It has been said that...

The Language of Business is Accounting

It is how firms communicate essential information about the business to external stakeholders and tells the story of how an organization operates and competes in the marketplace. Finance interprets that information to make critical business decisions. This Analytical Thinking course leads you through a comprehensive journey of key finance and accounting principles to translate a balance sheet into a management tool.

This course incorporates real examples focusing on decision-making to help you interpret financials like a profit and loss owner. By the end of this course, you’ll have developed a toolkit to measure your firm’s value generation process and also understand and make key financial decisions at your firm. Outcomes include:

› Identify the key value drivers in your organization
› Diagnose the current performance of your organization using financial statements
› Build a scorecard to track performance while understanding its tradeoffs
› Learn how to select investment projects at your organization
› Consider how a financial investor would determine the value of your organization
› Explore how the capital markets work and how to evaluate an optimal capital structure

WHO SHOULD ATTEND

› Director, Senior Manager, Entrepreneur, and persons recognized as High Potentials in the organization.
› Managers moving into greater organizational responsibility in the areas of finance and accounting.
› Next-level leaders who are on the path to gaining additional finance and accounting management responsibilities.
› Individuals seeking professional or entrepreneurial growth.
› Professionals without prior formal expertise and/or who lack formal business education background in accounting and finance.

KEY BENEFITS

› Improve Collaboration Within Your Organization: Learn to “speak accounting and finance.”
› Maximize Financial ROI: Develop data-driven decision-making skills.
› Manage Through Accounting and Financial Practices: Upskill or refresh your knowledge in key financial practices.
› Immediate Application: Learn on Monday, apply on Tuesday.
› Earn a Digital Badge: Share on social media with colleagues and friends after successful course completion.

DATES*
4 Mar - 6 Apr 2024
16 Sept - 25 Oct 2024

FORMAT
Online

PROGRAM FEES*
$2,500 US

CREDENTIAL
This course is part of the Accelerated Management Development Certificate Program. For more information, visit michiganross.umich.edu/AMDCP. Visit the website to see additional credentials.


## PROGRAM STRUCTURE*

This six-week online course consists of eight asynchronous modules with two live synchronous sessions. The combination of the online platform, discussion groups, and interactive live session fosters a dynamic learning environment.

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<tr>
<td>› Understand the content and purpose of the income statement and balance sheet</td>
<td>› Cash vs. profits</td>
<td>› Understand the building blocks of financial analysis</td>
<td>› The value of having a scorecard</td>
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<tr>
<td>› Apply accounting principles to revenue recognition</td>
<td>› Accruals accounting</td>
<td>› Explore the three pillars of value creation and how to achieve them</td>
<td>› The four principles of designing a scorecard</td>
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<tr>
<th>MODULE 5: MAKING CAPITAL ALLOCATION DECISIONS</th>
<th>MODULE 6: VALUATION</th>
<th>MODULE 7: COST OF CAPITAL</th>
<th>MODULE 8: INTRODUCTION TO CAPITAL MARKETS</th>
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<td>› Discuss capital allocation and the use of free cash flow NPV and IRR</td>
<td>› Understand present value</td>
<td>› Risk and beta</td>
<td>› Building a strong understanding of debt and equity</td>
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<td>› Understand economic value added</td>
<td>› Determine how the future affects value today</td>
<td>› Cost of debt and equity capital; Weighted average cost of capital</td>
<td>› Contemplate the capital structure and leverage</td>
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<tr>
<td>› Analyze the various options companies have for investing their cash through reinvestment or distribution</td>
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<td>› LIVE SESSION</td>
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## THE EXPERTS

Learn from the same faculty who teach in our highly-ranked degree programs. See the website for additional details.

- **Gwen Yu**  
  Professor of Accounting  
  Michael and Joan Sakkinen Faculty Fellow  
  Accounting PhD Program Coordinator

- **Uday Rajan**  
  David B. Hermelin Professor of Business Administration  
  Professor of Finance

## TIME COMMITMENT

- **Duration**: 6 weeks  
- **Weekly Coursework**: 5 - 7 hours/week  
- **Format**: Asynchronous & synchronous sessions

**OVERALL SATISFACTION SCORE FOR OPEN PROGRAMS**  
Financial Times, 2023

9.4/10

For more information, contact:  
734-763-1000  
rossexeced@umich.edu  
michiganross.umich.edu/at

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*Dates and program fees are subject to change. Check the website for the most current program details.  
*This sample schedule is meant to be representative of the program structure and content. Timing and session topics are subject to change.  
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