



## HUMAN RESOURCES TRAINING

# Business Acumen: Aligning Business Operations and HR

3 day course

Classroom, online or in-house

## Course overview

Human resources teams are routinely told to be strategic without being given the commercial literacy that makes it possible. This course closes that gap. Delegates learn to read the organisation's financial statements, understand how the business actually makes money, and connect people decisions to the numbers the executive is judged on. The material covers unit economics, cost of labour, the financial impact of turnover and vacancy, workforce planning tied to operational demand, and how to build a business case for a people investment that a finance director will approve. Delegates work with a set of accounts throughout and leave having built and defended a costed proposal.

## What you will learn

- Read an income statement, balance sheet and cash flow statement with confidence
- Explain how the organisation generates revenue, margin and cash
- Quantify the cost of turnover, vacancy, absence and poor performance
- Link workforce planning to operational and financial demand
- Build a costed business case for a people investment and defend it to finance
- Choose people metrics that connect to business outcomes rather than activity
- Speak to executives in the terms they use to run the organisation

## Who should attend

- Human resources business partners and managers
- Learning and development and talent professionals
- Reward and human resources operations specialists
- Human resources practitioners moving into a strategic role
- Line managers who work closely with human resources on headcount

## Course outline

- 01 How the organisation makes money: revenue, margin, cash and the operating model
- 02 Reading the three financial statements without an accounting background
- 03 Cost of labour, fully loaded, and where it sits in the accounts
- 04 Costing turnover, vacancy, absence and underperformance
- 05 Workforce planning driven by operational demand rather than last year plus a percentage
- 06 Building a business case: assumptions, costs, benefits and payback
- 07 Choosing metrics an executive team will act on
- 08 Presenting a people proposal to a finance audience

## Upcoming dates

| Dates                   | Venue                      | Format    | Fee per delegate |
|-------------------------|----------------------------|-----------|------------------|
| 8 to 10 September 2026  | Victoria Falls, Zimbabwe   | Classroom | R11,995          |
| 16 to 18 September 2026 | Johannesburg, South Africa | Classroom | R11,995          |
| 25 to 27 September 2026 | Lusaka, Zambia             | Classroom | R11,995          |
| 13 to 15 December 2026  | Dar es Salaam, Tanzania    | Classroom | R11,995          |



## Fees and how to register

Online **from R6,500** per delegate, classroom **from R11,995** per delegate, in-house training is quotation on request. Book 2 or more delegates on this course and save 10%.

To register or request an in-house proposal, visit [www.afrisciencegroup.com](http://www.afrisciencegroup.com), email [info@afriscience.co.za](mailto:info@afriscience.co.za), or WhatsApp us on **+27 63 479 1136**.

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