

# Essential Skills for Financial Professionals

PLUS: Purchasing/Contract Management Seminars

MARCH–AUGUST 2012

**AMA** American Management  
Association®

DEVELOPMENT SUPPORT SOLUTIONS

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## **NEW!** Finance Career-Building Seminars:

- **Fundamentals of Business Math**  
(Seminar #1811, pg. 4)
- **Fundamentals of Forecasting**  
(Seminar #1110, pg. 9)
- **Essentials of Enterprise Risk Management**  
(Seminar #1115, pg. 11)
- **Valuation Strategies for Both Sides of the Deal**  
(Seminar #1109, pg. 12)

**\$200  
OFF**


**any seminar**  
See inside  
for details




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# Financial skills that position you for success

Are you and your organization equipped with the best finance skills to meet unexpected business challenges, seize new opportunities and keep ahead of the competition? The seminars in this booklet can provide you with the latest strategies and techniques to keep your organization financially focused, competitive and proactive. Take charge to ensure a measurable advantage for your company from a bottom-line perspective—and *advance your career*—with new skills from AMA.

REGISTER TODAY at [www.amanet.org](http://www.amanet.org) or by calling 1-800-262-9699



AMA's Live Online Seminars offer the same high-caliber faculty and engaging content as the classroom seminar—on your desktop.



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**GSA** Contract Holder

Schedule 69 (GS-02F-0092R)  
MOBIS (GS-10F-0083S)

All seminars are on General Services Administration Schedule

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**TERMS AND CONDITIONS:** \*\$200 off discount expires March 10, 2012. This offer is valid only when applied to new registrations and cannot be applied to transfers, cancellations, GSA pricing or to third-party courses offered by AMA, except for seminars #2601, #2602 and #2603. Individuals eligible for GSA pricing must choose between their GSA contract price or the discount applied to the AMA member rate.



# AMA's Finance Workshop for Non-Financial Executives

SEMINAR #1104

## Get a complete financial education in just four days...and be prepared to make more powerful, informed business decisions.

From finance basics to understanding the essence of cash flow to learning how to create value on a corporate level, this comprehensive program covers it all. Through the effective use of actual case studies and the annual reports of major U.S. public companies, you'll come away better equipped to speak and interact intelligently with your finance colleagues...make more informed business decisions...analyze financial statements with new clarity...know the workings of the financial markets...and understand that the core purpose of your firm is to increase shareholder value.

### How You Will Benefit

- Reduce the risk of financial errors in managerial decision making
- Learn how accounting and bookkeeping work
- Discover the ins and outs of financial statements—and what can and cannot be learned from them
- Understand how budgeting fits into the world of accounting and the primacy of cash flow
- Gain greater insight into all the concepts of finance, including interest and ROI
- Find out how a firm allocates its funds to investment opportunities
- Gain the skills that will help you make the right buy/lease decisions
- Learn how to take advantage of cash discounts offered by vendors
- Make more profitable sales by understanding fixed vs. variable costs
- Monitor operating results to achieve long-term financial goals

### Who Should Attend

Experienced managers, general managers, directors, vice presidents and top executives in sales, marketing, production and manufacturing...as well as those in managerial positions (and up) throughout the organization.

### What You Will Cover

#### Accounting Essentials

- The basics of booking transactions and how to use them to construct financial statements
- Differentiating between the cash and accrual methods of accounting
- Categorizing assets, liabilities and capital

#### Reading Annual Reports

- Reading and understanding the financial statements of a Fortune 500 corporation
- The roles of external accountants and internal auditors

- Recognizing and interpreting the portions of the annual report required by the Securities and Exchange Commission
- The different forms and meanings of the Auditor's Opinion
- The importance of footnotes in evaluating financial statements

#### The Firm from a "Finance Perspective"

- Viewing the organization as an investment tool
- The different classes of investors
- Understanding the concepts of Weighted Average Cost of Capital (WACC) and Economic Value Added (EVA)
- The importance of cash and the timing of cash flow
- How financial leverage creates a degree of risk for the company

#### Evaluating Financial Statements

- Calculating financial ratios used by financial analysts to assess liquidity, profitability, leverage and risk
- Computing the DuPont formula and analyzing its meaning
- The merits and pitfalls of financial ratios

#### Operational Budgeting

- How to construct and efficiently use a budget...avoid budgeting pitfalls...and work with different budgeting techniques
- Identifying and investigating variances
- Understanding the hierarchy of budgeting

#### Time Value of Money

- Computing a time value for money
- Applying the simple mathematics of compound interest and present value

#### Capital Budgeting

- How to prepare and use capital budgets
- How to apply time value of money to capital budgeting
- Using various mathematical techniques in capital budgeting



### FACULTY SPOTLIGHT\*

**Susan Z. Diamond** has taught more than 18,000 non-financial managers the basics of finance and accounting. Currently listed in *Who's*

*Who in America, Who's Who of American Women, Who's Who in Finance and Industry and Who's Who in the Midwest*, she is also the author of numerous magazine articles and is the coauthor of *Finance Without Fear* (AMACOM).

\*This seminar is also taught by other finance and accounting experts.

### SCHEDULE

March 12-15	San Francisco, CA	1104-EXW-00164
March 19-22	Chicago, IL	1104-EXW-00159
April 16-19	New York, NY	1104-EXW-00167
April 23-26	Chicago, IL	1104-EXW-00176
April 30-May 3	Arlington, VA	1104-EXW-00165
May 14-17	Hilton Head, SC	1104-EXW-00168
May 21-24	Houston, TX	1104-EXW-00166
June 11-14	Boston, MA	1104-EXW-00177
June 26-29	Chicago, IL	1104-EXW-00169
July 23-26	San Diego, CA	1104-EXW-00174
Aug. 6-9	New York, NY	1104-EXW-00171
Aug. 20-23	Chicago, IL	1104-EXW-00172

**4 days/2.4 CEUs/18 PDUs**

\$2,645/AMA Members \$2,395

**AMA Members save \$250**



### How the Financial Markets Value a Business

- Different models of how the market values a business
- How to use financial concepts to enhance shareholder value in your organization

### Cost Analysis, Profit Planning and Exposures to Volume/Price Risks

- Categorizing costs to make better decisions
- Using a model that determines break-even levels of quantity, price and cost
- Understanding the meaning of "operating leverage"



AMA has been reviewed and approved as a provider of project management training by the Project Management Institute (PMI).

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# Fundamentals of Finance and Accounting for

## Are you finance-savvy—or finance-phobic?



»» **Can you speak the language?** Assets. Accruals. Capitalization. Debt and equity financing. Financial ratios. Present value index. When you hear these words tossed about by co-workers, do you cringe and feel totally out of their league?

»» **Do your eyes glaze over?** Your boss shares the P&L and balance sheet with you. Do you understand what the numbers are saying? Do you know what to look for to evaluate the financial health of your operations? Can you use the data to develop future strategies? Or are the numbers all but meaningless to you?

»» **Do you feel confident asking for money?**

You need more money for your department and you're meeting with the finance people. Do you feel secure enough to deal with the "professionals"? Can you give them a well-thought-out budget...or quantify your team's contributions to the company to justify the increase?

## Don't let fear of finance set you back

**In today's business world, when every manager is being held accountable for the bottom line, you have to be "finance-savvy." You've got to know how to justify a request...quantify your contributions to the company...spot profit drains immediately. Because no matter how effective your management style or how innovative your ideas, your performance will be measured in dollars and cents.**

This seminar offers exactly what you need to further your career and build your future. From accruals to writeoffs to receivables and payables, this course shows you the concepts, tools and techniques that can help you make each decision pay off on the job and on the bottom line.

### How You Will Benefit

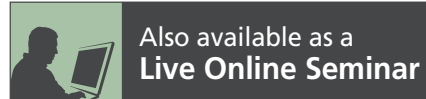
- Get a firm grasp of the numbers side of your job
- Gain greater confidence with a working knowledge of business financials
- Learn how to "think finance" and translate performance into financial terms
- Cultivate proactive working relationships to enhance your value

- Understand the business dynamics of dollars and cents—and take initiatives that meet short- and long-term goals
- Take the guesswork out of your decision making and deliver a better bottom line
- Expand your professional expertise—and your career opportunities

### Who Should Attend

This program is designed for non-financial managers in every functional area of responsibility, in all industries.

**NOTE:** Please bring a calculator and a copy of your annual report (if available).



# Non-Financial Managers SEMINAR #2218

## What You Will Cover

### Learning the Language

- Key finance terms: assets, liabilities, capital, depreciation, current ratio and others
- The accounting process: journals and ledgers, how debits and credits work

### Generally Accepted Accounting Principles: Setting Up Financial Statements and Reports

- Basic accounting principles
- Applying accounting conventions and guidelines
- Developing working rules regarding your corporate financial statements

### Your Financial Statement: Interpreting Your Company's Financial Signals

- Using the balance sheet to examine assets and liabilities
- Analyzing the income statement to assess revenues and expenses
- The statement of cash flow: sources and uses of funds

### Annual Reports: Determining a Company's Well-Being

- Content and format of the annual report

### The Role of Leveraging

- Debt vs. equity financing
- How leverage can increase return to shareholders

### Profit Planning and Budgeting

- Keeping on target with budgetary controls
- Using profit-planning tools, break-even analysis, financial forecasting
- Cash flow: where cash comes from and how it's applied
- Elements of cost accounting

### Evaluating Return on Investment

- Analyzing payback method, discounted cash flow, present value and present value index
- Criteria for examining the performance of divisions and product lines
- Understanding the cost of capital



This program has been approved for 18 recertification credit hours toward PHR, SPHR and GPHR recertification through the Human Resource Certification Institute (HRCI). For more information about certification or recertification, please visit the HRCI homepage at [www.hrci.org](http://www.hrci.org)



### FACULTY SPOTLIGHT\*

**Mernoush Banton, PhD** is an independent consultant who currently works with several dot.com startups as an interim chief executive officer, controlling all financial aspects of the organization. She has also been working as a corporate controller for the past eight years. Dr. Banton has taught graduate and undergraduate courses for the University of Phoenix, Florida International University and American Intercontinental University.

\*This seminar is also taught by other finance and accounting experts.



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## SCHEDULE

### MARCH

- March 5-7 . . . . . Chicago, IL . . . . . 2218-EXW-01925
- March 7-9 . . . . . New York, NY . . . . . 2218-EXW-01926
- March 12-14 . . . . . Los Angeles, CA . . . . . 2218-EXW-01961
- March 12-14 . . . . . Pittsburgh, PA . . . . . 2218-EXW-01928
- March 19-21 . . . . . San Francisco, CA . . . . . 2218-EXW-01930
- March 21-23 . . . . . Dallas, TX . . . . . 2218-EXW-01931

### APRIL

- April 11-13 . . . . . Atlanta, GA . . . . . 2218-EXW-01977
- April 11-13 . . . . . Cincinnati, OH . . . . . 2218-EXW-01978
- April 16-18 . . . . . San Francisco, CA . . . . . 2218-EXW-01979
- April 18-20 . . . . . Philadelphia, PA . . . . . 2218-EXW-02043
- April 23-25 . . . . . Denver, CO . . . . . 2218-EXW-01988
- April 23-25 . . . . . Durham, NC . . . . . 2218-EXW-01984
- April 25-27 . . . . . New York, NY . . . . . 2218-EXW-01981
- Apr. 30-May 2 . . . . . Houston, TX . . . . . 2218-EXW-01982

### MAY

- May 2-4 . . . . . New York, NY . . . . . 2218-EXW-01983
- May 9-11 . . . . . Arlington, VA . . . . . 2218-EXW-01980
- May 9-11 . . . . . Chicago, IL . . . . . 2218-EXW-01986

- May 14-16 . . . . . Atlanta, GA . . . . . 2218-EXW-02044
- May 14-16 . . . . . Garden Grove, CA . . . . . 2218-EXW-01987
- May 16-18 . . . . . Morristown, NJ . . . . . 2218-EXW-01990

### JUNE

- June 4-6 . . . . . Arlington, VA . . . . . 2218-EXW-02045
- June 6-8 . . . . . Dearborn, MI . . . . . 2218-EXW-01991
- June 6-8 . . . . . New York, NY . . . . . 2218-EXW-01992
- June 11-13 . . . . . Dallas, TX . . . . . 2218-EXW-01993
- June 18-20 . . . . . Atlanta, GA . . . . . 2218-EXW-01995
- June 18-20 . . . . . Chicago, IL . . . . . 2218-EXW-01996
- June 25-27 . . . . . San Francisco, CA . . . . . 2218-EXW-01998

### JULY

- July 9-11 . . . . . New York, NY . . . . . 2218-EXW-01999
- July 11-13 . . . . . Chicago, IL . . . . . 2218-EXW-02000
- July 16-18 . . . . . Pittsburgh, PA . . . . . 2218-EXW-02002
- July 16-18 . . . . . San Francisco, CA . . . . . 2218-EXW-02003
- July 18-20 . . . . . Boston, MA . . . . . 2218-EXW-02004
- July 23-25 . . . . . Arlington, VA . . . . . 2218-EXW-02005
- July 25-27 . . . . . Atlanta, GA . . . . . 2218-EXW-02006

### AUGUST

- Aug. 1-3 . . . . . Denver, CO . . . . . 2218-EXW-02007
- Aug. 6-8 . . . . . Houston, TX . . . . . 2218-EXW-02008
- Aug. 6-8 . . . . . New York, NY . . . . . 2218-EXW-02009
- Aug. 8-10 . . . . . Arlington, VA . . . . . 2218-EXW-02010
- Aug. 8-10 . . . . . Chicago, IL . . . . . 2218-EXW-02011
- Aug. 15-17 . . . . . San Francisco, CA . . . . . 2218-EXW-02012
- Aug. 22-24 . . . . . Atlanta, GA . . . . . 2218-EXW-02013
- Aug. 27-29 . . . . . Overland Park, KS . . . . . 2218-EXW-02018

### 3 days/1.8 CEUs/18 PDUs

\$2,345/AMA Members \$2,095

AMA Members save \$250



### LIVE ONLINE SCHEDULE

1.2 CEUs/12 PDUs/12 PHR  
\$2,345/AMA Members \$2,095

Tuesday 2-5 pm ET • 4 Lessons

- March 6-27, 2012 . . . . . 2218-EXW-01934
- May 1-22, 2012 . . . . . 2218-EXW-02024
- July 10-31, 2012 . . . . . 2218-EXW-02028

# Debits and Credits

## How Accounting Really Works

SEMINAR #1210

**Master the essentials of accounting and put yourself in a position to succeed.**

Companies—and careers—are evaluated on the basis of financial reports. The language of business in every industry around the globe is rooted in the “accounting equation.”

So keep your accountants on their toes and make sure your books are sound. Uncover and correct problems quickly by double-checking how sales, expenses, equity and debt are recorded. Developed for business professionals who have no work experience in accounting, this seminar walks you through the basics and gives you the skills and confidence to speak the “language of business” like a pro.

### How You Will Benefit

- Make more informed decisions and save money
- Reduce costly errors caused by the misunderstanding of reports
- Understand how and when sales and expenses are recorded and impact the bottom line
- Control how your operation’s results are reported
- Evaluate the financial results of another division or company

### Who Should Attend

Managers and supervisors who do not work in accounting, but who need to know how it works; anyone who has recently assumed accounting responsibilities.

### What You Will Cover

- The meaning of the accounting equation (assets = liabilities + equity)
- Accounting terms and concepts
- Accounting processes and what they mean: cash accounting, accruals, allocations, prepaids, receivables, depreciation, amortization, goodwill, inventory, deferrals, reserves
- How transactions are entered into financial records
- Financial reports: including balance sheet, income statement and changes in equity
- Month-end closings: what to expect

**NOTE:** Bringing a laptop equipped with Excel® to this seminar will enhance your learning experience.

### SCHEDULE

March 8-9 . . . . .Atlanta, GA . . . . .1210-EXW-00139  
 June 7-8 . . . . .New York, NY . . . . .1210-EXW-00143  
 Aug. 6-7 . . . . .Arlington, VA . . . . .1210-EXW-00144

**2 days/1.2 CEUs/12 PDUs**  
 \$2,095/AMA Members \$1,895  
**AMA Members save \$200**



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**NEW!**

# Fundamentals of Business Math

SEMINAR #1811

**Get quick, essential skills that every business professional needs, right at your computer.**

Increase your “numbers and finance” confidence by getting a firm grasp of math calculations in the workplace. You’ll overcome math anxiety as you learn how to quickly analyze data more effectively to make the right business decisions, handle expense reports with ease and understand how all the numbers affect the bottom line.

### How You Will Benefit

- Sharpen your skills in working with, and interpreting, numbers
- Empower yourself—use numbers to think and act more clearly
- Apply math relationships with speed and accuracy for better decision making
- Enhance your overall business acumen

### Who Should Attend

Anyone who makes business decisions or uses math on the job, including managers and executives in any function, as well as administrative staff at any level in every function.

### What You Will Cover

Two 3-hour lessons over a 2-week period.

#### LESSON 1

##### Introduction to Business Math

- Business math as the basis for better decisions
- Whole Numbers, Fractions, Decimals and Equations**
- Differentiating whole and mixed numbers
- Adding, subtracting, multiplying and dividing whole numbers
- Adding, subtracting, multiplying and dividing fractions
- Working with decimals
- Word problems and solving equations

#### LESSON 2

##### Working with Percentages

- Utilizing percentages for financial calculations: interest, yield
- Communicating with Ratios and Averages**
- Employing ratios to evaluate profitability, efficiency and leverage
- Simple, weighted and moving averages
- Median and mode

##### Interest Rates and the Time Value of Money

- Interest calculations and compounding
- Loan types and effective interest rates
- How the time value of money works

### LIVE ONLINE SCHEDULE

**.6 CEUs**  
**\$1,095/AMA Members \$995**  
**AMA Members save \$100**

Thursday 2-5 pm ET • 2 Lessons

March 15-22. . . . . 1811-EXW-00031

July 19-26. . . . . 1811-EXW-00033

# Fundamentals of Finance and Accounting for Administrative Professionals

SEMINAR #2518

## Gain confidence and skill in dealing with financial information.

Understand the financial aspects of business and ensure that budgets and expenses stay on track.

### How You Will Benefit

- Understand accounting language, key terms and financial definitions
- Understand financial statement analysis and balance sheet analysis
- Study annual reports to determine your company's overall condition
- Gain familiarity with the accounting process
- Assist your manager with the ability to make bottom-line decisions with the working knowledge of the numbers end of business
- Dramatically expand your professional expertise...and open up new career possibilities for yourself

### Who Should Attend

Administrative assistants and executive secretaries working with managers or executives who handle financial matters.

### What You Will Cover

- Basic accounting concepts and principles
- Financial statements and their significance
- The accounting process
- Components of an annual report and the auditor's role
- Evaluating an organization's financial statements
- Financing the business
- Budgeting more effectively

### SCHEDULE

March 14-16	.....New York, NY	.....2518-EXW-00620
May 7-9	.....Arlington, VA	.....2518-EXW-00627
June 20-22	.....New York, NY	.....2518-EXW-00629
Aug. 1-3	.....San Francisco, CA	.....2518-EXW-00632

#### 3 days/1.8 CEUs

\$1,895/AMA Members \$1,695

**AMA Members save \$200**

# AMA's Budgeting Workshop

SEMINAR #2259

## With companies struggling to make ends meet, every manager must understand budgeting.

Like it or not, the budget is the yardstick that top management uses to measure your actual performance. And in today's tight economy, the manager who knows how to plan and use the budget effectively wins hands down over the one who doesn't.

So, if you're a new manager who's "just a little nervous" about budgeting...or an experienced one who wants to smooth out the rough spots and get a lot more out of the yearly chore...or you just want to hold your own with financial managers, come to the seminar that can boost your numbers and your career.

### How You Will Benefit

- Learn the entire budgeting process—from setting goals through planning and actual operation
- Discover how to translate managerial decisions into dollars
- Set monthly revenue targets and prepare for contingencies
- Get your budget successfully reviewed and approved

### Who Should Attend

Every manager with budget responsibilities.

### What You Will Cover

- Key elements of the budgeting process: integrating management's goals, working with operating budgets, costs and expenses, controlling cash and structuring a capital budget
- Budgeting administrative expenses
- Measuring performance: analyzing budget variances...actions to take after analysis
- Case study: calculating sales, materials cost, direct labor, overhead costs, cost of sales

**NOTE:** Please bring a laptop or calculator to this meeting.

### SCHEDULE

March 26-27	.....Arlington, VA	.....2259-EXW-00445
May 7-8	.....Atlanta, GA	.....2259-EXW-00453
June 18-19	.....New York, NY	.....2259-EXW-00451
July 26-27	.....San Francisco, CA	.....2259-EXW-00450

#### 2 days/1.2 CEUs/12 PDUs

\$2,345/AMA Members \$2,095

**AMA Members save \$250**



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# Fundamentals of Cost Accounting

SEMINAR #1201

**Top management is keeping a sharp eye on where every dollar goes. Learn how to implement an effective cost accounting system.**

Use cost accounting successfully to control operations...measure results against budgets...determine pricing for goods and services...and make the best use of people, money and materials.

### How You Will Benefit

- Analyze reports to make sound pricing decisions
- Compare cost systems and choose the one that's right for your company
- Evaluate results against budgets with greater accuracy
- Use cost accounting methods to optimize the use of people and resources

### Who Should Attend

Accountants, accounting managers, cost accountants, cost analysts, budget and system analysts, auditors, financial planners.

### What You Will Cover

- Cost accounting
- Basic tools and techniques
- Actual historical and standard cost systems
- Job costing and process costing: advantages of each
- Process costing
- Absorption and direct costing
- Relationship between fixed and direct costs
- The break-even relationship
- Variance analysis
- Budgeting, profit planning and forecasting
- Synchronizing accounting and budgetary systems
- Cost controls

**NOTE:** Please bring a laptop or calculator to this meeting.

### SCHEDULE

March 5-7	Chicago, IL	1201-EXW-00557
May 14-16	Arlington, VA	1201-EXW-00558
June 6-8	Chicago, IL	1201-EXW-00554
Aug. 22-24	Atlanta, GA	1201-EXW-00556
Aug. 27-29	San Francisco, CA	1201-EXW-00555

**2.5 days/1.5 CEUs/15 PDU's**

\$2,195/AMA Members \$1,995

**AMA Members save \$200**

Recommended CPE Credit: 18 hours/Basic

Advance Preparation: None

Recommended for optimum learning benefit: Familiarity with the fundamentals of accounting (see seminar #1210, page 4).

Advance Preparation: None

Instructional Method: Group Live



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# Fixed Asset Accounting

SEMINAR #1224

**With today's uncertain markets, you need to know how to maximize your assets and protect your organization's investments.**

### Answer tough questions like:

- What fixed assets do you have and where are they located?
- Are they being fully utilized?
- Can you reap the maximum tax benefits from your assets?
- How can you accurately assess their current value?
- Are you adequately insured?

### How You Will Benefit

- Evaluate and improve the tax benefits from your fixed assets
- Identify the available options of popular F/A software systems
- Appraise the value of your assets in today's economy
- Set up systems to get timely, accurate information

### Who Should Attend

Accountants, controllers, managers of fixed assets, divisional plant managers and all executives with two years or less of experience in fixed asset accounting.

### What You Will Cover

- Accounting, tax, insurance and other requirements
- Value concepts
- Exploring existing records
- The property accounting system
- Establishing the fixed asset accounting record
- Taking an inventory
- Perpetuating the property accounting system
- Property accounting manual
- Ad valorem taxes
- System-to-system conversion
- Conversion of manual reports to computerized format
- Construction in progress (CIP)

### SCHEDULE

April 19-20	Arlington, VA	1224-EXW-00396
Aug. 13-14	New York, NY	1224-EXW-00397

**2 days/1.2 CEUs**

\$2,095/AMA Members \$1,895

**AMA Members save \$200**

Recommended CPE Credit: 14 hours/Basic

Advance Preparation: None

Recommended for optimum learning benefit: Familiarity with fundamentals of accounting (see seminar #1210, page 4).



Certified Treasury Professional®

Approved for up to 14.4 CTP/CCM (seminar #1224) or 17.6 CTP/CCM (seminar #1201) recertification credit(s) by the Association for Financial Professionals.

## The Controller's Job in Today's Environment

SEMINAR #1206

**Volatile times require a far greater contribution to your company's financial policy. Here's how to do it.**

Your accounting skills, hard work and ability to deliver fast, accurate answers have powered you to the controller's slot. Now the questions are going to be a lot different and a whole lot tougher. Master the technical, accounting, automation and management skills you need to plan, organize and carry out your work more efficiently.

### How You Will Benefit

- Predict the needs and questions of corporate decision makers
- Overcome obstacles to accurate reporting and successful presentations
- Go beyond reporting numbers...to predicting the flows, trends and cycles of business
- Manage the effectiveness of the people who report to you
- Identify your department's successes so they can be recognized by upper management

### Who Should Attend

Newly appointed corporate, division and plant controllers, assistant controllers and their staffs.

### What You Will Cover

- The controller's functions, organizational relationships and role in management
- Developing effective long-range plans
- Techniques for cash forecasting...controlling and administering operating budgets
- Setting up an effective reporting system

### SCHEDULE

March 12-14	Chicago, IL	1206-EXW-00525
May 21-23	Atlanta, GA	1206-EXW-00530
June 13-15	Arlington, VA	1206-EXW-00532
July 25-27	Chicago, IL	1206-EXW-00531
July 30-Aug. 1	New York, NY	1206-EXW-00528

#### 3 days/1.8 CEUs

\$2,345/AMA Members \$2,095

**AMA Members save \$250**

Recommended CPE Credit: 21 hours/Intermediate

Recommended for optimum learning benefit:  
Three to five years experience in corporate finance.

Advance Preparation: None

Instructional Method: Group Live



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recertification credit(s) by the  
Association for Financial Professionals.

## AMA's Financial Statement Workshop

SEMINAR #1216

**Drill down—and discover what the numbers on those financial statements really mean!**

Gain compelling insights into the analysis techniques that investors, creditors, bankers and analysts employ to evaluate companies. See how to apply sophisticated financial statement interpretation and other analytical tools with the help of Excel® to evaluate current operations and anticipate future corporate performance.

### How You Will Benefit

- Revisit the key relationships among the three major financial statements: balance sheet, income statement and statement of cash flows
- Interpret how business decisions affect the critical interrelationship among the statement components
- Determine which pivotal business operations are driving these financial statement movements
- Apply financial ratios to analyze trends, competitors and future economic decisions
- Use advanced spreadsheet tools to perform statement interpretation

### Who Should Attend

Every member of the finance team, and any manager or executive in any functional area, who wants an incisive understanding of financial statements and their essential role in budgeting, operations and strategic planning.

**NOTE:** Basic knowledge of Excel is required. Please bring a laptop equipped with Excel, a wireless connection and a working USB port.

### What You Will Cover

- The critical differences between profit and cash flow—and the importance of each to a business
- Recognizing potential problems revealed in statements
- Leveraging new financial knowledge in the preparation of budgets and forecasts
- How lenders, creditors and shareholders view your business
- Analyzing how spreadsheets can simplify complex comparisons of divisions, business units and entire companies

### SCHEDULE

March 15-16	New York, NY	1216-EXW-00045
April 2-3	San Francisco, CA	1216-EXW-00039
June 28-29	Arlington, VA	1216-EXW-00041
July 16-17	New York, NY	1216-EXW-00040

#### 2 days/1.2 CEUs/12 PDU's

\$2,345/AMA Members \$2,095

**AMA Members save \$250**



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recertification credit(s) by the  
Association for Financial Professionals.

# AMA's Course on Financial Analysis

SEMINAR #1552



Also available as a  
Live Online Seminar



## Make the best decisions for your company's future using expert financial analysis techniques.

Under the skilled guidance of your seminar leader, you'll learn how to confront today's major planning and performance challenges with new confidence—and successfully apply financial analysis techniques to enhance top management's planning and decision-making capabilities.

### How You Will Benefit

- Identify current vital financial indicators that are important to your organization
- Comprehend financial forecasting techniques that can enable management to make informed decisions
- Apply methods that can improve your company's profit picture and your stockholders' investment
- Know your firm's finances and what that means for the present and future

### Who Should Attend

Managers responsible for their company's financial future or those seeking a refresher in analytical techniques—including financial analysts, accountants, project managers, budget analysts, vice presidents of finance, controllers and treasurers.

### What You Will Cover

#### Your Role in the Corporate Planning Cycle

- Strategic planning
- Capital budgeting
- Financial forecasting
- Operational budgeting and profit planning

#### Key Ideas in the Income Statement and Balance Sheet

- The accrual concept
- Use of estimates
- Contrast with cash flow
- Why a balance sheet is necessary
- Common size analysis

#### How to Measure Enterprise Performance

- Balance sheet analysis—solvency and liquidity metrics
- Income statement analysis—profitability and performance metrics
- Growth rates and their importance

### How to Use Cash Flow Analysis to Help Manage Your Company

- Cash Flow from Operations (CFO), investing and financing
- The direct and indirect method of display
- Ratios and metrics you can use for cash evaluation
- Identifying patterns of value in cash flow analysis
- The difference between CFO and net income

### Creating Shareholder Value

- WACC and the capital asset pricing model
- The cost of debt
- The cost of equity
- Fundamental drivers of shareholder value creation
- The management of debt and equity
- Bond ratings
- Analyzing capital structure

### The Time Value of Money

- Mastering the use of a financial calculator
- The theory of interest and its calculation
- Presenting value and its business meaning
- Net Present Value (NPV)
- Internal Rate of Return (IRR)
- Calculation of compound growth rates
- Payback and terminal value

### Analyzing Enterprise Investments

- Key steps in the process
- Creating a valid spreadsheet
- Choosing a hurdle rate
- Choosing the appropriate metrics
- Choosing the investment's time frame
- Terminal values
- Pricing an acquisition

*Be sure to bring your organization's financial statement and a financial calculator, HP 12C or equivalent.*



### FACULTY SPOTLIGHT\*

**Philip A. Wolhar, CPA** is a financial management consultant with over 25 years' experience in a variety of financial management, business management and leadership roles.

A certified public accountant in the state of Delaware, Mr. Wolhar is also a member of the Delaware Society of CPAs.

\*This seminar is also taught by other finance and accounting experts.

### SCHEDULE

March 19-21	... Arlington, VA	1552-EXW-01146
April 25-27	... Atlanta, GA	1552-EXW-01153
May 16-18	... San Francisco, CA	1552-EXW-01155
May 21-23	... Chicago, IL	1552-EXW-01157
May 30-June 1	... New York, NY	1552-EXW-01158
July 30-Aug. 1	... Arlington, VA	1552-EXW-01156
Aug. 15-17	... San Francisco, CA	1552-EXW-01160
Aug. 27-29	... Atlanta, GA	1552-EXW-01159

### 3 days/1.8 CEUs/18 PDUs

\$2,545/AMA Members \$2,295

**AMA Members save \$250**

Recommended CPE Credit: 21 hours/Advanced

Recommended for optimum learning benefit: Familiarity with *Fundamentals of Finance and Accounting* (see seminar #2218, page 2) or *Debits and Credits* (see seminar #1210, page 4).

Advance Preparation: Online pre- and post-seminar assessments  
Instructional Method: Group Live

### LIVE ONLINE SCHEDULE

1.2 CEUs

**\$2,545/AMA Members \$2,295**

Wednesday 2-5 pm ET • 4 Lessons

April 5-26, 2012 . . . . . 1552-EXW-01175



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Approved for up to 23.4 CTP/CCM recertification credit(s) by the Association for Financial Professionals.

# NEW! Fundamentals of Forecasting

SEMINAR #1110

## Get the basic skills you need to accurately predict revenues and costs.

Forecasting is critical to the functioning and success of every business, from small companies to giant corporations. In this hands-on seminar, you'll discover the basics you need to assemble data and build forecasts that help power the operations, finance, production and planning functions in your organization. You'll master the foundational vocabulary and skills to create forecasts on your own and learn to translate and appraise the forecasts of others. In addition, you'll understand how to interpret the meaning of any forecast, whether it's your own company's or that of the competition. Whether you're new to forecasting or simply in need of a briskly-paced refresher, this seminar will help you see into—and plan—your company's future.

### How You Will Benefit

- Gather the basic facts necessary to start building a forecast
- Limitations—what forecasts can and cannot do
- Choose the proper forecasting technique given available data and forecast goals
- Critique and interpret forecasts and their implications
- Utilize powerful MS Excel® tools—with uses transferable to other disciplines
- Master and use regression tools to make better forecasts
- Use Excel tools to present forecast data to management

### Who Should Attend

Any financial professional who needs to create, maintain and improve the forecasting process at their company, as well as professionals in any function who must interpret, analyze and make decisions based on forecasts created by others.

**Please bring a laptop equipped with Excel to this seminar.**

### What You Will Cover

#### The Basics Of Forecasting

- Awareness of a coming event and the occurrence of the event
- Key element in decision making, profitability, and growth
- A process, not a tool
- How accurate is the forecast?
- What is the cost-benefit tradeoff?
- How timely is the forecast?

### Qualitative and Quantitative

#### Qualitative

- Focus groups
- User groups
- Panel surveys
- In-house judgments

#### Quantitative

- Deals with numbers, facts and statistics

### Apply Statistics and Formulas to a Forecast

- Trend analysis
- Simple series
- Time series analysis
- Regression
- Linear
- Multivariate regression

### Use Microsoft® Excel® Data Analysis Tools

- Functions
- Mean–Mode–Median
- Features
- Pivot tables—filters, subtotals
- Data analysis tools
- Descriptive statistics—regression
- “What if” analysis
- Goal seek, solver, scenarios
- Auto filters
- Pivot tables and charts

### Describe How Probability and Risk Affect Forecasts

- Changes that affect your forecast
- Fluctuations in the economy
- Customer budget cuts
- Competition
- Market shifts
- Quality issues
- Supply shortages
- Event: What could happen?

### SCHEDULE

March 14-16 . . . Chicago, IL . . . . . 1110-EXW-00007  
 April 18-20 . . . Atlanta, GA . . . . . 1110-EXW-00008  
 May 14-16 . . . New York, NY . . . . . 1110-EXW-00009  
 July 16-18 . . . Arlington, VA . . . . . 1110-EXW-00011

#### 3 days/1.8 CEUs

\$2,345/AMA Members \$2,095

**AMA Members save \$250**

Recommended CPE Credit: 21 hours/Basic

Recommended for optimum learning benefit: An understanding of Excel and familiarity with fundamentals of finance and accounting (see AMA seminar #2218, page 2).

Advance Preparation: None

Instructional Method: Group Live

- **Probability:** How likely is it to happen?
- **Impact:** How bad will it be if it happens?
- **Contingency:** How can impact be reduced? Are the events dependent or independent of each other?

### Describe Future Trends in Forecasting

- Rapid changes in technology and the marketplace
- The importance of earned value management
- Forecasting profit, cash flow, and ROI

# AMA's Advanced Financial Modeling and Forecasting Workshop

SEMINAR #1276



Also available as a  
Live Online Seminar



## Improve decision making with advanced modeling techniques.

Build more powerful and more accurate forecasting models to better analyze financial data, predict revenues and costs, assess risks—and justify critical business decisions.

### How You Will Benefit

- Create effective financial models that can meet your business needs
- Quantify the uncertainty inherent in forecasting models with risk analysis techniques
- Use advanced financial modeling methods to make more informed business decisions
- Evaluate patterns in your historical data
- Identify and utilize key business drivers and integrate them into your forecast
- Explain the results of your models to team members and senior management

### Who Should Attend

Analysts and executive-level managers who work with financial models, need a refresher course on modeling methods—as well as experienced financial professionals who have not built models on a regular basis.

**Please bring a laptop equipped with Excel®.**

### What You Will Cover

#### Finance Theory as Used in Financial Modeling

- Introduction to finance
  - Finance history
  - Modern finance
- The key principles in finance
  - Free cash flow
  - Time value of money
  - How rates are determined
- Creating net present value and internal rate of return models
  - Application of net present value: the capital budgeting model
- The relationship between risk and return
  - Risk versus reward paradigm
- Financial markets
  - Time horizon
  - Liquidity
  - Direct fundraising
  - Market structure
  - Security types
  - Locations

#### Creating Financial Models in Microsoft Excel

- Spreadsheet design and structure
- Spreadsheet auditing tools
- Excel functions
  - Basic finance functions
  - Lookup functions
  - Goal seek
  - Solver
  - Scenario manager
  - Sensitivity analysis
  - Data validation
  - Building your own functions in Excel
- *Individual practice exercise—build a valuation model*

#### Model Statistics and Forecasting

- Basic statistical descriptors
- Analyzing time series data
  - Types of patterns in data time series
- The use of distributions
- Exploratory data analysis
- Basic regression analysis
- *Team exercise—predicting profit and revenue*

#### The Art of Modeling

- The art of problem solving
- Problem identification and model building
- *Group Case Study A—developing a shopping plaza*

#### Modeling Risk and Uncertainty

- Uncertainty and net present value
- Scenario building
- Description of Monte Carlo
- Option pricing models

#### Putting It All Together

- Presenting financial models
- *Class Exercise—presentation of case studies*



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### FACULTY SPOTLIGHT\*

**Miles Hutchinson, CPA** has 28 years of business experience, including serving as CFO of a billion-dollar real estate development firm and as a controller for a software company. His

books include *The Job of the Corporate Controller* and *Customerizing for Success*.

\*This seminar is also taught by other finance and accounting experts.

### SCHEDULE

March 7-9 . . . . New York, NY . . . . . 1276-EXW-00458  
 April 11-13. . . . San Diego, CA . . . . . 1276-EXW-00463  
 May 2-4 . . . . . Arlington, VA . . . . . 1276-EXW-00462  
 June 27-29. . . . New York, NY . . . . . 1276-EXW-00461  
 July 11-13 . . . . Chicago, IL . . . . . 1276-EXW-00466  
 Aug. 22-24 . . . . Arlington, VA . . . . . 1276-EXW-00469  
 Aug. 27-29 . . . . New York, NY . . . . . 1276-EXW-00468

#### 3 days/1.8 CEUs/18 PDUs

\$2,545/AMA Members \$2,295

**AMA Members save \$250**

Recommended CPE Credit: 21 hours/  
Intermediate

Recommended for optimum learning benefit:  
Familiarity with fundamentals of financial analysis (seminar #1552, page 8).

Advance Preparation: Online pre- and post-seminar assessments

Instructional Method: Group Live

#### LIVE ONLINE SCHEDULE

1.2 CEUs/14 CPE

\$2,545/AMA Members \$2,295

Monday 2-5 pm ET • 4 Lessons

March 5-26, 2012. . . . . 1276-EXW-00453



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Be sure to check out the new seminar  
**Fundamentals of Forecasting**  
Seminar #1110 (see page 9)

## AMA's Insurance and Risk Management Workshop SEMINAR #1290

### Are your insurance costs too high? This powerful new workshop puts you in control.

Do you know if: • Your firm's coverage protects against the unexpected? • Your broker provides the services you need? • Your broker is over-compensated? (Are you sure?) • Your renewal strategy is in line with market conditions?

#### How You Will Benefit

- Assess the positives and negatives of your current insurance program, including premium cost, cash flow, limits of liability, deductibles, exclusions and more
- Describe how to select, compensate and manage brokers/agents—and how to choose an insurance company or TPA
- Evaluate how to spend your company's premium dollars to maximum effectiveness

#### Who Should Attend

Non-insurance executives and professionals responsible for their firm's insurance and risk programs, CEOs, CFOs, VPs of finance, controllers and treasurers. Legal, administrative or HR executives...corporate planners and attorneys.

#### What You Will Cover

- Why risk management and insurance are crucial
- Financial overview of the insurance industry
- Risk management strategies
- The role of the broker/agent
- Compensating a broker/agent
- Selecting an insurance company/TPA
- Property insurance
- Casualty insurance coverages
- Executive and professional coverages
- Specialty coverages, including environmental
- Alternative risk financing

Be sure to bring your company policy, and your questions, for a panel discussion.

#### SCHEDULE

April 19-20 .....New York, NY .....1290-EXW-00508  
Aug. 20-21 .....Chicago, IL .....1290-EXW-00510

#### 2 days/1.2 CEUs

\$2,195/AMA Members \$1,995

**AMA Members save \$200**

Recommended CPE Credit: 14 hours/Basic

Recommended for optimum learning benefit: Familiarity with the fundamentals of controllership (see seminar #1206, page 7).

Advance Preparation: None

Instructional Method: Group Live



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## NEW! Essentials of Enterprise Risk Management SEMINAR #1115

### Manage risks to your organization by developing and applying an effective ERM program.

While every kind of business deals in risk, many don't understand the extent to which their survival depends on external factors such as oil prices, market downturns or the operations of other companies. Their vulnerability to risk is further impacted by internal factors such as bad business decisions and ill-advised risk appetite—either taking too few risks or taking too many. This seminar will show you how to look at the "big picture" of how risk affects your organization. You'll learn to identify, qualify and mitigate the significant risks your business faces by exploring the tools, techniques and methodologies of Enterprise Risk Management (ERM). This course offers you a solid way of managing risks so your organization has the best possible chance for continued success.

#### How You Will Benefit

- Guard against wide-scale risk potential in your organization
- Know how to formulate an integrated contingency plan for multiple risk situations
- Understand how a new Enterprise Risk Management system works and affects your job
- Assess all operational threats to your business
- Be able to customize any ERM system to your business specialty
- Know how to explain ERM and its benefits, and how to overcome stakeholder resistance

#### Who Should Attend

Treasurers, controllers, general managers, risk managers, consultants, business owners and other mid- to senior-level personnel who need to be knowledgeable about effective ERM initiatives and their importance to an organization.

#### What You Will Cover

- Defining and understanding the scope, goals and drivers of ERM
- Exploring the opportunities and techniques of risk identification
- Aligning ERM with your organization's business model
- Recognizing why a risk hierarchy is more valuable than prioritizing risk
- Operational risk management—the weak link in the ERM system
- ERM and the emerging Cloud Technology: identifying the right ERM high-tech platform

#### EXTRA

Get a free copy of *Fundamentals of Enterprise Risk Management* by John J. Hampton (a \$79.95 value) when you attend this seminar.

#### SCHEDULE

March 19-20 .....San Francisco, CA .....1115-EXW-00003  
May 21-22 .....New York, NY .....1115-EXW-00004  
June 18-19 .....Arlington, VA .....1115-EXW-00005  
Aug. 9-10 .....Chicago, IL .....1115-EXW-00006

#### 2 days/1.2 CEUs

\$2,195/AMA Members \$1,995

**AMA Members save \$200**

# AMA's Course on Mergers and Acquisitions

SEMINAR #1521

**Thousands of executives achieved the negotiation edge they needed right here.**

You'll cover all the crucial elements that can make or break a merger or acquisition, "preview" the type of problems you're likely to encounter and learn how to avoid the common pitfalls.

### How You Will Benefit

- Evaluate candidates and identify bona fide prospects
- Analyze synergies and how much a company is really worth
- Describe legal, tax and accounting implications of M&A
- Set appropriate offering prices
- Explain how to structure the best deal and negotiate to your advantage

### Who Should Attend

Top-level management, including CEOs, CFOs, owners of companies, presidents, vice presidents of finance, treasurers, controllers, corporate planning directors, financial planners and analysts, directors of new business development, directors of mergers and acquisitions and accountants.

### What You Will Cover

- The rationale for diversification strategies
- Organizing the mergers and acquisitions function
- The search, screening and evaluation process
- Financial analysis
- Accounting, antitrust, tax and legal aspects
- Negotiating techniques
- Analyzing the acquisition contract
- Conducting due diligence

### SCHEDULE

March 14-16 . . . . .Las Vegas, NV . . . . .1521-EXW-00402  
 May 14-16 . . . . .La Jolla, CA . . . . .1521-EXW-00409  
 June 27-29 . . . . .Hilton Head, SC . . . . .1521-EXW-00406  
 Aug. 27-29 . . . . .San Francisco, CA . . . . .1521-EXW-00407

#### 3 days/1.8 CEUs

\$4,395/AMA Members \$3,995

**AMA Members save \$400**

Recommended CPE Credit: 21 hours/Advanced

Recommended for optimum learning benefit: familiarity with fundamentals of finance and accounting (see AMA seminar #2218, page 2).

Advance Preparation: None

Instructional Method: Group Live



Approved for up to 23.4 CTP/CCM recertification credit(s) by the Association for Financial Professionals.

# NEW! Valuation Strategies for Both Sides of the Deal

SEMINAR #1109

**Discover how to establish the real value of any company with real-world strategies and tactics.**

Few actions can impact a business—and a business career—more than the decision to buy a target company or sell one you already own. And no matter which side of the deal you're on, either buyer or seller, you must be able to assess the true value of a company before reaching a successful signoff.

This new, hands-on seminar shows you, in step-by-step detail, how to uncover, assemble and apply all the critical financial and nonfinancial information you need to establish the bottom-line worth of any company.

### How You Will Benefit

- Get skill-building practice in valuation tools, techniques and methods
- Establish a target's worth and needed payout to hit desired ROI
- Determine the optimum price for a deal in any situation
- Analyze quoted pricing multiples and cost of capital
- Quantify a target company's customers, market share, competitors, intellectual property and reputation

### Who Should Attend

Any manager, executive or advisor involved in buying or selling a business: CEOs, CFOs, owners, presidents, vice presidents of finance, controllers, treasurers, planning directors, directors of business development and M&A, financial analysts and planners, accountants.

### What You Will Cover

- Obtaining the necessary information to initiate a valuation
- Approaching valuation from both sides—as seller or buyer
- Uncovering the most damaging risks to the transaction
- Identifying and quantifying important synergies and their effect on the deal
- Pinpointing the accuracy of financial analysis and forecasts
- Calculating cash flow and economic value added with precision
- Analyzing financial statements and ratios

### SCHEDULE

April 2-3 . . . . .Dallas, TX . . . . .1109-EXW-00008  
 May 7-8 . . . . .New York, NY . . . . .1109-EXW-00009  
 June 14-15 . . . . .Chicago, IL . . . . .1109-EXW-00010  
 Aug. 13-14 . . . . .San Francisco, CA . . . . .1109-EXW-00012

#### 2 days/1.2 CEUs/14 CPEs

\$2,345/AMA Members \$2,095

**AMA Members save \$250**

Recommended CPE Credit: 14 hours/Intermediate

Recommended for optimum learning benefit: familiarity with fundamentals of finance and accounting (see AMA seminar #2218, page 2).

Advance Preparation: None

Instructional Method: Group Live

# Additional Career-Building Seminars from AMA



**Stay two steps ahead** of the competition with the skills you'll get in these seminars!

## Business Enhancement Skills

### Time Management Seminar #2233

**Get more of the right things done.** If you're doing more and enjoying it less, it's time to make real choices about how and when you spend your time. This seminar gives you the tools to find a balance, achieve your goals and become more effective and productive.

### Critical Thinking Seminar #2533

**To stay competitive, you must have this skill.** Critical thinking helps you step back, examine your thought processes and make them more effective. You'll ask the right questions, challenge assumptions and see others' viewpoints with clarity. Business leaders agree it's the only way to think at work—because it helps you get the best possible results.

### AMA's 5-Day "MBA" Workshop Seminar #2561

**Get grounded in the essential elements of high-level business courses in just one week.** This dynamic learning experience will provide you with a strong overall business foundation with a firm grasp of current management practices. Presented by a team of expert faculty specializing in accounting, finance, strategy, marketing and management, this is your seminar to accelerate to the next level of excellence.

## Communication Skills

### How to Communicate with Diplomacy, Tact and Credibility Seminar #2206

**This is the seminar that can be the turning point in your career.** How well you communicate can influence how others view your work, your performance and your prospects for career mobility. Learn how to choose and use the most appropriate word and emotional tone for every business situation.

### Negotiating to Win Seminar #2513

**Gain the skills, insights and competencies required in all negotiations—in every organization—at every level.** Whether it's allocating resources for a project, funding a new initiative or establishing a supply chain for a new product or service, negotiation is inevitably at the heart of the process. This hands-on seminar gives you a step-by-step guide to understand the structure, techniques and approaches that will positively influence any outcome.

## Leadership

### Developing Executive Leadership Seminar #2501

**Focus on the big picture as a visionary strategist, communicator and coach.** This intensive executive leadership training program combines proven-in-action techniques with peer interaction and insights from the latest research to help you master the competencies of effective leadership—enabling you to empower your staff to improve performance.

## Management

### Successfully Managing People Seminar #2295

**Be the catalyst to drive your team forward.** Become well-versed in the most effective methods for dealing with difficult people, winning cooperation and trust and ensuring that your people's values and your organization's goals are in sync. Master the tools that help you get the most out of your team!

For full details and schedules,  
visit [www.amanet.org](http://www.amanet.org) or  
call 1-800-262-9699

# Fundamentals of Purchasing for the New Buyer

SEMINAR #4265

## Increase your company's savings through better purchasing techniques.

Walk through every step of the purchasing, negotiating, vendor and materials management process. Find innovative ways to manage your suppliers so they deliver quality products and services on time and within your budget...learn how e-procurement can help you save money and exploit sales opportunities...and understand the legal aspects of purchasing.

### How You Will Benefit

- Become a more efficient and productive buyer
- Improve the services provided by your suppliers through more effective negotiations and planning
- Understand the ethical/legal aspects of purchasing
- Find out how to select and qualify suppliers

### Who Should Attend

Newcomers who want to learn every aspect of their job responsibilities—as well as veteran buyers who want to update their skills.

### What You Will Cover

- How purchasing adds value to the firm
- Supplier relations
- Price, cost and the total cost of ownership
- Specialized purchasing tools
- The legal aspects of buying and selling
- Purchase agreements and contracting methods
- Win-win negotiation skills for the new buyer

### SCHEDULE

March 12-14	Las Vegas, NV	.4265-EXW-00815
March 28-30	New York, NY	.4265-EXW-00811
April 18-20	Arlington, VA	.4265-EXW-00816
May 9-11	New York, NY	.4265-EXW-00818
May 16-18	Chicago, IL	.4265-EXW-00819
June 13-15	Atlanta, GA	.4265-EXW-00829
July 23-25	New York, NY	.4265-EXW-00822
Aug. 13-15	Chicago, IL	.4265-EXW-00825
Aug. 22-24	Dallas, TX	.4265-EXW-00823

### 3 days/1.8 CEUs

\$2,345/AMA Members \$2,095

**AMA Members save \$250**



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## Inventory Management Techniques: Planning, Replenishment and Activities Control

SEMINAR #4206

### Improve your inventory turnover ratio and transform frozen assets into cash.

Cutting-edge inventory control techniques are delivering results that go far beyond initial expectations.

#### How You Will Benefit

- Reduce your cost of inventory obsolescence
- Become responsive to customers' needs
- Make scheduling and shop loading efficient
- Narrow the sales and stock replacement gap
- Fine-tune your recordkeeping
- Determine your exact material status and inventory dollar burden

#### Who Should Attend

Factory and inventory control professionals, manufacturing and production control managers, industrial engineers, plant managers, material and purchasing managers, factory supervisors and customer/technical service managers.

#### What You Will Cover

- The strategic role of inventory management
- Establishing the optimal inventory level
- Inventory planning and replenishment
- Distribution center and warehousing
- Inventory accuracy and audits
- Managing measure and report inventory
- Forecasting and demand management
- Lead-time analysis and reduction

#### SCHEDULE

March 21-23	..... Arlington, VA	..... 4206-EXW-00298
April 25-27	..... New York, NY	..... 4206-EXW-00302
May 21-23	..... Chicago, IL	..... 4206-EXW-00301
June 4-6	..... San Francisco, CA	..... 4206-EXW-00303
June 25-27	..... Arlington, VA	..... 4206-EXW-00304
Aug. 1-3	..... New York, NY	..... 4206-EXW-00308

#### 3 days/1.8 CEUs

\$2,345/AMA Members \$2,095

**AMA Members save \$250**



APICS—The Association for Operations Management will accept professional development points from *Inventory Management Techniques: Planning, Replenishment and Activities Control* to maintain the CPIM and CFPIM designations.

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SEMINAR #1267

### Get your products to and from customers and suppliers on time and hassle-free—and protect your company's investment.

The opportunities for importing and exporting have never been greater. But the details involved in these operations have never been more complex. Learn how to deal successfully with banks, freight forwarders, customs brokers and foreign customers. And find out how to use the necessary documents to obtain the greatest cost benefits and timely execution of your orders.

#### How You Will Benefit

- Discover the latest import/export guidelines
- Get freight forwarders and bankers to work together to solve your logistics problems
- Maximize the services of general and bonded warehouses
- Prevent excessive duties by using foreign trade zones
- Avoid the pitfalls of improper documentation

#### Who Should Attend

Import/export managers, traffic managers, shipping personnel, international marketing managers, customer service staff, credit managers, controllers, purchasing managers and directors of procurement or logistics.

#### What You Will Cover

- Document your shipment
- Executing smooth import transactions
- Complying with NAFTA and other origin requirements, trademark and copyright regulations
- Observing industry standards
- Avoiding customs penalties
- Getting help from freight forwarders and customs brokers
- Establishing mutually beneficial relationships
- Getting paid and make payments using letters of credit and documentary collections

#### SCHEDULE

March 14-16	..... New York, NY	..... 1267-EXW-00309
April 18-20	..... Chicago, IL	..... 1267-EXW-00310
June 25-27	..... San Francisco, CA	..... 1267-EXW-00305
Aug. 6-8	..... Chicago, IL	..... 1267-EXW-00306

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