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COURSE BROCHURE

Business Acumen for Functional Managers Training Course

30 November – 4 December 2026
Milan

Business Acumen for Functional Managers Training Course

Ref: 1254_47164 **Date:** 30 November – 4 December 2026 **Location:** Milan **Fees:** 6200 GBP

Business Acumen for Functional Managers is a 1-week training course for operations, HR, IT, engineering and service managers moving into commercial decision roles, and it ends with a one-page decision economics sheet for a proposal. Budget holders now expect every function to show how its choices move revenue, margin and cash, not only activity. Jupiter Prime Training shapes this course for managers who know their function but rarely read a profit and loss account.

Why Business Acumen for Functional Managers Matters Now

Three groups push functional managers towards commercial thinking. Finance teams ask for costed options instead of wish lists. Customers compare price and service more openly, squeezing margins. Executives want heads of function who can join pricing, investment and make-or-buy debates as equals. A manager with sound business acumen wins resources for the right projects and spots waste early; one without it sees proposals rejected or approves spending that quietly erodes cash. The course draws on Porter's Five Forces for market awareness, DuPont analysis for linking margin and asset use to return, and break-even analysis for testing proposals.

Who Gains Most from Business Acumen for Functional Managers

- Operations and plant managers who control large cost bases and capital requests
- HR and learning heads who must justify headcount and training spend
- IT and digital managers who propose systems investments and subscriptions
- Engineering and technical leads who weigh repair, replace or outsource options
- Customer service managers whose staffing choices affect retention and revenue

A cross-functional management team gains most when several heads attend together and then use one shared language with finance colleagues.

Business Acumen for Functional Managers Capabilities

Participants practise turning operational choices into the figures a finance director or owner reads first.

- Read an income statement, balance sheet and cash flow statement — budget conversations with finance
- Calculate gross and operating margin for a product or service line — pricing and discount decisions
- Map the value drivers that link a function's metrics to profit — departmental target setting
- Test a proposal with break-even and payback calculations — capital and project approvals
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Assess competitive pressure with Porter's Five Forces — strategy and market discussions
- Weigh trade-offs between growth, margin and cash — executive committees and owners

Key Business Acumen for Functional Managers Terms

- Gross margin — revenue minus the direct cost of goods or services sold, shown as an amount or percentage.
- Working capital — the cash tied up in stock and customer debts, less what is owed to suppliers.
- Value driver — an operational lever, such as yield or utilisation, that moves revenue, cost or cash.
- Break-even point — the sales volume at which total revenue equals total fixed and variable costs.
- Payback period — the time a project takes to return its initial outlay from the cash it generates.
- Return on capital employed — operating profit divided by the capital used to generate it.

Business Acumen for Functional Managers Day by Day

Day 1: How the Business Makes Money

- Business Model Canvas — Where Revenue, Cost and Customers Connect
- Porter's Five Forces — Reading Pressure on Prices and Margins
- Revenue and Cost Mapping — Locating Your Function in the Chain
- Fixed and Variable Cost Split — Behaviour of Costs as Volume Changes
- Commercial Self-Assessment — Gaps in Financial Vocabulary and Judgement

Day 2: Reading the Financial Statements

- Income Statement Walk-Through — Revenue, Gross Margin and Operating Profit
- Balance Sheet Basics — Assets, Liabilities and Owners' Equity
- Cash Flow Statement — Why Profitable Units Can Still Run Short
- Working Capital Cycle — Stock, Debtors and Supplier Terms
- Key Ratio Set — Margin, Liquidity and Efficiency Indicators

Day 3: Value Drivers and Margins

- DuPont Analysis — Linking Margin and Asset Turnover to Return
- Value Driver Tree — Connecting Operational Metrics to Profit
- Product and Customer Profitability — Spotting Lines That Lose Money
- Pricing and Discount Impact — Volume Needed to Recover a Price Cut
- Cost-to-Serve Analysis — Hidden Costs in Service and Logistics

Day 4: Commercial Decisions and Trade-Offs

- Break-Even Analysis — Testing Whether a Proposal Can Pay Its Way
- Payback and Simple Return — Ranking Competing Investment Requests
- Make, Buy or Outsource Grid — Comparing Total Cost and Control
- Growth, Margin and Cash Triangle — Choosing Which to Protect
- Scenario and Sensitivity Tables — Seeing Which Assumption Matters Most

Day 5: Practising the Decision Economics Sheet

- Case Simulation — Running a Business Unit Through Three Trading Periods
- Financial Statement Diagnosis — Applying Ratios to a Real Annual Report
- Value Driver Challenge — Proposing Two Levers for Your Own Function
- Finance Panel Rehearsal — Defending Figures Under Questioning
- One-Page Decision Economics Sheet — Finalising Your Own Proposal

Applying Business Acumen for Functional Managers After the Course

- Build a value driver tree for the function and agree two operational levers with the finance business partner.
- Present the next budget or investment request using break-even, payback and a sensitivity table.

Business Acumen for Functional Managers Questions FAQ

What is business acumen for functional managers, and why does it matter now?

It is the ability of a non-finance manager to read financial results and judge how operational choices affect profit and cash. It matters now because budget holders expect every function to justify spending in commercial terms.

Which roles gain most from business acumen for functional managers?

Heads of operations, HR, IT, engineering and customer service gain most. You benefit if you request budgets, propose investments or set targets but have little formal finance training.

How does business acumen for functional managers training differ from finance for non-finance courses?

It goes beyond accounting basics to commercial judgement: value drivers, pricing, market forces and trade-offs. Finance for non-finance courses concentrate mainly on statements, budgets and terminology.

What do you bring back from business acumen for functional managers training?

You bring back a one-page economic case for a real proposal, a value driver tree for your function and a ratio checklist for reading results each month.

Business Acumen for Functional Managers: The Way Forward

The one-page decision economics sheet is ready for the next proposal a functional manager takes to finance or the executive committee. It shows break-even, payback and the assumptions that matter most, so approvers can decide quickly. After its first use, revisit the market assumptions, because competitor moves and customer pricing shift faster than internal cost figures.