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Global Learning for Operational Leaders



ACCOUNTING AND FINANCE | AF-071

Corporate Finance for Non-Financial Managers

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Course content

Why Attend

Managers in operations, engineering, sales, marketing, human resources and technology make decisions every day that affect cash, profit and shareholder value. Yet many have never been taught how finance works, which makes budget discussions, investment proposals and performance reviews more difficult than they need to be.

This Corporate Finance for Non-Financial Managers training course explains the essential concepts of corporate finance in clear, practical language. Participants learn how value is created, how financial statements fit together, how to read key ratios, how investment and financing decisions are made, and how working capital and cash flow affect the business.

Course Methodology

• The course avoids jargon and uses simple worked examples, business simulations, group exercises and discussions linked to participants' own roles. Participants analyse real company reports, evaluate investment ideas and build a business case, gaining practical confidence with financial concepts.

Course Objectives

• Explain how businesses create value and the role of corporate finance

• Understand the income statement, balance sheet and cash flow statement

• Interpret key ratios for profitability, liquidity, efficiency and gearing

• Explain the time value of money and its role in investment decisions

• Evaluate simple investment proposals using payback, NPV and IRR

• Understand how organisations finance themselves and the cost of capital

Target Audience

• Managers and team leaders without a finance background

• Engineers and technical specialists moving into management

• Project managers responsible for budgets

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- Sales, marketing and commercial managers

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Course outline

Detailed course outline

Day-by-day outline for Corporate Finance for Non-Financial Managers.

Day 1 - How Business Creates Value

- 09:00-09:34 | The Purpose of Finance: Supporting decisions and measuring performance
- 09:34-10:08 | Value Creation: Revenue, margins, capital and risk
- 10:08-10:42 | Key Financial Vocabulary: Common terms explained simply
- 10:42-11:00 | Financial and Management Accounting: Different purposes and users
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Financial and Management Accounting: Different purposes and users (continued)
- 11:46-12:20 | The Role of the Finance Function: Partner, controller and steward
- 12:20-12:53 | Business Model Thinking: Linking operations to financial results
- 12:53-14:00 | Group Exercise: Mapping how participants' roles affect financial results

Day 2 - Understanding Financial Statements

- 09:00-09:34 | The Income Statement: Revenue, costs and profit levels
- 09:34-10:08 | The Balance Sheet: Assets, liabilities and equity
- 10:08-10:42 | The Cash Flow Statement: Why profit is not the same as cash
- 10:42-11:00 | Linking the Three Statements: Following transactions through the accounts
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Linking the Three Statements: Following transactions through the accounts (continued)
- 11:46-12:20 | Ratio Analysis: Profitability, liquidity, efficiency and gearing
- 12:20-12:53 | Reading an Annual Report: Where to find key information
- 12:53-14:00 | Practical Exercise: Analysing a company's published financial statements

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Day 3 - Costs, Budgets and Performance

- 09:00-09:34 | Cost Behaviour: Fixed, variable and semi-variable costs
- 09:34-10:08 | Break-Even Analysis: Volume, price and margin decisions
- 10:08-10:42 | Budgeting Process: Preparing and defending a departmental budget
- 10:42-11:00 | Variance Analysis: Understanding performance against budget
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Variance Analysis: Understanding performance against budget (continued)
- 11:46-12:20 | Key Performance Indicators: Linking operational and financial measures
- 12:20-12:53 | Pricing Decisions: Cost-based and value-based approaches
- 12:53-14:00 | Workshop: Preparing a departmental budget with assumptions

Day 4 - Investment and Financing Decisions

- 09:00-09:30 | Time Value of Money: Why money today is worth more than money tomorrow
- 09:30-10:30 | Investment Appraisal Methods: Payback, NPV and IRR in practice
- 10:30-11:00 | Risk in Investment Decisions: Sensitivity and scenario thinking
- 11:00-11:30 | Coffee break
- 11:30-12:00 | Sources of Finance: Equity, debt, leases and internal funds
- 12:00-12:30 | Cost of Capital: What it means for project approval
- 12:30-13:00 | Shareholder Value and Return on Capital
- 13:00-14:00 | Practical Exercise: Evaluating competing investment proposals

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Day 5 - Cash Flow and Business Cases

- 09:00-09:34 | Working Capital: Receivables, inventory and payables decisions
- 09:34-10:08 | Cash Flow Forecasting: Simple methods for managers
- 10:08-11:00 | Building a Business Case: Structure, benefits, costs and risks
- 11:00-11:30 | Coffee break
- 11:30-11:45 | Building a Business Case: Structure, benefits, costs and risks (continued)
- 11:45-12:19 | Presenting Financial Information: Clear and credible communication
- 12:19-12:53 | Working with Finance Partners: Asking the right questions
- 12:53-13:27 | Personal Action Plan: Applying financial thinking in daily decisions
- 13:27-14:00 | Final Presentation: Business case pitch to a simulated approval panel

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Seminar dates

Available seminar dates

Live dates and pricing for Corporate Finance for Non-Financial Managers generated from the course details page.

Date	Location	Format	Fee
7 - 11 December 2026	London	Classroom	**€2,915**
14 - 18 December 2026	Barcelona	Classroom	**€2,275**
21 - 25 December 2026	Frankfurt	Classroom	**€2,175**
11 - 15 January 2027	London	Classroom	**€2,915**
18 - 22 January 2027	Barcelona	Classroom	**€2,275**
25 - 29 January 2027	Frankfurt	Classroom	**€2,175**
4 - 8 January 2027	Geneva	Classroom	**€3,315**
15 - 19 February 2027	London	Classroom	**€2,915**
22 - 26 February 2027	Barcelona	Classroom	**€2,275**
1 - 5 February 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

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Date	Location	Format	Fee
8 - 12 February 2027	Istanbul	Classroom	**€2,825**
22 - 26 March 2027	London	Classroom	**€2,915**
1 - 5 March 2027	Barcelona	Classroom	**€2,275**
8 - 12 March 2027	Frankfurt	Classroom	**€2,175**
15 - 19 March 2027	Kuala lumpur	Classroom	**€2,425**
5 - 9 April 2027	London	Classroom	**€2,915**
12 - 16 April 2027	Barcelona	Classroom	**€2,275**
19 - 23 April 2027	Frankfurt	Classroom	**€2,175**
26 - 30 April 2027	Madrid	Classroom	**€3,400**
10 - 14 May 2027	London	Classroom	**€2,915**

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Seminar dates

Available seminar dates

Live dates and pricing for Corporate Finance for Non-Financial Managers generated from the course details page.

Date	Location	Format	Fee
17 - 21 May 2027	Barcelona	Classroom	**€2,275**
24 - 28 May 2027	Frankfurt	Classroom	**€2,175**
3 - 7 May 2027	Munich	Classroom	**€2,425**
7 - 11 June 2027	London	Classroom	**€2,915**
14 - 18 June 2027	Barcelona	Classroom	**€2,275**
21 - 25 June 2027	Frankfurt	Classroom	**€2,175**
26 - 30 July 2027	London	Classroom	**€2,915**
5 - 9 July 2027	Barcelona	Classroom	**€2,275**
12 - 16 July 2027	Frankfurt	Classroom	**€2,175**
19 - 23 July 2027	Rome	Classroom	**€2,830**

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Seminar dates

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Date	Location	Format	Fee
2 - 6 August 2027	London	Classroom	**€2,915**
9 - 13 August 2027	Barcelona	Classroom	**€2,275**
16 - 20 August 2027	Frankfurt	Classroom	**€2,175**
23 - 27 August 2027	Vienna	Classroom	**€3,425**
6 - 10 September 2027	London	Classroom	**€2,915**
13 - 17 September 2027	Barcelona	Classroom	**€2,275**
20 - 24 September 2027	Frankfurt	Classroom	**€2,175**
18 - 22 October 2027	London	Classroom	**€2,915**
25 - 29 October 2027	Barcelona	Classroom	**€2,275**
4 - 8 October 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

Available seminar dates

Live dates and pricing for Corporate Finance for Non-Financial Managers generated from the course details page.

Date	Location	Format	Fee
11 - 15 October 2027	Cape Town	Classroom	**€1,825**
22 - 26 November 2027	London	Classroom	**€2,915**
1 - 5 November 2027	Barcelona	Classroom	**€2,275**
8 - 12 November 2027	Frankfurt	Classroom	**€2,175**
15 - 19 November 2027	Dubai	Classroom	**€2,845**
6 - 10 December 2027	London	Classroom	**€2,915**
13 - 17 December 2027	Barcelona	Classroom	**€2,275**
20 - 24 December 2027	Frankfurt	Classroom	**€2,175**
27 - 31 December 2027	Geneva	Classroom	**€3,315**
7 - 11 December 2026	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
14 - 18 December 2026	Online / Live	Online / Live	**€1,625**
21 - 25 December 2026	Online / Live	Online / Live	**€1,625**
11 - 15 January 2027	Online / Live	Online / Live	**€1,625**
18 - 22 January 2027	Online / Live	Online / Live	**€1,625**
25 - 29 January 2027	Online / Live	Online / Live	**€1,625**
4 - 8 January 2027	Online / Live	Online / Live	**€1,625**
15 - 19 February 2027	Online / Live	Online / Live	**€1,625**
22 - 26 February 2027	Online / Live	Online / Live	**€1,625**
1 - 5 February 2027	Online / Live	Online / Live	**€1,625**
8 - 12 February 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
22 - 26 March 2027	Online / Live	Online / Live	**€1,625**
1 - 5 March 2027	Online / Live	Online / Live	**€1,625**
8 - 12 March 2027	Online / Live	Online / Live	**€1,625**
15 - 19 March 2027	Online / Live	Online / Live	**€1,625**
5 - 9 April 2027	Online / Live	Online / Live	**€1,625**
12 - 16 April 2027	Online / Live	Online / Live	**€1,625**
19 - 23 April 2027	Online / Live	Online / Live	**€1,625**
26 - 30 April 2027	Online / Live	Online / Live	**€1,625**
10 - 14 May 2027	Online / Live	Online / Live	**€1,625**
17 - 21 May 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
24 - 28 May 2027	Online / Live	Online / Live	**€1,625**
3 - 7 May 2027	Online / Live	Online / Live	**€1,625**
7 - 11 June 2027	Online / Live	Online / Live	**€1,625**
14 - 18 June 2027	Online / Live	Online / Live	**€1,625**
21 - 25 June 2027	Online / Live	Online / Live	**€1,625**
26 - 30 July 2027	Online / Live	Online / Live	**€1,625**
5 - 9 July 2027	Online / Live	Online / Live	**€1,625**
12 - 16 July 2027	Online / Live	Online / Live	**€1,625**
19 - 23 July 2027	Online / Live	Online / Live	**€1,625**
2 - 6 August 2027	Online / Live	Online / Live	**€1,625**

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9 - 13 August 2027	Online / Live	Online / Live	**€1,625**
16 - 20 August 2027	Online / Live	Online / Live	**€1,625**
23 - 27 August 2027	Online / Live	Online / Live	**€1,625**
6 - 10 September 2027	Online / Live	Online / Live	**€1,625**
13 - 17 September 2027	Online / Live	Online / Live	**€1,625**
20 - 24 September 2027	Online / Live	Online / Live	**€1,625**
18 - 22 October 2027	Online / Live	Online / Live	**€1,625**
25 - 29 October 2027	Online / Live	Online / Live	**€1,625**
4 - 8 October 2027	Online / Live	Online / Live	**€1,625**
11 - 15 October 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
22 - 26 November 2027	Online / Live	Online / Live	**€1,625**
1 - 5 November 2027	Online / Live	Online / Live	**€1,625**
8 - 12 November 2027	Online / Live	Online / Live	**€1,625**
15 - 19 November 2027	Online / Live	Online / Live	**€1,625**
6 - 10 December 2027	Online / Live	Online / Live	**€1,625**
13 - 17 December 2027	Online / Live	Online / Live	**€1,625**
20 - 24 December 2027	Online / Live	Online / Live	**€1,625**
27 - 31 December 2027	Online / Live	Online / Live	**€1,625**