EXECUTIVE EDUCATION

FINANCE FOR STRATEGIC DECISION-MAKING

Increase confidence and agility in a complex business environment.

ANN ARBOR
April 10-11, 2019

REGISTER TODAY!
michiganross.umich.edu/financeframework
734-763-1000

TOP 10 GLOBAL PROVIDER
Financial Times, 2018
Swift, reliable and informed decisions are the hallmark of high-performing managers. This course will develop the ability to use accounting and financial information to develop sound business plans and effectively communicate those plans in a way that makes the inevitable trade-offs between business opportunities- and risks- transparent. Participants will also develop the ability to quickly critique proposals from others, bringing the same rigorous thought process to the evaluation, while enhancing the decision-making capability across the whole organization.

Participants will begin with a rigorous digital learning experience that is designed to develop an understanding of financial thinking, from basic accounting to sophisticated project analyses. All participants will be required to demonstrate mastery of this material prior to qualifying to take part in the on-campus portion. The on-campus experience will bring together a group of highly prepared and motivated executives, creating an intense, immersive experience to apply all of the skills in making complicated business decisions.

While other finance for non financial manager programs attempt to teach accounting and finance as an additional skill, and the “language of business,” this Ross learning experience develops the ability to integrate accounting and finance into day-to-day and strategic thinking. After completing this course, participants will see the organization in a different way — and approach future opportunities and challenges with a unique value-enhancing perspective.

**INDIVIDUAL BENEFITS**

- Learn to more deeply understand accounting statements and financial analysis techniques
- Develop a new understanding of information needed for effective decisions
- Learn at your own pace at home
- In person portion is only 2 days away from the office and family

**ORGANIZATIONAL BENEFITS**

- Evaluate business proposals within the organization for internal consistency and value-add
- Effectively identify the value proposition to the firm and the potential risks
- Leaders are only out of the office for 2 days, versus 5 days as is the case with other ‘finance for non financial manager’ programs

“Once you get to Ross, we can push you to make your case, defend your views, not just to faculty, but to all your classmates who will have had the same preparatory experiences online.”

—Greg Miller, Ernst and Young Professor of Accounting; Chair of Accounting
WHO SHOULD ATTEND:

- Executives wanting to develop a more rigorous and streamlined approach to decision-making
- Executives who want to be able to support their initiatives using a value-based and defensible approach
- Any manager with profit and loss responsibility
- Entrepreneurs seeking to develop an analytical mindset useful in an inherently ambiguous world

Typical titles include:
- Manager
- Director
- Vice President

PROGRAM STRUCTURE

The blending of digital and face-to-face (F2F) experiences are designed to maximize the internalization of program concepts. Participants will complete a rigorous online experience covering the basics of accounting and finance. This self-paced component will engage participants in global conversations while also including assessments that can be taken repeatedly to assure learning. Successful completion of the on-line component of the program is required prior to attending the F2F learning sessions where complex application of concepts will create an immersive experience that will change the way you think.

Apply a new, thoughtful and informed perspective to the way you approach all opportunities and challenges, both personal and professional.

ONLINE MODULE:

Completion of the online segments is demonstrated by passing all quizzes and tests and is required in order to participate in the in-person session at Michigan Ross. The online participation requirement ensures that everyone in the classroom has a similar understanding of the fundamentals and sets the stage for deeper exploration and application of concepts.

- Convenient online, pre-campus preparation
- Participants will be repeatedly assessed to ensure that they have developed an understanding to make the on-campus experience as rich as possible

IN-PERSON MODULE:

The in-person portion of the program challenges you to apply concepts you learned online to solve complex business issues. You’ll learn how to ‘make your case’ in any business conversation, but especially those involving accounting and finance professionals. Throughout this hands-on experience, you’ll be working with data and real-world problems to identify opportunities and solutions. Your faculty and peers support, critique, and push your thinking.

- The F2F component of the program will include hands on work with data to solidify analytical skills as well as project presentations
- On-campus learning will involve interaction with two award winning professors who will use highly interactive learning and group experiences

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At Michigan Ross, you’ll engage with some of the world’s most renowned experts. Our faculty have collectively authored hundreds of articles and dozens of books. They travel the world, sharing their expertise with Fortune 100 companies in virtually every sector. They’re prolific thinkers and creators of revolutionary studies and frameworks. Most importantly, they are determined and dedicated to leveraging their extensive knowledge to help you succeed.

OUR WORLD-CLASS FACULTY

GAUTAM KAUL | FACULTY DIRECTOR

Professor of Finance, Robert G. Rodkey Collegiate Professor of Business Administration

Professor Kaul graduated from the Graduate School of Business, University of Chicago with a Ph.D. in Finance and has published extensively in the top journals in finance. Gautam has been awarded the Victor L. Bernard Leadership in Teaching Award and the Senior Faculty Research Award for sustained, exceptional, and continuing contributions to scholarly research.

Gautam has taught the undergraduate, MBA, Global MBA, Ph.D. programs and executives all over the world. He has served as Chair of the Finance Department, Associate Dean of Research & IT, and has served on the Executive Committee for several years. He is the founding Managing Director of the Social Venture Fund (SvF) housed in the Samuel Zell and Robert H. Lurie Institute of Entrepreneurial Studies. Most recently Gautam has been involved with digital education and offers a Massive Open Online Course (MOOC) on Coursera. He also serves as the Special Counsel for Digital Education at the University of Michigan.

GREG MILLER | FACULTY

Ernst and Young Professor of Accounting; Chair of Accounting

Professor Miller has been actively involved as a business leader, consultant and providing executive education to a wide range of firms from around the globe. His work is published in journals such as Harvard Business Review and Investor Relations Quarterly. Professor Miller has authored more than twenty cases selling more than 100,000 copies that have been taught at top global business schools including Michigan, Chicago, Harvard, Stanford, Wharton, London Business School, INSEAD, and the University of Peking.


Greg teaches in the MBA core, Executive Education, the Masters of Accounting, Doctoral, and Supply Chain Management programs. He won the Victor L. Bernard Leadership in Teaching Award in 2016.
A WORLD-CLASS EXPERIENCE

We strive to make every aspect of your program a world-class experience, from our architecturally stunning facilities to our state-of-the-art technology. Our program directors work closely with faculty before, during, and after the program to ensure you achieve your objectives. Program managers facilitate a seamless transition between classroom and off-site activities and assist with anything you might need — ensuring your focus is on learning, not logistics. Finally, our fabulous culinary and hospitality staff are dedicated to providing high-quality dining and accommodations.

For specific program questions or concerns contact Program Director, Richard Olson via email at rossexeced@umich.edu or she may be reached at 734.763.1000.

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THE UNIVERSITY OF MICHIGAN

Founded in 1817, University of Michigan is one of the first public universities in the U.S. U-M is one of only two public institutions in the U.S. consistently ranked in the top ten, and has more than 100 top-ranked graduate programs.

U-M maintains a global presence including initiatives in Southeast Asia, Brazil, Russia, India, and China.

MICHIGAN ROSS

Founded in 1924, the Stephen M. Ross School of Business at the University of Michigan is grounded in the principle that business can be an extraordinary vehicle for positive change in today’s dynamic and global economy. Our unique approach focuses on action-based learning and interdisciplinary, team-oriented situations.

As a general management institution, Michigan Ross has earned acclaim for academic excellence: Approximately 230 faculty members research, consult and teach in all areas of business.

EXECUTIVE EDUCATION

Open Enrollment Programs
Michigan Ross Executive Education was recently named a Top 10 global provider by the Financial Times. The FT survey examined the open enrollment programs offered at 75 schools, weighing factors from faculty to follow-up. Among the highlights, Ross excelled with unique course design, renowned faculty, and participants reporting new skills and learning to impact personal and organization performance. We invite you to join us for any of our open enrollment or custom program offerings and to experience first-hand the Michigan Ross difference.

Michigan Ross Custom Programs
Ross delivers custom executive development programs for organizations throughout the world. In close collaboration with you, we identify clear business and learning objectives, design learning experiences that align with those objectives, and bring together a world-class faculty team—often including your company’s leaders as teachers—to deliver a truly transformational experience for your top talent. And we do all of this with a deep commitment to delivering results and a return on your investment.

No matter your business challenge or strategic priority, Ross can be your partner in success. Contact us to arrange a consultation with one of our managing directors: rossexeced@umich.edu or (734) 763-1000.

REAL IMPACT:

Measurable Return On Investment

One of the nation’s top integrated health delivery systems turned to Michigan Ross to help their leaders link core competencies to customer benefits; improve strategic agility and leadership; measure and drive customer service and satisfaction; and build high-performance teams.

An independent study was conducted to assess the organizational and personal impact of engaging with Michigan Ross. Here is what was found:

- **310%** return on program investment
- **Significant reduction** in key service area wait times
- **25%** of participants were promoted within six months of program completion
- **15%** improvement in decision-making
- **16%** improvement in teamwork
The University of Michigan is located in Ann Arbor, a vibrant and sophisticated college town located 50 miles from Detroit and less than 30 minutes from Detroit Metropolitan Airport, a major international hub with non-stop flights from over 115 U.S. and 20 international cities.

WORLDWIDE

Michigan Ross offers 30+ diverse open enrollment offerings and numerous custom programs annually, serving more than 4,000 executives around the world. Ross delivers open enrollment programs in Hong Kong and Mumbai, and custom programs wherever our partners request.

Regardless of where you attend, you’ll benefit from the same outstanding, results-oriented Michigan Ross experience.

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$6,200 US

- Fee is payable in advance in US dollars and is subject to change
- Check our website for our Cancellation, Transfer and Substitution Policy

Fee includes:
- On-site executive accommodations (pending availability)
- Program materials, assessments, and simulations
- All breakfasts, lunches, and break snacks/drinks
- Select dinners

Program offerings are subject to change; visit website for the most up-to-date information

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EXECUTIVE EDUCATION
FINANCE FOR STRATEGIC DECISION-MAKING

“You’re getting the best education possible in these 2 formats – online and in-person...
the online courses allow you to learn content repeatedly, and at your own pace... and you
leave Ross with a certificate demonstrating your capabilities in finance, strategic thinking,
decision-making and value creation.”

–Gautam Kaul, Professor of Finance,
Robert G. Rodkey Collegiate Professor of Business Administration

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