



Finance for Non-financial  
Executives

非财务经理的财务课程

2009

CEIBS Executive Education: Top 20 Worldwide---*Financial Times*  
中欧高层经理培训：《金融时报》全球20强



CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

中欧国际工商学院

# Finance for Non-financial Executives

**Dates/Language/Venue:** June 19-22, 2009 / English with sequential Chinese interpretation / Shanghai   **Fee:** RMB32,800  
November 21-24, 2009 / English with sequential Chinese interpretation / Beijing

This intensive four-day programme is designed to help participants become intelligent users of financial information. The programme will enable participants to understand the financial implications of their managerial decisions and to work effectively alongside financial specialists. The programme presents a systematic and practical framework for analysing managerial problems from a financial perspective.

## Objective

The objective of this programme is to equip participants with the financial skills that are prerequisites for success in today's increasingly competitive environment. The programme will help participants communicate more effectively with people in financial areas, develop financial policies and better understand the effect of financial decisions on their company's profitability.

## Who Should Attend

This programme is designed for non-financial executives, from all disciplines, whose work involves financial discussion and decision-making processes. Previous participants have included directors and managers of various levels from the fields of administration, commerce, operation, logistics, sales, business development, customer services, engineering, human resources, marketing, merchandising, production, project management, quality assurance, internal and industrial control, energy market analysis and computer consultancy.

## Programme Benefits

Participants in the programme will learn how to:

- >> Understand the basics of financial statements and conduct a proper analysis of financial statements
- >> Communicate more effectively with finance professionals
- >> Use financial information to improve managerial decisions
- >> Evaluate the viability of business proposals in terms of return on investment

## Programme Coverage

- >> Financial statements and analysis
- >> Financial planning and control
- >> Cash flow and working capital
- >> Corporate long-term investment decisions

The practical exercises of making three financial statements help to strengthen understanding and knowledge retention. The professor also links the three statements to real business situations.

Chong Elk Ming  
General Manager  
Rohm and Haas (Shanghai) Chemical Industry Co., Ltd.

演练制作三张财务报表，这有助于学员对所学知识加深理解，强化记忆。教授还进一步讲解了如何将这三张报表和实际业务联系起来。

钟益明  
总经理  
上海罗门哈斯化工有限公司

# 非财务经理的财务课程

时间 / 语言 / 地点：2009年6月19日 - 22日 / 英语授课配汉语交替翻译 / 上海      费用：人民币32,800元  
2009年11月21日 - 24日 / 英语授课配汉语交替翻译 / 北京

这一为期四天的强化课程将帮助经理们熟练运用财务信息，深刻理解其管理决策对财务的影响，确保与专业财务人员的有效合作。本课程将为学员提供一个系统、实用的框架，从财务角度去分析管理问题。

## 目标

本课程旨在让学员们了解财务技能精要，这些财务技巧是在当今竞争日趋激烈的环境下取得成功的前提条件。课程还将帮助学员更好地与专业财务人员进行交流，制定合理的财务政策，并理解财务决策对公司利润的影响。

## 对象

本课程招收对象为各领域的非财务经理，他们参与财务讨论与决策过程，包括各专业领域的中高层管理人员，包括行政、商务、后勤、销售、业务开发、客户服务、工程、人力资源、市场营销、采购、生产、项目管理、质保、内部与工业控制、能源市场分析及电脑咨询等。

## 受益

参加课程的学员将学习如何：

- >> 理解财务报表要素，并能正确分析财务报表
- >> 更有效地与财务专业人员进行交流
- >> 利用财务信息改进管理决策
- >> 从投资回报率的角度来判断经营建议的可行性

## 课程内容

- >> 财务报表与分析
- >> 财务计划和控制
- >> 现金流和营运资本
- >> 公司长期投资决策

The programme provides me with an overall understanding of financial reporting system and also helps me to make sense of all my previous understanding of corporate finance. The cases chosen by the professor are also great.

Jimmy Guo  
Vice President  
Joyson Investment Holding Co., Ltd.

课程使我对财务系统有了整体的认识，并了解了各部分之间的关系，把平时对财务管理的一些零散认识融会贯通了起来。教授选择的案例也非常好。

郭志明  
副总裁  
宁波均胜投资集团有限公司

# Programme Schedule 课程安排

## Day 1

morning	Introduction to Financial Management >> Elements of financial management >> Role of finance in an organisation Understanding Financial Information >> Structure of financial statements >> Relationships between items in financial statements >> Cash flow statement
afternoon	Analysing Financial Performance >> Understanding financial ratios >> Interpreting financial ratios >> Du Pont Chart, trend analysis and common size analysis >> Interpreting cash flow statement

## 第一天

上午	财务管理导论 >> 财务管理要素 >> 财务在组织中的作用 理解财务信息 >> 财务报表结构 >> 财务报表各项目的关系 >> 现金流报表
下午	分析财务业绩 >> 了解财务比率 >> 解读财务比率 >> 杜邦图表、趋势分析和同比分析 >> 解读现金流报表

## Day 2

morning	Analysing Financial Performance >> Case analysis
afternoon	Management of Working Capital >> Cash flow and liquidity cycles >> Determining working capital requirements

## 第二天

上午	分析财务业绩 >> 案例分析
下午	营运资本管理 >> 现金流量与流动性周期 >> 确定营运资本需求

## Day 3

morning	Management of Working Capital >> Case analysis
afternoon	Management of Asset Investment >> Time value of money and opportunity cost of capital >> Investment criteria

## 第三天

上午	营运资本管理 >> 案例分析
下午	资产投资管理 >> 资金的时间价值和资本的机会成本 >> 投资标准

## Day 4

morning	Management of Asset Investment >> Project cash flow estimation
afternoon	Management of Asset Investment >> Case analysis >> Summary, wrap-up, conclusions

## 第四天

上午	资产投资管理 >> 项目现金流预估
下午	资产投资管理 >> 案例分析 >> 总结



CEIBS Beijing New Campus  
中欧国际工商学院北京新校园

## Dates/Language/Venue

- >> June 19-22, 2009 / English with sequential Chinese interpretation / Shanghai (CEIBS Shanghai campus, 699 Hongfeng Road, Pudong, Shanghai).
- >> November 21-24, 2009 / English with sequential Chinese interpretation / Beijing (CEIBS Beijing Representative Office, 3/F Raycom InfoTech Park Tower A, 2 Kexueyuan South Road, Zhongguancun, Beijing).

## Admissions Procedures

Applicants can apply for the programme in either form:

- >> Online application: Please visit the CEIBS Executive Education website, select the programme you want to take, and click "**Apply Now**" to apply for the programme; or
- >> Submit application by fax or mail: Please visit the CEIBS Executive Education website, select the programme you want to take, click "**Application Form**" to download the form, then fill in the form and send it to the CEIBS Customer Service Team by fax or mail. You are also welcome to call the CEIBS Customer Service Team for a printed Application Form.

CEIBS Executive Education website: <http://exed.ceibs.edu>

Applications are requested 20 working days before the programme start date. Applications are reviewed as they arrive and admissions are subject to the final confirmation of CEIBS. Any applications received after that date will be considered on a space-available basis. For more information, please contact our customer service team in Shanghai, Beijing or Shenzhen.

## Fee

The cost of the programme is RMB32,800, which includes tuition, case licensing fees, lunches, stationery, other course materials, and interpretation and translation fees if required. The full fee must be paid no later than 15 working days before the start of the programme. Applications made within 15 working days of the start of a programme require immediate payment.

## Cancellations

Cancellations or changes of a programme registration may be made without penalty at least 15 working days before the start of the programme. If a confirmed booking is cancelled within 15 working days of the start of the programme, or if the applicant fails to attend the programme, a cancellation fee equaling to 20 percent of the total programme fee will be charged. When a request to substitute participant(s) for the same programme is made less than 15 working days before the start of the programme, the seat(s) will not be guaranteed. If an applicant is unable to attend the programme, the applicant may transfer to a different session of the same programme or another CEIBS Executive Education programme within the same calendar year, but must pay any differences in fees between the two programmes. All changes and cancellations are subject to the final confirmation of CEIBS.

## 时间 / 语言 / 地点

- >> 2009年6月19日 - 22日 / 英语授课配汉语交替翻译 / 上海 (上海市浦东红枫路699号中欧国际工商学院)。
- >> 2009年11月21日 - 24日 / 英语授课配汉语交替翻译 / 北京 (北京市中关村科学院南路2号融科资讯中心A座3层中欧国际工商学院)。

## 申请程序

申请者可以通过以下两种方式申请课程：

- >> 在线申请。请登陆中欧高层经理培训课程网站，选定您想要申请的课程，点击在线申请即可进行课程申请。
- >> 以传真或邮寄的方式递交课程申请表。请登陆中欧高层经理培训课程网站，选定您想要申请的课程，点击下载申请表，填写完整之后传真或邮寄至中欧客户服务小组即可完成课程申请。您也可以致电中欧客户服务小组索取课程申请表。

中欧高层经理培训课程网站：<http://exed.ceibs.edu>

课程申请必须在开课前20个工作日内完成。所有申请根据先后顺序进行审核，席位以中欧最终确认为准。开课前20个工作日内收到的申请视具体情况而定。如需咨询详情，请联络我院设于上海、北京和深圳的客户服务小组。

## 收费

整个课程费用为人民币32,800元，包括学费、案例使用费、午餐费、资料费、文具费、其他相关材料费，以及口译和笔译费用（如有需要）。课程费用应在开课15个工作日前全部缴清。开课15个工作日内提出申请时需立即付费。

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开课15个工作日内要求撤销席位，或指定学员未能上课，我们将收取课程费用的20%作为手续费。开课15个工作日内提出更换学员，其席位无法得到保证。如果学员因无法参与该期课程而要求转至下一期课程或者中欧国际工商学院其他高层经理培训课程，必须在原报名课程开课15个工作日之前提出，并只能更换同一年度内的课程。课程费用以所换至课程的费用为准，席位以中欧确认为准。

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\* CEIBS reserves the right to amend information on this programme including price, date, location, faculty, daily schedule and other details.



# Programme Director 课程主任

Lawrence Carr

Visiting Professor, CEIBS  
Professor of Management Accounting, Babson College

中欧国际工商学院客座教授  
百森商学院管理会计学教授

## EDUCATIONAL BACKGROUND:

M.B.A. and Ph.D., Union College, U.S.A.

## TEACHING/RESEARCH INTERESTS:

The courses Professor Carr teaches include managerial accounting, managerial planning and control, finance for executives, strategic cost systems, and performance management and measurement. His research interests include cost of quality, the role of finance and the CFO, multinational transfer pricing, and activity based management and performance measurement.

## ACADEMIC PUBLICATIONS:

Professor Carr is the author of over 30 articles, 20 teaching cases, and co-author of books like *Total Quality Management: A Cross-Functional Perspective*, *Guide to Cost Management* and the forthcoming *Assessing the Strategic Impact of Enterprise Resource Planning (ERP) Systems*. His articles can be found in journals like *Management Accounting*, *Journal of Cost Management*, *Strategic Performance Measurement*, *International Journal of Strategic Cost Management* and *Sloan Management Review*.

## CORPORATE EXPERIENCE:

Prior to starting his academic career, Professor Carr spent 18 years in the industrial sector where he served as a department director, CFO and Vice President with Kollmorgen Corporation, a publicly held diversified electronics company, and President and CEO of OSRAM Corporation, the U.S. and Canadian subsidiary of OSRAM GmbH. He also provided management consulting services for several multinational companies such as Lucent, GE, IBM, Siemens, Pitney-Bowes, Accenture and Xerox. He has been doing consulting in the role of the CFO and the function of the finance organisation. He has also helped some large finance organisations become strategic business partners.

## 教育背景：

美国联合学院，工商管理硕士及博士学位

## 教学/研究领域：

Carr教授执教的课程包括管理会计、管理计划与控制、高层经理财务、战略性成本系统、业绩管理与衡量。他的研究领域包括质量成本、财务和CFO的角色、跨国转移价格定价、作业成本管理以及业绩衡量。

## 学术成就：

Carr教授先后发表了30多篇文章、20篇教学案例，并与他人合著了《全面质量管理：一种跨职能方式》、《成本管理指导》以及即将出版的《评估企业资源规划（ERP）系统的战略影响》。他有许多文章刊登在《管理会计》、《成本管理杂志》、《战略性业绩衡量》、《战略性成本管理国际杂志》以及《斯隆管理评论》等刊物上。

## 企业经验：

在开始其学术生涯以前，Carr教授曾在工业界工作了18年多。其间，他先后担任了科尔摩根这家多元化电子公司的部门主管、CFO及副总裁、欧司朗公司北美分公司的总裁与首席执行官等职。他还担任管理顾问，为多家跨国公司提供咨询服务，其客户有朗讯、通用电气、IBM、西门子、必能宝、埃森哲以及施乐等。他在CFO的角色以及财务组织的功能方面有丰富的咨询经验。他曾成功帮助几家大型的财务组织成为企业的战略业务伙伴。

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- CFO Programme (Modular) / CFO课程 (模块制)
- CEIBS-Harvard Business School-Tsinghua SEM Joint Senior Executive Programme (Modular) / 中欧-哈佛商学院-清华大学经济管理学院合作高级经理人课程 (模块制)

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- Supply Chain Management / 供应链管理
- Project Management / 项目管理

Name (Mr./Ms.) 姓名 (先生 / 女士)

Position 职务

» \_\_\_\_\_ »

Company 公司

Address 地址

» \_\_\_\_\_ »

City 城市

Province/Country 省 / 国家

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## 联系我们

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