

In the current economic climate companies can no longer delegate financial management and policy to their finance and accounting functions. Only line managers have a deep enough knowledge of operations to be able to judge whether the assumptions behind a company's financial modelling make sense and will produce reliable measures and forecasts.

This 4-day programme covers two subject areas

- *understanding the drivers of financial performance*
- *evaluating the financial consequences of particular decisions.*

KEY TOPICS

- Financial accounting
- Planning and budgeting
- Accounting concepts and decision making
- Indirect cost allocation
- Modelling and managing complexity
- Understanding the time value of money
- Measuring performance with the Balanced Scorecard.

YOUR TAKE-AWAYS

- ▶ The ability and confidence to use accounting information in assessing competitive advantage and financial performance
- ▶ Financial skills that can be applied immediately to improving the quality of your decision-making
- ▶ Insights into the challenges facing your own company
- ▶ An understanding of the limits of financial information.

WHO SHOULD ATTEND

The programme is designed for Managers with significant profit or cost responsibilities

COMPANY BENEFITS

- ▶ A better understanding by managers of the business model
- ▶ Increased managerial awareness of the major challenges facing the company
- ▶ Improved, fact-driven decision-making, an objective evaluation.

TUITION FEE

€2,735

Prices are subject to change. Full-board accommodation on the Fontainebleau campus costs €165 per day.



CEDEP is a collaborative learning community created in 1971 by a group of major European companies.

Its international team of highly experienced Faculty, superb setting in the peaceful forest of Fontainebleau and dedicated staff contribute to make CEDEP an exceptional educational environment.

CEDEP operates in association with INSEAD.

SHORT TOPICAL PROGRAMMES

PROGRAMME CONTENT

■ DAY 1

FINANCIAL ACCOUNTING

- ▶ Financial accounting revisited
- ▶ Differences between and respective importance of the main financial statements
- ▶ Forensic analysis of financial statements using ratios.

■ DAY 2

PLANNING AND BUDGETING

- ▶ Modelling the financial future of participants' own companies using Excel-based spreadsheets
- ▶ Squeezing cash from tighter management of working capital
- ▶ Obsession with earnings per share and common massaging tricks used to achieve this.

ACCOUNTING CONCEPTS AND DECISION-MAKING

- ▶ Similarities and differences between data for reporting and for decisions ;
- ▶ Accounting data for different categories of recurring decisions ;
- ▶ Questions to ask the accounting and control communities.

■ DAY 3

INDIRECT COST ALLOCATION

- ▶ Rules and categories for correct allocations.

MODELLING AND MANAGING COMPLEXITY

- ▶ Introduction to Activity-Based Costing
- ▶ Examples of ABC in different industries
- ▶ Customer profitability
- ▶ Time-Driven Activity-Based Costing.

■ DAY 4

UNDERSTANDING THE TIME VALUE OF MONEY

- ▶ Introduction to the principles of valuation using discounted cash flows to recognise the time value of money
- ▶ Calculation and use of Net Present Value (NPV) and Internal Rate of Return (IRR) : theory and practice.

MEASURING PERFORMANCE WITH THE BALANCED SCORECARD

- ▶ Introduction to the balanced scorecard [BSC]
- ▶ Developing and implementing BSCs.

ABOUT THE FACULTY



Deigan Morris and **Niall Lothian** have been active in executive education over many years, for many companies, on all continents.

Deigan is Emeritus Professor of Accounting and Control at INSEAD. Niall is a past President of the Institute of Chartered Accountants of Scotland and a Visiting Professor at INSEAD for over twenty-five years.



Both have worked extensively with Cedep's member companies. Their consulting activities have taken them into many multinational companies, allowing them to see at first-hand the difficulties companies have in producing reliable numbers and the trouble managers have in using them.

YOU MIGHT ALSO BE INTERESTED IN

- Mastering International Negotiation
- Safety and Leadership
- Value Innovation in Human Resources
- Vigilant Leadership

FOR MORE INFORMATION

Email Kate Chauviré at: chauvire@cedep.fr