



**2011  
Catalog**

# **In-House Training for Financial Managers**

*Lively, Informative & Fun!*

**Executive Education, Inc.**  
**(734) 475-0600**  
[www.ExecutiveEducationInc.com](http://www.ExecutiveEducationInc.com)

## 10 Best Rated Seminars

1. **Advanced Management Accounting** (AMA)
2. **Metrics Management** (MM)
3. **Cases in Corporate Ethics** (CCE)
4. **Making Ethics Work** (MEW) \*
5. **Lean Accounting** (LA)
6. **The Coming IFRS Conversion** (IFRS)
7. **Financial Leadership** (FL)
8. **Ethics in Turbulent Times** (ETT)
9. **Chief Financial Officer** (CFO)
10. **Quick Close Workshop** (QCW)

## 6 New Seminars for 2011

1. **Business Law Refresher** (BLR)
2. **Creating the Best Projections You Can** (CBP)
3. **Ethics in the Real World** (ERW)
4. **Managing Legal Costs** (MLC)
5. **Non-Profit Financial Management** (NPFM)
6. **Presentation Skills for Success** (PSS)

\* In keeping with our goal of continually bringing participants the latest information, we sometimes drop or reconfigure even our most popular seminars to make way for new material. Consider offering ***Ethics in the Real World*** or ***Ethics in Turbulent Times*** in place of ***Making Ethics Work***.



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## 10 Highest Attended Seminars

1. Making Ethics Work (MEW) \*
2. Fraud Alert! (FA)
3. Cases in Corporate Ethics (CCE)
4. Performance Analysis (PA)
5. Ethics in Turbulent Times (ETT)
6. Chief Financial Officer (CFO)
7. The Coming IFRS Conversion (IFRS)
8. Corporate Finance Tune-up (CFT)
9. Advanced Management Accounting. (AMA)
10. Lean Accounting (LA)

*Loved the high quality book/exercises*

Bloomington, MN

*Jim made seminar participatory and fun*

- New Haven, CT

*Best speaker we've had in years*

Columbia, SC

*One of the best CPE classes I have taken.*

- Bellevue, WA

*Bill was knowledgeable, energetic, professional and captivating.*

- Indianapolis, IN

*This was the best presenter I have had. OUTSTANDING!*

- Plymouth, MI

*Wonderful presenter, I couldn't believe how quickly the time went by!*

- Bloomington, MN

*The course content was very relevant and the materials were put together well.*

- Indianapolis, IN

*Best instructor in the program!*

- Malvern, PA

*The case format is very effective and promotes a lot of class participation.*

- Providence, RI

*I really liked the format.*

- Cedar Rapids, IA

*Best materials format I have ever seen. They were easy to follow in class and will be great reference tools.*

- Livonia, MI

*Kept the discussions alive and relevant.*

- Bloomington, MN

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This catalog features an abbreviated selection of Executive Education's seminars. We have other seminars and conference topics available. You can find more selections on our website, [www.ExecutiveEducationInc.com](http://www.ExecutiveEducationInc.com) or we would be delighted to take your phone call at 734-475-0600.

Shorter Seminars	Class Code	Hrs	Traditional	Pg
			NASBA	
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**Nancy J. Daly, BS, MBA**, is Executive Education's Client Service Manager and is responsible for 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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**E-Mail:** Sheri@ExecutiveEducationInc.com

## Discussion Leaders



**Scott A. Arnold, MBA, CPA, CMA**, Over his twenty-five year career, Scott has worked in both public accounting and in private industry as a Chief Financial Officer for companies ranging in size from \$30 to \$150 million in sales. Operating at the CFO level provides a wide range of experience including working with financial analysis, financial statement preparation, managing accounting staff, forecasting, and strategic planning. Scott has been an adjunct faculty member with The Ohio State University and Capital University.



**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. He has held executive level positions in general management, accounting and finance in a number of industries including telecommunications, printing and publishing, heavy equipment manufacturing, and apparel manufacturing. Dan lives in Loveland, Colorado and recently completed a term on the board of directors of the Colorado Society of CPAs.



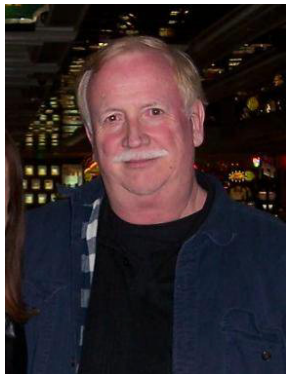
**David T. Daly, Sr., MBA, JD**, is a Plymouth, Michigan based attorney who specializes in international joint ventures and licensing agreements. His experience includes 10 years as an in-house lawyer for Chrysler/DaimlerChrysler and 8 years as Commercial Director at Durr Systems, Inc. David has drafted and negotiated major deals in Europe, Asia, and North and South America. He has authored several articles providing tips for lawyers on how to draft plain-English contracts.



**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, Inc.



**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. He is a member of the AICPA's Forensic and Valuation Services (FVS) section. Jay lives in the Philadelphia area.



**James R. Lambert, BS, MAS, CPA (inactive)**, is a Financial Services partner with Tatum LLC, garnering more than 25 years of financial and business leadership experience in mergers & acquisitions, strategic thinking, corporate finance, management operations, turnarounds, treasury management, strategic alliances and competitive analysis. He has been a board member and a sitting CFO, COO and CEO for several private and emerging growth companies. He is a former tax partner at one of the Big Four accounting firms.



**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. He has served as CFO of both public and private companies. Mr. Levy currently serves on the Board of Directors of three public companies, including as Chairman of one company and lead director of another. He is a graduate of the Wharton School of the University of Pennsylvania.



**Frederick T. Lezak**, MBA, is a California-based management consultant specializing in strategic planning, budgeting, and business performance optimization. His career includes experience as the business manager of Time-Warner's direct marketing division and responsibilities as senior financial manager at McKesson Corporation's food manufacturing division. Mr. Lezak was also a founder of the public company Telegen Corporation. He is active in many community activities in the San Francisco Bay area.



**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.



**Mary Ellen Skinkle**, MBA, CPA, CTP, is a finance professional, consultant and educator with over 25 years of corporate financial experience. She has worked in the telecommunications, computer and real estate financing industries. Mary Ellen's work experience encompasses a variety of financial disciplines including, most notably, treasury, accounting, budgeting, financial systems, valuation, risk management, benchmarking, best practice implementation and change management. She lives in Baltimore, MD.



**Diane D. White**, MBA, CPA, CMA, is a finance and accounting executive with 35 years of control and business leadership expertise in both for-profit and non-profit financial sector entities. She held senior finance and control positions with Freddie Mac and Wachovia Corporation and served as CFO for financial service trade association, student lending, educational services, and IT non-profits. Diane is currently CFO of Workforce Resource, a technology service provider, and lives in Beaufort, SC where she is an enthusiastic boater, published poet and photojournalist.

# Acquisitions to Grow the Business:

## *Strategy, Structure, Integration & Due Diligence*

Should your company look for acquisitions, seek a merger or consider selling all or part of your business? How do you know what to look for in an acquisition or merger candidate? How do you arrive at a fair price and create incentives for future growth? How do you perform effective and efficient due diligence? What should you look for in the legal documents? What do the new accounting rules mean for mergers and acquisitions? How can you plan a post-merger business to take advantage of synergies and reduce culture shock?

### **Topics Discussed:**

- Identify potential acquisition candidates
- Make strategic acquisitions
- Value businesses
- Negotiate the right price
- Understand the keys to effective and efficient due diligence
- Make asset purchase and stock swaps
- Prepare and review agreements
- Combine company cultures
- Account for acquisitions
- Get the best price when selling

### **Cases and Group Discussion**

This seminar provides extensive case study analysis and ample opportunity for group discussion.

**Target Audience:** Finance and accounting professionals who seek to learn more about mergers, acquisitions and divestitures

**Level of Knowledge:**  
Intermediate

**CPE Credit:** 8 hours group live

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

**Prerequisite:** None

**Advanced Preparation:**  
Bring a calculator

**Author:** John F. Levy

**Acronym:** AGB

*Most enjoyable,  
informative CPE class  
I have ever taken.*

– Bloomington, MN

# Advanced Management Accounting:

## *Contemporary Cost Concepts*

Poor quality cost information creates poor quality management decisions. A survey by Ernst & Young and the IMA reveals 98% of senior level financial executives think their company's costs are distorted and 39% say the distortions are significant.

Traditional costing methods are woefully inaccurate 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:

#### Costing Perspectives

- Why traditional approaches are inadequate
- Understand the power of metrics
- Make ABC spreadsheet easy
- Recognize need for joint & by-product costing
- Add throughput costing to your toolbox

#### Accurately Assign Overhead Cost

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

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

### Cases and Group 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

*One of the best presentations I have attended!*

- Phoenix, AZ

# Business Law Refresher:

## *What Every Financial Manager Should Know*

Today's financial manager takes on increasingly broad responsibilities, including those that require decisions dealing with issues likely to attract legal scrutiny. Such law-sensitive issues are often fast moving, outside the normal course of business and carries high risk. A manager who can successfully navigate difficult legal waters has a key competence. A manager who triggers legal liability will find it casts a long shadow over a career.

This session focuses legal issues with which every upper level financial manager should be familiar.

### **Topics Discussed:**

- Know the top 5 legal mistakes small companies make and how to avoid them
- Recognize one transaction characteristic especially likely to cause legal problems: sometimes the "smell test" isn't enough!
- Understand why some business deals take especially long to negotiate
- Know how to recognize, in advance, which deals will ultimately fall apart
- Learn techniques to avoid common negotiating mistakes that waste time and money
- Understand strategies to build partnerships or special purpose entities
- Gain practical tips for dealing with customers in financial trouble
- Be aware of two fast growing areas of litigation and what you can do to minimize the impact on your company's profits

### **Cases and Group Discussion**

This seminar will include at least five interactive exercises as a vehicle for group discussion.

**Target Audience:** Those who are, or aspire to be, upper level financial managers.

**Level of Knowledge:**  
Intermediate

**CPE Credit:** 8 hours group live

**Area of Study:** Bus. Law

**Prerequisite:** None

**Adv. Preparation:** None

**Author:** David T. Daly, Sr.

**Acronym:** BLR



# 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 real world ethical dilemmas.

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

### Topics Discussed:

We introduce new case selections to this seminar every year. Past cases have included these issues:

- Whose interests come first in the corporate world?
- How can a corporate world CPA get in trouble with their board of accountancy
- Can I use my CPA credential if I am in the corporate world?
- Is a culture of fear and intimidation particularly susceptible to corporate fraud?
- How do you handle an owner who pays for personal expenses with company funds?
- Is exaggerating your CPE hours a violation of our professional codes of conduct?
- Does any legislation provide effective Whistleblower protection?
- What should you do if your boss bases financial statements on estimates that you know are inaccurate?

### Cases and Group Discussion

This seminar includes group discussion of 8 cases.

**Target Audience:** Corporate financial managers

**Level of Knowledge:**  
Intermediate

**CPE Credit:** 4 hours group live

**Area of Study:**  
**Traditional:** Ethics  
**NASBA:** B. Ethics

**Prerequisite:** None

**Advanced Preparation:**  
None

**Author:** John L. Daly

**Acronym:** CCE

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

**Note:** This seminar is available in an approved Louisiana edition.

*Mr. Daly's approach made the class fly by and kept me engaged throughout the seminar!*

- Providence, RI

# 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. will use global standards but when compliance will become mandatory. Now is the time to get educated about 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:

**Convergence process history and key players**

**Proposed SEC timetable for adoption**

- Full IFRS compared to IFRS for SMEs
- Radical proposed changes to financial statements

**Principal GAAP-IFRS differences:**

- Revenue recognition
- Inventory valuation
- Fixed assets valuation
- Deferred taxes
- Other differences

**Other Adoption Issues**

**Why understanding the IFRS-GAAP differences is only the beginning of your work.**

**An implementation roadmap**

### Cases and Group Discussion

This seminar includes six 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

*Probably the best class  
I've attended!*

- Bloomington, MN

# 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 two-hour module from Executive Education's Only Financial Officer seminar will discuss alternatives and techniques for resolving ethical conflicts.

### Topics Discussed:

#### Standards for Resolving Ethical Conflicts

- AICPA
- Canadian Provincial Standards
- Institute of Management Accountants (IMA)
- Institute of Internal Auditors (IIA)

#### 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.

**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:** CEU

**Scheduling:** To provide a full-day program, schedule this two-hour seminar with *Ethical Corporate Conduct* and one of our half-day seminars

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

*Great presenter and format!*

- St. Louis, MO

# 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:

#### Internal Financial Analysis

- Analyze the financial health of the company
- Look at cash flow analysis with fresh eyes
- Measure financial performance
- Understand critical aspects of business planning

#### External Financial Analysis

- Get reacquainted with financial statement analysis techniques

#### Forecasting for M&A Activities

- Build the forecast
- Use strategic versus financial objectives

#### Valuation Analysis

- Utilize net present value techniques
- Determine investment cash flows
- Use capital planning decision tools
- Quantify why time is money

### Cases and Group Discussion

This seminar will include six cases and exercises for group discussion.

**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

*Great course, kept us engaged all of the time!*

- Livonia, MI

# Creating the Best Projections You Can:

## *Insights and Techniques*

All we really know is the past but all that really matters is the future. How can you take the historical knowledge you have about your company, its performance, your competitors, your industry and the economy to help your company plan for the future?

We will examine current best practices in preparing budgets and projections and look at the critical roles of strategic planning and risk management in developing the best projections you can!

### **Topics Discussed:**

- How (or whether) to consider the past in company budgeting
- The critical roles of strategic planning and risk management in developing best projections
- The many purposes and types of budgets and projections and how the many uses of budgets and projections can cause distortions
- Current budgeting and projections best practices
- How benchmarking and metrics have changed the budget process
- The role of “black swans” in preparing and evaluating projections and budgets

### **Case Studies and Discussion –**

The course material will include group discussion and case studies.

**Target Audience:** This seminar is for those who prepare, review, evaluate and use budgets and projections.

**Level of Knowledge:**  
Intermediate

**CPE Credit:** 4 hours Group  
Live

**Area of Study:**  
**Traditional:** A&A  
**NASBA:** Accounting

**Prerequisite:** None

**Adv. Preparation:** Bring a  
Calculator

**Author:** John F. Levy

**Acronym:** CBP

**Scheduling:** Schedule with  
*Ethical and Legal  
Responsibilities of Board  
Members or Cases in  
Corporate Ethics* to provide a  
full-day program.



# 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.

### Seminar Objectives:

- 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.

**Target Audience:** All financial professionals

**Level of Knowledge:** Intermediate

**CPE Credit:** 8 hours group live

**Area of Study:**

**Traditional:** Pers. Dev.

**NASBA:**

Communications

**Prerequisite:** None

**Advanced Preparation:**

Bring a one page sample of your writing

**Author:** Jeannie Ballew

**Acronym:** EBW

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

*This was the best CPE Class I have taken! Jeannie is an effective teacher.*

- Bellevue, WA

# 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 failure to frequently and successfully communicate with them.

*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 rather than 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 communication skills.

**Target Audience:** All financial professionals

**Level of Knowledge:** Intermediate

**CPE Credit:** 8 hours group live

**Area of Study:**

**Traditional:** Pers. Dev.

**NASBA:** Communications

**Prerequisite:** None

**Adv. Preparation:** None

**Author:** Jeannie Ballew

**Acronym:** EC

*Jeannie is a great instructor. I got more out of this class than any other I have taken.*

- Morrisville, NC

# Ethical and Legal Responsibilities of Board Members:

## *The 21<sup>st</sup> Century Director*

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 special audit committee responsibilities.

### Topics Discussed:

- 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”*
- How to be the best director you can be!

### Cases and Group Discussion

This seminar includes group discussion of 4 case studies.

*Interesting case studies – great course!*

- Norwood, MA

**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:** Reg. Ethics

**Prerequisite:** None

**Adv. Preparation:** None

**Author:** John F. Levy

**Acronym:** ELR

**Scheduling:** Schedule with one of our other half-day seminars such as *Creating the Best Projections You Can* to provide a full day program.

**Note:** This seminar is a half-day version of our *The 21<sup>st</sup> Century Director* seminar.

# Ethics in the Real World:

## *Living Values for Today*

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.

This seminar outlines eight steps to create an ethical business environment and provides specific ways for financial managers to make better ethical decisions.

### Topics Discussed

#### Four Root Causes of Unethical Business Behavior

#### Eight Steps to Create an Ethical Business Environment

- Establish a code of conduct and make it public
- Hire and promote people with a well-grounded sense of personal ethics
- Interpret your code for ordinary circumstances
- Communicate expectations for employees to act in an ethical manner
- Lead by example
- Teach employees the basic tools of ethical decision making
  - Six approaches to making better decisions
  - The four categories of ethical dilemmas
- Back your code with enforcement
- Factor values into every important organizational activity and decision

#### Ethical Leadership – Attributes and Practices

### Case Studies and Discussion

This seminar will include class discussion of real world ethics cases

**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:** ERW

**Scheduling:** Schedule with *Financial Leadership* to make a full day program



# Ethics in Turbulent Times:

## *How the World is Changing for Financial Managers*

The Great Financial Meltdown of 2008 forever changed our perceptions of trust and ethics. Its effects and those of continuing economic turbulence have created challenging times.

This seminar will give you a better understanding of how the business world has changed in this Age of Turbulence and what it means for the accounting profession and corporate financial managers.

### Topics Discussed:

#### Principles-Based versus Rules-Based Ethical Standards

- Why laws and rules are necessary
- The problem with rules

#### Four Root Causes of Unethical Behavior

- What has changed and remained the same since Sarbanes–Oxley?

#### Regulatory Update

- Latest developments regarding the financial crisis and impact on the accounting profession

#### Can We Reinvent Ourselves Before Congress Does?

- Are audits still relevant? How do we assess risk in the process?
- Financial management's new role in integrating governance, risk, ethics and compliance.

### Cases and Group Discussion

This seminar includes cases and exercises that allow participants to exchange ideas and apply course concepts to their own organizations.

**Target Audience:** CFOs, controllers and other corporate financial managers

**Level of Knowledge:**  
Intermediate

**Area of Study:**  
**Traditional:** Ethics  
**NASBA:** Reg. Ethics

**CPE Credit:** 4 hours

**Prerequisite:** None

**Adv. Preparation:** None

**Author:** Dan Chenoweth

**Acronym:** ETT

**Scheduling:** Schedule this seminar with one of our other half-day seminars such as *Financial Leadership* to make a full day program.

*Most interesting ethics training I have attended!*

- Auburn Hills, MI

# Fraud Alert!

## *Prevention and Follow-up*

*Fraud Alert!* 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 normal audits discover only about 11% of frauds compared to 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:

- 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

This seminar includes seven interactive exercises 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

**Advanced Preparation:**  
Bring a calculator

**Author:** Bill O'Brien

**Acronym:** FA

*The instructor was fabulous – please bring him back.*

- Casper, WY

# Lean Accounting:

## *Apply 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:

- Understand the process of lean thinking
- View accounting processes from the user's perspective
- Implement a "pull" system for financial information
- Make accounting systems flow efficiently
- Eliminate processes that do not produce value
- Understand accounting for lean operations
- Develop a culture of continuous improvement

### Cases and Group Discussion

This seminar includes group discussion of four lean 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:** Bus. Mgt.

**Prerequisite:** None

**Advanced Preparation:**  
Bring a calculator

**Authors:** John L. Daly &  
Rick Van Es

**Acronym:** LA

**Scheduling:** Schedule this seminar with *Cases in Corporate Ethics* or *Financial Leadership* to provide a full-day program.

*This was a really excellent course and discussion leader.*

- Bellevue, WA

# Managing Legal Costs:

## *Use Your Lawyers Efficiently*

Does your company seem to spend more time and money than necessary on legal issues? Do legal issues seem to take too long to resolve? Are cash flows related to legal costs and liabilities unpredictable? Does the amount your company spends on legal fees seem to increase every year?

This session focuses on techniques for working with outside legal counsel to gain better control over legal expenses and liabilities.

### **Topics Discussed:**

- Know when to call your lawyer and what types of legal services provide the best return on investment
- Understand strategies for negotiating fee discounts with lawyers
- Know what legal services you should never pay for
- Avoid common small business legal mistakes (that end up costing big money)
- Develop cost-effective litigation prevention programs
- Control litigation costs
- Budget legal fees accurately and smooth cash-flows
- Motivate the other party to settle
- Choose the right dispute resolution method to speed resolution of litigation
- Predict when the other party will be ready to settle and the best time to make an offer

### **Cases and Group Discussion**

This seminar will include at least five interactive exercises as a vehicle for group discussion.

**Target Audience:** 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:** Bus. Law  
**NASBA:** Bus. Law

**Prerequisite:** None

**Adv. Preparation:** None

**Author:** David T. Daly, Sr.

**Acronym:** MLC



# Metrics Management:

## *Choose and Use Key Performance Indicators*

Corporate financial managers have long struggled to drive results through their financial planning and control processes. This seminar will show how to build a framework for performance management, linking the company's high-level strategic objectives to performance metrics at the individual cost center or profit center level.

This session will focus on how to *move the dials* on every executive's dashboard.

### Topics Discussed:

- Link long term strategy to short term financial plans
- Use benchmarking to determine what performance should be
- Translate corporate strategy into specific initiatives for responsibility center managers
- Take performance management to the responsibility center level
- Get the whole company pulling in the same direction

### Cases and Group Discussion

This seminar will include 5 interactive exercises as a vehicle for group discussion.

*This course was excellent! Thank you for offering financial management courses for CPAs in industry*

- W. Columbia, SC

**Target Audience:** Those who are, or aspire to be, upper level financial managers.

**Level of Knowledge:**  
Intermediate

**CPE Credit:** 8 hours group live

**Traditional Area of Study:**  
4 hrs Accounting  
4 hours Management

**NASBA Area of Study:**  
4 hours Accounting  
4 hours Bus. Mgt.

**Prerequisite:** None

**Adv. Preparation:** None

**Authors:** John L. Daly

**Acronym:** MM

# Non-Profit Financial Management:

## *Critical Competencies, Knowledge and Tools*

Nonprofits can be large, complex, global-scope business entities with high public visibility, challenging external reporting, tax compliance issues, and significant demand for internal management information.

This seminar focuses on tools to deliver strategy-based, action-oriented, decision-useful management accounting and reporting services to the widely diverse business entities comprising today's vibrant, thoroughly modern nonprofit business sector.

### **Topics Discussed:**

#### **How Culture Shapes Information Needs**

- Recognize common "nonprofit culture" traits
- Understand nonprofit internal accountability
- Understand the Board's role
- Identify your decision-making style

#### **Strategic Performance Management:**

- Go beyond the mission statement
- Enhance focus on execution
- Apply performance improvement concepts
- Learn how to protect your exempt status

#### **Performance Management Decision Support:**

- Support grant-writing and application
- Know the art and science of membership dues
- Plan for-fee service profitability goals
- Track restricted versus unrestricted funds

#### **Nonprofit Management Reporting**

- Bring your business to life
- Create compelling management reports
- Consider making your nonprofit open book
- Build a balanced scorecard with total reach

### **Cases and Group Discussion**

The seminar includes group discussion and five exercises or case studies.

#### **Target Audience:**

Controllers, CFOs

#### **Level of Knowledge:**

Intermediate

**CPE Credit:** 8 hours group live

#### **Area of Study:**

**Traditional:** Management

**NASBA:** Bus. Mgt.

**Prerequisite:** General knowledge of nonprofit business and financial conventions

**Advance Preparation:** None

**Author:** Diane D. White

**Acronym:** NPFFM



# Performance Analysis:

## *Identify Profit Improvement Opportunities*

Discover ways to make your company more profitable. This fast-paced, interactive seminar will teach you how to use operational auditing and performance analysis techniques to identify and implement cost saving opportunities through process reviews.

This course will make the experienced financial manager and the professional operational auditor more efficient and value-added in their respective fields.

### **Topics Discussed:**

- Conduct operational and performance reviews
- Use operational and performance auditing tools
- Integrate a performance analysis program into your routine finance function
- Practice business process mapping
- Link with the 9 step traditional operational auditing process
- Use the Value Chain Analysis to evaluate business processes
- Learn the performance analysis 7 step method
- Link SOX 404 to the analysis

### **Cases and Group Discussion**

This seminar includes five case studies including a performance analysis case.

### **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

### **Advanced Preparation:**

Bring a calculator

**Author:** Bill O'Brien and  
Jay Giannantonio

**Acronym:** PA

*Great program, spot  
on for what I needed!*

- Malvern, PA

# Pricing for Profitability:

## Strategies & Techniques

Pricing professionals have long debated the importance of understanding value versus cost. This seminar will show you why BOTH are important and why choosing only a single pricing tool will leave a company exposed to frequent pricing mistakes.

Three things that can happen in pricing – and two of them are bad. Companies typically make their pricing mistakes on four types of products. This seminar will acquaint participants with a variety of pricing skills that will help make your company the “smart” competitor in any pricing situation.

### Topics Discussed:

- Understand why choosing a single pricing technique can mean disaster
- Know why strategy development comes first
- Use an understanding of your customer value proposition to provide a superior profit
- Create a competitive advantage through a superior knowledge of product cost
- Understand why companies mess up pricing products that are not “average”
- Avoid being the “dumb” competitor
- Understand pricing ethics and law
- Develop effective quoting models
- Know why the company with the best cost information wins

### Cases and Group Discussion

This seminar includes cases for group discussion.

*Excellent! The speaker was very knowledgeable.*

- Rocky Hill, CT

**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 hours group live

### Traditional Area of Study:

1 hour Ethics

2 hours A&A

5 hours Bus. Management

### NASBA Area of Study:

1 hour Reg. Ethics

2 hours Accounting

5 hours 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

# 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 financial information faster, better and cheaper.

### Topics Discussed:

- Understand trends in month-end closings such as 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.

### Cases and Group Discussion

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

#### 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.

*Wow. Best class I've taken all year.*

- Indianapolis, IN

# 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 cost breakdowns and vendors should never give them.
- Tips for:
  - Preparing for the negotiation
  - Making concessions
  - Responding to offers

### **Practice Negotiations and Discussion**

This seminar includes five 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

**Advanced Preparation:**  
Bring a calculator

**Author:** John L. Daly

**Acronym:** SN

*Really great seminar*

- Troy Michigan

# The 21<sup>st</sup> Century Director:

## *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 members 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*”
- The importance of directors and officers insurance and what to look for in policies
- Due diligence before accepting a board position
- 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!

### Cases and Group Discussion

This seminar includes group discussion of 8 case studies.

**Note:** This seminar is a full day version of our *Ethical and Legal Responsibilities of Directors* seminar.

**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:** 8 hrs. group live

**Traditional Area of Study**  
4 hrs. Ethics  
4 hrs Bus. Management

**NASBA Area of Study**  
4 hours Reg. Ethics  
4 hours Bus. Mgt.

**Prerequisite:** None

**Adv. Preparation:** None

**Author:** John F. Levy

**Acronym:** TCD

*Great course, very interesting instructor, very good use of class participation.*

- Norwood, MA



## **Executive Education, Inc.**

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