



# Los Angeles

THE INSTITUTE FOR MANAGEMENT STUDIES, 6580 S McCarran Blvd., Suite B, Reno, NV 89509

SUBJECT	<b>WHAT EVERY MANAGER NEEDS TO KNOW ABOUT FINANCE</b>		
FACULTY	DR. KATHLEEN McGAHRAN		
LOCATION	Millennium Biltmore Hotel 506 S Grand Avenue, Los Angeles, CA 90071 (213) 624-1011	DATE	Tuesday, October 27, 2009
		REGISTRATION	8:30 AM
		SESSION	9:00 AM - 4:00 PM

## TIME TOPICS

<b>40%</b>	<b>Interpreting Financial Statements</b> <i>Learning how to decipher the numbers</i> <ul style="list-style-type: none"> <li>• Balance Sheet</li> <li>• Income Statement also called the Profit &amp; Loss Statement, Earnings Statement or Statement of Operations</li> <li>• Statement of Cash Flows.</li> </ul>
<b>25%</b>	<b>Evaluating Financial Performance</b> <i>Ratio analysis to interpret how well the company has performed</i> <ul style="list-style-type: none"> <li>• Returns to the investment including measures such as: Return on net assets, return on invested capital, economic profit</li> <li>• Explore breakdown of the performance measures to explain what drives performance</li> </ul>
<b>20%</b>	<b>Integrating Finance and Operations</b> <i>Examine the operational levers that affect company performance</i> <ul style="list-style-type: none"> <li>• Profit margins</li> <li>• Asset Turnover</li> <li>• How the manager's actions affect performance</li> </ul>
<b>15%</b>	<b>Risk Analysis in the Financing Decision</b> <i>Cost of raising money (cost of capital) in the debt markets and in the equity (stock) markets</i> <ul style="list-style-type: none"> <li>• Financial markets - rates of return</li> <li>• Cost of capital - hurdle rate</li> </ul>

## SEMINAR DESCRIPTION

The purpose of this session is to provide managers from all departments with an understanding of financial reports, financial performance measures (ratio analysis), financial markets (risk and return measures) and the integration of finance and operations. The session is intended for middle and senior managers interested in how financial management can impact their decisions and opportunities. The session assumes no prior background in finance. Topics to be discussed include: the interpretation of financial statements; the use of ratio analysis to interpret how well the company has performed; operational levers that affect company performance; and the cost of raising money (cost of capital) in the debt markets and in the equity (stock) markets.

## FOR RESERVATIONS

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## FACULTY



**DR. KATHLEEN MCGAHRAN** is the managing director of Pelham Associates, an Executive Education provider. She is the Faculty Director for Columbia University's Executive Education Program, Finance and Accounting for the Non-Financial Manager. Professor McGahran teaches at both the Columbia Business School and the Stern School of Business as an Adjunct Associate Professor. She has taught at the Graduate Schools of Business at the University of Michigan, Stanford University and INSEAD (France.) Dr. McGahran holds a Ph.D. in Accounting and Finance, a C.P.A. from the state of Michigan and a J.D. from Fordham University's School of Law. She is licensed to practice law in New York and New Jersey. She has written and published several articles and cases on the use of accounting information. She has also co-authored a textbook: *Accounting: A Management Approach with Gordon Shillinglaw* (Irwin, 1992.) For the past 12 years with Pelham Associates, Dr. McGahran has designed and implemented financial analyst programs for Dean Witter, Lazard Freres & Company, First Boston Corporation, Bear Sterns, Bankers Trust, J.P. Morgan, and Robinson Humphrey. She has also developed executive programs for Columbia University, Travelers, Aetna, MBIA, Avon Products, The Coca-Cola Company, Eastman Kodak, the Financial Women's Association and the American Advertising Women's Association. For the past 8 years, Dr. McGahran has worked with the Institute for Management Studies teaching accounting and finance to non-financial managers.

## GUIDE TO PARTICIPANT SELECTION

SENIOR EXECUTIVE  
(Pres, Exec & Sr. VP)

EXECUTIVE  
(VP & General Mgr)

SENIOR MANAGER  
(Div. & Reg. Mgrs)

MIDDLE MANAGER  
& SUPERINTENDENTS

3	3	3	3	3	3	3	3	3	3	3	3	3	3
2	2	2	3	2	2	2	2	2	2	2	2	2	2
1	1	1	3	1	2	1	1	1	1	1	1	1	1
1	1	1	3	1	1	1	1	1	1	1	1	1	1
Admin	Distrib	Engr	Finc	H.R.	Legal	Mktng	IT	Ops	Plng	Pchsg	R&D	Sales	

APPLICABILITY

"1" indicates primary target audience

"2" indicates a good fit if the level of material is appropriate

"3" indicates (in the opinion of the Institute and faculty) limited applicability.

## FOCUS

PRIMARY

**EXECUTING/CONTROLLING/EVALUATING:**

Finance, Financial Controls, Financial Statements, Performance Evaluation

SECONDARY

**PLANNING/ORGANIZING:**

Financial Analysis, The Cost of Capital

TERTIARY

**LEADERSHIP DEVELOPMENT:**

Performance Standards

LEVEL

Introductory  Intermediate  Advanced