

Pedagogia Programme Specification

Business Acumen for Managers

*“Acumen - ac-u-men (k y -m n, -ky -) KEY
Etymology: Latin acumin-, acumen,
literally, point, from acuere NOUN:
Quickness, accuracy, and keenness of
judgment or insight (Source: OED). Business
Acumen : “Sens aigu des affaires”*

The Problem: Managers are typically technical or functional specialists, naturally enough, but often lack commercial skills, particularly if they work in a primarily non-commercial role. They may even view ‘business skills’ or ‘commercial skills’ as not being necessary or related to their role.

But in reality managers consume large amounts of an organisation’s resources (salaries, departmental costs, travel, research, etc.), and the decisions they make can have huge financial impact on the company, positively or negatively. Moreover, as economic conditions become more difficult, and money becomes more scarce and precious, so calls by managers for Opex and Capex monies of the company need to be even better justified and prioritised than before. It becomes more critical that each project is properly evaluated, aligned with the strategic goals, and carries a full business case and ROI. Managers, in other words, must learn the language of finance, commercial and business, and be able to pursue projects which make business sense for the company.

The Solution: Pedagogia’s highly acclaimed Business Acumen workshop is a fully-customised programme which will train, develop, and equip managers to think and be more commercial. It uses data, scenarios, source materials and financial data from your business, so participants can relate the teaching to their business reality.

This workshop is a 1 or 2 day programme that can be delivered as a stand-alone module or is ideal for inclusion as a module in a larger management development programme.

CONSOLIDATED PROFIT AND LOSS ACCOUNT	
	Notes
Revenues	note 5
Cost of sales	
Research and development expenses	
Marketing and selling expenses	
General and administrative expenses	
Restructuring costs	note 22
Amortisation of intangible assets recognised at fair value on business combination	note 3
INCOME FROM OPERATIONS (EBIT)	note 5
Impairment of non current operating assets	note 6
Disposal of assets, changes in scope of consolidation and other	note 7
INCOME OF OPERATING ACTIVITIES	
Financial interest on gross debt	
Financial income from cash at bank and equivalents	

Benefits:

- They understand their organisations business - they can read basic financial and performance indicators
- Understand business operations, business imperatives, and strategic direction of the business, so their technical activities are aligned with the direction of the organisation
- Apply financial data and tools to justify their projects and to ask for funds / resources
- Use business terminology to gain credibility. They can talk in the language of managers
- Create a Value Proposition, emphasising the value of their projects rather than the cost
- They understand how to “package” and successfully present a their ideas /projects, making it easier for senior managers to know which projects to chose and allocate precious resources to

Typical learning outcomes:

- Understand the main business issues and challenges which face your industry and your organisation, so that you can understand how your activity relates to the wider strategic context (<<les enjeux strategiques>>)
- Be able to think and work more strategically
- Understand how the money part of business works
- Know how senior managers think and feel, and how to orientate your projects and ideas in a way acceptable to managers
- Learn and practice how to make a persuasive Business Case for your project

Target audience:

- Managers and experts/ specialists involved with making decisions on complex projects or matters

For more information about how we can help your managers develop more Business Acumen contact

ianthomas@pedagogia.co.uk or call +44 78 79 89 83 28

or for more information visit our website at

<http://www.marketing-generics.com/pedagogia/>