

**2012  
Catalog**

# Seminars for Corporate Financial Managers

*Lively, Informative & Fun!*

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

## 10 Best Rated Seminars

1. **Lean Accounting** (LA)
2. **Ethics in the Real World** (ERW)
3. **Financial Leadership** (FL)
4. **Fraud Alert!** (FA)
5. **Chief Financial Officer** (CFO)
6. **Advanced Management Accounting** (AMA)
7. **The 21<sup>st</sup> Century Director** (TCD)
8. **Financial Management** (FM)
9. **The Coming IFRS Conversion** (IFRS)
10. **Ethics in Turbulent Times** (ETT)

## 6 New Seminars for 2012

1. **Convergence and Private Company Accounting** (CPCA)
2. **Corporate Accounting** (CA)
3. **Ethics of Sustainability** (ES)
4. **Financial Reporting** (FR)
5. **How Good Companies Become Great** (GTG)
6. **Risk Analysis and Management** (RAM)



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## 10 Highest Attendance Seminars

1. **Ethics in the Real World (ERW) \***
2. **Cases in Corporate Ethics (CCE)**
3. **Corporate Finance Tune-up (CFT)**
4. **Ethics in Turbulent Times (ETT)**
5. **Chief Financial Officer (CFO)**
6. **The Coming IFRS Conversion (IFRS)**
7. **Lean Accounting (LA)**
8. **Financial Leadership (FL)**
9. **Creating the Best Projections You Can. (CBP)**
10. **Acquisitions to Grow the Business (AGB)**

*I was impressed by the instructor's knowledge of the subject.*

- Bloomington, MN

*Very good class and instructor.*

- Mars, PA

*Fascinating discussion leader!*

- Baton Rouge, LA

*Very engaging speaker.*

- Denver, Co

*Great job of giving examples from the real world and getting class participation.*

- Indianapolis, IN

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*I liked the case approach – interesting class.*

- Baton Rouge, LA

*The time went quickly.*

- Indianapolis, IN

*John Levy was a very engaging presenter.*

- Rocky Hill, CT

*Loved the case studies, fun class, good presentation!*

- Bloomington, MN

*This was extremely helpful, interesting, and refreshing.*

- Birmingham, AL

*Frankly, John set the bar for speaker excellence.*

- Indianapolis, IN

*Jay was absolutely great!*

- Mars, PA

*Great job at involving class members in discussion, enhancing the experience for all of us.*

- Salt Lake City, UT

*Well done Bill!*

- Brookfield, WI

*Would like more courses from Exec Ed.*

- Manchester, NH

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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:

**Phone:** 734-475-0600

**E-Mail:** Nancy@ExecutiveEducationInc.com

**Emergencies: Home:** 734-475-6660, **Cell:** 734-223-6699

## Discussion Leaders



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 is a former Colorado Society of CPAs board member.



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 & Daimler/Chrysler 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.



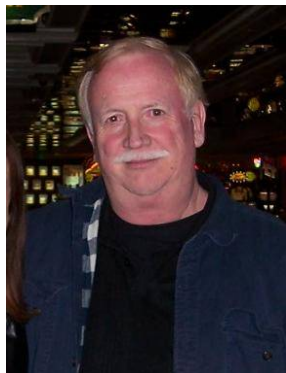
John L. Daly, **MBA, CPA, CMA, CPIM**, is a Chelsea, Michigan based management consultant specializing in costing, pricing strategy and pricing model development. He has taught continuing professional education courses since 1995. Earlier in his career, John was Chief Financial Officer for a Tier 1 automotive 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.



**Richard A. Karwic, MBA**, is a management consultant with over 35 years of relevant financial and managerial experience. In addition to ten years of broad-based management consulting, he has over 15 years of experience as Chief Financial Officer for several diverse businesses in a wide variety of industries. He has worked in over 80 businesses, including several divisions of well-known Fortune 1000 companies. Richard lives in Wethersfield, CT.



**James R. Lambert, BS, MAS, CPA (inactive)**, is Senior Financial Strategist for WageWorks Inc. an on-demand provider of tax-advantaged programs for consumer-directed benefits. He has more than 25 years of financial and business leadership experience in mergers & acquisitions, strategy, corporate finance, management operations, turnarounds. 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 four public companies, including as Chairman of one company and lead director of another. He is a graduate of the Wharton School of Business at 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.



**Don Minges, MBA** is a fractional CFO who worked in diverse industries at various stages of development. He has experience in profitability enhancement, strategic planning, venture capital, mergers & acquisitions, consulting, turnarounds, economic forecasting, cost accounting and financial analysis. Don has experience raising equity for several growing firms and has also invested equity capital into promising businesses. He has served on the Board of Directors for many firms. Mr. Minges graduated with highest honors from the Fuqua School of Business at Duke.



**William F. O'Brien, MBA, CPA**, is a financial management consultant and educator with over 40 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.



**Donna Sylver, MBA, CPA**, has held 3 CFO roles and various other financial leadership positions during her 25+ year career. Her broad range of industry experience consists of manufacturing, banking, consulting, healthcare, software, hazardous waste, and communications. Named one of the 25 *Most Powerful Women in Banking* by U.S. Banker in 2005, Sylver currently serves on the board of trustees of North Carolina Wesleyan College and is the managing partner of Sylver CPA, PLLC.



**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 the 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?

This seminar will address these issues, and more!

### **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

**Scheduling:** Schedule with

*The 21<sup>st</sup> Century Director* to make a two-day series.

*Excellent – John is knowledgeable and able to provide real world examples in an enjoyable manner.*

– Rocky Hill, CT

# 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 have distortions 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 cost information wins.

### **Topics Discussed:**

#### **Understand Real Costs**

- Why traditional approaches are inadequate
- Make Activity Based Costing spreadsheet easy
- Accurately understand activity costs
- Recognize joint & by-products
- Add throughput costing to your toolbox

#### **Accurately Assign Costs**

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

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:** 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 seminars I've ever been to – excellent!*

- Raleigh, NC

# Building Success as a Professional Manager

## *Skills for Corporate Financial Executives*

Today's effective financial leader must exhibit on-going credibility and adaptability to maintain their effectiveness successfully.

Facts and circumstances are constantly changing in today's business environment. While the fundamentals of successful financial management do not vary, the landscape in which finance professionals operate is in constant flux.

This seminar begins with the principles of financial management credibility and then graduates into a discussion of Enterprise Risk Management, Strategy-Driven Metrics and Corporate Governance in an ever-changing environment.

This seminar will provide real answers to the challenges financial managers face, no matter the size or nature of their organization.

### Topics Discussed:

- Sustain financial management credibility
- Understand the ten attributes of financial management success and the thirteen fatal signs of failure
- Manage enterprise risk
- Use performance metrics to respond to changing strategies
- Understand successful corporate governance

### Cases and Group Discussion

This seminar includes 7 group cases and exercises.

#### Target Audience:

Experienced Financial Managers

#### Level of Knowledge:

Intermediate

**CPE Credit:** 8 hours group live

**Area of Study:** Management.

**Prerequisite:** None

#### Advanced Preparation:

Bring a calculator

**Author:** Bill O'Brien

**Acronym:** BSPM

**Scheduling:** Schedule with *Corporate Finance Check-up* or *Convergence and Private Company Accounting* to provide a 2-day series

*I thoroughly enjoyed this seminar. The instructor inspired me to look at things with a different perspective and to become more proactive in a leadership role with my company.*

- Malvern, PA

# 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 on 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

**Scheduling:** Schedule this Seminar with *Managing Legal Costs* or *Skillful Negotiations* to make a 2-day seminar series

*We hope to have  
feedback on this new  
class very soon!*

# 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:

- How do you handle an owner who pays for personal expenses with company funds?
- Can you protect the public interest without violating our profession's confidentiality rules?
- How can a corporate world CPA get in trouble with their board of accountancy
- Is a culture of fear and intimidation particularly susceptible to corporate fraud?
- How can using the CPA credential can get a corporate accountant in trouble?
- Is exaggerating your CPE hours a violation of our professional codes of conduct?
- What are your options when your employer is clearly breaking the law?
- Does any legislation provide effective Whistleblower protection?

### **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:** Ethics

**Prerequisite:** None

**Advanced Preparation:** None

**Author:** John L. Daly

**Acronym:** CCE

**Scheduling:** Schedule with *Lean Accounting* or *How Good Companies Become Great* to provide a full-day seminar experience.

**Note:** This seminar is available in special Louisiana, Mississippi and New York editions.

*Best ethics seminar I've attended. Real life situations with practical applications. Outstanding presenter!*

- Colchester, VT

# 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:**

#### **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 the bank decision-making process
- Nurture bank relationships
- Evaluate your ability to get financing
- Know sources of non-bank financing
- Understand how IFRS convergence could upset your bank relationships

#### **CFO's Role in Operational Control**

- Understand The Balanced Scorecard
- Benchmark for performance improvement
- Use metrics for budgeting and control

#### **CFO's Role in Compensation & Incentive Plans**

- Use compensation plans effectively
- Create bonus plans that work

#### **Ten Tips for Successful CFOs**

### **Cases and Group Discussion**

This seminar will include group discussion of five cases.

**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

**Area of Study:**  
2 hours Ethics  
4 hours Management  
2 hours Accounting

**Prerequisite:** None

**Adv. Prep:** Bring a calculator

**Author:** John L. Daly

**Acronym:** CFO

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

*This was the BEST  
CPE I have attended!*

- Trevoise, PA

# The Continuing IFRS Journey

## *Update on an Uncertain Future*

Conversion from U.S. GAAP to International Financial Reporting Standards (IFRS) is a given reality for public companies and select private companies with public accountability. The question is how to set in motion the SEC's current game plan. The time for action is now!

Both public and private companies need to know how possible IFRS adoption scenarios could affect their external reporting, contractual obligations and daily operations.

### Topics Discussed:

**The "Perfect Storm" of adoption, convergence and private company reporting**

**Proposed SEC timetable for adoption**

**Principal GAAP-IFRS differences:**

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

**Other Adoption Issues**

**Why understanding the IFRS-GAAP difference is only the start of your process**

**An Implementation Roadmap**

**Cases and Group Discussion**

This seminar includes six group exercises

**Target Audience:**

CFOs, controllers and managers involved with financial reporting

**Level of Knowledge:** Update

**CPE Credit:** 8 hours group live

**Area of Study:** Accounting

**Prerequisite:** None

**Advanced Preparation:**

Bring a calculator

**Author:** Bill O'Brien

**Acronym:** IFRS

**Scheduling:** To provide a multi-day series, schedule with *Corporate Finance Check-up* or *Fraud Alert!*

Major Update of  
*The Coming IFRS  
Conversion*  
seminar

*Absolutely relevant.  
Very effective in  
knowledge and  
presentation style.*

- Beaverton, OR

# Convergence and Private Company Accounting

## ***More Changes on the Financial Reporting Horizon***

In the next twelve months, accounting in the United States will change forever. While most financial professionals are aware of International Financial Reporting Standards' (IFRS) impact on public companies, many are not sensitive to the potential changes resulting from FASB's convergence project and the affect of proposed accounting standards for non-public companies.

This course focuses on convergence and private company accounting. Whether or not IFRS becomes the basis for U.S. accounting standards, the convergence and private company accounting will impact activities well beyond financial reporting. Awareness of IFRS adoption efforts by the SEC is one thing; understanding how FASB's convergence project and private company reporting can affect your company is a very different issue. You cannot afford to miss this critical, entertaining and interactive course.

### **Topics Discussed**

- The major convergence elements:
  - Revenue recognition
  - Lease accounting
  - Financial instruments
  - Other Comprehensive Income presentation
- How convergence will change your basic financial statement presentation
- Potential alternatives for private companies.
- The critical operations issues driven by these comprehensive changes
- Ten action items for you to take today as you prepare for the unpredictable times ahead.

### **Cases and Group Discussion**

This seminar includes six group exercises.

#### **Target Audience:**

CFOs, controllers and managers involved with financial reporting

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

**CPE Credit:** 8 hours group live

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

**Prerequisite:** None

#### **Advanced Preparation:**

Bring a calculator

**Author:** Bill O'Brien

**Acronym:** CPCA

**Scheduling:** To provide a multi-day series, schedule with *Corporate Finance Check-up* or *Fraud Alert!*



**New!**

# Corporate Accounting

## *Hone Your Skills*

Do you want to avoid sitting through another boring lecture seminar? This session will give you the opportunity to collaborate with other professionals in a hands-on, interactive setting. We have designed **Corporate Accounting** as four mini-seminars providing useful skills for all corporate accounting managers.

### Topics Discussed:

#### **Create Efficient Accounting Processes**

Accounting managers are often under pressure to cut cost and improve efficiency but have little training in the process design skills that would allow us to make actual improvements. This module will familiarize you with lean thinking techniques and provide an opportunity to collaborate with others to improve accounting processes.

#### **Financial Statement Analysis**

Financial ratios are an old-fashioned financial analysis tool. Learn how to do a better job analyzing your company's performance by combining both financial and non-financial data. This is not your father's financial analysis!

#### **Understand Activity-Based Costing**

This module will provide a major hands-on costing exercise to allow participants to compare the differences between activity-based costing and traditional cost accounting to understand why accurate costing is important.

#### **Develop Standards of Conduct**

Corporate standards of conduct are a key element in creating an ethical corporate culture. These standards are sometimes cold, incomprehensible documents which are written in legalese and painful to read. This session will provide you a hands-on opportunity to create better ethical standards.

**Target Audience:** Corporate accounting managers

**Level of Knowledge:**  
Intermediate

**CPE Credit:** 8 hours group live

**Area of Study:**

- 4 Accounting
- 2 Management
- 2 Ethics

**Prerequisite:** None

**Adv. Preparation:** Bring a calculator. If you have a laptop, bring it with a full charge. You will use your laptop, or collaborate on someone else's laptop, in exercises in the second half of the class.

**Author:** John L. Daly

**Acronym:** CA

**Scheduling:** To provide a two-day program, schedule with *The Continuing IFRS Journey* or *Skillful Negotiations*



**New!**

# 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**

- The "Noisy Withdrawal"
- 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:** 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 Check-up

## ***Renovate 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 & External Financial Statement Analysis**

- The 3 P's of analysis
- Using the trifecta
- The 3 targets of analysis

#### **The CFO and Integrated Planning**

- The 3 elements of planning
- The finance role in strategic planning
- Why it's a financial plan not a budget

#### **Operating Metrics for Success**

- Strategically driven metrics
- Turning measurement into reality
- Tracking performance results

#### **Banker Selection and Retention**

- It's the banker, not the bank
- 10 tips for banker selection
- Reviewing your relationship annually

#### **Forecasting as a Valuation Tool**

- 5 steps in an effective valuation
- Using the capital asset pricing model
- Cash flow and earnings valuation models

#### **10 Steps for Keeping the Toolbox Full**

#### **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:**  
Update

**CPE Credit:** 8 hours group live

**Area of Study:**

**Traditional:** A&A

**NASBA:** Finance

**Prerequisite:** None

**Advanced Preparation:**  
Bring a calculator

**Author:** Bill O'Brien

**Acronym:** CFC

**Scheduling:** Schedule with *Convergence and Private Company Accounting* or *The Continuing IFRS Journey* to provide a 2-day series

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

- Livonia, MI

**Major Update of  
Corporate Finance  
Tune-up seminar**

# 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 *The Ethics of Sustainability* or *Cases in Corporate Ethics* to provide a full-day program.

*I thoroughly enjoyed  
John's presentation.*

- Rocky Hill, CT

# Driving Corporate Performance

## ***The CFO's Role in Developing Competitive Advantage***

Successful companies use strategies that allow them to use their resources efficiently by focusing on a portion of their industry where they can have a competitive advantage.

Most financial managers can recognize a successful business strategy when they see it, but may have little experience creating a roadmap to take them there.

This seminar will provide financial executives the skills necessary to tie the company's strategy to its performance metrics and drive achievement of its objectives.

### **Topics Discussed:**

- **Know why successful companies focus their strategy**
- **Understand why great companies use a "Hedgehog Concept"**
- **Develop strategies for success**
  - Cost leadership strategies
  - Differentiation strategies
  - Lean competition
- Manage the strategic planning process
- Create strategy maps to tie your strategic objectives to your financial performance metrics
- Translate strategic initiatives into accomplishments

### **Cases and Group Discussion**

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

**Target Audience:** 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:** DCP

**Scheduling:** Schedule before *Metrics Management* to make a 2-day seminar series

*One of the most interesting courses I've attended.*

- Houston, TX

# 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:** 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

# 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:** Ethics

**Prerequisite:** None

**Adv. Preparation:** None

**Author:** Dan Chenoweth

**Acronym:** ERW

**Scheduling:** Schedule with *How Good Companies Become Great* or *Financial Leadership* to make a full day program

*I liked the interactive method. Very informative!*

- Bloomington, MN

# Ethics and Sustainability

## ***A 4-Way Path to Success***

Sustainability is more than just recycling or avoiding styrofoam cups. 21<sup>st</sup> Century Sustainability is about:

1. Creating a long-term strategy for increased shareholder value
2. Respect for our natural resources
3. Trust in your organization as a community member
4. Becoming a great employer, vendor and customer

This seminar will discuss the specific steps accounting/finance department can take to lead the way in creating a sustainable 21<sup>st</sup> century organization.

Topics Discussed:

- What sustainability truly means to our organizations
- Why corporate social responsibility is only a small part of true sustainability
- The four steps to true sustainability
- Why the accounting/finance department should play a pivotal role in creating sustainable organizations
- What are current best practices in measuring and reporting sustainability efforts
- Why sustainability efforts will improve your bottom line

### **Cases and Group Discussion**

This seminar includes group discussion of 4 case studies.

**Target Audience:** Finance and accounting professionals who seek to learn more about creating, measuring and reporting on sustainable organizations.

**Level of Knowledge:**  
Intermediate

**CPE Credit:** 4 hours group live

**Area of Study:** Ethics

**Prerequisite:** None

**Adv. Preparation:** None

**Author:** John F. Levy

**Acronym:** ES

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



# Financial Leadership

## *How to Create and Deliver Value*

The financial manager's role has expanded dramatically in recent years to include a role in creating the organization's strategy as well as driving the changes necessary to implement that strategy.

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

### Topics Discussed:

#### Creating Value: The Financial Manager as Strategist

- Is it time to change your strategy?
- Breakthrough strategic planning
- Strategic planning tools

#### Delivering Value: The Financial Manager as Change Agent

- Making the case for change
- Involving the team in change
- How to simultaneously manage the project plan and the cultural transformation
- Eight steps to achieve organizational change

### Cases and Group 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:** Bus. Mgt.

**CPE Credit:** 4 hours group live

**Prerequisite:** None

**Adv. Preparation:** None

**Author:** Dan Chenoweth

**Acronym:** FL

**Scheduling:** Schedule with one of our other half-day seminars, such as *Ethics in the Real World* or *How Good Companies Become Great*, to make a full-day program

*Really good class. Dan was a great instructor with lots of good examples.*

- Iowa City, IA

# Financial Management

## ***Skills for Success in the Corporate World***

Every year thousands of professionals transition out of public accounting. No matter where these aspiring CPAs go, the realization is the same. They are not fully prepared for “life after the CPA firm”.

Newly transitioned employees want to make an immediate impact on their new organizations and the new organizations want them to contribute immediately. Economics mandates the efficiency of this process. Employers and employees alike cannot take their time to let this transition evolve. They must mutually make it happen as soon as possible.

This seminar will provide answers for accountants attempting to make the transition to the corporate world and the people who will supervise them. Learn directly from the stories of new CPAs who have recently transitioned from public accounting.

### **Topics Discussed:**

- Understand the most common transitional short-comings
- Know the “What” and “How” of financial management credibility
- Conquer the Gen-Y leadership challenge
- Understand the basics of financial statement analysis: connecting the dots
- Learn from interviews with recently transitioned CPAs
- Prepare your own Ten Keys for Transitional Success

### **Cases and Group Discussion**

This seminar includes 7 group exercises.

**Target Audience:** Financial professionals who have recently transitioned into the corporate world or anticipate doing so soon.

This seminar is also appropriate for the supervisors of such professionals.

**Level of Knowledge:** Basic

**CPE Credit:** 8 hours group live

**Area of Study:**

**Traditional:** Management

**NASBA:** Bus. Mgt.

**Prerequisite:** None

**Advanced Preparation:**

Bring a calculator

**Author:** Bill O'Brien

**Acronym:** FM

**Scheduling:** Schedule with *Conversion and Private Company Accounting* or *Fraud Alert!* to provide a 2-day series

*Great instructor.  
Never looked at the  
clock. Great class!*

- Phoenix, AZ

# Financial Reporting

## ***Turn Information into Action!***

Financial managers at all levels produce volumes of reports every year. Unfortunately, not all of these reports generate an equivalent degree of action! It is a fundamental fact of life: information does not equate to action. Financial professionals must learn how to plan, process and present effective reports and presentations.

This seminar will provide answers for accountants who wish to become better catalysts for action. Learn directly from professionals who know how to generate actionable responses to their reports. If you wish to have a greater impact on your organization and your career, you cannot afford to miss this critically important and interactive program.

### **Topics Discussed:**

#### **Understand Your Company's Reporting Needs**

- Understand your customer's needs
- Link reporting to strategy
- Develop the right metrics

#### **Financial Reporting Tools**

- Determine your user's requirements
- Understand how to select reporting tools
- Know what tools are available

#### **Design, Delivery and Media**

- Deliver information on manager's dashboard
- Use graphics to present ideas
- Learn various presentation options

#### **Presentation**

- See report examples
- Gain presentation tips

### **Cases and Group Discussion**

This seminar includes five cases and exercises

**Target Audience:** Corporate Financial Managers

**Level of Knowledge:** Intermediate

**CPE Credit:** 8 hours group live

**Area of Study:**

**Traditional:** A&A

**NASBA:** Accounting

**Prerequisite:** None

**Advanced Preparation:** None

**Authors:** John L. Daly  
Jay Giannantonio  
John F. Levy  
William F. O'Brien

**Acronym:** FR

**Scheduling:** Schedule with *Only Financial Officer* or *Fraud Alert!* to create a two-day series.



# 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 \$2.9 trillion per year. This same study estimated that normal audits discover only about 11% of frauds compared to 19% discovered by accident.

This seminar examines various types of frauds and discuss ways to prevent, detect and investigate these activities. The seminar also examines 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

**Scheduling:** Schedule with one of our other full-day seminars, such as *The Continuing IFRS Journey or Performance Analysis*, to make a 2-day series

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

- Casper, WY

# How Good Companies Become Great

## **Secrets to Success**

Some companies are “born” great, others change and become great along the way. This seminar will discuss how both new companies and established companies become great.

The seminar begins with key lessons about businesses start-ups from Paul Hawken, author of ***Growing A Business***, and Guy Kawasaki, author of the books ***Art of the Start*** and ***Enchantment***.

This seminar then moves on to the research of Jim Collins in ***Built to Last, Good to Great*** and ***How the Mighty Fall*** discussing the implications for management teams who want to make the transition from being merely good to truly great.

### **Topics Discussed:**

- The link between great companies and their core values
- Getting the right people on the bus and in the right seats
- The Hedgehog Concept
  - Developing a passion
  - The focus of great companies
  - The metrics of great organizations
- How leaders of great companies differ
- Why a great company is like a flywheel
- The Stockdale paradox
- Why some great companies fall from greatness

### **Cases and Group Discussion**

This seminar includes group discussion of 3 cases.

**Target Audience:** Corporate financial managers

**Level of Knowledge:**  
Intermediate

**CPE Credit:** 4 hours group live

**Area of Study:** Management

**Prerequisite:** None

**Advanced Preparation:**  
None

**Author:** Dan Chenoweth

**Acronym:** GTG

**Scheduling:** Combine with *Ethics in the Real World* or *Financial Leadership* to make a full day program



# 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 *How Good Companies Become Great* to provide a full-day program.

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

- Bellevue, WA

# Managing Legal Costs

## *Use Your Lawyers Efficiently*

Are legal disputes and legal costs a drain on your company's bottom line? Does litigation tie up your personnel and divert them from their normal jobs? Do you spend more time every year managing "legal" issues?

This seminar focuses on tools and techniques you, as a financial manager, can use to gain control over legal costs and improve your company's bottom line.

### Topics Discussed:

The total cost of a legal dispute. - It's greater than you think!

Learn to avoid common business legal mistakes that cost your organization time and money

Understand cost-effective legal prevention strategies well-run companies use to prevent legal disputes before they occur

Work with your lawyer to truly manage and control litigation costs

- Budget litigation costs more accurately and smooth cash-flows
- Choose the right dispute resolution method to speed resolution of litigation
- Predict when the other party is ready to settle and when 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

**Scheduling:** Schedule this Seminar with *Business Law Refresher* or *Skillful Negotiations* to make a 2-day seminar series

*The cases were pertinent and David did a good job at getting the whole class involved.*

– Troy, MI

# 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.

**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:**  
4 hrs Accounting  
4 hours Management

**Prerequisite:** None

**Adv. Preparation:** None

**Author:** John L. Daly

**Acronym:** MM

**Scheduling:** Schedule after *Driving Corporate Performance* or before *Performance Analysis* to make a 2-day seminar series

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

- W. Columbia, SC

# Nonprofit Financial Management

## ***Critical Competencies, Knowledge and Tools***

Do you work in or with nonprofits? This seminar emphasizes knowledge to help today's nonprofits meet their "double bottom line" with resources that seem stretched thinner by the year.

Nonprofits face growing requirements for more efficient financial management, more responsible governance, better quality external reporting, more effective fund-raising processes, and more useful performance management information. Choose this seminar for a day filled with discussion and tools aimed at delivering strategy-based, action-oriented services to your nonprofit employer or clients.

### **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 , Nonprofit board members

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

Intermediate

**CPE Credit:** 8 hours group live

**Area of Study:** Management

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

**Advance Preparation:** None

**Author:** Diane D. White

**Acronym:** NPFM

**Scheduling:** Schedule along with *Driving Corporate Performance* or *Only Financial Officer* to make a 2-day series.

*Great presenter!*

- Web attendee

# Only Financial Officer

## ***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 covers four major topics of importance to the financial manager who must do it all.

We have designed *Only Financial Officer* 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:**

#### **Resolve Ethical Conflicts**

- Apply accepted standards
- Discuss tough issues and still keep your job
- Know what to do when talking fails

#### **Do More with Less**

- Eliminate Errors
- Renew your most important resource
- Create an environment of continuous improvement

#### **Strategic Cost Management**

- Understand your key processes
- Identify inefficient processes
- Understand product costs

#### **Protect Your Company from Fraud**

- Implement controls in a small company
- Prevent fraud
- Understand why inventory shrinkage may actually be a symptom of cash skimming

### **Cases and Group Discussion**

This seminar includes group discussion of five cases.

**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

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

- 2 hrs - Ethics
- 4 hrs - Management
- 2 hrs - Accounting

**Prerequisite:** None

**Advanced Preparation:**  
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.

*Wonderful class – very relevant*

- Bloomington, MN

# 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 Big 4 consulting tools 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 accountant more efficient and value-added in their respective fields.

### **Topics Discussed:**

- Conduct performance analysis reviews
- Use Big 4 performance analysis tools
- Integrate a performance analysis program into your routine finance function
- Practice business process mapping techniques
- Use the Value Chain Analysis to evaluate business processes
- Learn the performance analysis 7 step method
- Consider SOX 404 in 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:** Auditing

**Prerequisite:** None

**Advanced Preparation:**

Bring a calculator

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

**Acronym:** PA

**Scheduling:** Schedule after *Fraud Alert!* or *Metrics Management* to make a two-day series.

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

- Malvern, PA

# Presentation Skills for Success

## ***Make Your Message Compelling***

Presentation skills are essential to effective leaders, especially for CFOs who must tell their company's story to both internal and external audiences.

In this seminar, you will learn (1) to deliver presentations effectively and with confidence, (2) to take "big picture" information and make it relevant to specific audiences, and (3) to conduct an effective "Question and Answer" session.

### **Topics Discussed:**

#### **Audience Assessment**

- Audience profile
- Five questions to answer before preparing your presentation

#### **Message and Media**

- What does the audience need to know?
- What is the best way to convey that message?

#### **How to Get Your Points Across**

- Identify your normal presentation style
- Deal with "Presentation Anxiety"
- Sell your ideas using four critical elements

#### **Q&A Sessions**

- Anticipate questions
- Field questions
- Handle disruptive behaviors

### **Practice and Critique**

The only way to become an effective presenter is with practice. We will introduce concepts and examples then allow time for you to prepare and practice presentations in a "safe" environment. Participants will provide each other feedback for improvement.

**Target Audience:** Upper level financial managers

**Level of Knowledge:**  
Intermediate

**Area of Study:**

**Traditional:** Management

**NASBA:** Communications

**CPE Credit:** 8 hours group live

**Prerequisite:** None

**Adv. Preparation:** None

**Author:** Dan Chenoweth

**Acronym:** PSS

**Scheduling:** Schedule with *Chief Financial Officer* or *Only Financial Officer* to make a two-day series.

*Great course. Very informative and helpful. Great class dynamics and structure. Very enjoyable.*

*- Bellevue, WA*

# 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.

**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

### **Area of Study:**

1 hour Ethics

2 hours Accounting

5 hours Management

**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

*Excellent! The speaker was very knowledgeable.*

- Rocky Hill, CT

# Risk Analysis and Management

## ***What Every Financial Manager Must Know***

In this turbulent world, risk management responsibility has fallen squarely on the shoulders of financial managers. Audit committees and external auditors are asking questions they have never asked before. We had better be prepared to give them answers! Get insights about Enterprise Risk Management (ERM) and what our professional standards say every company must do.

### **Topics Discussed**

#### **Defining and Categorizing Business Risk**

- What is “risk”?
- What are the categories of risk?
- Understand the COSO ERM model

#### **Operational Risk Assessment and Mitigation**

- Understand risk control processes
- Receive an update on SOX risk management
- Understand the financial manager’s role

#### **Strategic Risk Assessment and Mitigation**

- Understand five risk management tools:
  - The risk cascade model
  - The heat map
  - Scenario planning
  - Tail risk meetings
  - War gaming

#### **Ethical Risk-Taking**

- How does the concept of ethics integrate with the concept of risk? What are the behavioral aspects of risk assessment that may lead us down an unethical path?
- What criteria should we use to determine how much risk we can sleep with at night?
- Understand factors that distort our perceptions in framing risk and making risk decisions

### **Cases and Exercises**

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

**Target Audience:** Upper level financial managers

**Level of Knowledge:**  
Intermediate

**Area of Study:**  
6 hours - Auditing  
2 Hours - Ethics

**CPE Credit:** 8 hours group live

**Prerequisite:** None

**Adv. Preparation:** None

**Author:** Dan Chenoweth

**Acronym:** RAM

**Scheduling:** Schedule with *Chief Financial Officer* or *Only Financial Officer* to make a two-day series.



# 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

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

*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

**Prerequisite:** None

**Adv. Preparation:** None

**Author:** John F. Levy

**Acronym:** TCD

**Scheduling:** Schedule with one of our full day seminars such as *Acquisitions to Grow the Business* to provide a 2-day series.

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

- Norwood, MA

# *Nancy Knows.....*



## *Dear Friends,*

Are you looking for a speaker for your Controller or Industry Conference? Even better, would you like us to arrange ALL of the speakers for your event? Check out our **Conference Catalog** to see what we can do for you! Our Conference Catalog is available on our website, or I can send you a copy by e-mail.

I'm here to help!

*Nancy*

Client Service Manager



**E-Mail:** [Nancy@ExecutiveEducationInc.com](mailto:Nancy@ExecutiveEducationInc.com)

**Office:** 734-475-0600

**Mobile:** 734-223-6699

**Home:** 734-475-6660



## Executive Education, Inc.

3855 Queen Oaks Drive

Chelsea, Michigan 48118-9703

Phone: (734) 475-0600

FAX: (734) 475-7145

### For Further Information Contact:

**Nancy J. Daly**

Client Service Manager

E-Mail: [Nancy@ExecutiveEducationInc.Com](mailto:Nancy@ExecutiveEducationInc.Com)

Visit our Web Site: [www.ExecutiveEducationInc.Com](http://www.ExecutiveEducationInc.Com)



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