

A person is shown from the side, writing in a large, open notebook with a red pencil. In the background, a laptop is open, displaying a blurred image of a person. The scene is lit with warm, soft light, possibly from a window. A colorful, multi-colored border (yellow, orange, pink, blue) frames the top-left portion of the image, containing the main title and subtitle.

# Finance for Non-Finance (FFNF) Managers Training Program


Live virtual instructor-led training  
(VILT)



The better the question.  
The better the answer.  
The better the world works.

The EY logo, consisting of the letters 'EY' in a bold, white, sans-serif font, with a yellow diagonal line above the 'Y'.

Shape the future  
with confidence



# Elevating decision making: A program in finance for non-finance professionals

## About the course

In today's dynamic business environment, an understanding of finance is essential for effective decision-making. This virtual instructor-led program is designed to equip non-finance professionals with the financial acumen needed to drive business success.

Through this program, participants will gain practical insights into interpreting financial statements, understanding cost structures, making pricing and product mix decisions and evaluating financing options. The program emphasizes the application of key financial tools and techniques that support both strategic and operational decision-making.

Over the course of this 24-hour virtual program, we guide participants in developing a strong understanding of how financial decisions impact business outcomes. They will learn to interpret and analyze financial statements, apply key accounting principles and explore essential tools such as cost control strategies, break-even analysis and variance analysis.

The program also enhances the participants' ability to engage confidently in financial discussions, communicate effectively with finance professionals and contribute meaningfully to strategic decision-making.

## Who should take this course?

This program is ideally suited for:

- Entrepreneurs and business owners
- Mid-level managers across functions
- Heads of non-financial departments or divisions
- Self-employed professionals from non-finance backgrounds
- Professionals without a commerce or finance degree
- Students and early-career professionals from non-financial disciplines

## Why EY's FFNF training program?

This program may help you to:

- Interpret financial statements and understand their key components
- Recognize how business decisions impact overall financial performance
- Identify early warning signs of financial distress
- Understand the benefits and principles of budgeting
- Analyze variances between actual and budgeted results
- Gain clarity on business operation costs and strategies to manage them effectively
- Apply core budgeting techniques to support planning and control
- Prepare and interpret management information for informed decision-making

# Agenda



## Day 1

### Leading with financial acumen: Decoding business performance through financial statement analysis

- What insights does the Income Statement provide regarding a business's performance?
- How do items on the Balance Sheet reflect a company's financial position?
- What is the role of the Cash Flow Statement in assessing liquidity?
- How do various stakeholders interpret financial statements?
- What is the interconnection between the Balance Sheet, Profit & Loss (P&L), and Cash Flow Statements?
- Financial Ratio analysis: A deep dive into Liquidity, Profitability, Solvency, and Efficiency ratios, including DuPont analysis.
- What are the differences between Time-Series and Cross-Sectional Analysis?
- How can common-size analysis be used to effectively compare financial statements?

## Day 2

### Operational excellence through working capital optimization

- Define working capital and analyze its critical role in smooth and continuous business operations.
- Explore the concept of net working capital and its strategic implications for a firm's financial health.
- Examine various inventory management techniques.
- Learn how to effectively manage accounts receivables and payables.
- Understand the cash conversion cycle and its direct impact on a company's liquidity and operational efficiency.

## Day 3

### Driving strategic decisions with cost insights

- Conduct a detailed examination of various cost types, including direct vs. indirect costs and fixed vs. variable costs.
- Perform an in-depth study of cost-volume-profit (CVP) analysis to understand cost behaviour and its impact on profitability.  
Explore modern costing methodologies such as activity-based costing (ABC) and the fundamental principles of Marginal Costing.
- Exploring modern costing methodologies such as activity-based costing (ABC) and the fundamental principles of Marginal Costing.
- Apply costing principles to drive key management decisions.
- Analyze make-or-buy, shutdown vs. continued operation, process further decisions and domestic vs. export sales strategies.
- Utilizing break-even analysis as a critical tool for effective decision-making and business planning.

## Day 4

### Budgeting and forecasting for competitive advantage

- An exploration of the pivotal role of budgeting as a key tool in financial planning and control.
- Overview of different budget classifications, including departmental, function-based, cash and the overarching master budget.
- Detailed analysis of various modern budgeting techniques, such as rolling budgets, zero-based, activity-based and incremental budgeting.
- Application of variance analysis for identifying and interpreting deviations from the budget.

## Day 5

### Building value with investments and capital projects for sustainable growth

- Define capital budgeting and analyze its significance in making sound long-term investment decisions.
- Explain how the principle of Time Value of Money impacts the evaluation of potential investments.
- Examine the Discounted Cash Flow (DCF) technique as a core method in capital budgeting.
- Evaluate investment proposals using key metrics such as Net Present Value (NPV), Internal Rate of Return (IRR), Accounting Rate of Return (ARR), payback period, and discounted payback period.
- Explore techniques for incorporating risk into investment decisions, including sensitivity analysis and scenario planning.

## Day 6

### Financing the future

- Explore the primary sources of finance available to businesses – including debt, equity and hybrid instruments.
- Perform an in-depth analysis of various forms of debt financing, such as bank loans, bonds and venture debt.
- Get a detailed overview of different types of equity financing, including venture capital, private equity and public offerings (e.g., IPOs).
- Understand the nature and function of hybrid financial instruments like convertible bonds and preference shares.
- Examine how the cost of capital is determined.
- Understand the concept of Weighted Average Cost of Capital (WACC) and its significance in financial decision-making.





## Program deliverables

- Virtual instructor-led training of 24 hours through MS Teams – six sessions of four hours each
- Real-time doubt resolution through live interaction
- EY presentations and publications
- Access to EY Virtual Academy
- Certificate of Completion post-assessment

## Certification

EY will award “Certificate of Participation” to those who secure 80% or higher attendance in the live online sessions.

EY will award “Certificate of Completion” to participants who meet both the following criteria:

- Attendance of 80% or higher in the live online sessions.
- Secure 60% or higher in the MCQs based EY FFNF assessment.

The assessment will be of two hours comprising 50 MCQs. Each participant will get three attempts. The assessment will be live after the session is completed.

### Schedule

Sessions to be conducted every Saturday and Sunday

Batch starting from: Saturday 14th March 2026  
Timings : 10:00 AM to 2:00 PM (IST)

(24 hours training | 4 hours/day)

### Program fee

INR 18,000 plus taxes

### Contact

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### Our other flagship programs

- Certificate in Ind-AS
- Certificate in IFRS
- Certificate in US GAAP
- Certificate in Financial Modelling and Valuation
- Certificate in Business Valuation
- Certificate in Advance Analytics using R
- Certificate in Exploratory Analytics in Python
- Certificate in Business Intelligence using Power BI
- Certificate in Blockchain Technology
- Certificate in Data Visualization Using Tableau
- Certificate in Lean Six Sigma Green Belt
- Certificate in Artificial Intelligence and Machine Learning in Python
- Certificate in Predictive Analytics in Python
- Certificate in Marketing Analytics
- Certificate in HR Analytics
- Certificate in Supply Chain Analytics
- Certificate in Excel for Business



## Program deliverables

Training programs are subject to a minimum number of participants. If a training program does not meet this criteria, then EY FAAS Learning Solution is entitled to cancel it at its discretion, without liability. In such instances, the EY FAAS Learning Solution team can offer the participants alternative options or a refund as applicable.

## About EY Learning Solutions

In today's testing business environment, with organizational transformation and regulatory change constant features, a flexible and cost-effective workforce is critical. High-quality training is a crucial element of innovative talent management, to improve performance and ensure that your teams can respond to today's challenges and are equipped for career success.

EY Learning Solutions supplements the primary range of services and provide business specific training solutions for our clients and business communities throughout India, Europe, the Middle East and Africa. This is done with the help of a multidisciplinary team of trainers from around the world. As a globally integrated firm, we bring global insight to our training programs.

All training programs are regularly updated to reflect changing trends and guidance. Our practical, relevant and stimulating courses are facilitated by highly competent trainers who have first-hand knowledge of the subject matter. We recognize that each client will have a different history, size, location and sector; therefore, programs can be tailored to specific needs of your business.

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