

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Business Acumen for Non-Financial Leaders

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Leaders make better decisions when they understand how the business makes money. This course builds business acumen for managers without a finance background: reading financial statements, understanding profitability and cash flow, evaluating investments, linking operational decisions to financial results and speaking the language of senior leadership.

Managers who understand the numbers win more support for their ideas. You will gain the financial confidence to contribute to business decisions.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

Business simulation, financial statement exercises, case studies and decision workshops.

Course objectives

By the end of this course, participants will be able to:
• Understand how organisations create value
• Read income statements, balance sheets and cash flow statements
• Analyse profitability and cost drivers
• Evaluate investments and business cases
• Link operational decisions to financial outcomes
• Communicate in financial terms with senior leaders

Target audience

This course is suitable for:
• Managers without finance training
• Technical and operational leaders
• Sales and marketing managers
• Project managers
• HR and support function leaders



Course content

Target competencies

Participants will develop competencies in:

- Financial literacy
- Commercial thinking
- Investment evaluation
- Cost management
- Business communication

Course outline

Day 1: How Businesses Make Money

09:00–10:08	Business models
10:08–11:00	Revenue, cost and profit
11:00–11:30	**Coffee break**
11:30–11:45	Revenue, cost and profit (continued)
11:45–12:53	Value creation
12:53–14:00	Business simulation round 1

Day 2: Financial Statements

09:00–10:08	Income statement
10:08–11:00	Balance sheet
11:00–11:30	**Coffee break**
11:30–11:45	Balance sheet (continued)
11:45–12:53	Cash flow statement
12:53–14:00	Exercise: reading a company report

Day 3: Profitability and Costs

09:00–10:08	Margins and ratios
10:08–11:00	Fixed and variable costs
11:00–11:30	**Coffee break**



Course content

11:30–11:45	Fixed and variable costs (continued)
11:45–12:53	Break-even analysis
12:53–14:00	Simulation round 2

Day 4: Investments

09:00–10:08	Business cases
10:08–11:00	Payback, NPV and IRR in plain terms
11:00–11:30	**Coffee break**
11:30–11:45	Payback, NPV and IRR in plain terms (continued)
11:45–12:53	Risk in investments
12:53–14:00	Workshop

Day 5: Making Better Decisions

09:00–10:08	Operational levers and results
10:08–11:00	Presenting to finance
11:00–11:30	**Coffee break**
11:30–11:45	Presenting to finance (continued)
11:45–12:53	Personal action plan
12:53–14:00	Simulation final round

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in GBP, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (GBP)
Cape Town Confirmed dates	9 Nov 2026	13 Nov 2026	**£1,890.–**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**£1,250.–**
Amsterdam Confirmed dates	30 Nov 2026	4 Dec 2026	**£2,540.–**
Online Confirmed dates	30 Nov 2026	4 Dec 2026	**£1,250.–**
Cape Town Confirmed dates	4 Jan 2027	8 Jan 2027	**£1,890.–**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**£1,250.–**
Istanbul Confirmed dates	18 Jan 2027	22 Jan 2027	**£2,650.–**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**£1,250.–**
Paris Confirmed dates	8 Feb 2027	12 Feb 2027	**£2,860.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**£1,250.–**
Barcelona Confirmed dates	1 Mar 2027	5 Mar 2027	**£2,840.–**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**£1,250.–**
Kuala Lumpur Confirmed dates	22 Mar 2027	26 Mar 2027	**£1,450.–**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**£1,250.–**
Dubai Confirmed dates	12 Apr 2027	16 Apr 2027	**£3,150.–**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**£1,250.–**
Frankfurt Confirmed dates	26 Apr 2027	30 Apr 2027	**£2,650.–**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**£1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
Rome Confirmed dates	17 May 2027	21 May 2027	**£2,450.-**
Online Confirmed dates	17 May 2027	21 May 2027	**£1,250.-**
London Confirmed dates	7 Jun 2027	11 Jun 2027	**£2,450.-**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**£1,250.-**
Barcelona Confirmed dates	28 Jun 2027	2 Jul 2027	**£2,840.-**
Online Confirmed dates	28 Jun 2027	2 Jul 2027	**£1,250.-**
Rome Confirmed dates	19 Jul 2027	23 Jul 2027	**£2,450.-**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**£1,250.-**
Vienna Confirmed dates	2 Aug 2027	6 Aug 2027	**£2,940.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**£1,250.-**
Cape Town Confirmed dates	23 Aug 2027	27 Aug 2027	**£1,890.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**£1,250.-**
Dubai Confirmed dates	13 Sept 2027	17 Sept 2027	**£3,150.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**£1,250.-**
Vienna Confirmed dates	4 Oct 2027	8 Oct 2027	**£2,940.-**
Online Confirmed dates	4 Oct 2027	8 Oct 2027	**£1,250.-**
Dubai Confirmed dates	25 Oct 2027	29 Oct 2027	**£3,150.-**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**£1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
London Confirmed dates	8 Nov 2027	12 Nov 2027	**£2,450.-**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**£1,250.-**
Rome Confirmed dates	29 Nov 2027	3 Dec 2027	**£2,450.-**
Online Confirmed dates	29 Nov 2027	3 Dec 2027	**£1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon UK certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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View the latest course details online