



**BAYES**  
BUSINESS SCHOOL  
CITY UNIVERSITY OF LONDON

### In-person programme

Fee: £2,995 (no VAT is charged)

Duration: 3 days on campus  
Includes all meals, refreshments  
and programme materials.

### Dates

Programme dates available at:  
[www.bayes.city.ac.uk/  
execed-calendar](http://www.bayes.city.ac.uk/execed-calendar)

### Admissions criteria

Proven management experience.  
Experience with financials is not  
a pre-requisite. All candidates  
must submit an application to  
ensure a qualified, executive-  
level cohort experience.

# Finance for Non-Financial Leaders

**Increase your influence and ability to lead with an improved understanding of finance.**

## PROGRAMME OVERVIEW

As a non-financial leader, an understanding of finance and financial reporting are essential in operating, influencing resourcing decisions and leading the business. This programme will provide you with increased confidence and competency to review and assess financial information and decisions, improving your ability to influence resources and articulate business impact with your colleagues and stakeholders.

## WHO IS THE PROGRAMME FOR?

The programme is designed for non-financial senior managers and executives who need a practical appreciation and command of basics of finance, financial management, corporate and management metrics and reporting financial impact.

## FOCUS AND STRUCTURE

The Finance for Non-Financial Leaders programme is divided into three parts. The programme is experiential and highly interactive. It employs a combination of teaching methods including lectures, role play, group exercises and practical examples along with cases studies, supported learning, peer and tutor review and reflective work.

## DEMYSTIFYING THE MAIN FINANCIAL STATEMENTS

The first part of this programme demystifies main financial statements from a non-finance user's perspective. You will build your fluency by learning what key accounting and finance terms mean and how to use them when communicating with key stakeholders and gain a better understanding of how profit and cash generation differs. You will learn how companies can lawfully manage their profitability through the use of accounting choices and judgements, and that, in fact, accounting is not a mere straightforward mathematical exercise.

## ANALYSING FINANCIAL INFORMATION

In this important session, you will learn how to analyse financial information, with the aim of identifying the three drivers of financial success, both at an industry and company level. You will learn about these key financial success drivers, what influences them and how they contribute to success. You will apply your learning to various company settings to gain an understanding of the drivers of success across different industries and business models.

## INFORMED DECISION MAKING

The final part of the programme exposes you to managerial accounting and how to evaluate the financial impact of a business case. You will explore the importance of concepts such as opportunity costs, sunk costs and contribution for articulating your business case. In addition, you will appreciate how investment decisions are made and learn how to ask value-adding questions and critique the methodologies employed.

## PROGRAMME BENEFITS

- Build your confidence in speaking the financial language of your business
- Develop the financial competency to review financial dashboards and contribute in leadership meetings
- Learn how to incorporate a financial impact case
- Improve your ability to communicate financial priorities, measures and issues to benefit the business
- Appreciate the ethical issues and responsibilities of the finance function.

Apply now at  
[bayes.city.ac.uk/execed](http://bayes.city.ac.uk/execed)

## WORLD-CLASS FACULTY LED BY Dr Ivana Raonic



Ivana joined Bayes in 2004. She received her Ph.D. in Accounting and Finance from the University of Wales. Before joining Bayes, she has previously worked at the University of Siena and, before that, for PriceWaterhouseCoopers. Her research interests include international accounting, empirical financial accounting research, corporate governance and financial disclosure. Ivana has published in some major journals such as the Journal of Business Finance and Accounting, Abacus and European Accounting Review.

Her teaching experience includes financial statement reporting and analysis, equity investments and valuation, security analysis.

## Professor Pawel Bilinski



Professor Pawel Bilinski is the Director of the Centre for Financial Analysis and Reporting Research at Bayes Business School. In 2023, he was elected to the Board of the European Accounting Association as the National Representative for the United Kingdom (term 2023-2026).

Pawel's research interests are in the area of accounting and finance and include firm disclosure policies, the properties of analyst research outputs, investment banking relations and empirical corporate finance. He has published in top accounting and finance journals such as The Accounting Review, British Journal of Management, and the Journal of Banking and Finance.

Pawel has experience teaching accounting (financial and managerial accounting) and finance courses at Executive, MBA, MSc, and undergraduate level in the UK, Hong Kong, Dubai, Shanghai and the Channel Islands and Saudi Arabia.

### AN EXPERIENCE IN THE HEART OF GLOBAL BUSINESS

Learn with the people shaping markets and leading new trends. Our programmes are designed with active, collaborative working in mind, channelling London's position as one of the world's great business centres and a hub of creativity and innovation.

### You may also be interested in:

- Developing Your Core Consulting Skills
- Strategic Decision Making for Leaders
- Custom programmes tailored to your organisation; please contact us at [execed@city.ac.uk](mailto:execed@city.ac.uk) to find out more.

Find out more  
about Finance for  
Non-Financial Leaders



For more information, visit:  
[www.bayes.city.ac.uk/  
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