



FINANCE AND TREASURY TRAINING

Financial Management for Non Financial Managers

3 day course

Classroom, online or in-house

Course overview

A manager who cannot read the accounts is dependent on someone else's summary of their own department, and usually finds out about a problem when it is already in the year end. This course removes that dependence. Delegates work through the three statements and what each is for, including why a profitable operation can run out of cash. Reading a set of accounts and asking the questions that reveal what the figures do not say follows. Costs are covered properly: fixed and variable, direct and indirect, and the allocation decisions that make a department look better or worse than it is. Budgeting, forecasting and variance analysis follow, including explaining a variance without either blaming or hiding. Investment appraisal is covered at a level that supports a business case. Working capital is addressed. The course closes on the numbers a manager should watch monthly.

What you will learn

- Explain what each of the three statements is for
- Understand why a profitable operation can run out of cash
- Read accounts and ask what the figures do not say
- Separate fixed, variable, direct and indirect costs
- Recognise how allocation flatters or penalises a department
- Budget, forecast and explain variances honestly
- Appraise an investment and watch the right monthly numbers

Who should attend

- Operations, technical, and engineering managers with budget responsibility
- Project managers overseeing donor or government funded initiatives
- Department heads new to financial oversight duties
- HR, procurement, and administration managers who liaise with finance
- Team leaders being groomed for general management roles

Course outline

- 01 Dependent on someone else's summary
- 02 The three statements and their purpose
- 03 Profit against cash
- 04 Reading a set of accounts
- 05 Fixed, variable, direct and indirect cost
- 06 Allocation and how it flatters
- 07 Budgeting, forecasting and variance
- 08 Investment appraisal, working capital and monthly numbers

Upcoming dates

Dates	Venue	Format	Fee per delegate
2 to 4 November 2026	Online	Online	R6,500
25 to 27 November 2026	Windhoek, Namibia	Classroom	R14,950
15 to 17 February 2027	Maputo, Mozambique	Classroom	USD 995



Fees and how to register

This 3 day course is **R6,500** per delegate online, **R14,950** in the classroom in South Africa, Botswana, Namibia, Lesotho and Eswatini, and **USD 995** in the classroom elsewhere in Africa. 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, email info@afriscience.co.za, or WhatsApp us on **+27 63 479 1136**.

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