

Cambridge Judge Business School • Executive Education

# FINANCE & ACCOUNTING FOR NON-FINANCIAL MANAGERS



UNIVERSITY OF  
CAMBRIDGE  
Judge Business School

**Executive**Education



## Finance & Accounting for Non-Financial Managers

As a manager, it is essential that you use the language of finance and accounting effectively. A good grasp of key finance and accounting concepts is often seen by employers as essential for career progression. Using lectures, worked examples, and class discussions drawn from real-life business experiences, this programme demystifies the language of finance and accounting for managers with very little or no prior knowledge of the subjects. The programme will give you an overview of finance and financial accounting which you need to manage and discuss budgets, financial reports and different performance indicators.

### Face to Face

- The programme comprises three day-long sessions
- Sessions take place from 09:00 to 17:00 UK time

### Live Online

- The programme comprises six half-day sessions
- Sessions take place from 09:00 to 12:30 UK time

Please visit our website for dates and fees

## High quality programmes, in flexible formats:

Cambridge Judge Business School Executive Education delivers outstanding professional development from a world-class centre of learning and innovation. We aim to offer diverse formats so you can access the same quality and academic rigour one associates with Cambridge University in the environment of your choice. In addition to our Face-to-Face programmes, our Live Online format brings Cambridge to wherever you are, delivering the best aspects of a Cambridge learning experience to your home or office.

### Face-to-Face delivery



Face-to-Face delivery requires you to travel to the historic city of Cambridge, here you will have the opportunity to meet faculty and peers in person while enjoying the beautiful surroundings of Cambridge University. This also means time away from home and office, which will open a space for you to fully focus on your learning objectives, networking and experience exchange.

Join "Cambridge Union"-style debates, learn from guest speakers and ask questions. Experience close faculty and peer interaction, take part in group exercises, role-play, discussions both in-class and in breaks over lunch or down time.

**Duration:** The programmes duration varies from 2 days to 3 weeks.

### Live Online delivery

Live Online brings the best aspects of a face-to-face learning experience to wherever you are! The sessions offer a rich and immersive interaction between you, our faculty and your fellow participants. While having to maintain focus away from office or home distractions, the virtual environment will allow to quickly switch back to your daily routine and tasks. Live Online eliminates travel dependencies, not only making this a budget-friendly option but also enabling you to test learned notions in real time and share your experience with your peers and faculty during the next day.

Just as with our face-to-face programmes you will take part in a Cambridge Virtual Debate where you can discuss and vote to gauge opinion. Interact with guest speakers, ask questions and make use of tools available only in a virtual environment. You will engage with faculty and collaborate with peers in break-out groups, or in group exercises and role-play.

**Duration:** The programmes duration varies from 4 to 6 half days.



### General Management Certificate of Achievement (GMCA)

This programme counts towards the Cambridge Judge Business School General Management Certificate of Achievement.

On completing the GMCA you will be eligible to become an associate member of Cambridge Judge Business School's global network of graduates and business-focused University of Cambridge alumni, faculty and staff.

### The CPD Certification Service

This programme is certified by the CPD Certification Service. It may be applicable to individuals who are members of, or are associated with, UK-based professional bodies. [Find out more about CPD.](#)



## Programme overview

This programme is designed for those who want to learn the basics of accounting, financial terminology and the techniques of financial analysis. You will learn how to address and communicate financial problems more effectively, how to identify relevant financial information, and how to apply the financial analytical skills needed to make more informed business decisions. An appreciation of accounting and finance is a prerequisite for understanding the financial success and financial stability of any organisation, which is summarised in the balance sheet, income statement and cash flow statement.



## Top Five Challenges

Leaders come to Cambridge to solve challenges in their organisations. If you are facing one of these five challenges, this programme will help you solve it.

**1** What questions should I be asking of Finance?

**3** How do I evaluate financial performance?

**2** How do I understand the key financial metric of my organisation?

**4** How are investment decisions made?

**5** What is value?

### Who should attend

- Professionals and emerging managers aspiring P&L responsibility
- Those wishing to refresh their financial acumen
- Those need to better understand the language of finance and accounting to progress further.

The programme will be of particular appeal if you enjoy learning using practical examples that you can immediately relate to your own business experience.

Note: This programme is not for you if you are an expert or seasoned practitioner in finance or accounting.



## Programme key themes

- Learn to communicate more effectively using finance and accounting terms
- Understand annual reports and financial information
- Learn to interpret a company's profitability, solvency and liquidity
- Understand the economics of corporate investment decisions
- Understand the metrics used to assess performance and decision making
- Explore alternative business valuation principles and how you can impact the value drivers of your organisation.



**Ben Sedgemore,**  
Head of Commercial,  
MM Flowers

*"I thoroughly enjoyed this course. It was insightful and entertaining in equal measure. Dr Chu (Academic Programme Director) was extremely engaging and the topics covered were thought-provoking for everyone involved. We were regularly challenged and the full cohort bought into the programme – ensuring that there was a genuine energy and pace to the discussions. Participants came from a variety of sectors and travelled from all around the world to be involved (from throughout Europe and Africa and even Australia and the USA) which also added additional elements to the debate."*

## Your learning journey

### Module 1: Fundamentals of accounting and finance

The first module of the programme will help you get to grips with the most fundamental aspects of finance and accounting, demystifying terms such as assets, liquidity, accounts receivable, inventory and depreciation. You will use the 'accounting equation' to understand the balance between an organisation's assets, liabilities and equity.

By the end of this module, you will be able to:

- Describe the foundation concepts of financial reporting
- List the key elements of the Accounting Equation
- Link financial reporting metrics to strategic analysis.



### Module 2: Understanding the income statement (P&L) and financial ratios

The income statement is the focus of the next module on the programme, where you will look at the meanings of gross and operating profits, revenue and expenses, using real-world business examples of Tiffany and Starbucks to consolidate your learning.

By the end of this module, you will be able to:

- Analyse the Income Statement (P&L)
- Describe key financial performance metrics and ratios
- Evaluate financial statements to drive managerial decisions.

### Module 3: Evaluation of financial performance

The focus of this module is how you can effectively evaluate an organisation's financial performance. You will learn about a range of different financial ratios used to assess performance, and using the case of Costco, you will understand factors such as sustainable growth rate, benchmarking and the common-sized balance sheet.

By the end of this module, you will be able to:

- Identify how to evaluate performance
- Describe the business strategy and operating model, and link these to financial ratio analysis
- Apply learnings to a practical case study.



### Module 4: Performance management and control systems

Here, you will learn about performance management and control systems, and in breakout groups will use the ATH Technologies case study to apply this new knowledge.

By the end of this module, you will be able to:

- Describe performance measurement and control systems
- Balance the tensions between growth, profit and control in different stages of the business cycle
- Apply learnings to a practical case study.

### Module 5: Capital budgeting

In this module, you will learn about how organisations make capital budgeting decisions; using payback, net present value and internal rate of return, and the steps an organisation will take in capital budgeting. You will also learn how to evaluate investment opportunities, understand how firms make financing decisions and learn about the different sources of financing that an organisation may access.

By the end of this module, you will be able to:

- Identify the foundations of capital budgeting and financing
- Recognise how to make investment decisions
- Assess how to finance investments.



### Module 6: What is value?

The final module on the programme looks at value, and what drives value in an organisation. You will address what impact COVID-19 has had on value, and what types of growth drive value at a firm, such as acquisitions, creating new markets and gaining market share.

By the end of this module, you will be able to:

- Discuss the foundations of business valuation
- Describe value-based management
- Identify the links between the value of a firm and corporate strategy.



Your Name

Credential issued on: dd/mm/yy

Programme Name

Cambridge Judge Business School Executive Education delivers specialist programmes and outstanding professional development from a world-class centre of learning and innovation. We aim to deliver programmes in a diverse format that offers access the same quality and academic rigour one associates with Cambridge University in the environment of your choice. All programmes are designed and led by an Academic Programme Director who is a member of Cambridge Judge faculty and will deliver substantial portions of that programme.

This is a certificate preview, credentials issued will conform to programme particulars.

Academic programme director name  
Academic Programme Director  
Cambridge Judge Business School  
University of Cambridge



ExecutiveEducation

©JBS Executive Education Limited  
JBS Executive Education Limited is a wholly-owned subsidiary of the University of Cambridge.  
JBS Executive Education Limited is the limited company designing, developing and delivering Executive Education from Cambridge Judge Business School at the University of Cambridge.

## Certificate of Attendance

Upon successful completion of the programme, you will be awarded a digital certificate of attendance by Cambridge Judge Business School Executive Education.

- Built-in social sharing tools allow you to celebrate your achievement with your network via LinkedIn, email and other platforms
- Make your achievement discoverable on search engines, or set it to private and share it only with selected people
- Ability to embed on your website or email
- Available for download in digital format and print.

## Frameworks & Tools



**The Accounting Equation:** You will learn how to read financial reports and how the balance sheet, income statement and cash flow statements are linked.



**Valuation Models:** You will learn about the strengths and shortcomings of several different valuation models such as discounted cash flows, multiples-based valuation, and internal rate of return.

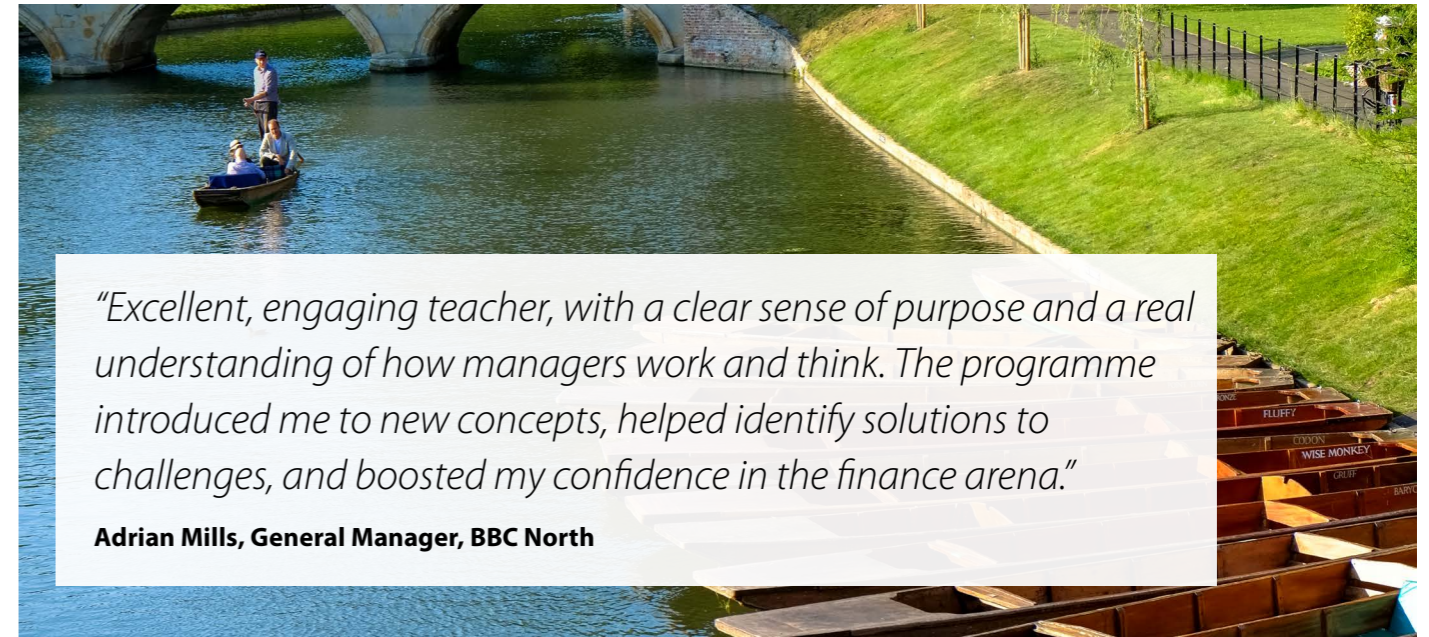


**Value-added Growth:** We will discuss and debate what types of growth adds the most value to a company.



*"The programme gave a very good baseline of understanding for finance and accounting – I'm not, nor intend to become a finance person – but as a Director it certainly provided me with a fresh understanding of models/ concepts and principles used in many a board room."*

**Richard Hennessy, Director of Operations, Driver and Vehicle Standards Agency (DVSA)**

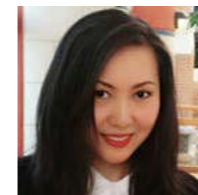


*"Excellent, engaging teacher, with a clear sense of purpose and a real understanding of how managers work and think. The programme introduced me to new concepts, helped identify solutions to challenges, and boosted my confidence in the finance arena."*

**Adrian Mills, General Manager, BBC North**

## Faculty and speakers

Learn from world-leading thinkers, gain new insights and perspectives.



**DR JENNY CHU**  
Academic Programme Director, Associate Professor in Accounting

Jenny combines teaching and research with a background in investment banking and portfolio management. She worked on corporate finance and M&A transactions for technology companies at Credit Suisse in Silicon Valley. She later transitioned into a portfolio management role at the hedge fund division of Barclays Global Investors (now Blackrock). Her research has been published in academic journals such as Management Science, as well as covered by the popular press such as the Financial Times, the New York Times, and the Wall Street Journal. Jenny's research interests include: stock markets and financial information disclosure (earnings quality and capital market reactions to accounting information); sell-side analysts; management incentives and compensation and gender diversity. Jenny was awarded the CJBS Teaching Award in 2013 and 2018.



**DR MICHAEL WILLIS**  
Senior Faculty in Management Practice

Dr Michael Willis is Senior Faculty in Management Practice at the University of Cambridge Judge Business School. He is also director of the Master of Accounting programme, a leadership and innovation programme for accounting professionals. He has taught, written, and developed curriculum in financial and managerial accounting, data analytics, corporate finance, accounting ethics, and sustainability. Dr Willis earned a BS in Computer Science and MBA from Brigham Young University and a Ph.D. in accounting from the Wharton School of Business. He was awarded the University of Colorado Master of Accounting Teaching Award in 2015.

## Why Cambridge?

All of our programmes offer the same quality and academic rigour one associates with a Cambridge University education:

### Faculty

- Delivered by Cambridge University Judge's world-class faculty
- Cambridge Judge is a strong research-oriented top-20 global business school with 19 research centres
- ALL programmes are designed and led by an Academic Programme Director who is a member of Cambridge Judge faculty and will deliver substantial portions of that programme.

### Wider University

Drawing upon the strengths and resources of the wider University of Cambridge and the Cambridge ecosystem

- Where appropriate, Cambridge Judge draws upon the immense resources of the faculties across the University.

### Emphasis on small group learning

- With small groups and classes, we continue the Cambridge Way that emphasises with high levels of interaction with world class Faculty.

### Emphasis on quality outcomes

- Whilst high levels of faculty interaction are core pillars of the Cambridge Way, we also seek to monitor our delivery against the individual needs of participants; where appropriate, we utilise:
  - Psychometric testing both as part of the preparation and debrief on programmes
  - Impact studies that clearly define the outcomes secured through our programmes
- It is no accident that over a little half of our Open Face to Face participants come back to Cambridge Judge at least once, often multiple times
- Similarly, over half of our Custom programmes are with companies with whom we have worked before.

## Contact us

If you have any questions or would like to have a chat about this programme and how it could benefit you or your organisation, please get in touch with the programme advisor:



**Adriana Baciú,**  
**Sales and Business Development Manager**  
**Open Programmes**

Tel: +44 (0)775 9130560

Email: [executive.education@jbs.cam.ac.uk](mailto:executive.education@jbs.cam.ac.uk)



## You may also be interested in:



### Managing Organisations programme suite

Our programmes on Managing Organisations help managers navigate some of the many complex challenges of modern organisations. These proven programmes offer innovative and research-driven toolkits for the most common management skills, as well as very specific support in key operational areas.



### Certificate of Achievement

Executive education is often about building a new set of capabilities; perhaps to enable a step-up in one's career or enable a career switch. The General Management Certificate of Achievement (GMCA) can be a useful platform to launch you on that next step.

Our Certificate of Achievement can help you in two ways:

You are able to build a truly bespoke package of learning tailored to your needs and objectives; giving you a high level of flexibility yet always with the rigour that one would expect from Cambridge. You will also possess valuable and visible evidence of your new-found skills and a visible demonstration of your commitment to your personal development: a Certificate of Achievement from Cambridge Judge Business School.

You will also become an Associate Alumnus of Cambridge Judge Business School upon completion.

### Benefits

- Choose a method of study to meet the demands of your timetable and topic areas that best satisfy your learning requirements
- Access the latest thinking and research from our world-leading faculty
- Network with a diverse group of peers from across the globe, industries and sectors, on our highly interactive programmes
- Receive a digital certificate of attendance from each programme taken, as well as the Certificate of Achievement.

Cambridge Judge Business School  
Executive Education  
University of Cambridge  
Trumpington Street  
Cambridge CB2 1AG  
United Kingdom

Open Programmes Team  
Tel: +44 (0) 1223 762183  
Email: [executive.education@jbs.cam.ac.uk](mailto:executive.education@jbs.cam.ac.uk)  
[www.jbs.cam.ac.uk/executive-education](http://www.jbs.cam.ac.uk/executive-education)

The organisers reserve the right to change any details of the programme without notice.

© JBS Executive Education Limited has copyright of all original material contained in this brochure (September 2023)

JBS Executive Education Limited is a wholly-owned subsidiary of the University of Cambridge.  
JBS Executive Education Limited is the limited company designing, developing and delivering Executive Education from Cambridge Judge Business School at the University of Cambridge.

Design Alex Mihai | Stills photography by Mike Thornton, StillVision and Alan Davidson