COURSE OBJECTIVES

Decisions employees make daily in business often have a notable impact on the organisation's financial standing.

However, many people do not understand the importance of assessing how their decisions impact the organisation's bottom-line. Not being able to interpret financial statements fuels this lack of understanding.

This four day programme is for those who want to improve their understanding of the financial ramifications of their decisions – whether these relate to an impact on the income statement, balance sheet or cash-flow statement. Through a mixture of classroom lectures, practical exercises and interpretation of financial statements, this course will help delegates to 'lift the veil' surrounding financial data.

FINANCE FOR NON FINANCE MANAGERS

Improve your understanding of financial management and how to use financial statements to improve your decision making.

FINANCE FOR NON FINANCE MANAGERS TRAINING SCHEDULE

CHAPTER	TOPIC /CONTENT	LEARNING OBJECTIVES (The learner should be able to :)
1	Finance : What it is/Overview of Financial Management	1. Define the meaning of financial management. 2. Identify the individuals responsible for the finance function. 3. Explain the four financial objectives. 4. Comment on the three major types of business decisions.
2	Accounting and Financial Statements	1. Explain the activities related to bookkeeping. 2. Describe the accounting function and give an outline of the four financial statements. 3. Explain the contents and the structure of the income statement, the statement of retained earnings and the balance sheet. 4. Explain the meaning of analysis in financial management. 5. Discuss the importance of decision-making making in financial management. 6. Explain the contents and structure of the financial statements prepared for not-for-profit organizations.
3	The Cash Flow Statement	1. Explain the importance of managing cash flow. 2. Analyze cash flow by comparing two consecutive balance sheets. 3.Explain the basic structure of the cash flow statement 4. Describe the structure of the cash flow statement for not-for-profit organizations.

Who should attend?

This programme is designed to provide managers in non-financial positions with a practical understanding of finance and accounting; and

It is assumed that delegates will have no formal accounting or finance knowledge prior to attending this programme.

Attendees include:

CEOs/MDs .

Board members

Potential Board members

Senior managers responsible for business units or for delivering company growth and shareholder value.

- Business owners
- Government Officials
- Students

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CHAPTER	TOPIC /CONTENT	LEARNING OBJECTIVES (The learner should be able to :)
4	Financial Statement Analysis	1. Explain why financial statements need to be analyzed. 2. Evaluate a company's balance sheet and income statement by using vertical analysis and horizontal analysis. 3. Analyze financial statements by using meaningful ratios. 4. Describe how external financial ratios can be used to measure and improve a company's financial performance. 5. Examine financial statements by using the Du Pont system. 6. Comment on the limitations of financial ratios.
5	Planning, Budgeting, and Controlling	1. Describe the meaning of planning, its process and how to measure organizational performance. 2. Explain why the SWOT analysis and planning assumptions are important for formulating goals, preparing plans, budgets and projected financial statements. 3. Show how budgeting fits within the overall planning process, the different types of budgets, and how to make budgeting a meaningful exercise.
		4. Explain the nature of a business plan, its benefits and contents. 5. Describe projected financial statements and how to measure financial performance. 6. Comment on the importance of controlling, the control system, and the different types of controls.

How you will benefit:

At the end of this programme, you should be able to:

Plan more effectively as to take the financial impact of your decisions into consideration;

Identify what causes and drives costs;

Gain insight into working capital management;

Apply key ratios and performance measures;

Understand growth, cash-flow and profitability considerations;

Implement the concept of contribution and marginal costing;

Calculate discounted cash-flow and capital costs; and Focus on Value Add

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6	Working Capital Management	1. Define the meaning and importance of the cash conversion cycle. 2. Comment on managing cash and cash equivalents. 3. Discuss various techniques related to accounts receivable management. 4. Explain different strategies related to managing inventory. 5. Show how current liability accounts can be managed to improve the cash flow cycle.
7	Sources and Forms of Financing	1. Differentiate between internal financing and external financing. 2. Explain different types of risk-related financing options. 3. Explain useful strategies when approaching lenders. 4. Comment on the most important sources and forms of short-term financing. 5. Discuss the sources of intermediate and long-term financing. 6. Comment on the different categories of equity financing. 7. Identify the factors that can influence the choice between buying or leasing an asset.
8	Cost of Capital and Capital Structure	1. Explain the structure and cost concepts. 2. Clarify the meaning of cost of financing, why it is used, and how it is calculated. 3. Explain that the economic value added concept is a financial technique used to measure managerial performance related to shareholder wealth maximization. 4. Explain that the components of the weighted average cost of

What you learn

Improve your analytical perspective and change the way you look at financial data. Focus on three key themes of financial management:

Interpret company accounts – decipher them and discover what balance sheets and income statements reveal about your company's performance.

Use accounting for management decisions – make confident decisions about your organisation's future, exploring financial performance, customer profitability, product and service costs, and project appraisals.

Analyse shareholder value – give your strategic decision-making a boost, exploring company valuation, risk and return, and performance measures.

How you learn

Experience fresh insights, new perspectives and a host of practical exercises that broaden your financial accumen.

Illuminate your understanding of finance.

Immerse yourself in an environment where everything applies directly to your business.

Analyse the annual reports of two major listed company . Understand their financial performance, recognise new opportunities and forecast different profitability scenarios.

Explore real-world scenarios through international case studies.

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		capital include long-term debts, common shares, preferred shares, and retained earnings. 5. Explain the importance of leverage analysis and how the operating leverage, financial leverage, and combined leverage are calculated.
9	Profit Planning and Decision-Making	1. Explain various cost concepts related to break-even analysis such as fixed and variable costs, the relationship between sales revenue and costs, the contribution margin, the relevant range and relevant costs. 2. Draw the break-even chart and calculate the break-even point, the cash break-even point, and the profit break-even point, and how they can be applied in different organizations. 3. Differentiate between different types of cost concepts such as committed and discretionary costs, controllable and non-controllable costs, and direct and indirect costs.
10	Time Value of Money	1. Differentiate between time value of money versus inflation and risk. 2. Explain financial tools that can be used to solve time-value-of-money problems.
		3. Differentiate between future values of single sums and future values of annuities. 4.Make the distinction between present values of single sums and present values of annuities

Your learning experience

Learn how to analyse a company's performance through balance sheets, income statements and cash flow statements.

Look at forecasting and budgeting performance, as well as ways to measure product and customer profitability.

Learn to use net present value and discounted cash flow techniques to conduct project appraisal or valuation. You also explore how to use sensitivity analysis to assess risk and then apply an appropriate discount rate to take the risk into account.

Explore techniques for analysing shareholder value, including company valuation, risk and return relationships and how to estimate a company's required rate of return. You also look at assessing and managing the key drivers of performance and shareholder value.

Examine current issues in performance measurement, as well as applying the shareholder value concept internally to drive business decisions.

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		5. Solve capital investment decisions using time-value-of-money decision-making tools.
11	Capital Budgeting	1. Explain the capital budgeting process. 2. Comment on the key elements used to gauge capital projects. 3. Evaluate capital investment decisions by using time-value-of-money yardsticks. 4. Assess capital investments using decision-making techniques that measure risk. Explain the reasons that can prevent a capital project from being approved
12	Business Valuation	1. Differentiate between market value and book value. 2. Discuss the various valuation models. 3. Comment on the meaning of scanning the environment. 4. Explain how to go about documenting planning assumptions. 5. Show how to restate the income statement and the balance sheet. 6. Present the various ways of price-tagging an ongoing business. 7. Calculate the market value of publicly traded companies. 8. Determine investment return on capital projects from an investor's (venture capitalist) perspective.