



**3-Day Hands-on Workshop & Practical Seminar**  
**Finance & Accounting for Managers and Professionals**  
**Skills and Tools to Improve Your Planning, Budgeting & Control Decisions**

**Objectives**

This seminar provides you with the practical principles, tools and techniques of modern finance and accounting that are vital to the success of professionals and decision-makers, both in the public and private sectors, in large, medium and small organizations. You will invest adequate time practicing on real-life problems. The focus is on analysis, interpretation, and use of financial information, to make informed and sound decisions, based on facts, in today's complex environment.

The seminar leader, Professor Pierre Bergeron, has made a significant contribution to the advancement of management best practices, accountability and good governance. He has written extensively on finance, planning and capital budgeting for professional journals including CA and CMA magazines. Author of eight books including Survivor's Guide to Finance, Modern Management in Canada and Capital Expenditure Planning for Growth and Profit, Prof. Bergeron is a recipient of the Walter J. MacDonald award for his series of articles which appeared in the CA Magazine.

**Detailed Outline**

**1. Learning the Language and Concepts**

- Time value of money
- Economic value added
- Sustainable growth rate, hurdle rate
- EBITDA, Deferred taxes, sunk costs
- Retained earnings, goodwill

**2. How to Read Financial Statements**

- Income statement, balance Sheet
- Statement of Cash Flow
- Statement of Retained Earnings
- Reading the auditors' report

**3. Mastering the Difference between:**

- Market value and book value
- Financial needs and financing requirements
- Amortization, depreciation and capital cost allowance
- Profit and cash flow
- Gross margin and contribution margin
- Fixed costs and variable costs
- Break-even point and profit break-even

**4. How to Interpret Financial Statements**

- Liquidity and profitability ratios
- Asset-management ratios
- Debt/coverage ratios
- Market-value ratios
- Common-size statement analysis
- Horizontal analysis
- Financial benchmarks
- Sustainable growth rate
- Financial health score

**5. How to Use Financial Decision-Making Tools**

- Economic Value Added (EVA)
- Break-even analysis in costing, pricing and investment decisions
- Pro-forma income and cash-flow statements
- How to compare cost of financing with ROA

**6. How to Evaluate Capital-Investment Decisions**

- How to use capital budgeting tools
  - Net present value (NPV)
  - Internal rate of return (IRR)
  - Payback period, sensitivity analysis, risk analysisHow to analyze investment opportunities and lease or buy options
- Valuing an ongoing business
- Cash flow projections
- Evaluating capital financing options: internal versus external forms of financing; cost of capital vs. investments in capital assets; raising funds through internal and external sources

**7. Connecting the Dots between Finance and Strategy**

- Investment, operating and financing decisions
- Managing working capital and growth
- Cash conversion efficiency ratio
- Formulating your organization's financial strategies
- Linking decisions such as downsizing, product quality, and reengineering to financial measures
- Measuring operating and financial leverage
- Determining the most appropriate cost of capital
- Strategies for cutting operating costs and improving the bottom line
- Accelerating the cash conversion cycle