Financial Decision Brief

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Practical Exercises

The course uses suggested activities that connect accounting evidence with decisions in operational and service settings.

- Suggested activity: trace how a manufacturing capacity choice changes profit, cash, and working capital
- Suggested activity: compare customer and service margins using contribution and relevant-cost evidence
- Suggested activity: revise a rolling forecast after demand and cost assumptions change
- Suggested activity: present an investment recommendation supported by scenarios, indicators, and decision controls

FAQs

Who suits advanced strategic finance for non-finance managers training?

Non-finance managers, business-unit leaders, operations managers, project leaders, and functional decision-makers suit the training. Participants should already make budget, resource, or operating decisions.

How does strategic finance for non-finance managers differ from basic finance training?

Strategic finance for non-finance managers integrates statement linkage, cost behavior, forecasts, investment appraisal, and performance evidence, while basic finance training usually introduces terminology and individual statements.

How do non-finance managers connect profit and cash flow?

Non-finance managers connect profit and cash flow by reconciling non-cash items, working-capital movements, capital spending, financing flows, and the timing of customer receipts and supplier payments.

Which investment appraisal methods support managerial decisions?

Payback, net present value, internal rate of return, scenario analysis, and sensitivity testing support managerial decisions when cash-flow assumptions, risks, constraints, and decision criteria are documented.

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How should managers use budgets and forecasts in strategic decisions?

Managers should use budgets to allocate resources and forecasts to update expectations, compare actual performance with drivers, investigate variances, test scenarios, and record corrective actions.

Conclusion

Participants take back a Strategic Financial Decision Brief containing statement links, cost and margin models, budget and forecast controls, investment scenarios, and performance indicators. The brief makes operating and investment recommendations traceable to evidence and assumptions. It also gives finance and non-finance teams a shared structure for reviewing choices and accountability.