

# FINANCE & ACCOUNTING FOR NON-FINANCIAL MANAGERS

A three-day program to help you understand the numbers and manage more efficiently

Today's business climate makes it more important than ever to understand how to use financial systems to control costs, identify customers with potential financial problems and pinpoint opportunities for enhancing profits.

While giving you a foundation in the basics of accounting and finance, this program also shows you how to uncover profit potential hidden in the financial numbers and guide capital to its most productive use.

This program helps you understand the numbers in order to speak the language of business. Through a series of exercises and case studies, you'll understand what the numbers mean and how to use your company's financial data to manage more efficiently.

## The Bottom Line Value to You and Your Organization

You'll learn ideas and techniques you can apply right away, including:

- How to assess and recognize financial risks in advance
- Interpreting the financial strength of a product line, division or company
- Methods for identifying factors that improve your cash cycle
- Evaluating and choosing investment projects that maximize company value

*"The best hands-on accounting concepts for the non-accounting manager I've ever attended!"*

*"I liked the combination of financial and managerial topics and how they were brought together over the three days. I will now 'see' and 'think' and make decisions differently thanks to Paul and Germain."*

## Your Instructors\*

### Richard Willis, MBA, PhD

*Professor of Accounting;  
Associate Dean for the Faculty;  
Vanderbilt Owen Graduate School of Management*



Professor Willis is highly regarded by his students, has extensive experience in accounting and financial reporting and a distinguished body of scholarly research.

Richard Willis has been recognized for his teaching in both the U.S. and abroad, including the Daimler-Chrysler Aware from the Fuqua School of Business and the James A. Webb, Jr. Award for MBA Teaching from the Owen School. In addition to serving as the Associate Dean of Faculty at Owen, Richard serves on the editorial boards of *Contemporary Accounting Research*, the *Review of Accounting Studies* and *The Accounting Review*.

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\*Program content and faculty subject to change; check website for details.



# Finance & Accounting for Non-Financial Managers – Sample Program Schedule\*

	Day 1	Day 2	Day 3
AM	<ul style="list-style-type: none"> <li>Basics of Financial Statements</li> <li>Balance Sheets</li> <li>Income Statements</li> </ul>	<ul style="list-style-type: none"> <li>Structuring Financial Data for Management</li> <li>Financial Performance Targets</li> <li>Alternative Revenue-Cost Models</li> </ul>	<ul style="list-style-type: none"> <li>Transaction Impact on Financial Statements</li> <li>Measuring Capital Use</li> <li>Finding Hidden Information</li> </ul>
PM	<ul style="list-style-type: none"> <li>Cash Flow Statements</li> <li>Internal vs. External Financial Reports</li> <li>Cost Concepts</li> <li>Decision-Making with Financial Information</li> </ul>	<ul style="list-style-type: none"> <li>FASB vs. Financial Reporting</li> <li>Complex Transactions</li> <li>Impact on Company Value</li> </ul>	<ul style="list-style-type: none"> <li>Critical Elements of Cash Cycles</li> <li>Effective Cash Flow Estimates</li> <li>Cash Gap</li> </ul>

*Classes typically run from 8:30 AM to 4:30 PM (Central). Breaks are scheduled in AM, PM and for lunch. Schedule is subject to change.*

## Who Should Attend

- Small business owners
- Entrepreneurs
- Marketing managers
- Operations managers
- Technology/product-line managers
- Rising supervisors with budgetary responsibility

## Cost

\$3,510

Cost includes tuition, instructional materials, continental breakfast and lunch (all days).

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## Your Instructors\* (cont.)

### Paul K. Chaney, CPA, CMA, MBA, PhD

*E. Bronson Ingram Professor in Accounting  
Vanderbilt Owen Graduate School of Management*



Paul Chaney joined the Owen faculty in 1984. His landmark study—which found direct correlation between public perception of an auditor’s reputation and a company’s market value—received significant national news coverage in the wake of the Andersen-Enron debacle. Professor Chaney’s principal research interests address the economic consequences and capital market efforts of accounting information. He has published numerous articles, is a member of the American Accounting Association and the Institute of Management Accountants and currently serves on the editorial board of *The Accounting Review*.

## About Vanderbilt Executive Education

Vanderbilt Executive Education at the Owen Graduate School of Management offers proven and practical programs to help individuals and organizations refresh, engage and strengthen management expertise. Short Programs for individuals are short, highly focused programs in areas of Leadership, Management and Strategy. Custom Programs for organizations are custom-built and are uniquely tailored to help each client tackle a specific organizational need or to achieve its developmental goals for established and emerging leaders.

Conveniently located near downtown Nashville, Vanderbilt Owen Graduate School of Management is ranked as a top institution by *BusinessWeek*, the *Wall Street Journal*, *U.S. News & World Report*, *Financial Times* and *Forbes*.

Visit our website for more information regarding programs and schedules, faculty biographies, online registration and maps and directions.



**Executive Education**  
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