

**EXECUTIVE EDUCATION**

# ANALYTICAL THINKING

*This course leads you through a journey on key finance and accounting principles that enable you to understand and interpret financial data and make immediate key financial management decisions in your firm.*

*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.

### DATES\*

17 Mar - 11 Apr 2025

15 Sept - 24 Oct 2025

### 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](http://michiganross.umich.edu/AMDCP). Visit the website to see additional credentials.

### 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.



## PROGRAM STRUCTURE<sup>^</sup>

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.

<b>MODULE 1: THE LANGUAGE OF BUSINESS</b>	<b>MODULE 2: EVALUATING THE FINANCIAL CONDITION OF AN ORGANIZATION</b>	<b>MODULE 3: THE THREE PILLARS OF VALUE CREATION</b>	<b>MODULE 4: TRACKING PERFORMANCE</b>
<ul style="list-style-type: none"> <li>› Understand the content and purpose of the income statement and balance sheet</li> <li>› Apply accounting principles to revenue recognition</li> </ul>	<ul style="list-style-type: none"> <li>› Cash vs. profits</li> <li>› Accruals accounting</li> <li>› Recognize the impact of judgment and bias on financial statements and accounting practices</li> </ul>	<ul style="list-style-type: none"> <li>› Understand the building blocks of financial analysis</li> <li>› Explore the three pillars of value creation and how to achieve them</li> <li>› Apply your knowledge to identify companies by reviewing their financial statement</li> </ul>	<ul style="list-style-type: none"> <li>› The value of having a scorecard</li> <li>› The four principles of designing a scorecard</li> <li>› LIVE SESSION</li> </ul>
<b>MODULE 5: MAKING CAPITAL ALLOCATION DECISIONS</b>	<b>MODULE 6: VALUATION</b>	<b>MODULE 7: COST OF CAPITAL</b>	<b>MODULE 8: INTRODUCTION TO CAPITAL MARKETS</b>
<ul style="list-style-type: none"> <li>› Discuss capital allocation and the use of free cash flow NPV and IRR</li> <li>› Understand economic value added</li> <li>› Analyze the various options companies have for investing their cash through reinvestment or distribution</li> <li>› LIVE SESSION</li> </ul>	<ul style="list-style-type: none"> <li>› Understand present value</li> <li>› Determine how the future affects value today</li> </ul>	<ul style="list-style-type: none"> <li>› Risk and beta</li> <li>› Cost of debt and equity capital; Weighted average cost of capital</li> </ul>	<ul style="list-style-type: none"> <li>› Building a strong understanding of debt and equity</li> <li>› Contemplate the capital structure and leverage</li> <li>› LIVE SESSION</li> </ul>

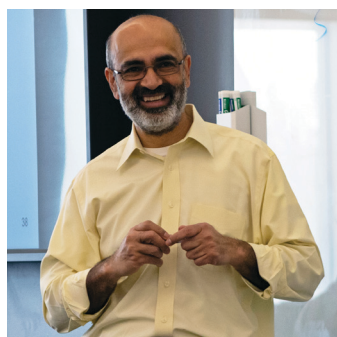
## THE EXPERTS

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

**9.5/10**

**OVERALL SATISFACTION  
 SCORE FOR OPEN PROGRAMS**  
 – Financial Times, 2024

## ▶ REGISTER TODAY!

For more information, contact:  
 734-763-1000  
 RossExecEd@umich.edu  
[michiganross.umich.edu/at](https://michiganross.umich.edu/at)

<sup>\*</sup>Dates and program fees are subject to change. Check the website for the most current program details.

<sup>^</sup>This sample schedule is meant to be representative of the program structure and content. Timing and session topics are subject to change.