



HUMAN RESOURCES TRAINING

Business Acumen: Aligning Business Operations and HR

3 day course

Classroom, online or in-house

Course overview

Human resources teams are routinely told to be strategic without being given the commercial literacy that makes it possible. This course closes that gap. Delegates learn to read the organisation's financial statements, understand how the business actually makes money, and connect people decisions to the numbers the executive is judged on. The material covers unit economics, cost of labour, the financial impact of turnover and vacancy, workforce planning tied to operational demand, and how to build a business case for a people investment that a finance director will approve. Delegates work with a set of accounts throughout and leave having built and defended a costed proposal.

What you will learn

- Read an income statement, balance sheet and cash flow statement with confidence
- Explain how the organisation generates revenue, margin and cash
- Quantify the cost of turnover, vacancy, absence and poor performance
- Link workforce planning to operational and financial demand
- Build a costed business case for a people investment and defend it to finance
- Choose people metrics that connect to business outcomes rather than activity
- Speak to executives in the terms they use to run the organisation

Who should attend

- Human resources business partners and managers
- Learning and development and talent professionals
- Reward and human resources operations specialists
- Human resources practitioners moving into a strategic role
- Line managers who work closely with human resources on headcount

Course outline

- 01 How the organisation makes money: revenue, margin, cash and the operating model
- 02 Reading the three financial statements without an accounting background
- 03 Cost of labour, fully loaded, and where it sits in the accounts
- 04 Costing turnover, vacancy, absence and underperformance
- 05 Workforce planning driven by operational demand rather than last year plus a percentage
- 06 Building a business case: assumptions, costs, benefits and payback
- 07 Choosing metrics an executive team will act on
- 08 Presenting a people proposal to a finance audience

Upcoming dates

Dates	Venue	Format	Fee per delegate
21 to 23 September 2026	Casablanca, Morocco	Classroom	USD 995
2 to 4 November 2026	Durban, South Africa	Classroom	R14,950
16 to 18 November 2026	Online	Online	R6,500
11 to 13 January 2027	Johannesburg, South Africa	Classroom	R14,950



Fees and how to register

This 3 day course is **R6,500** per delegate online, **R14,950** in the classroom in South Africa, Botswana, Namibia, Lesotho and Eswatini, and **USD 995** in the classroom elsewhere in Africa. In-house training is quotation on request. Book 2 or more delegates on this course and save 10%.

To register or request an in-house proposal, visit www.afrisciencegroup.com, email info@afriscience.co.za, or WhatsApp us on **+27 63 479 1136**.

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