

## professional development portfolio

# Finance for non-financial managers

Professionals that understand how the numbers work are at a significant advantage over those that don't. Knowing how finance works can help employees to put decisions into a broader context, to identify the financial implications of their actions and to argue their case better for resources.

This course looks at documents like the profit statement, the balance sheet and the cash flow analysis, and how they are linked. It also covers budgetary control, standard costing and discounted cash flow evaluations. These topics are set against the place of an organisation within the economy, different kinds of accountancy, and the way financial objectives are arrived at, implemented and monitored. Background information and knowledge is combined with interactive activities and scenarios so that learning can be applied in the workplace.

**Finance for non-financial managers** enables the learner to:

- Understand what the finance function does and how it can help in their role
- Deduce relevant information, and to recognise its limitations
- See how decisions impact on the business as a whole
- Prepare for greater responsibility

### Learning outcomes

#### Introduction

- Why is accountancy important?
- What kinds of accountancy are there?
- Who are the stakeholders?
- What is double entry book-keeping?
- What is good financial management?

#### Financial accounting

- What are the kinds of net assets?
- What is the difference between capital expenditure and revenue?
- Is a cost direct or indirect?
- How do we appropriate profit?
- How do we create the balance sheet and cash flow statement?
- How does the flow of funds work?

#### The basics of control

- What are the levels of control?
- What are the elements of control?
- What are the key forecast relationships?
- How does costing work?
- What is standard marginal costing?



#### Some practicalities

- How are management accounting systems structured?
- How do I control the budget?
- How do I control assets?
- How important is discounted cash flow?

#### Target audience

This course is designed for professionals with no formal training but who are looking for an in-depth introduction to the subject.

#### Additional services

**Tailoring:** include your examples and issues.

**See also:** *Managing High Performing Teams, Project Management, Communicating Complex Ideas*