



# 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-GAAP'ing: 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*.

*continued on back*

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



**“The best hands-on accounting concepts for the non-accounting manager I’ve ever attended!”**

## Speaking the Language of Business - Live Online

Intro to Financial Statements	Cash Flows and Financial Analysis	Disclosure and Investor Relations	Forensic Accounting and Crisis Management	Special Topics, Synthesis, Overview
The Balance Sheet and Metrics of Financial Position	Cash Flows, Financial Ratios and DuPont Analysis	Notes and Other Disclosures, GAAP versus Non-GAAP, Earnings Calls	Navigating and Mining the Financial Statements	Capstone Activity
The Income Statement, Profit & Loss, and Financial Performance Metrics	Contribution Margin, Cost Volume Profit Analysis, Cost Structure	Analysts, Investor Relations, Blockholders	Overhead, Cost Control	Debrief, Wrapping Up

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.*

## 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.

## 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.



VANDERBILT UNIVERSITY®  
OWEN GRADUATE SCHOOL OF MANAGEMENT

Executive Education

401 21<sup>st</sup> Avenue South | Nashville, TN 37203-2422 | 615.322.2513 | vanderbiltexecutiveeducation.com