



## Finance for non-financial managers

### Course objectives

This course is designed for anyone working in a commercial environment who wants, or needs, to be more confident when dealing with financial and accounting issues. The course does not presume any prior knowledge and we are more than happy to explain and illustrate even the most basic and fundamental points.

By the end of the course attendees will be able to perform their role in the organisation with greater confidence and appreciation of the financial implications of their actions.

### Typical content

- Accounting recording systems and controls
  - o Double entry bookkeeping – the key processes, ledgers and other records
  - o Core principles such as accruals and prudence
  - o Key financial statements – profit and loss accounts, balance sheet and cash flow statements
  - o True and fair reporting and the obligation to keep proper books and records
- Key financial performance indicators
  - o Profit and loss
    - Distinction between expenses and assets
    - Cut off and timing of transaction reporting
    - Gross and net margins and how to measure true underlying profit (contribution)
    - Return to investors – earnings
  - o Balance sheet
    - Capital employed and how to measure returns on capital and investment
    - Working capital and working capital management
      - Debtors and invoicing
      - Inventory and work in progress
      - Creditors and supplier payment terms
    - Fixed assets and depreciation and impairment charges
    - Financing options – debt or equity and the impact on financial performance
  - o Cash flows
    - What is 'cash' and types of cash flow – operating, financing and investing
    - Identifying cash flow deficits and surpluses
- Project appraisal
  - o Budgeting and costing – key types of cost and costing methods
  - o Project appraisal techniques such as payback periods, net present values and project internal rates of return
  - o Financial risk management techniques – for example interest rate, foreign currency and credit risks

### Duration and guideline fee

1-2 days typically - perhaps in modular delivery

£1,700 per day

Post attendance case studies may be used

Recommended maximum group size - 30