SPEAKING THE LANGUAGE OF BUSINESS

This program will help you understand the numbers and manage more efficiently

This live online program will provide you with the foundational knowledge you need to understand the numbers and speak the language of business. Through a series of discussions, exercises, and case studies, you’ll discover the meaning in the numbers and learn how to use your company’s financial data to build effective strategies for managing your company’s financial resources.

With a firm grasp on metrics of financial position and performance, you’ll be prepared to lead colleagues by helping them understand how their decision-making will impact the bottom line.

With the financial acumen gained during this course, you will be prepared to confidently engage with financial professionals and communicate business value to executives, investors, and key stakeholders.

The Bottom Line Value to You and Your Organization
You’ll learn ideas and techniques you can apply right away, including:

- Assessing and recognizing financial risks in advance
- Interpreting the financial strength of a product line, division or company
- Identifying factors that improve your cash cycle
- Unlocking financial disclosures, your own and your competitors
- Non-GAAPing: understanding the best practices, avoiding pitfalls
- Communicating financial results to Wall Street and other external stakeholders

“"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.”

Your Instructors*

Richard Willis, MBA, PhD
Professor of Accounting; Senior 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 has 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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“"The best hands-on accounting concepts for the non-accounting manager I’ve ever attended!”

*Program content and faculty subject to change; check website for details.
Speaking the Language of Business - Live Online

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Classes typically run from 8:30 AM to 12:30 PM (Central).

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

**Cost**
$3,395
Cost includes tuition, instructional materials.
*Program content and faculty subject to change; check website for details.

**Your Instructors*** (cont.)

**Rita N. Gunn**
Assistant Professor of Accounting
Vanderbilt Owen Graduate School of Management

Through her research on earn-outs, corporate inversions, and private targets, Rita Gunn uncovers accounting trends that challenge popular assumptions.

**Hunter M. Land, CPA, CFE**
Assistant Professor of Accounting
Vanderbilt Owen Graduate School of Management

Prior to pursuing an academic career, Professor Land interned with McGladrey in Elkhart, Indiana. After graduating from Notre Dame, he joined KPMG's forensic advisory practice in Indianapolis, Indiana eventually rising to the level of senior associate. Professor Land moved to Louisville, Kentucky where he joined Ernst & Young's assurance practice as a senior associate before moving to Rochester, New York in pursuit of his Ph.D. at the University of Rochester.

**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, and online registration.

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