

In-House Training for Financial Managers

2009 Seminar Catalog

Lively, Informative & Fun!

Executive Education, Inc.
(734) 475-0600
www.ExecutiveEducationInc.com

10 Seminars with Average Knowledge and Presentation Scores BOTH over 4.7

1. Change Management (CM)
2. Chief Financial Officer (CFO)
3. Corporate Ethics Update (CEU3)
4. Effective Business Writing (EBW)
5. Ethics for Financial Managers (EFFM)
6. Forensic Accounting (FA)
7. Making Ethics Work (MEW)
8. Operational Analysis (OA)
9. Skillful Negotiations (SN)
10. Value-Driven Financial Analysis (VFA)

Excellent presentation skills – knowledgeable, informative and entertaining.

– Beaverton, OR

Speaker was amazing.

– Raleigh, NC

Attentive, knowledgeable, creative, stimulating. Rick keeps the audience attention and stimulates group involvement and interaction.

– Indianapolis, IN

Wonderful course – please bring Dan back! Kept my interest the whole time. Examples made a huge difference.

– Des Moines, IA

Great Speaker! Made course very interesting!

– Kansas City, MO

Dynamic speaker, excellent presentation skills. Great job Bill!

– Raleigh, NC

This was an excellent course. There were eight full hours of very useful information

– Atlanta, GA

Bill is one of the best lecturers that I have ever had.

– Beaverton, OR

5 Seminars Providing Core Skills for Every Financial Manager

1. Chief Financial Officer (CFO)
2. Corporate Finance Tune-up (CFT)
3. Corporate Financial Management (CFM)
4. Only Financial Officer 2.0 (OFO)
5. Trends in Corporate Financial Planning (TCFP)



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How to Keep the Best Financial Managers Working for Your Company

RECRUITING & RETENTION TOOL

A major factor in recruiting and employee retention is the quality of training experience that your company provides. Our experienced discussion leaders will create a program that will make talented financial managers glad that they work for your company!

RAPID CHANGE

Best practices in corporate accounting and finance are constantly changing and improving. The half-life of knowledge for financial managers is only about five years. Your people may have been “the best and the brightest” when you hired them, but without frequent exposure to new ideas, their skills may quickly dull compared to their peers at your competitors.

REQUIRED CONTINUING EDUCATION

If your financial managers have any of the many licenses or certifications such as CPA, CA, CMA, CIA or CFE that such professionals commonly hold, they are subject to continuing professional education (CPE) requirements. These requirements commonly specify that they must attend 40 hours of qualifying continuing professional education every year, which may include training in professional ethics, accounting or auditing.

COST EFFECTIVE

Sending your financial professionals to public seminars can be expensive. If you have six or more financial professionals, it probably makes sense to bring seminars in to your own facility. Our experienced speakers can come to your location to provide the same great quality program that we provide through some 40 accounting associations. In addition, it is possible for our experienced professionals to create customized seminars based on specialized needs.

We hope to work with you in 2009!

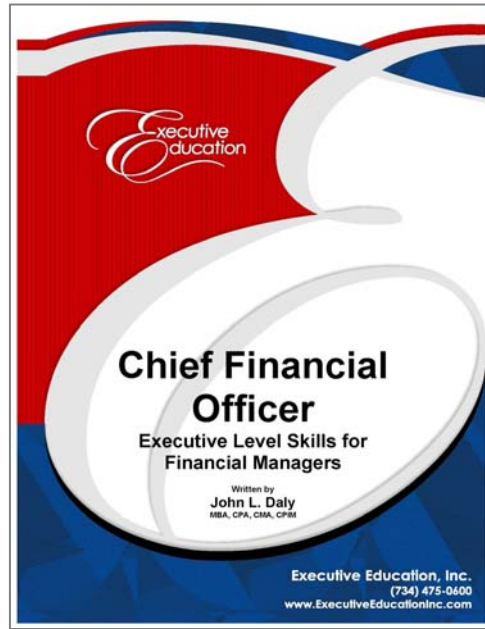


John L. Daly, President

E-mail: Daly@ExecutiveEducationInc.Com

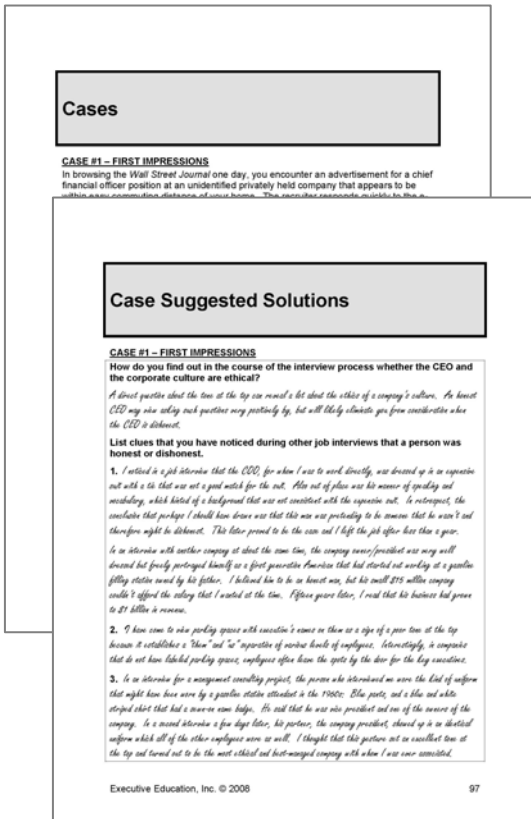
Phone: 734-475-0600

High Standards for Seminar Manuals



Text

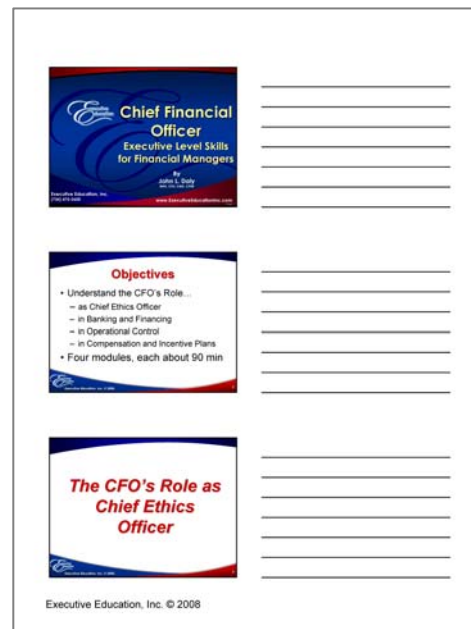
Cases



Resources

Every seminar includes at least 4 major interactive exercises to engage participants.

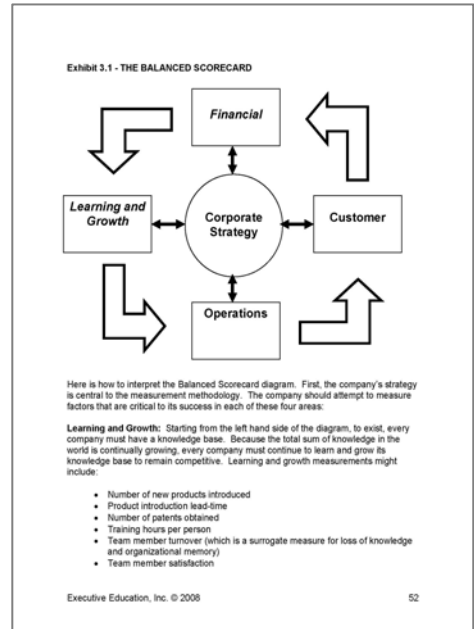
Examples



Presentation

Every manual contains the presentation slides and room for notes.

The Text section includes many diagrams and real life examples providing a participant resource after the seminar.



Resources

BOOKS

A Stake in the Outcome: Building a Culture of Ownership for the Long-Term Success of Your Business by Jack Stack and Bo Burlingham, Currency Books, 2003

Built to Last: Successful Habits of Visionary Companies by Jim Collins and Jerry Porras, Harper Business Essentials, 1994

Crucial Confrontations: Tools for Resolving Broken Promises, Violated Expectations and Bad Behavior by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler, McGraw-Hill, New York, 2005

Crucial Conversations: Tools for Talking When Stakes are High by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler, McGraw-Hill, New York, 2002

Good to Great: Why Some Companies Make the Leap and Others Don't, by Jim Collins, HarperCollins, 2001

Good to Great and the Social Sectors by Jim Collins, HarperCollins, 2004

Influence: The Power to Change Anything by Kerry Patterson, Joseph Grenny, David Maxfield, and Ron McMillan, McGraw-Hill, 2007

Managing Banking Relationships, edited by Gerald Leahy, Woodhead Publishing 1997

The Open-Book Experience: Lessons from Over 100 Companies Who Successfully Transformed Themselves by John Case, Basic Books, 1999

Reassessing Corporate Banking Relationships: Issues, Practices and New Directions by Frederick Mittelro, Financial Executives Research Foundation, 1998

The Brand You: Fifty Ways to Transform Yourself from an 'Employee' into a Brand That Shouts Distinction, Commitment and Passion! by Tom Peters, Koepf, 1999

The Complete CFO Handbook from Accounting to Accountability by Frank J. Fabozzi, Pamela Peterson Drake and Ralph S. Polimeni, Wiley & Sons, 2008

The New CFO Financial Leadership Manual by Steven M. Bragg, Wiley & Sons, 2007

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Every manual contains a section with more Resources on the topic.

Manuals contain Examples and Bonus material to supplement discussion.

Private: 056908 **Beer Belly Taverns, Inc.** Page 1

Income Statement
Store #19 - Warren
Period Ending 04/30/2008

	Month Ending: 04/30/08		Year-To-Date	
	Actual	% Budget	Actual	% Budget
Sales - Food	107,231	85%	102,505	83%
Sales - Beer & Spirits	36,581	22%	34,952	21%
Sales - Soft Beverages	10,201	17%	18,708	19%
Sales - Logo Items & Other	528	8%	1,577	10%
NET SALES	154,541	80%	157,743	80%
Food Costs	42,118	28%	38,952	25%
Beer & Spirits	8,231	5%	5,228	3%
Soft Drinks	3,527	3%	3,376	2%
Merchandise	365	2%	867	5%
COST OF SALES - FOOD	54,241	35%	48,423	30%
VALUE ADDED	111,300	65%	109,320	65%
Kitchen Help	25,192	14%	25,232	14%
Wait Staff	18,727	10%	14,824	8%
Management	6,512	4%	6,478	4%
TOTAL PERSONNEL COSTS	50,431	28%	46,534	26%
Medical	1,355	1%	1,350	1%
FICA	3,768	2%	3,789	2%
FUTA	208	0%	189	0%
SUI	1,458	1%	1,981	1%
Workers Compensation	188	0%	495	0%
TOTAL EMPLOYEE BENEFIT	6,974	4%	7,814	5%
Advertising (Local)	300	0%	315	0%
Cleaning Products	172	0%	158	0%
Depreciation - Building Improv	2,366	1%	2,369	1%
Depreciation - Equipment	4,731	3%	4,731	3%
Employee Incentives	400	0%	789	0%
Maintenance - Building	450	0%	1,282	0%
Maintenance - Equipment	327	0%	315	0%
Permits & Licenses	0	0%	158	0%
Rent	9,000	5%	9,000	5%
Supplies - Dish & Flatware	0	0%	1,154	0%
Supplies - Kitchen Utensils	250	0%	158	0%
Supplies - Paper Products	725	0%	624	0%
TOTAL OTHER OPER EXP	18,731	11%	20,985	13%
TOTAL COSTS	122,201	72%	125,702	73%
GROSS EARNINGS	35,332	22%	30,942	19%

	8,892	8,524	28,976	29,476
Revenue/Customer	\$ 18.39	\$ 18.50	\$ 18.22	\$ 18.50
Cost/Customer	\$ 14.31	\$ 14.87	\$ 14.84	\$ 15.28
Gross Margin/Customer	\$ 4.09	\$ 3.63	\$ 3.38	\$ 3.22
Gross Margin %	22%	19%	18%	17%

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FULL DAY SEMINARS		Class Code	Hrs	Traditional	Pg
				NASBA	
	Advanced Management Accounting <i>Contemporary Cost Concepts</i>	AMA	8	A&A	9
				Acct.	
CORE	Chief Financial Officer <i>Executive Level Skills for Financial Managers</i>	CFO	8	Mgt, Ethics	12
				Mgt, Ethics	
	The Coming IFRS Conversion <i>Preparing for the Ultimate GAAP Makeover</i>	IFRS	8	A&A	13
				Accounting	
CORE	Corporate Finance Tune-up <i>Putting the Right Skills in Your Analytical Toolbox</i>	CFT	8	A&A	15
				Finance	
CORE	Corporate Financial Management <i>Conquering the Controllership Challenge</i>	CFM	8	Mgt.	16
				Bus. Mgt.	
	Corporate Financial Reporting <i>Presenting Understandable Financial Information</i>	CFR	8	A&A	17
				Accounting	
	Driving Company Growth <i>The Financial Manager's Role in Strategic Planning</i>	DCG	8	Mgt.	18
				Bus. Mgt.	
	Effective Business Writing <i>Cut Your Writing Time in Half and Double Your Impact</i>	EBW	8	Pers. Dev.	19
				Comm.	
	Effective Communications <i>Making Your Message Loud and Clear</i>	EC	8	Pers. Dev.	20
				Comm.	
	Forensic Accounting <i>Finding and Preventing Fraud</i>	FA	8	A&A	23
				Auditing	
CORE	Only Financial Officer 2.0 <i>More Skills for Smaller Company Financial Managers</i>	OFO	8	Multiple	28
				Multiple	
	Operational Analysis <i>Creating a More Profitable Company</i>	OA	8	A&A	29
				Auditing	
	Pricing for Profitability <i>Best Practices and Strategies</i>	PFP	8 or 12	Multiple	30
				Multiple	
	Profit Improvement <i>10 Tips for a Better Bottom Line</i>	PITT	8 or 6	A&A, Mgt.	31
				Acct, Mgt.	
	Skillful Negotiations <i>Getting the Most from Your Banker, Customers and Vendors</i>	SN	8	Mgt	33
				Bus. Mgt.	
CORE	Trends in Corporate Financial Planning <i>Beyond Traditional Budgeting</i>	TCFP	8	A&A	34
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	Value-Driven Financial Analysis <i>A Non-Traditional Approach</i>	VFA	8	A&A	35
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SHORTER SEMINARS	Class Code	Hrs	Traditional	Pg
			NASBA	
Cases in Corporate Ethics <i>Discussion of Real Life Conflicts</i>	CCE	4	Ethics B. Ethics	10
Change Management <i>Making Improvement Happen</i>	CM	4	Mgt. Mgt.	11
Corporate Ethics Update <i>Resolving Ethical Conflicts</i>	CEU3	2	Ethics B. Ethics	14
Ethical Corporate Conduct <i>The CFO's Role as Chief Ethics Officer</i> New	ECC	2	Ethics R. Ethics	21
Focus on Corporate Ethics <i>Legal and Ethical Responsibilities of Board Members</i> New	FCE	4	Ethics R. Ethics	22
Leadership Skills for the CFO <i>From Value Preserver to Value Creator</i> New	LSCFO	4	Mgt Bus. Mgt.	24
Lean Accounting <i>Applying Lean Thinking to Financial Management</i> New	LA	4	Mgt. Bus. Mgt.	25
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Making Ethics Work <i>Cases in Ethical Decision Making</i>	MEW	4	Ethics B. Ethics	27
Quick Close Workshop <i>Could You; Should You, Close in One Day?</i>	QCW	4	A&A Accounting	32

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NANCY J. DALY, BS, MBA, is Executive Education's Client Service Manager and is in charge of all client needs including scheduling, AV needs, books, "Go" status and emergencies. You can contact Nancy through any of the following means:

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Discussion Leaders



ROBERT A. ANGELL III, MS, CPA, is Managing Director of AMS, a provider of interim and part-time CFOs, controllers and accountants. An experienced CFO and COO with a public accounting background before joining AMS, Rob held senior executive positions at several high growth public and privately owned companies. He started his career at Ernst & Young, leaving there as a Senior Manager. A graduate of Brown University, Rob earned his MS in accounting from NYU's Stern School of Business.



JEANNE M. BALLEW, MA, is founder and president of Ideas in Action, a training and development company dedicated to honing employee communication skills. She also owns and operates Edit Prose, a company providing freelance editing and book coaching services to both fiction and nonfiction writers. She has trained over 17,000 people in areas such as business writing, assertive communication, presentation skills, listening skills, meeting facilitation and diversity.



DAN CHENOWETH, MBA, CPA, helps clients take their strategy to the bottom line through rigorous project management and change management techniques, and by engaging and motivating their people. With over 25 years of experience, he has held executive level positions in general management and finance in a number of industries including telecommunications, printing and publishing, heavy equipment manufacturing, and apparel manufacturing. Dan lives in Loveland, Colorado.



JOHN L. DALY, MBA, CPA, CMA, CPIM, is a Chelsea, Michigan based management consultant specializing in costing, pricing strategy and pricing model development. He has taught continuing professional education courses since 1995. Earlier in his career, John was Chief Financial Officer for a Tier 1 automotive parts supplier. He also has been CFO for a large restaurant chain and COO for a window treatments manufacturer and retailing chain. He is the author of *Pricing for Profitability* published by Wiley & Sons.



JAY GIANNANTONIO, MBA, CPA, CIA, is a management consultant specializing in internal audit, risk management, process improvement and Sarbanes-Oxley compliance issues. His professional experience includes long stays at Verizon/Bell Atlantic and KPMG Consulting in a professional career that began in 1980. His teaching experience includes time as an adjunct faculty member in the MBA program at Widener University. Jay lives in the Philadelphia area.



JOHN F. LEVY, MBA, CPA, is the CEO of Board Advisory Services, a consulting firm that assists public companies, or companies aspiring to be public, with corporate governance, compliance, financial reporting and financial strategies. Mr. Levy has 30 years of progressive financial, accounting and business experience, including having served as chief financial officer of both public and private firms. Mr. Levy is a graduate of the Wharton School of the University of Pennsylvania.



RICHARD MALEKIAN, MBA, is a New Jersey based management consultant specializing in shareholder value based management practices. He is a featured authority on shareholder value topics at professional forums. Richard has worked in the management consulting division of PricewaterhouseCoopers, Stern Stewart & Company, American Express Company, Merrill-Lynch and Pfizer Corporation. He holds an MBA in Finance from New York University and a BS in Finance from the University of Pennsylvania's Wharton School.



WILLIAM F. O'BRIEN, MBA, CPA, is a financial management consultant and educator with over 30 years of experience. He has held senior financial management positions with Intel and ROLM and served as CFO for several emerging high technology companies. Bill has extensive experience in corporate planning, control, financial analysis, cash management and managerial accounting in both domestic and international settings. He is on the faculties of Santa Clara University and San Jose State University.



JAMES R. PETERSEN, MBA, CPA, PE, CPIM, is a versatile finance professional with international experience in business strategy, acquisitions, divestitures, joint ventures and alliances. Mr. Petersen spent fifteen years in mergers and acquisitions/business development and strategy with Whirlpool, Rockwell International and Ernst & Young. “Captain Jim” holds a license for commercial boats up to 50 tons and recently has split his time between Washington, DC and the Caribbean. Jim’s travels may take him to abroad for much of 2009.



RICK VAN ES, MBA, CPA, is a Granger, Indiana based management consultant and loyal University of Notre Dame alumni. Rick has been President of an automotive electronics manufacturer, earlier serving as CFO of that organization. In a previous CFO role, he negotiated a management buyout, securing \$40 million in investor financing. He has managed accounting, finance, human resources, MIS, purchasing, production planning and customer service. In an earlier life, Rick was a professional jazz musician, playing the trumpet.



DIANE D. WHITE, MBA, CPA, CMA, is a management and financial consultant with 30 years of control and business leadership expertise in premier mortgage and commercial banking enterprises such as Freddie Mac and Wachovia Corporation. Her past responsibilities included strategic planning, budgeting, cost accounting, performance measurement, accounting, internal controls, management reporting, financial systems, SOX compliance, audits and a variety of general management support services. Diane is also an avid Chesapeake Bay sailor, published poet and photojournalist.

Advanced Management Accounting

Contemporary Cost Concepts

According to a survey by Ernst & Young and the IMA, 98% of senior level financial executives think that their company's costs exhibit distortions, and 39% say the distortions are significant. Traditional management accounting methods provide woefully inaccurate cost information for any product that is not 'average'.

This seminar shows how to understand real product costs and why the company with the best management accountant wins.

Topics Discussed Include:

Costing Perspectives

- Why traditional approaches are inadequate
- Grenzplankostenrechnung (GPK)
- Activity-based Costing (ABC)
- Joint & by-product costing
- Throughput costing

Understanding Overhead Cost Behavior

- Occupancy costs
- Information technology costs
- Administrative costs
- Selling costs
- Product development and launch costs
- Interest and cost of capital
- Opportunity costs

Discussion and examples will include service, manufacturing, retail and wholesale businesses.

Cases and Class Discussion

This seminar includes six exercises to facilitate group discussion.

Target Audience: Cost Accountants, Controllers & CFOs.

Level of Knowledge:
Advanced

CPE Credit: 8 hours group live

Area of Study:

Traditional: A&A

NASBA: Accounting

Prerequisite: This seminar is for degreed accountants who already have some cost accounting education and experience.

Advanced Preparation:

Bring a calculator

Author: John L. Daly

Acronym: AMA

Scheduling: Schedule after ***Pricing for Profitability*** to make a 2-day series

Instructor had excellent examples! This course has broad applicability to many sizes and types of businesses.

- Seattle, WA

Cases in Corporate Ethics

Discussion of Real Life Conflicts

Anyone who has ever attended a lecture-format ethics seminar knows that there is a better way. **Cases in Corporate Ethics** provides an opportunity for lively group discussion of actual ethical dilemmas that have happened in the real world.

Cases in Corporate Ethics examines eight cases drawn from real-life business conflicts involving corporate financial managers.

Topics Discussed Include:

Case selections change from year to year. Past cases have included these issues:

- What should you do if the CFO chooses to ignore significant financial statement issues?
- Could employee theft be a symptom of a bad “tone at the top?”
- Is a culture of fear and intimidation a signal of fraudulent financial reporting?
- What should you do if you know of another accountant cheating on her CPE reporting?
- Does any legislation provide effective Whistleblower protection?
- How can you talk to your boss about their bad behavior and still keep your job?
- We use various North American and International ethical standards in discussing these cases.

Cases and Class Discussion

This seminar includes group discussion of 8 cases.

Excellent presentation – the best ethics class I have ever attended!

- Manchester, NH

Target Audience: Corporate financial managers

Level of Knowledge: Intermediate

CPE Credit: 4 hours group live

Area of Study:

Traditional: Ethics

NASBA: Behav. Ethics

Prerequisite: None

Adv. Preparation: None

Author: John L. Daly

Acronym: CCE

This seminar also has specially tailored editions for Canada, Louisiana and Oregon.

Scheduling: Schedule this seminar with another of our half-day sessions such as **Lean Accounting** or **Quick Close Workshop** to provide a full-day seminar experience.

The 2009 Edition of this seminar will include three new cases and a discussion of the international (IFAC) ethics standards

Change Management

Making Improvement Happen

Why is change so difficult? Many organizations struggle to improve because they fail to effectively deal with the people issues of change management.

This seminar will show participants how to deal with individual resistance to change and the cultural inertia that prevents an organization from reaching its goals.

Topics Discussed Include:

Change Behaviors By:

- Making the case for change
- Setting expectations
- Involving the team in change
- Communicating the need for change
- Providing team education
- Setting a positive role model
- Reinforcing success
- Using interventions when necessary

Manage the Tangible Project

- Develop the project purpose, logistics and tactics
- Structure the work
- Organize the tasks
- Determine key milestones and deliverables
- Create the project budget

Cases and Group Discussion

This seminar will involve group discussion of three change management exercises.

Change Management debuted in April 2008 and is currently our seventh highest attended seminar

Target Audience:

Financial managers responsible for leading improvement efforts

Level of Knowledge:

Intermediate

Area of Study:

Traditional: Mgt.

NASBA: Bus. Mgt.

CPE Credit: 4 hours

group live

Prerequisite: None

Adv. Prep: None

Author: Dan
Chenoweth

Acronym: CM

Scheduling: Schedule with one of our other half-day seminars to create a full day program

Chief Financial Officer

Executive Level Skills for Financial Managers

Being a great accountant alone will not qualify you to be a chief financial officer. Effective CFOs are strong business people whose knowledge goes well beyond accounting.

This seminar deals with the CFO's role in four important aspects of running a business.

Topics Discussed Include:

CFO's Role as Chief Ethics Officer

- Set the Tone at the Top
- Develop corporate values
- Establish Codes of Corporate Conduct
- Handle allegations of wrong-doing

CFO's Role in Banking & Financing

- Understand debt capacity
- Identify sources of funding
- Analyze debt structure

CFO's Role in Operational Control

- The Balanced Scorecard
- Benchmarking
- Metrics for control

CFO's Role in Compensation & Incentive Plans

- Developing compensation plans
- Incentive plans that work
- Reengineering the performance review

Case Studies and Discussion

This seminar will include group discussion of five cases.

Excellent training – very applicable and informative.

- Bloomington, MN

Target Audience: This seminar is for people who are, or aspire to be, chief financial officers. Discussion will be primarily oriented towards medium-sized companies.

Level of Knowledge:
Intermediate

CPE Credits: 8 hours group live

Traditional Area of Study:
4 hours Management
2 hours A & A
2 hours Ethics

NASBA Area of Study:
4 hours Bus. Mgt
2 hours Accounting
2 hours Behavioral Ethics

Prerequisite: None

Adv. Prep: Bring a calculator

Author: John L. Daly

Acronym: CFO

Scheduling: This seminar works well with most of our other seminars to make a 2-day or 3-day series.



The Coming IFRS Conversion

Preparing for the Ultimate GAAP Makeover

Conversion from U.S. GAAP to International Financial Reporting Standards (IFRS) is a given reality. The question is no longer whether the U.S. use global standards but when compliance will become mandatory. Now is the time to get educated on what global standards could mean to you.

Both public and private companies need to know how conversion to IFRS will affect their external reporting, contractual obligations and daily operations.

Topics Discussed Include:

History and Key Players in the Convergence Process

Current Status of the Convergence/Conversion Project

Proposed SEC Timetable for Adoption

Principal GAAP-IFRS Differences

- Revenue recognition
- Inventory valuation
- Asset valuation
- Financial statement presentation
- Deferred taxes
- Other differences

Other Adoption Issues

An Implementation Roadmap

Case Studies and Exercises:

This seminar includes five group exercises on convergence concepts, GAAP-IFRS differences and practical adoption issues.

Target Audience:

CFOs, controllers and managers involved with financial reporting

Level of Knowledge:

Intermediate

CPE Credit: 8 hours group live

Area of Study:

Traditional: A&A

NASBA: Accounting

Prerequisite: None

Advanced Preparation:

Bring a calculator

Author: Bill O'Brien

Acronym: IFRS

Available: 2/1/09

Scheduling: To provide multi-day series, schedule with *Corporate Finance Tune-up* or *Corporate Financial Management*



Corporate Ethics Update

Resolving Ethical Conflicts

At some point in his or her career, every financial manager will face a choice of doing the right thing or taking the easy way out. Skillful handling of an ethical conflict can make a big difference in the trajectory of your career.

This session will discuss alternatives and techniques for resolving ethical conflicts.

Topics Discussed Include:

Standards for Resolving Ethical Conflicts

- AICPA
- Canadian Provincial Standards
- Institute of Management Accountants
- International Federation of Accountants (IFAC)

How to Have Tough Discussions about an Ethical Issue and Still Keep Your Job

- Mastering my “stories”
- Making it safe to talk about difficult issues
- Avoiding the “sucker’s choice”

When Talking Fails

- Reporting to legal authorities
- Sources of whistleblower protection
- Internal handling of whistleblowers
- What to do if you may become a whistleblower

Cases and Group Discussion

This seminar includes the group discussion of three ethics cases.

Rick did an awesome job bringing real life examples to the class. Excellent speaker!

- Indianapolis, IN

Target Audience: Corporate financial managers

Level of Knowledge: Intermediate

CPE Credit: 2 hours group live

Area of Study:

Traditional: Ethics

NASBA: Behav. Ethics

Prerequisite: None

Adv. Preparation: None

Author: John L. Daly

Acronym: CEU3

Scheduling: To provide a full-day program, schedule this two-hour seminar with ***Ethical Corporate Conduct*** and one of our half-day seminars or with the 6-hour version of ***Profit Improvement: Ten Tips***.

This two-hour seminar is also available as a module within our Only Financial Officer 2.0 seminar.

Corporate Finance Tune-up

Putting the Right Skills in Your Analytical Toolbox

Understanding corporate finance is a skill that separates those who will become Chief Financial Officers from those who will always remain accountants.

This seminar provides a refresher on corporate finance skills for those who work or aspire to work at a CFO level.

Topics Discussed Include:

Internal Financial Analysis

- Analyzing the financial health of the company
- A fresh look at cash flow analysis
- Techniques to measure financial performance
- Critical aspects of business planning

External Financial Analysis

- Review of financial statement analysis techniques

Valuation Analysis

- Utilizing net present value techniques
- Determining investment cash flows
- Capital planning decision tools
- Time is money

Forecasting for M&A Activities

- Building the forecast
- Strategic versus financial objectives

Case Studies and Discussion

This seminar will include four cases for group discussion.

The instructor's experience and delivery of the material was excellent

- Bellevue, WA

Target Audience: CFOs, controllers and other experienced financial managers

Level of Knowledge: Intermediate

CPE Credit: 8 hours group live

Area of Study:

Traditional: A&A

NASBA: Finance

Prerequisite: None

Advanced Preparation:

Bring a calculator with financial functions

Author: Bill O'Brien

Acronym: CFT

Scheduling: Schedule with ***Corporate Financial Management*** to provide a 2-day series

Note: *Some of the material in this seminar previously appeared under the title **Corporate Finance Update**.*

Corporate Financial Management

Conquering the Controllership Challenge

This seminar provides skills that will help accountants advance from a “corporate cop” role to that of becoming a full business partner and key player in the company.

This seminar discusses how to get respect for yourself and your department, the financial manager’s role in strategic planning, performance measurement, cost control and risk management.

Topics Discussed Include:

The Financial Manager as Business Partner

- Moving beyond a controller’s role
- Developing “big picture” skills
- Leadership for financial managers
- Becoming a change agent

The Financial Manager’s Role in Strategic Planning

- Integrating performance measurement with business planning
- The Value Chain

A Comprehensive Approach to Performance Metrics

- The Balanced Scorecard
- Economic Value Added (EVA)® Analysis
- The Altman Z- Score
- Reporting tips and techniques

Enterprise Risk Management

- Expecting the unexpected
- The COSO ERM model
- Internal audit’s role in ERM

Case Studies and Discussion

This seminar includes four cases or exercises.

Target Audience:

Controllers and other corporate financial managers

Level of Knowledge:

Intermediate

CPE Credit: 8 hours group live

Area of Study:

Traditional: Management

NASBA: Bus. Mgt

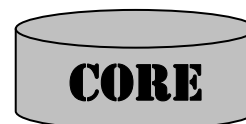
Prerequisite: Suggested for experienced financial managers

Adv. Prep: Bring a calculator

Author: Bill O’Brien

Acronym: CFM

Scheduling: Schedule with **Corporate Finance Tune-up** to make a 2-day series



*Instructor had excellent examples!
This course has broad applicability
to many sizes and types of
businesses.*

- Seattle, WA

Corporate Financial Reporting

Presenting Understandable Financial Information

Accounting may be “the language of business” but financial reports are often foreign and unintelligible to members of company management.

This seminar discusses how to make financial reports easier to prepare, easier to read and generally more useful to users who do not have an accounting degree.

Topics Discussed Include:

Improving Financial Systems Design

- Structuring the chart of accounts
- Organizing to support responsibility reporting
- Using output metrics for operating activities

Financial Report Design

- Avoiding “The Goldilocks Syndrome”
- Improving readability
- Formatting tips to improve readability
- “Don’t let this happen to you” examples

Communicating Financial Messages

- Choosing your main message
- Supporting your message
- Speaking a language your audience understands

Case Studies and Discussion

This seminar includes group discussion of four exercises.

John was great at getting involvement and answering questions. I leave excited about going back to the office to make some changes.

- Des Moines, IA

Target Audience: Financial managers who are in charge of internal financial reporting

Level of Knowledge:
Intermediate

CPE Credit: 8 hours group live

Area of Study:

Traditional: A&A

NASBA: Accounting

Prerequisite: None

Adv. Preparation: None

Author: Rick Van Es

Acronym: CFR

Scheduling: This seminar works well with most of our other seminars to make a multi-day series.

Driving Company Growth

The Financial Manager's Role in Strategic Planning

This seminar will teach financial managers how to improve their company's growth and profitability by identifying strategies that will provide the company a sustainable competitive advantage.

This class focuses on the "big picture" skills necessary for financial executives to make a high-level impact on the company's future.

Topics Discussed Include:

- How good companies become great
- Building a strong management team
- The tone at the top
- The Hedgehog Concept

Competitive Strategy

- Gaining a competitive advantage
- Cost leadership strategies
- Differentiation strategies
- Finding a niche
- Lean competition

Strategic Planning

- Developing a vision
- Mission statement development
- Competitive analysis
- Benchmarking
- Development of strategic alternatives
- Strategy selection
- Developing corporate objectives
- Strategy implementation

Case Studies and Discussion

This seminar includes five opportunities for participants to practice their skills.

Target Audience: This seminar is designed for those who are, or aspire to be, upper level financial managers

Level of Knowledge:
Intermediate

CPE Credit: 8 hours group live

Area of Study:

Traditional: Mgt.

NASBA: Bus. Mgt.

Prerequisite: None

Adv. Preparation: None

Authors: John L. Daly &
Rick Van Es

Acronym: DCG

Scheduling: Schedule before *Trends in Corporate Financial Planning* to make a 2-day seminar series

Provided valuable insight as to how to position our organization for the future.

- Malvern, PA

Effective Business Writing

Cut Your Writing Time in Half and Double Your Impact

Corporate financial managers know that using time efficiently has an enormous impact on the bottom line. Therefore, you should optimize your time spent in communications as a writer or as a reader. Yet American businesses report losing \$1 billion a year to unclear writing that wastes time, kills contracts, and turns off customers. How many documents do you send to the circular file because they are too much work to decipher or the purpose is unclear? How can you protect your documents from the same fate? Be part of the solution, not part of the problem – save time and **get results** by learning to write it right the first time.

Topics Discussed Include:

- Cut writing time by an average of 50%
- Double the impact of your documents
- Learn to identify the key elements of effective writing.
- Learn the simple, direct *Effective Business Writing* process.
- Learn to edit your own and others' documents effectively.

This seminar uses a combination of lecture, discussion, individual hands-on practice exercises and group activities to assist participants in applying the five elements of effective business writing to an industry-specific case study. Participants will also get personalized feedback from the instructor on one of their own sample documents.

Ms. Ballew was wonderful. I learned a lot of new skills

- Wyomissing, PA

Target Audience:

All financial professionals

Level of Knowledge:

Intermediate

CPE Credit: 8 hours group live

Area of Study:

Traditional: Pers. Dev.

NASBA: Communication

Prerequisite: None

Adv. Preparation: Bring a one page sample of your writing

Author: Jeannie Ballew

Acronym: EBW

Scheduling: Schedule this seminar before **Effective Communication** to provide a two-day series.

Comment: This very highly rated seminar is consistently our best selling in-house seminar for corporations and CPA firms.

Effective Communication

Making Your Message Loud and Clear

Surprisingly, in an era dubbed the “communication age,” many executives consider inadequate and ineffective information exchange between managers and employees a primary concern. In fact, in a survey produced by Robert Half Management Resources, they found that 61% of CFOs said the biggest mistake companies make in managing their employees is to fail to communicate with them frequently and successfully.

Effective Communication will teach you how to speak *and* listen so that you and your conversation partner get it right the first time!

Participants Will Learn to:

- Identify barriers to effective communication and their costs and consequences.
- Use assertive versus aggressive statements.
- Identify and use effective body language.
- Ask open-ended questions.
- Paraphrase the content of another’s message.
- Reflect another speaker’s feelings.
- *Artfully* end a conversation.

This course uses a combination of lecture, discussion, group activities and videotape to assist participants in integrating these skills into their communication repertoire. Participants observe their communication skills on videotape (optional) and receive individualized feedback from the facilitator and other participants. No number crunching, no financial statement reviews, just oral communications skills.

Target Audience: All financial professionals

Level of Knowledge: Intermediate

CPE Credit: 8 hours group live

Area of Study:

Traditional: Pers. Dev.

NASBA: Communication

Prerequisite: None

Adv. Preparation: None

Author: Jeannie Ballew

Acronym: ECFM

Scheduling: schedule after **Effective Business Writing** to provide a two-day series

*Excellent presenter.
Made a difficult topic very
interesting.*

- Halifax, NS

Ethical Corporate Conduct

The CFO's Role as Chief Ethics Officer

This two-hour ethics program is the first module from Executive Education's highly popular **Chief Financial Officer** seminar. Designed for upper level financial managers, this case-based seminar provides ample time for group discussion of key ethics issues of interest to the CFO.

Topics Discussed Include:

CFO's Role as Chief Ethics Officer

- Setting the tone at the top
- The importance of corporate values
- Codes of corporate conduct
- Handling allegations of wrong-doing

Cases and Group Discussion

This seminar includes group discussion of two ethics cases.



Target Audience: CFOs, controllers and other upper level corporate financial managers

Level of Knowledge:
Intermediate

CPE Credit: 2 hours group live

Area of Study:

Traditional: Ethics

NASBA: Behav. Ethics

Prerequisite: None

Adv. Preparation: None

Author: John L. Daly

Acronym: ECC

Scheduling: To provide a full day program schedule this two-hour seminar with **Corporate Ethics Update** and one of our half-day seminars or with the 6-hour version of **Profit Improvement: Ten Tips**.

Focus on Corporate Ethics

Ethical and Legal Responsibilities of Board Members

The role of director at public, private and not-for-profit enterprises has become more challenging. Experienced accountants are in demand to fill the role of audit committee financial expert.

This seminar will discuss the legal and ethical responsibilities of Directors and the special responsibilities of member of the Audit Committee.

Topics Discussed Include:

- The changing role of directors
- The impact of constituent activism on ethical and legal responsibilities
- The impact of recent business failures and Sarbanes-Oxley
- The meaning of “**Fiduciary Duty**” and its impact on responsibilities
- The “**Business Judgment Rule**”
- Responsibilities of various committees
- Audit committee qualifications
- The **Audit Committee “Financial Expert”**
- The skills and experience needed for new board members
- How to be the best director you can be!

Case Studies and Discussion

The course material will include group discussion and five case studies.



Target Audience: This seminar is for those who serve or aspire to serve on a board of directors. The seminar discusses public, private and not-for-profit boards.

Level of Knowledge:
Intermediate

CPE Credit: 4 hours group live

Area of Study:
Traditional: Ethics
NASBA: Behav. Ethics

Prerequisite: None

Advance Preparation: None

Author: John F. Levy

Acronym: FCE

Scheduling: Schedule this half-day seminar with one of our other half-day seminars to provide a full day program.

Available 2/15/09

Forensic Accounting

Finding and Preventing Fraud

Forensic Accounting is one seminar you cannot afford to miss. Fraud will touch you in some manner. Prepare for the inevitable.

A recent study by the Association of Certified Fraud Examiners estimated that fraud costs the economy in excess of \$650 billion per year (the equivalent of \$4,500 per employee). This same study estimated that the course of normal audits discovers only about 11% of frauds versus approximately 19% discovered by accident.

This seminar will examine various types of frauds and discuss ways to prevent, detect and investigate these activities. The seminar will also examine the CPA's role as an expert witness.

Topics Discussed Include:

- The Fraud Triangle
- A complete analysis of fraud prevention, detection and investigation
- Fraud related interviewing techniques
- The CPA's role as an expert witness
- Careers in forensic accounting
- Use of financial statement analysis in fraud assessment

Cases and Group Discussion

The seminar includes four team-based cases that will allow the participants to apply newly acquired knowledge in a real-time setting.

Target Audience: Corporate financial managers

Level of Knowledge:
Intermediate

CPE Credit: 8 hours group live

Area of Study:
Traditional: A&A
NASBA: Auditing

Prerequisite: None

Adv. Preparation: Bring a calculator

Author: Bill O'Brien

Acronym: FA

Scheduling: Schedule with one of our other full-day seminars such as *The Coming IFRS Conversion* to make a 2-day series

Mr. O'Brien was outstanding. He had tons of energy, was excited about the subject matter, and was very interactive with the class. That was a very fun day!

- Boise, IA

Leadership Skills for the CFO

From Value Preserver to Value Creator

The CFO's role has changed dramatically in recent years. As more business unit general managers report directly to the CEO, the COO's managerial duties are often reassigned to the CFO who is increasingly viewed as a "strategist"— someone to help grow the business as well as manage costs and report financials.

This course will provide ideas, skills and confidence to help you make the transition from "Value Preserver" to Value Creator."

Topics Discussed Include:

How the CFO's Role Has Expanded

- The CFO as full business partner
- The CFO as growth leader

The CFO as Strategist

- Checklist: Is it time to change your strategy?
- Traditional vs. breakthrough strategic planning
- Introduce breakthrough strategic planning tools

The CFO as Change Agent

- How to successfully implement a strategic plan
- Culture Force Field Analysis – Is your organization ready for major change?
- Eight steps to achieve organizational change

The CFO as Communicator

- Increased importance of both verbal and written communication skills
- Tools and tips to help

Cases and Class Discussion

This seminar includes cases, exercises and other opportunities for participants to apply course concepts to their own organizations.

Target Audience: CFOs, controllers and other seasoned financial managers

Level of Knowledge:
Intermediate / Advanced

Area of Study:

Traditional: Mgt.

NASBA: Management

CPE Credit: 4 hours group live

Prerequisite: None

Advanced Preparation:
None

Author: Dan Chenoweth

Acronym: LSCFO

Scheduling: Schedule with one of our other half-day seminars such as ***Change Management*** to make a full-day program



Lean Accounting

Applying Lean Thinking to Financial Management

Pressures from many sources are forcing financial managers to seek ways to do more with less. With pressures from increased regulation and competition, accountants everywhere are rethinking the way they manage.

This seminar will show you how to identify the value-providing outputs from the accounting department and focus on creating effective processes to deliver that value.

Topics Discussed Include:

- Define the value accounting produces
- Identify the value stream
- Make the value stream flow
- Implement a “pull” system for financial information
- Making accounting systems flow efficiently
- Eliminate processes that do not produce value
- Understand cellular processing techniques
- Developing a culture of continuous improvement

Cases and Group Discussion

This seminar includes group discussion of three lean accounting cases.

Target Audience: CFOs, controllers and other corporate financial managers

Level of Knowledge:
Intermediate

CPE Credit: 4 hours group live

Area of Study:
Traditional: Mgt.
NASBA: Mgt

Prerequisite: None

Advanced Preparation:
Bring a calculator

Authors: John L. Daly &
Rick Van Es

Acronym: LA

Scheduling: This seminar will work with many of our other half-day seminars to provide a full day program.

Available: 2/15/09



Making Ethics Real

Cultivating an Ethical Organization

Business ethics is no longer just something “nice to do” but can mean the difference between success, failure and survival in today’s increasingly competitive environment. The key to successfully creating an ethical organization is balancing the conflicting needs of major stakeholders.

Learn the financial manager’s role in creating an ethical corporate culture in this fun, interactive seminar.

Topics Discussed Include:

Root Causes of Unethical Behavior in Business

8 Steps to Cultivating an Ethical Organization

- Establishing a code of conduct
- Building a team with a sense of ethics
- Interpreting your code of conduct
- Communicating expectations
- Leading by example
- Teaching employees the basic tools of ethical decision making
- Backing your code with enforcement
- Factoring values into organizational decisions

Ethical Leadership

- The three roles of leaders
- Leadership vs. management
- The Organizational Alignment Model
- Attributes of effective and ethical leaders
- Leadership practices that sustain values
- The financial manager’s responsibilities

Case Studies and Discussion

This seminar will include group discussion of four ethics cases.

Target Audience: CFOs, controllers and other corporate financial managers

Level of Knowledge:
Intermediate

CPE Credit: 4 hours group live

Area of Study:

Traditional: Ethics

NASBA: Behav. Ethics

Prerequisite: None

Adv. Preparation: None

Author: Dan Chenoweth

Acronym: MER

Scheduling: Schedule with ***Change Management*** or ***Leadership Skills for the CFO*** to make a full day program

Making Ethics Real was Executive Education’s #1 average attendance seminar in 2007-2008.

Making Ethics Work

Cases in Ethical Decision Making

No matter how rotten your boss, the environment or the situation you find yourself in, ultimately you must make the decision about what you will do when confronted with an ethical dilemma. What is the best way to determine the most ethical course of action? Which side in the dilemma has a higher claim to “rightness?”

This seminar provides tools, tips and templates to answer these questions.

Topics Discussed Include:

Making Better Ethical Decisions

- Where are we and what is happening?
- Where do we want to be?
- Six approaches to ethics:
 - Legality
 - Friedman Doctrine
 - Moral Rights Model
 - Principles based on end results
 - Principles based on standards / rules
 - Principles based on caring
- How do we make the best ethical decisions?
- Four categories of ethical dilemmas:
 - Truth vs. loyalty
 - Individual vs. community
 - Short-term vs. long-term
 - Justice vs. mercy

Case Studies and Discussion

This seminar will include class discussion of seven ethics cases.

Took a potentially boring topic and kept it interesting and entertaining as well as informative.

- Bloomington, MN

Target Audience: Corporate financial managers

Level of Knowledge: Intermediate

CPE Credit: 4 hours group live

Area of Study:

Traditional: Ethics

NASBA: Behav. Ethics

Prerequisite: None

Adv. Preparation: None

Author: Dan Chenoweth

Acronym: MEW

Scheduling: Schedule with ***Change Management*** or ***Leadership Skills for the CFO*** to make a full day program

We previously offered this seminar under the title Making Ethics Real – II.

Making Ethics Real was Executive Education's #5 average attendance seminar in 2007-2008.

Only Financial Officer 2.0

More Skills for Smaller Company Financial Managers

The title “Chief Financial Officer” is not an accurate description of what many financial managers do because the word “chief” implies that the company has more than one. This seminar will cover four major topics that are important to the financial manager who must do it all.

We have designed ***Only Financial Officer 2.0*** to give financial managers in small to medium-sized companies the high-level skills needed to act as a member of top management.

Topics Discussed Include:

Resolving Ethical Conflicts

- Applying accepted standards
- Discussing tough issues and keeping your job
- What to do when talking fails

Doing More with Less

- Designing efficient financial processes
- Renewing your most important resource
- Creating an environment of continuous improvement

Strategic Cost Management

- Understanding your key processes
- Identifying inefficient processes
- Understanding product costs

Protecting Your Company from Fraud

- Implementing controls in a small company
- Preventing inventory shrinkage

Case Studies and Discussion

This seminar includes group discussion of five cases.

This seminar is an all-new revival of our popular **Only Financial Officer Seminar**

Target Audience: For people who are the only degreed accountant in small to medium-sized companies

Level of Knowledge:
Intermediate

CPE Credits: 8 hours group live

Traditional Area of Study:

- 4 hrs - Mgt.
- 2 hrs - Accounting
- 2 hrs - Ethics

NASBA Area of Study:

- 4 hrs - Mgt
- 2 hrs - Accounting
- 2 hrs - Behavioral Ethics

Prerequisite: None

Adv. Prep: Bring a calculator

Author: John L. Daly

Acronym: OFO

Scheduling: This seminar works well with most of our other seminars to make a 2-day or 3-day series.

Available: 2/15/09



Operational Analysis

Creating a More Profitable Company

Discover ways to make your company more profitable! This fast-paced, interactive seminar will teach you how to use operational auditing techniques to identify and implement cost saving operating controls and processes.

Based on the principles of COSO's Internal Control Framework and standards of the Institute of Internal Auditors, this course will make the experienced financial manager and the professional operational auditor more efficient and value-added in their respective fields.

Topics Discussed Include:

- Financial manager's role in operational reviews
- Relationship between risk, control and profitability
- COSO's Internal Control Framework
- Hints on working with the audit committee, internal auditors and external auditors
- Keys to integrating an operational analysis program into your routine finance function
- Linkage with the 9 step traditional operational auditing process
- Insight into control self assessment, storyboarding and the use of polling software
- Using SOX 404 as a foundation
- Transition into an Enterprise Risk Management process

Cases and Group Discussion

The seminar includes three case studies including of a municipal operational audit project that went wrong.

Target Audience:

Controllers, cost accountants, internal auditors and other corporate financial managers

Level of Knowledge:

Intermediate

CPE Credit: 8 hours group live

Area of Study:

Traditional: A&A

NASBA: Auditing

Prerequisite: None

Adv. Preparation: None

Author: Bill O'Brien

Acronym: OA

Scheduling: Schedule with one of our other full-day seminars such as *The Coming IFRS Conversion* to make a 2-day series

Very insightful and useful seminar.

- Raleigh, NC

Pricing for Profitability

Best Practices and Strategies

Pricing professionals have identified many **best practices**. However, some companies that use these techniques paradoxically fail to improve profitability. Some companies even become less profitable after implementing a best practice.

Upon completing this seminar, participants will be able to identify key pricing best practices and understand how to use them to improve profitability.

Topics Discussed Include:

- Why choosing a single pricing technique can mean disaster
- Why developing strategy is your first step
- How understanding value can provide a superior profit.
- How a superior knowledge of cost provides a competitive advantage
- Why companies mess up pricing products that are not “average”
- How to avoid being the “dumb” competitor
- Pricing ethics and law
- Developing effective quoting models
- Why the company with the best cost accountant wins

Case Studies and Discussion

This seminar includes cases for group discussion.

The instructor's presentation skills were excellent, the materials were great, relevance was excellent. There were plenty of “nuggets” in this course.

– Bellevue, WA

Target Audience: We designed this seminar so that financial, marketing and engineering managers may attend together, intellectually challenging each group without getting them lost. Suggest financial managers also attend ***Advanced Management Accounting***.

Level of Knowledge:
Intermediate

CPE Credit: 8 or 12 hours
group live

Traditional Area of Study:
1 hr. Ethics
2 hr. A&A
5 hr. Management

NASBA Area of Study:
1 hr. Reg. Ethics
2 hr. Accounting
5 hr. Bus. Mgt.

Prerequisite: None

Advanced Preparation:
Bring a calculator

Author: John L. Daly

Acronym: PFP

Scheduling: Schedule before ***Advanced Management Accounting*** to make a 2-day series

Profit Improvement

10 Tips for a Better Bottom Line

When a company is having poor financial performance, the financial person is often the first to go. Proactive efforts by financial managers can prevent the need for a company to “catch up.”

This seminar provides financial managers with a “toolbox” of 10 performance improvement skills.

Topics Discussed Include:

Improving Financial Information Management

- Obtain better financial information
- Implement metrics-driven financial control
- Use the Balanced Scorecard
- Eliminate pricing mistakes

Improving Productivity & Efficiency

- Use lean thinking
- Benchmark for performance improvement
- Identify areas that are not cost effective

Improving Management Skills

- Understand corporate strategy
- Eliminate business process variation
- Become a proactive culture

Case Studies and Discussion

The seminar will include group discussion of four cases.

He did a great job of allowing those in the classroom to share their experiences, which made the instruction even more effective.

- Atlanta, GA

Target Audience:

Experienced financial managers

Level of Knowledge:

Intermediate

CPE Credit: 8 or 6 hours
group live

(This seminar is available as a 6-hour program when offered with the 2 hour **Corporate Ethics Update** or **Ethical Corporate Conduct** to provide a full day learning opportunity)

Traditional Area of Study:

2 hours A&A

6 hours Mgt.

NASBA Area of Study:

2 hours Accounting

6 hours Management

Prerequisite: None

Advanced Preparation:

Bring a calculator

Authors: John L. Daly &
Rick Van Es

Acronym: PITT8 or PITT6

Scheduling: Schedule this seminar with **Corporate Financial Management** to provide a multi-day program.

Quick Close Workshop

Could You; Should You, Close in One Day?

Surveys show that the average North American company completes their monthly financial statement closing in five days. Some companies are able to close their books in one day or less. Yet, many financial managers who are pressured to shorten financial statement preparation time sacrifice accuracy by making estimates that are nothing more than an educated guess.

This workshop will provide attendees with methods to prepare better quality financial information faster and cheaper.

Topics Discussed Include:

- Trends in financial statement closings include the Quick Close, Soft Close and Virtual Close.
- Solve and prevent computer systems headaches that slow you down.
- Get organized and simplify your life.
- Identify the improvement projects that will yield the biggest benefit.
- Make your bank statement old news.
- Value accounts payable without guessing or waiting for vendor invoices.
- Get inventory and cost of sales under control.

Exercises and Group Discussion

The seminar will use hands-on exercises and provide many opportunities for group discussion of the issues relating to performing a quick financial statement closing.

Excellent! Top Notch! Fantastic!

– Indianapolis, IN

Target Audience:

Controllers & CFOs

Level of Knowledge:

Intermediate

CPE Credit: 4 hours group live

Area of Study:

Traditional: A&A

NASBA: Accounting

Prerequisite: None

Adv. Preparation: None

Author: John L. Daly

Acronym: QCW

Scheduling: Schedule this half-day seminar with one of our other half-day seminars to provide a full day program.

Skillful Negotiations

Getting the Most from Your Banker, Customers and Vendors

No one is born a skilled negotiator. However, you can learn negotiation skills with training and practice.

This seminar will provide insights into how to handle negotiation situations that financial managers commonly encounter.

Participants Will Learn to:

- Negotiate bank lending agreements
 - Know the players in bank financing
 - Calculate debt capacity
 - Negotiate loan covenants
- Negotiate terms with customers and vendors
- Negotiate salaries

Topics Discussed Include:

- Why seek a Win-Win solution
- Why customers should always seek a cost breakdown and vendors should never give them.
- Tips for:
 - Preparing for the negotiation
 - Making concessions
 - Responding to offers

Practice Negotiations and Discussion

This seminar includes three practice negotiations and group discussion.

Target Audience: CFOs
controllers and other
corporate financial managers

Level of Knowledge:
Intermediate

CPE Credit: 8 hours group
live

Area of Study:
Traditional: Mgt.
NASBA: Bus. Mgt.

Prerequisite: None

Adv. Preparation: Bring a
calculator

Author: John L. Daly

Acronym: SN

Scheduling: This seminar
will work with most of our
other full day seminars to
make a multi-day series.



Trends in Corp. Financial Planning Beyond Traditional Budgeting

Corporate financial planning has undergone such radical changes over the last five years that many business writers advocate we eliminate the word "Budgeting" from our business vocabulary. The disciplines of benchmarking, performance measurement, activity-based costing and a German technique called *grenzplankostenrechnung* are all changing financial planning.

Get up-to-date on the latest techniques of metrics-driven financial planning and business performance measurement.

Topics Discussed Include:

Shortcomings of Traditional Budgeting

New Influences on Financial Planning:

- Performance metrics
- *Grenzplankostenrechnung* (GPK)
- Benchmarking
- The Balanced Scorecard
- Activity-based costing (ABC)
- Business Performance Management (BPM)

Trends in Corporate Financial Planning:

- Create a strong link to strategic planning
- Drive achievement of financial goals
- Use metrics-driven performance management
- Reduce the politics in corporate planning
- Make plans more flexible with fewer revisions
- Shorten the budget cycle
- Implement open book management

Using the Financial Plans for Control

This seminar provides ample report examples and 4 group planning exercises.

Target Audience: CFOs, controllers and budget managers

Level of Knowledge:
Update

CPE Credit: 8 hours group live

Area of Study:
Traditional: A&A
NASBA: Finance

Prerequisite: None

Advanced Preparation:
Bring a calculator

Advance Preparation: None

Author: John L. Daly

Acronym: TCFP

Scheduling: Schedule with *Driving Company Growth* to make a 2-day series

Instructor was extremely knowledgeable and presented info in an easy, understandable style.
– Trevoise, PA



Value-Driven Financial Analysis

A Non-Traditional Approach

Today, more than ever, companies are under enormous pressure to create shareholder value. This seminar will provide the financial professional with a clear understanding of how to use financial analysis to link operating performance and enterprise value to maximizing shareholder wealth.

The seminar will place emphasis on using financial analysis techniques on traditional GAAP financial statements to render them more useful and valuable in managing a business.

By the end of the seminar, participants will be well versed in the analytical techniques necessary to become significant contributors in the value creation process.

Topics Discussed Include:

Measuring Shareholder Value

- NOPAT
- The capital invested statement
- Free cash flow
- Economic profit

Why the Cost of Capital is Important

- Cost of debt
- Cost of equity
- Weighted average cost of capital

Analysis of Capital Budgets and Acquisitions

- Analyzing the right flows
- Discounting at the right rate
- Acquisitions that create value

Shareholder Value and Incentive Compensation

- Problems with traditional incentive plans
- Parameters of SVA based plans

Target Audience:

CFOs, controllers and upper level financial managers

Level of Knowledge:

Intermediate/Advanced

CPE Credit: 8 hours group live

Area of Study:

Traditional: A&A

NASBA: Finance

Prerequisite: None

Advanced Preparation:

Bring a calculator

Author: Richard Malekian

Acronym: VFA

Scheduling: Schedule after **Corporate Finance Tune-up** to make a 2-day series

NOTE: The material in this seminar previously appeared under the title Corporate Financial Analysis.

Excellent class, excellent subject matter. Need more courses like this.

- Dublin, OH

Conference Speakers

Executive Education, Inc. can provide speakers for your conference or meeting on current financial management topics. We can provide you several different 50 or 100 breakout sessions on the same day or provide a breakfast or lunch keynote speaker who will also do a breakout session on another topic. With the depth and breadth of experience on our team, we have the capability to provide ALL of the speakers for your conference. Here are some topics that we have presented at recent conferences:

- Business Performance Management: Metrics-Driven Financial Control
- Change Management - Resilience Required
- The Coming IFRS Conversion
- Corporate Ethics Update: Resolving Ethical Conflicts
- Could You; Should You, Close in One Day?
- Driving Company Growth: Creating a Competitive Advantage
- Effective Business Writing
- Effective Communications for Financial Managers
- Financial and Cultural Due Diligence in Mergers and Alliances
- Financial Strategies During a Business Downturn
- How Good Companies Become Great
- Lean Accounting: Doing More with Less
- Making Ethics Count
- Making Financial Reports More Usable
- Negotiating with Your Banker and Your Boss
- Pricing for Profitability: Why the Company with the Best Cost Accountant Wins
- Strategic Planning: How Organizations Can Identify and Protect Their Niche
- Strategic Sourcing: Supply Chain Excellence
- Trends in Corporate Financial Planning
- Trends in Management Accounting

For conferences, we provide the print master for a handout that you may include as part of the participant package. The handout will include a copy of the speaker's presentation slides and may include copies of cases or other materials discussed in the presentation.



For Further Information Contact:

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