



## Understanding Finance & the City

For many, finance and 'the City' remain a mystery. Finance has its own special language of balance sheets, P&L, gearing, liquidity, accruals, budgets and projections and the City is associated with still more strange acronyms and terms. This course has been designed to help you to understand the numbers, contribute to discussions relating to them and, where appropriate, to challenge them and also to see the bigger financial picture through an appreciation of the financial press. This course will provide you with the story behind the numbers and there is no need to bring along a calculator!

### The programme

This one-day programme will help non-accountants to understand the vocabulary of finance and get to grips with the business behind the numbers and stories:

- The Balance Sheet including asset types and the associated liabilities and risks, assessing the strength of the balance sheet and management capability, a structured approach to interpreting the numbers, the concepts of gearing, liquidity and goodwill
- Profit & Loss Account including the key numbers to look at first, questions to ask rather than expect answers from the numbers, the concepts of accruals, gross profit, EBITDA, ARPU, kpi's and ratios and how to judge performance quickly and intuitively
- Making big financial decisions including how to reflect risks in the financial appraisal and the time value of money in a financial appraisal and the concepts of payback, net present value and PFI
- Budgeting including an understanding of what finance expects of you, what financial reports tell you and how to improve your forecasts.
- The City including how to read the financial pages and understand yields, price/earnings ratios, market capitalization, the concepts of ROCE and EBITDA and Corporate Governance, internal controls and risk management

### Who should attend?

This programme is designed for those who interface with finance including:

- Non-financial directors and senior managers involved in running a quoted company
- Sales executives, project managers and others involved in pricing goods and services or preparing tenders.
- Buyers, engineers and others involved in procuring goods or services and evaluating tenders.
- Managers involved putting or evaluating the case for projects or in the general management of the business.

### Benefits of Attending

Following this programme, delegates will have an insight into finance and be able to:

- Review management information with a higher level insight
- Communicate with the finance function in their language
- Challenge numbers and know what key questions to ask about them
- Prepare budgets with more depth and meaning
- Contribute with confidence to board discussion about financial performance
- Understand the financial press.
- Be focused on the bottom-line implications of the way they run their business

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