Focusing On Financial Training
Appointed financial training supplier of many fortune 500 companies
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EasyFinance Management Consulting Co., Ltd is committed to helping corporations and individuals gain financial management knowledge and know-how by systematically delivering corporate financial management training and consulting services. EasyFinance has a team consisting of superior full-time professional consultants equipped with a profound understanding of finance theory and rich practical corporate management experience. Through continuous research, we harmoniously integrate advanced international finance management concepts with the real issues of Chinese domestic corporations.

Characterized by professional courses and excellent service, EasyFinance has not only earned the trust of its clients, but also established itself as a leader in the Chinese training industry. As of today, more than 4300 MNCs, Fortune 500 and leading domestic companies have chosen EasyFinance. Among which 118 World Fortune 500 companies have designated EasyFinance as a long-term financial training services supplier.

EasyFinance has organized customized corporate in-house training courses in 50+ cities in China including areas of Hongkong and Taiwan. In addition, EasyFinance periodically holds open lectures in leading cities including Shanghai, Beijing, Shenzhen, Guangzhou, Hangzhou, Suzhou, Chengdu and Sanya.

EasyFinance classrooms have become a highly efficient platform for business managers and leaders to share the latest management practices/techniques and exchange new ideas.
Focusing on financial training
EasyFinance is dedicated to research in financial training. This has resulted in a whole new set of unique ideas and professional methods in delivering financial training. By integrating these ideas and methods with our considerable practical experience, EasyFinance delivers professional, high-quality, and highly practical financial training services that can be customized to the needs of the client corporation. EasyFinance’s unique approach makes abstruse and obscure financial situations and knowledge easy to understand.

Professional and comprehensive course topics
Our training courses, designed for both non-finance management and professional finance personnel, cover more than 40 finance courses in corporate finance management. The professional, comprehensive and customizable courses involve every aspect of financial management in a corporation.

Professional full-time training experts
EasyFinance boasts of a team of reliable full-time financial training experts who possess profound finance management knowledge and rich experience in solid business practices as a result of their working background with a variety of corporations. They are familiar with the needs of finance managers and understand the requirements of the organization. They combine theory with practice seamlessly to help corporations sharpen their competitive edge.

Professional course R&D center
With the support of its own R&D center, EasyFinance is able to consistently improve existing courses and develop new courses. By integrating advanced international management concepts and methods with the real-life practices of domestic Chinese corporations, EasyFinance training features the following aspects.
- Intensive but easy to understand
- Integrated with real practice of corporations
- Rich & comprehensive in content
- Systematic & complete in structure
- Conducted with highly practical methods and tools
- A look at financial management in a new and unique perspective
As the first Chinese organization specializing in financial management training, EasyFinance has made outstanding achievements since it was established and has been recognized as a leader in finance training field. Well-known for its professional and comprehensive training courses, EasyFinance has not only received accolades from its students and participating corporations, but is also widely acknowledged by many international organizations as a leader in its field. EasyFinance has established international partnerships with ACCA and IMA.

**ACCA CPD**

EasyFinance is the first CPD provider in China for ACCA (The Association of Chartered Certified Accountants). EasyFinance courses are ACCA CPD accredited and regarded as valid certification of its CPD.

**IMA CPE**

EasyFinance is the first CPE provider of IMA (Institute of Management Accountants) outside of US. EasyFinance courses are IMA CPE accredited and regarded as valid certification of its CPE by IMA.
Cities in which we holds public seminars

Currently, EasyFinance periodically holds public seminars in eight cities including Shanghai, Beijing, Shenzhen, Guangzhou, Hangzhou, Suzhou, Chengdu and Sanya. Each year EasyFinance successfully holds over 400 courses with over 12000 participants. Of all the trainees with EasyFinance, 63% comes from Fortune 500 or leading MNCs in the industry. 67% of all participants hold positions in middle management or above. EasyFinance classrooms have become a highly efficient platform for business managers and leaders to share the latest management practices/techniques and exchange new ideas.

Cities in which we provide corporate in-house training

Taipei, Hongkong, Singapore, Shanghai, Beijing, Guangzhou, Shenzhen, Tianjin, Suzhou, Hangzhou, Nanjing, Wuxi, Ningbo, Haerbin, Shenyang, Changchun, Urumqi, Qingdao, Dalian, Wuhan, Changsha, Chongqing, Xiamen, Lanzhou, Fuzhou, Zhengzhou, Xiangfan, Guiyang, Huhehaote, Hefei, Wenzhou, Yantai, Dayawan, Qinhuangdao, Changzhou, Kunshan, Dongguan, Foshan, Shunde, Zhangjiagang.
More than 4300 MNCs, Fortune 500 and leading domestic companies have chosen EasyFinance as their financial training supplier. Easy Finance’s clients cover more than 30 industries including Automobile, Energy, Chemicals, General Manufacturing, Medicine and Biology, Information Technology, Electrical Appliance, Retailing, Finance and Insurance, etc. More than 60% of all the participants come from multinational and foreign corporations, which include 118 remarkable Fortune 500 companies and leading domestic companies. Companies such as GM, Honeywell, Bayer, Siemens, China Mobile, Alcatel-sbell, BASF, Volkswagen and so on have designated EasyFinance as a long-term financial training services supplier.

**Our Clients**

**Automobile**

GM  
TOYOTA  
CSVW  
Faw-Volkswagen  
Dongfeng-Nissan  
Dongfeng Honda  
Guangzhou Honda  
Ford  
Renault  
SGMW  
Beijing-Hyundai  
Benz-Daimlerchrysler  
Dongfeng  
ChangAn  
Foton  
Bmw-brilliance  
Yutong  
King-Long  
Chery  
JMC  
DPCA  
JCI  
Visteon  
Siemens VDO  
Michelin  
Valeo  
Cummins  
TI Automotive  
BOSCH  
Webasto  
UAES  
Eaton  
Hankook

**Energy & Chemicals**

BP  
Total  
BASF  
TÜV Rheinland  
Chevron Phillips  
Conocophillips  
Exxonmobil  
Dupont  
Henkel  
Emerson  
Ciba  
Akzonobel  
Praxair  
Cytec  
DSM  
Atofina  
Lanxess  
CNOOC  
Eastman  
Arkema  
Messer  
Statoil  
Daikinchem  
Eliokem  
BOC  
NipponPaint  
PPG  
EDF  
Secco  
Figlec  
Nordex  
Saadec  
Yaraco

**General Manufacturing**

GE  
Caterpillar  
Honeywell  
Siemens  
Volvo  
ABB  
Schneider  
Rockwell  
Ingersoll-Rand  
3M  
Rhodia  
YKK  
Alstom  
Saint-Gobain  
Bosch  
Timken  
Faurecia.  
Netzsch  
APP  
Schindler  
Areva  
Mettler Toledo  
Thyssen  
Komatsu  
Alcoa  
Duravit  
Danfoss  
Kodak  
Putzmeister  
Voith  
Atlascopco  
Gates-Unitta  
Valio  
Vacon  
Domnick Hunter  
SBSS  
Norskeskog  
Nexans  
Almatis  
Bekaert  
Avery  
Alfalaval

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Corporate in-house training is a form of adult workplace learning in which a trainer or lecturer goes to a corporation, identifies and implements the best solution for the corporation. For each in-house training project, EasyFinance designates an experienced lecturer to participate, thoroughly understand the client’s business, training targets and the particular problems or obstacles the participants face in their day to day work. This ensures the efficiency and effectiveness of the training.

If you are looking for a finance-training program with the following characteristics, EasyFinance in-house training service will be your best choice.

- Training courses customized according to the nature of the industry and client requirements.
- Training courses to further your corporate strategy and implementation
- Training courses to consolidate communication among management personnel and improve overall financial management ability
- Training courses that can be flexible to accommodate client’s requirements in terms of time and venue
The client proposes a tentative training plan in accordance with its requirements.

Our professional training consultant discusses and analyzes the requirements with the client and communicates his feedback.

Our training consultant designs a preliminary training plan based on the preliminary communication.

This phase is of critically important to the effective implementation of in-house training. The training consultant will, by personal interview or telephone interview, communicate directly with participants, understand their job description, finance knowledge level, the problems and troubles they have in their work, and their expectations from the training.

Based on the information obtained through in-depth research, the training consultant will communicate with the clients’ training manager and develop a customized in-house training plan.

Based on the actual situation of the client, the consultant further optimizes the course content and training methodology.

Professional training consultant from Easyfinance provides customized in-house training effectively.

The participants evaluate the effectiveness of the content, lecturer, training style in order to for us to understand how satisfied they are with the services provided.

Training consultant will summarize the in-house training. Participants can communicate directly with the consultant via phone, email etc to discuss and find the solution to the actual problems they have in their work.
EasyFinance is the first Chinese organization specializing in finance management training in China. With its professional courses and excellent services, EasyFinance has won the trust from its clients and established its leadership in China training industry. EasyFinance classrooms have become a highly efficient platform for business managers and leaders to share the latest management practices/techniques and exchange new ideas.

Through continuous in-depth research and integrating the internationally advanced finance management concept with the real issues of corporations in domestic China, EasyFinance has developed over 40 finance management courses in 11 series covering all the aspects of corporate finance management for non-finance management personnel and professional finance personnel.

Currently EasyFinance periodically holds public seminars in eight cities including Shanghai, Beijing, Shenzhen, Guangzhou, Hangzhou, Suzhou, Chengdu and Sanya. Each year EasyFinance successfully holds over 400 courses with over 12000 participants. As of today, more than 4300 MNCs, Fortune 500 and leading domestic companies has chosen EasyFinance. Among which 118 Fortune 500 companies have designated EasyFinance as a long-term financial training services supplier. 63% of all the participants come from Fortune 500 or leading MNCs in the industry and 67% of all participants hold positions in middle management or above.

The quality and effectiveness of our public seminars is recognized and held in high regard by our clients. Based on feedback from clients in public seminars in the past few years, satisfaction rates are as high as 99.7%.
The rapid development of the Chinese economy offers great opportunities for enterprises and also offers a great environment for globalized development and success. But for general managers, different types of skills are needed to help the company succeed in the competition. Mastering a company’s operation through financial information is a precondition of success under the pressure of increasing fierce competition. Our course will help general managers have a good understanding of each part of corporate management through a financial point of view, effectively improve corporate performance and increase shareholder value through active training methods and abundant case studies.

**TRAINING OBJECTIVES**

- Fully understand three major financial statements and analyze financial reports correctly
- Interpret corporate operation with financial thinking and seek for effective methods to improve operation performance
- Establish effective communication with financial staff
- Effectively control the capital risk
- Learn to use budget management to insure the achievement of operation targets
- Know the “secret” of a profitable investment project, discover the project that really brings profit and ensure the validity of investment decision making

**TRAINING ATTENDEES**

- Corporate president, GM, GM of project department in a group, and senior and medium level non-financial management

**TRAINING OUTLINE**

1. Understand Enterprise Operation Through Financial Reports
   - How should general managers master enterprise operation through financial management?
   - Understand the three financial statements
   - EVA in performance management

2. How to Use Financial Analysis to Improve Operational Performance
   - Three factors that affect corporate performance
   - How to improve operational performance through financial management
     - Key financial indicators analysis
     - Profitability analysis: ROS, ROA, ROE
     - DuPont analysis: the process of return for shareholders
     - Financial leverage: How to maximize shareholder return?
     - The effects of each department’s job on the performance of the entire company and the control method
   - Analysis and control of the efficiency and risk of capital
     - How to analyze a company’s working capital through data in statements
     - How to improve the situation if each department’s job has impact on corporate working capital
     - How to avoid a fund turn over crisis
     - Basis methods to improve working capital condition
     - Analysis on a public company’s financial reports: Understand a company’s operational performance through integrated financial information

3. Establish the Modern Budget Management System
   - Importance and principles of budgeting
   - Establish an effective budget management system
   - General manager project: General manager project: attention and support should be paid by management
   - The relationship between a budget, each department and each employee: Full participation
   - How to formulate a budget
     - Developing logic of a critical budget
     - Zero based budget
   - Budget tracking and control: prior, in process, post
     - Variance analysis
     - Excel® automatic tracking form of an income budget
     - Excel® automatic tracking form of a cost budget
   - Key points and difficult points

4. Cost Management for General Managers: How to Control Cost Effectively
   - Enterprise cost mode and competition advantage
   - Cost structure analysis: control cost effectively according to characteristics
   - How should general managers choose a cost mode and structure which is most suitable for their company?
   - Case study: economics of scale and sales pricing
   - Comprehensive case study: methods to increase profit
   - Systematic cost decomposition—each department has its own factors to affect a company’s cost
   - Critical points in cost control

5. Investment Decision Making Management
   - Investment decision making problems general managers are faced with
   - Why most of the investment did not get an expected return
   - How to find the project’s true value source
   - Commonly used analysis methods and tools in investment decision making
   - The effect of circulating capital on project evaluation
   - How to judge a project proposal’s reliability—objectively evaluate an investment project’s cost and return
   - “Detect the story behind the figures” – how to make the correct decision with data analysis
   - Establish an effective project evaluation system
FINANCE FOR NON-FINANCIAL MANAGERS

Through effective training methods, such as analyzing and discussing cases, data comment, guessing games and role plays our training advisors can interpret the abstract and abstruse financial knowledge in a very simple and lively way. Those attending the training course can have an overall comprehension of financial management, establish a platform for communication with financial staff, implement effective cost control, command the skills for budget making and implementation, and view and examine their own work from a financial angle and then make appropriate adjustments. In doing this, they can better coordinate their financial responsibilities to serve the overall strategy of the company. As a result, the company’s management will become more efficient. During the learning process, their impressions of finance as something abstruse and obscure will eventually change when they find that financial management is actually useful and enjoyable.

TRAINING OBJECTIVES

- Fully master three major financial statements and fully understand financial reports
- Establish effective communication between non-financial departments and financial staff by means of a unified platform
- Establish clear awareness of cost control
- Strengthen the awareness of cash flow and improve capital working effectiveness
- Strengthen internal control by means of financial management tools (such as budgeting)
- Interpret corporate operation with financial thinking and seek for effective methods to improve operation performance

TRAINING ATTENDEES

- Corporate GM, Vice GM, and corporate senior and middle level non-financial management

FEATURES OF THIS TRAINING PROGRAM

- This training targets non-financial managers by making profound financial knowledge easily comprehensible.
- This training is closely connected with corporate operations and is very interesting, practical and effective.
- Look at finance from an original & unique angle; corporate management ideas integrated into the training.
- Specially designed financial management instruments and methods that can be directly applied to practice.

TRAINING TOOLS

- Plenty of lantern slides which have multi-medium effect
- Many case studies to support theoretical knowledge
- Supplementary materials
- Several practical financial management tools
- Chinese-English common financial words contrast list

TRAINING OUTLINE

1. How to Understand Accounting Statements Quickly
   - Financial objective: accounting is only an instrument; control is the goal.
   - Balance sheet
     - Balance principle
     - View corporate operation from balance sheet structure and content
   - How different operation activities are reflected on statements
   - Income statement:
     - Where do the profits come from?
     - Cost analysis in income statements
     - Tax impact on profit and cash
   - How key items in statements impact the bottom line

2. How to Use Financial Information Analysis to Improve Operational Performance
   - Core ideology of corporate financial analysis
   - Working capital analysis - How to control risks and improve capital working efficiency
   - Modes commonly used in America and Europe
   - Causes of, and solutions for, often-seen capital turnover crises
   - Financial ratio analysis
     - Analysis of 6 key financial ratios
     - Credit control ratio: the management of accounts receivable
     - Inventory control ratio: inventory management
     - Comprehensive analysis: establishment of shareholder return and a financial ratio pyramid
     - Financial leverage: how to maximize shareholder return. Why does an enterprise get into debt?
   - Cash flow statement
     - Three cash activities analysis
     - Balance of cash and profit
   - Comprehensive interpretation of financial statements: interpret corporate operation through financial information.

3. Budget Management
   - Importance and principles of budgeting
   - How to formulate a budget
   - Budget tracking and control: prior, in process, post
     - Excel® automatic tracking form of an income budget
     - Excel® automatic tracking form of a cost budget
   - Key points and difficult points

4. Cost Analysis (in a Broad Sense): How to Account Accurately And Effectively And Control the Cost
   - Classification of cost: effectively control cost by features
     - Direct & indirect cost
     - Fixed & variable cost
   - Break-even point: scale merit & sales pricing
   - Comprehensive case study: interpreting cost analysis ideas under different objectives such as corporate cost mode, strategic decision, sales pricing, product profitability, performance evaluation, etc.
   - Critical points in cost control

5. Summary: Critical Points of Corporate Financial Management
Formulating budgets in line with corporate business objectives is an indispensable management method for enterprises. In corporate management, budgeting is critical for goal-oriented motivation, process control, and an effective rewarding system. Through abundant case-study illustrations and exercises, the trainer will demonstrate a systematic and rational budget management system. They will help trainees understand methodologies on developing a rational budget, effective implementation of the budget and supervision of the overall operations of the company with budgeting instruments.

**TRAINING OBJECTIVES**
- Understand the importance of a budget for company operation and management
- Know how to draft a budget
- Understand and construct a proper budget management system for your company
- Coordinate conflicts between demand and resources
- Master the effective ways to track the budget performance
- Learn to monitor and evaluate corporate operation effectively through budget management.
- Increase the company’s benefit through budget management

**TRAINING ATTENDEES**
- Staff and management responsible for budget drafting and control.

**TRAINING OUTLINE**
1. Why Should a Company Implement Master Budgeting Management and Control?
   - What is effective control?
   - What benefits will master budgeting management bring to enterprises?
   - Budget in corporate operation
     - The change of a famous enterprise before and after budget management
   - What is an effective budgeting control system?
   - From a traditional financial budget to master budgeting management
   - All staff participating in budget management

2. How to Draft a Budget?
   - Drafting logic and frame/flow
   - Preparation for a budget drafting guide
   - Specific way for budget drafting
     - Methods of revenue forecast and sales expenses budgeting
     - Essentials of production budget drafting
     - Essentials of purchase budget drafting
     - Essentials of management budget drafting
     - Essentials of cash budget drafting
   - Start from demand analysis: Zero-based budgets
   - Effect of budget drafting
   - Principals and flexibility of a budget
     - Static budget
     - Flexible budget
     - Rolling budget
   - How to adjust a budget when an uncontrollable factor occurs
   - Principle for setting the budget variance

3. Management of Budget Drafting
   - What is the most suitable type of budget for your enterprise?
   - Project management within a budget—how to manage
   - Staff role orientation from each department—Division of Responsibility
   - Communication and coordination between and within different departments.
   - Analysis of the most frequently encountered problems during budget drafting.

4. How to Effectively Implement the Budget
   - Why budgeting disconnects from implementation
   - How to draft a budget to ensure effective implementation
   - How to restrain the off-budget project by system and flow management
   - Budget information system management
   - Key points of making use of a budget in cost control
   - Analysis of common actions in the budget implementation

5. Budget Tracking
   - Budget review meeting
   - Analysis and investigation of budget implementation, including:
     - Key points and methods for differential analysis
     - How to use an instrument panel to track the timely implementation of a budget
   - How to set up an effective budget tracking system
   - Automatic tracking sheet of revenue and cost budgets
   - Budget evaluation
What is a “sound” investment decision?
How to find a “real” profitable project?
Why do most investment projects fail to achieve expected return?
How to systematically measure financial return of an investment project?
How to set up an effective appraisal system to ensure a quality investment decision?

This course aims to systematically analyze the common problems occurring in investment programs, such as mergers, assets acquisition, facilities construction and cost optimization, through introducing investment theories and presenting various investment case analyses to improve investment decision quality and achieve the expected investment return.

TRAINING OBJECTIVES
- To use investment evaluation tools and methodologies to ensure the validity and applicability of the key appraisal indices
- To learn the method of systematic analysis on relative indices and to understand the opportunities and risks behind figures
- To optimize projects and find out the best investment option by analyzing the investment return and risk in depth
- To establish an effective appraisal process to ensure the project is correctly implemented and executed

TRAINING ATTENDEES
- Senior management, participants of the investment decision making process
- Staff working in investment, assets management, M&A, business development and financial departments
- All staff involved in investment decision making (such as financial managers, financial analysts, planning and performance managers)

TRAINING OUTLINE
1. Foundation of Investment Decision Making
   - Concepts and types of investments
   - How to define the quality of an investment decision?
   - Golden rules of investment decision making

2. Most Commonly Used Tools And Methodology
   - Discounted cash flow analysis (DCF)
   - Postulate and structure of DCF
   - Computation and application of 4 key indices of investment evaluation
   - Why cash flow not income after tax?
   - Analysis on cash flow
   - The impacts of working capital on project evaluation
   - Common mistakes in an economic model
   - Other evaluation methodologies

3. “Read the story behind the figures”---How to Make Quality Investment Decisions Through Data Analysis?
   - How to make the right assumption and forecast?
   - The right way to conduct sensitivity analysis
   - Source of project value – why these projects failed to generate expected return?
   - How to optimize an investment project – how to achieve maximum output with minimum input?

4. Investment Decision in Mergers And Acquisitions
   - A zero sum game? Or even worse…?
   - Three strategic considerations in mergers and acquisitions
   - Value chain and margin pool analysis – “Where do we want to play?”
   - Pricing – “How much should we pay?”
   - Source of value – “How are we going to win?”
   - Other evaluation indices used in economic evaluation

5. Process Does Matter
   - Comparison of two investment appraisal processes – which one will you choose?
   - How to review / develop a feasibility study report?
   - Post investment review – “Does it hit our target?”
How to ensure efficiency and effectiveness of operations? How to ensure reliability of financial reporting? How to ensure compliance with applicable laws and regulations?

An organization must establish and maintain an effective internal control system in order to achieve the above objectives. But what is an effective internal control system? This has become the problem most enterprises are faced with.

On July 30, 2007, the issuance of the Sarbanes-Oxley Act (SOX) indicated that the U.S. Securities and Exchange Commission, being ruler of the world largest capital market, has regarded the establishment, maintenance, assessment and reporting of internal control structure and procedures as one of management’s top responsibilities. On May 22, 2008, five ministries including the Ministry of Finance jointly issued the “Basic Standard for Enterprise Internal Control”, it will be implemented within listed companies from July 1,2009, and unlisted medium-sized enterprises are also encouraged to implement it, this indicates the Chinese version of the Sarbanes-Oxley Act has begun. Thus, it has become a key issue for continuous development to assess and improve the effectiveness of an organization’s internal control system.

**TRAINING OBJECTIVES**

- Command the advanced theories of internal control, risk management, internal auditing and occupational fraud.
- Learn to seek out the limitations of a corporation’s internal control, evaluate internal control’s effect and make improvements.
- Improve management’s ability of self assessment on internal control and establish an effective environment for internal control.
- Make clear how to establish and improve an organization’s internal control system based on its own features.
- Help trainees understand control points, control standards and control methods through case studies.

**TRAINING ATTENDEES**

- Financial controllers and other related senior management.
- Managers, supervisors and other personnel responsible for internal control and internal audit functions.
- Managers and other personnel of financial departments.

**TRAINING OUTLINE**

**Foreword:** Analysis of common reasons of corporations that lack internal controls.

1. Comprehensive Introduction of Internal Control Theories
   - What is internal? What is "control"?
   - What is COSO?
   - Contents of integrated frameworks of COSO
   - Key factors of internal control

2. Internal control - The foundation for enterprise development
   - Limitations of internal control – cost benefit principle

3. Control Environment
   - What is control environment?
   - Control environment – the foundation of internal control
   - How to establish a nice control environment

4. The Essence of Internal Control Risk Management
   - The map and matrix of risk
   - In class exercise
   - What are the methods of risk identification?
   - What strategies should be adopted when facing risk?
   - Risk management—The trump for enterprises to gain the competitive advantage
   - The golden rule for crisis management

5. Internal Control Activity
   - What are common internal control activities?
   - How to achieve separation of duties
   - General control of IT
   - Preventive control and examinational control

6. Occupational Fraud
   - What kind of person will commit occupational fraud?
   - Occupational fraud theories—GONE/ACFE etc
   - What are the effects of occupational fraud on an enterprise?
   - Relationship between occupational fraud and internal control

7. The Establishment And Implementation of Internal Control
   - Should enterprise set up an independent internal control department?
   - What does an internal controller do?
   - Five stages in establishment and implementation of an internal control system
     - How to identify and decompose objectives
     - How to identify risk
     - How to set up a control policy: two-dimension tables, flow charts, word descriptions
     - How to implement internal control effectively
     - How to monitor implementation status: monitor implementation process and independent evaluation
   - Key points in the process of establishing and implementing internal control.

8. SOX And Corporate Governance
   - What is SOX?
   - Key contents of SOX
   - How to understand the independence of auditors?
   - S302 and S404
   - S404 influence on internal control and financial reporting
   - The major handicaps enterprises are facing when conforming with S404
Market economy is a credit economy. The capability of credit management has become indispensable for the survival and development of companies. The question is how to improve credit awareness and the level of credit management to collect money sooner and improve cash flow? How to maximize sales, expedite money-collection and minimize bad accounts?

**TRAINING OBJECTIVES**
- Establish risk awareness
- Work out rational policies for credit sales, accurately estimate the risk of credit sales, and determine the rational amount for credit sales.
- Master the specific methods and techniques for receivables management and debts-collection.
- Use credit management instruments
- Establish a corporate credit management system.

**TRAINING ATTENDEES**
- Finance manager, credit manager, sales manager
- Credit staff or accounting professionals
- Calling-in staff, sales staff
- Relative staff in charge of credit or receivables

**TRAINING OUTLINE**

1. The First Step in Credit Management —— Establish an Effective Credit Management System
   - The analysis of the current credit condition of the Chinese market
   - Popular credit management methods used globally
   - The effective “3+1+1” credit management system
   - The function and structure of a credit department
   - How to properly manage the relationship between the credit and sales departments
   - Establish an effective credit management system and procedure
     - Credit application
     - Consignment approval, process of stop cease delivery and resume delivery
     - Reasonable passing of risk
     - Periodical credit evaluation
     - Consummate a credit management system through process design
     - Credit management of program sales

2. Customer Information Management
   - Set up a normative customer file base
   - Channel and method of customer information collection
   - Methods for identifying customer risk
     - Principle of “5C”
     - Principle of “SW”
     - Principle of “CAMEL”
   - Updating customer information on time

3. Credit Assessment Method And Rational Credit Policy
   - Three steps in establishing a credit assessment model
   - How to design a credit scorecard and operation examples
   - Calculate the line of credit based on customer’s credit scale
     - Method of sales forecasting
     - Method of net worth
     - Method of solvency
   - Design different credit policies for customers with different credit scales
   - Analysis of credit cost
   - Reevaluate the customer periodically and adjust the credit scale
   - Establish a credit policy that matches the firm’s target

4. Make Use of Risk Management Tools Effectively
   - How to accurately define payment terms in the contract
   - Popular payment tools and corresponding risk control points
   - Payment terms and tools in common use
   - Methods to insure creditor’s rights
   - Effective process coordinated with proper tools

5. Account Receivable Management
   - Account receivable management system and procedure
     - Procedure of collection
     - Procedure for discovering and solving dispute
     - How to assess credit and sales staff – Internal motivation system
   - Is the size of account receivable reasonable?
   - Key index in account receivable management
   - System of bad debt reserve and write off

6. Collection Skills
   - Identify the signal of default
   - Four major rules on collection
   - Rule of POWER
   - Collection methods in different situations
   - Other collection tools
Faced with numerous financial figures, non-financial professionals often feel confused. Dull as they look, the figures contain lots of interesting management information. Such information works as an important statistical foundation for a company to improve management capability, business operation efficiency and rational decisions. But how to dig out the information?

TRAINING OBJECTIVES
- Learn to analyze a problem from a financial viewpoint
- Master the key points to reading financial statements
- Understand the deeper meaning in financial statements
- Get to know potential problems in the management of a business
- Use financial reports to find a way of improvement
- Build up an effective communication platform with financial staff

TRAINING ATTENDEES
- Non-financial managers

TRAINING OUTLINE
1. The Significance of Financial Reports in a Company’s Operation

2. How to Read And Understand a Balance Sheet
   - The logic and content of a balance sheet
   - The influence of the company’s business on financial statements
   - Analysis of important or special items in financial statements
   - Inventory, accounts receivable and depreciation of fixed assets
   - Accrued expense, deferred and prepaid expenses

3. How to Read And Understand Income Statements
   - Their relationship with the balance sheet
   - The logic and content of income statements
   - Breakdown of costs and fees
   - Influence of income tax, value-added tax and business tax on an income statement

4. How to Read And Understand Cash Flow Statements
   - The logic and content of cash flow statements
   - Balancing between cash and profit

Some people consider that the biggest challenge in project management is that there are many uncertain factors during the implementation of projects, it is nearly an unaccomplished task to ensure the project not exceed budget, achieve expected return and finish on time. But project expenditure is the biggest cost and "cash outflow" item of the company, to have effective financial control on the project is essential for the entire operation and financial condition.

How to perform financial control in the entire project life cycle? How to achieve balance between cost, schedule and effect? How to establish an internal control system that effectively combines project management with financial control? These are the necessary responsibilities for every financial manager. This course will offer the answers to solve above problems, through combining lecture with trainee participation and case studies with scene simulation.

TRAINING OBJECTIVES

- Master the core content of financial control in a project
- Master the more effective and latest project management and financial control instruments
- Improve a project’s cost and budget management and raise the return on investment
- Strengthen the management of cash flow, control the project’s investment risk

TRAINING ATTENDEES

- Finance director, finance manager, project auditor, project cost controller, project manager, project team players, high level managers

TRAINING OUTLINE

1. The World of Project Management
   - Difference between project management and daily management
   - Three objectives of project management
   - Four stages in a project’s life cycle
   - The role of financial control in project management
   - Thorough understanding of project management

2. Financial Control in Project Assessment And Selection
   - Fundamental factors in initiating a project
   - Financial matter in feasibility analysis
   - Project selection—Judge from a financial point of view
   - Project’s internal rate of return, net present value, and investment payback period
   - Numerical method / non-numerical method
   - Exercise: investment decision making

3. Project Planning And Cost Budget
   - Five steps in project planning
   - Key factors that affecting cost: Determine the scope and milestone of the project
   - How to reasonably estimate the budget of each project

4. Financial Control in Project Deconstruction And Schedule Planning
   - Key factors of budget and schedule control: how to set the schedule of the project plan

5. Project Schedule And Cost Control
   - Control project cost and schedule with the Earned Value Management System
   - Cost variance and schedule variance
   - Cost/schedule’s implementation index
   - Three methods of estimate at completion
   - Case analysis: what shall we do when the budget is not enough?

6. The Effect of “Critical Chain” on Financial Control
   - “Parkinson’s law” and “Student Syndrome”
   - Application of constraint theory in project management
   - The “bottle neck” of the project—critical chain
   - The effects of three kinds of “cushion”
   - How to solve conflicts with resources
   - Multi-project management

7. Integrated Exercise: How to Avoid Giving up The Project Halfway
Revenue - costs = profit  
This is an easy mathematic problem that everyone can solve, but can you handle it well during manufactory operation and maximize profit?  
How to effectively make each production manager have a clear sense of cost?  
How to effectively establish a system of managing and controlling manufacturing cost?  
How to use various methods to accomplish comprehensive and efficient cost analysis and control in the manufacturing process?  
How to carry out cost control on production practices?  
Only systematically applying control management on manufacturing cost can bring you sustainable competitive advantage.

**TRAINING OBJECTIVES**

- Strengthen cost consciousness, obtain a correct perception of work value, and enhance the conception of cost management theory.  
- Acquire basic knowledge on cost as well as cost accounting methods with analysis ability.  
- Have a good command of methods and tools for comprehensive and effective cost analysis and control.  
- Learn to establish systematic manufacturing cost management  
- Share the manufacturing cost management experience of worldwide fortune 500 corporations

**TRAINING ATTENDEES**

- General manager, factory manager, operation manager and related middle and top-level managers  
- Personnel in charge of manufacturing cost control management

**TRAINING OUTLINE**

1. Challenges Enterprises Are Facing  
   - Challenges of market and internal operation management  
   - Red Ocean Strategy – the core competency of Product Leader  
   - Mission and the latest concepts of manufactory management

2. Foundation of Manufacturing Cost Management  
   - Cost definition, division and difference  
   - Typical composition of manufacturing cost  
   - Typical cost accounting process  
   - Major manufacturing cost calculating methods

3. The Core of Manufacturing Cost Control  
   - Typical process of manufacturing cost control  
   - Major content of manufacturing cost control  
   - Major methods of manufacturing cost control

4. To Improve Manufacturing Cost Through Value Analysis  
   - Operating activities and cost occurrence involved in manufactory management  
   - The value analysis of combining consumers orientation and internal orientation  
   - Impacts of management style on manufacturing cost  
   - Economic analysis on manufactory input and output  
   - Cost control in value-added and non value-added operating processes

5. Specific Methods of Improving Manufacturing Cost Control  
   - The methods to control and improve manufacturing cost  
     - Basic thoughts of lean manufacturing  
     - How to avoid the nine types of waste during production  
     - How to benefit from the two different lean manufacturing systems of Europe and America  
     - Major methods and tools to reduce manufacturing cost  
     - Analysis of value flow charts  
     - Control on field materials, labor and manufacture overheads  
   - Supply chain cost control and improvement  
     - Procurement cost control and improvement  
     - Stocking cost control and improvement  
     - Logistics cost control and improvement  
   - Technology cost control and improvement  
     - Value project analysis  
     - Production cycle cost  
     - Standardization and manufacturability  
   - Quality cost control and improvement  
     - Accurate quality cost concepts  
     - Eliminate damage cost  
     - Continuous improvement on Six Sigma  
   - Labor force cost control and improvement  
     - Saturation analysis of productive staff  
     - Cost control on non productive staff  
     - Human resources and its cost planning
### PROCUREMENT COST CONTROL

Facing the global economic recession: subordinated debt crisis in America, the depression of the European economy, the appreciation of RMB, the increases on material price and the continuously rising cost of labor …… surviving being first and foremost and development being secondary is becoming the first selected strategic guideline of many multi-national corporations. The competitive advantage of cost is obviously very important! Procurement cost accounts for 70% of your total costs, professional and effective procurement cost management can help you achieve a strategic competitive advantage. But procurement cost control does not mean to simply cut cost, it actually is a systematic project. To simply cut procurement cost may bring a lot of risks to the company, such as quality risk, supply-in-time risk and technology risk, etc. Thus procurement cost management should consider company strategy and the development of long term sustainable core competence……

### TRAINING OBJECTIVES
- To gain a good command of the contents, characteristics and basic management concepts of procurement cost
- Understand the effects of strategic purchasing decision on costs
- Know the professional method and skill of reducing procurement cost
- Sharing the procurement cost control experience of fortune 500 companies

### TRAINING ATTENDEES
- General manager, factory manager, operation manager and related middle-and top level managers
- Purchasing controller, purchasing manager, cost control staff and related staff in charge of supply chain management

### TRAINING OUTLINE

1. Modern Purchasing Pattern
   - Purchasing and purchasing function positioning
   - Challenges of competitive environment
   - Relationship between procurement and other functions
   - Impacts of procurement cost on operating performance

2. Analysis on Procurement Cost
   - What is procurement cost?
   - What is total procurement cost TCO?
   - The three-dimensional procurement cost
   - Purchasing function and effects on procurement cost
   - Three methods of procurement cost control: operation method, technology method and management method

3. Analysis on Strategic Procurement Cost
   - Company strategy and procurement cost target
   - Selection on key procurement cost
   - Impacts of supplier relationship on procurement cost
   - Impacts of supply chain on procurement cost strategy

4. Method of Procurement Cost Control
   - Impacts of design activity on procurement cost
   - Commonly used method of reducing procurement cost during design
   - Target costing
   - Application of VA/VA in demand analysis

5. How to Reduce Purchasing Process Cost
   - Purchasing amount and risk matrix analysis, reducing the total procurement cost
     - The purchasing strategy of low purchasing volume/low risk material
     - The purchasing strategy of high purchasing volume/high risk material
     - The purchasing strategy of high purchasing volume/low risk material
     - The purchasing strategy of high purchasing volume/high risk material
   - Purchasing process optimization
   - Technology of reverse auction purchase
   - Electronic purchasing skill (case)

6. TCO Method of Procurement Cost Control
   - Total cost structure and modal build up
   - The case and calculating of SCOTT company’s MRO total procurement cost
   - The case and calculating of equipment purchasing total cost
   - The case and calculating of material purchasing total cost

7. Analysis of Supplier Cost Price
   - Accounting base of procurement cost analysis:
     - The concept and calculating of discount
     - Equipment selection based on return rate analysis
     - The characteristics of variable/fixed and mix costs
     - Calculate supplier’s cost break-even point and pricing by cost model
     - Simple price analysis model and purchasing price calculation
     - Analysis and calculation on discount amount
     - The thirty-six back hole in supplier quotation (exercise)
     - Learning curve and calculation of supplier cost pricing

8. Continuously Reducing Procurement Cost
   - Operation method of procurement cost control
   - Principle of continuously reducing procurement cost
   - Application of procurement cost control method within production cycle
   - Case of analysis of company procurement cost annual target
   - Q&A

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Quality is cost?!
Quality creates profit?!
The traditional quality concept considers: good quality must lead to high cost, and cost should be the lower the better.
But is this true?
A world authoritative consulting company’s research outcome shows: better quality can lead to better operation performance. How to explain this problem?
This course may help you solve this problem.
Total quality cost management offers the tool of currency measurement, it shows the cost and benefit of quality in a language that everyone in the company can understand, and it establishes a systematic management method to continuously measure, analyze and improve the costs derived from quality.

TRAINING OBJECTIVES
- To understand the concepts and strategic significance of quality and cost
- Command the account structure and accounting method of quality cost
- Understand how to plan, control, analyze and report quality cost management and its improvement skill
- Command the method and skill of establishing a quality cost management system

TRAINING ATTENDEES
- General manager, factory manager, operation manager and related middle and top level managers
- Quality manager, quality management staff
- Data accounting staff and financial staff

TRAINING OUTLINE
1. Foundation of Quality Management
   - What is quality?
   - Concept of differentiated quality: small Q, medium Q, bit Q and operation Q
   - How to effectively integrate quality, consumer satisfaction and company strategy

2. Structure of Quality Cost
   - What is quality cost?
   - Logics of quality cost classification
   - Basic structure of quality cost: prevention, identification, internal loss and external loss

3. The Philosophy of Quality Cost
   - Quality cost curve
   - Strategic quality cost model
   - Change of quality cost loss in the dimensionality of quality control point
   - The quality cost of accepted products
   - Discuss and understand: Do it right the first time, quality is free

4. Quality Cost Management
   - Quality cost management and its target
   - Several quality cost management patterns: quality cost approach, process approach, product approach and quality loss approach
   - Quality cost management process
   - Quality cost management system function division

5. Quality Cost Subject Set Up
   - The structure of the tertiary subject
   - Common subject of prevention cost
   - Common subject of identification cost
   - Common subject of internal loss
   - Common subject of external loss
   - The VDA standard’s requirement on quality cost subject

6. Quality Cost Data Management
   - The obtainment of quality cost accounting data
   - The obtainment of quality cost statistics data
   - Five methods on quality cost data calculating
   - The ABC method of quality cost
   - Collection of quality cost data

7. Quality Cost Analysis And Reporting
   - Analysis on quality cost arrangement diagram
   - Analysis on quality cost index target
   - Analysis on quality cost structure
   - Analysis on quality cost economic index
   - Analysis on quality cost trend
   - Quality cost responsibility department
   - Quality cost reporting setting

8. Quality Cost Plan And Control
   - The contents of a quality cost plan
   - Steps on developing a quality cost plan
   - Adjustment principle of a quality cost
   - The determination of a quality cost budget
   - Daily control and assessment of quality cost

9. Quality Cost Improvement
   - PDCA model that solves the problem
   - Organizational form of quality cost improvement
   - Quality cost improvement target setting
   - Commonly used quality cost improvement skills and application case

10. ISO/TR 10014 : 1998 “Guidelines For Managing The Economics of Quality”
   - Process and process approach
   - Quality cost’s process approach and its calculation
   - Consumer satisfaction’s KANO model
   - The measurement of consumer satisfaction
   - Process cost and benefit analysis
   - Balance score card and strategy maps

11. The Establishment And Defects of a Quality Cost Management System
   - Quality cost management system establishment
   - Process and skills
   - The documentation of quality cost management
   - Common quality cost defects during assessing and consulting
   - Q&A
Today, as the competition between enterprises is getting increasingly fierce, financial management is especially and vitally important. Companies are adding more and more requirements for financial managers. The establishment and development of the financial system, quantification of assets, creation of value and even communication skills are all indispensable management skills for financial managers. On this complex and many-sided post, financial managers should be able to prove, and improve, their work efficiency and their influential power in the company.

**TRAINING OBJECTIVES**
- To have a command of techniques of financial management
- To execute financial policy in line with corporate strategy
- To improve the efficiency of the financial department
- To upgrade the corporate value through financial management
- To improve the efficiency of investing and financing

**TRAINING ATTENDEES**
- Financial managers who need to consolidate operation experience
- Accounting managers promoted to the financial position

**TRAINING OUTLINE**
1. The Responsibilities And Definition of a Financial Manager
   - The responsibilities of a financial manager
   - Key to corporate financial operation
     - The 3 parts of corporate operation
     - The 2 results of corporate operation

2. How to Determine a Corporate Improvement Plan through Financial Analysis
   - Working capital control—Effectively control cash efficiency and risk
     - The international advanced method of working capital analysis
     - Perform detailed analysis on financial statements by working capital
     - Why corporations may incur cash flow problems.
     - How to solve and prevent them.
   - Target financial rates management—Effectively improve management efficiency and control operating risk
     - The management signification of a corporate key financial index
     - To improve corporate operation through financial ratio analysis
     - Financial leverage—Capital operation
     - ROCE, ROA, ROI, ROE, etc
     - Integrated analysis: How to obtain ideal return on investment

3. Financing Management
   - Credit financing
     - How to get along with a domestic bank
     - Make use of the private credit market
     - Case study
   - Business credit and case study
   - Private equity financing
   - Capital market financing
     - Comparison and selection of major capital markets
     - Domestic/overseas listing modes and choices
     - Acquisition and mergers

4. Investment Management
   - The function of financial managers in evaluation
   - Assets appraisal methods in common use: Cost approach, market approach and income approach.
   - Major indexes and analysis methods of the income approach
   - Value analysis—find the story behind the figures
   - Difficulties and disadvantages of the income approach
   - Accounting treatment after obtaining the assets
   - The effect of the IFRS on mergers
How to integrate and extract large quantities of financial data to find both the strength and weakness of the company?
How to forecast and control risk through financial analysis?
How to provide financial references or financial support for the decision makers through financial analysis?
How to present the tedious financial data reasonably and clearly so that readers can easily understand?
How to judge the business status of your customers, suppliers and competitors from their financial data?
The efficient financial analysis methods that are important for management, decision-making and efficiency.

TRAINING OBJECTIVES
- Mastery of effective methods and tools for corporate financial analysis in order to efficiently track the financial status
- Undertake quantitative analysis of financial data; facilitate corporate decision making and management with sound financial information
- To break through the chains of figures and frames with a detached attitude to finance. To reflect and reform your own work from a completely new perspective
- Find out how to control risk
- To improve cooperation and communication with other departments

TRAINING ATTENDEES
- Financial staff
- Intermediate and senior managers

TRAINING OUTLINE
1. Introduction
   - The objective of financial management
     - To keep accounts is only the method, management and control is the purpose
     - The relationship between the financial department and other departments
   - Review a balance sheet – from a management viewpoint
   - Review an income statement – from a management viewpoint
   - The core of corporate finance analysis
     - One key point: market
     - Three aspects of operation: spending, engross the money, whose money to be engrossed?
     - Two main results: balance the risk and the return

2. Working Capital Analysis
   - Advanced international working capital analysis methods
   - Why a company may face capital turnover crises and how to solve it?
   - Analyze in detail the financial statement through working capital
   - Practical tools—the working capital automatic analyses form (Excel®)
   - Working capital analysis on core business and others
   - Working capital analysis for different products

3. Financial Ratio Analysis—To Improve The Management Efficiency And Control The Operating Risks
   - The meaning of key financial indices from a management point of view
   - Improve corporate operation through financial ratio analysis
     - Credit control index: Credit control and sales increase
     - Inventory control index: Inventory management
     - Financial leverage: How to get the most reasonable return
     - The role of decision making at different profit levels ROA, ROI, ROCE, ROE
     - Operation profit and shareholder return
     - EVA: Is an enterprise creating or destroying a fortune? – Corporate value risk control
   - Comprehensive use of financial ratios
     - DuPont decomposition and the financial ratio pyramid
     - Financial ratio automatic analysis table
     - Read the ratio: Evaluate the company’s operation through financial ratio analysis

4. Cash Flow Analysis
   - Critical logic of cash flow statement drafting
   - An analysis of 3 cash flow activities in an enterprise
   - An analysis of business operation and risk through the relationship of different cash flow activities
   - An analysis of business operation and risk through proportion analysis of different cash flow activities
   - Combine data from cash flow statements with data from balance sheet and income statements
   - An analysis of the direct and indirect approach of operating activities

5. Six Step Decomposition of The Shareholder Return System
   - Profit return: Spend less and earn more!
   - Accelerate turnover: Engross less and collect more
   - Financing strategy: Whose money to be engrossed?
   - Interest cost: The cost of bank money engrossment
   - Extraordinary items: The effect of extraordinary factors
   - Social cost: Paying tax reasonably

6. Conclusion of The Key Points of Corporate Financial Analysis
Formulating budgets in line with corporate business objectives is an indispensable management method for enterprises. In corporate management, budgeting is critical for goal-oriented motivation, process control, and an effective rewarding system.

Through abundant case-study illustrations and exercises, the trainer will demonstrate a systematic and rational budget management system. They will help trainees understand methodologies on developing a rational budget, effective implementation of the budget and supervision of the overall operations of the company with budgeting instruments.

**TRAINING OBJECTIVES**
- Understand the importance of a budget for company operation and management
- Know how to draft a budget
- Understand and construct a proper budget management system for your company
- Coordinate conflicts between demand and resources
- Master the effective ways to track the budget performance
- Learn to monitor and evaluate corporate operation effectively through budget management.
- Increase the company’s benefit through budget management

**TRAINING ATTENDEES**
- Staff and management responsible for budget drafting and control.

**TRAINING OUTLINE**

1. Why Should a Company Implement Master Budgeting Management and Control?
   - What is effective control?
   - What benefits will master budgeting management bring to enterprises?
     - Budget in corporate operation
     - The change of a famous enterprise before and after budget management
   - What is an effective budget control system?
   - From a traditional financial budget to master budgeting management
   - All staff participating in budget management

2. How to Draft a Budget?
   - Drafting logic and frame/flow
   - Preparation for a budget drafting guide
   - Specific way for budget drafting
     - Methods of revenue forecast and sales expenses budgeting
     - Essentials of production budget drafting
     - Essentials of purchase budget drafting
     - Essentials of management budget drafting
     - Essentials of cash budget drafting
   - Start from demand analysis: Zero-based budgets

   - Effect of budget drafting
   - Principals and flexibility of a budget
     - Static budget
     - Flexible budget
     - Rolling budget
   - How to adjust a budget when an uncontrollable factor occurs
   - Principle for setting the budget variance

3. Management of Budget Drafting
   - What is the most suitable type of budget for your enterprise?
   - Project management within a budget—how to manage
   - Staff role orientation from each department—Division of Responsibility
   - Communication and coordination between and within different departments.
   - Analysis of the most frequently encountered problems during budget drafting.

4. How to Effectively Implement the Budget
   - Why budgeting disconnects from implementation
   - How to draft a budget to ensure effective implementation
   - How to restrain the off-budget project by system and flow management
   - Budget information system management
   - Key points of making use of a budget in cost control
   - Analysis of common actions in the budget implementation

5. Budget Tracking
   - Budget review meeting
   - Analysis and investigation of budget implementation, including:
     - Key points and methods for differential analysis
     - How to use an instrument panel to track the timely implementation of a budget
     - How to set up an effective budget tracking system
     - Automatic tracking sheet of revenue and cost budgets
     - Budget evaluation
How important is budgeting in business operation? How to transform the company’s business objectives into principles for executives to comply with? How to make precise budgets? How to budget so as to avoid cost exceeding management? This program will help you to solve these problems through abundant case-study illustrations and drilling practice.

TRAINING OBJECTIVES

- Through analysis of environment and current situation, define an annual target and annual plan according to operation target
- Understand budget formulation methods and other related issues
- Learn the budget formulation methods of each department in order to effectively control cost
- Improve the efficiency of corporate overall target and environmental application
- Effectively control operation input and output performance with budgeting

TRAINING ATTENDEES

- Financial manager and related financial accounting staff who are in charge of the budget process
- Non-financial management involved in the budget process

TRAINING OUTLINE

1. Annual Report Formulation
   - An analysis of external operational environment
   - An analysis of internal operation environment
   - An analysis of SWOT (Strength, Weakness, Opportunity, Threat)
   - Making annual business target and strategy of an enterprise
   - Target deployment and division
   - Annual working plan deployment

2. Formulation of an Annual working Plan
   - Formulation of a business target plan
   - Formulation of a production expanding plan
   - Formulation of a material plan
   - Formulation of a research & development plan
   - Formulation of a management plan

3. Critical Point of Annual Business Budget Formulation
   - Responsibility of each budget formulation department
   - Program of operational budget
   - Formulation principle of operational budget
   - Procedures of operational budget formulation
   - Control of formulation schedule

4. Formulation of an Annual Operational Budget
   - Formulation of a sales target budget
   - Formulation of a production plan budget
   - Formulation of a material procurement budget
   - Formulation of a capital expenditures budget
   - Formulation of a department cost budget
   - Formulation of a cash budget
   - Analysis of different annual budget statements

5. Methods For Annual Operational Budget Collection
   - Methods for manufacturing cost budget collection
   - Methods for sales cost budget collection
   - Methods for cash budget collection
   - Income statement, balance sheet and cash flow statements
   - Financial analysis of budget data

6. Key Points For The Review of an Annual Operational Budget
   - Comparative review of profits and losses
   - Comparative review of production and marketing structure
   - Review of manufacture, sales, management and financial expenses
   - Review of abnormities
Developing an annual budget is an important task each enterprise must accomplish. And for Financial people, budget development is a trivial, time consuming, burdensome task involving different aspects. We can improve budget development efficiency if Excel® is effectively applied. However, due to lack of expertise in Excel® operation or incomprehension of Excel® functionality, data is re-entered, updating is not consistent and data collection of each department is time consuming.

This course will introduce how to solve above problems during budget development by applying different kinds of features in Excel® such as forms, charts and functions. Therefore you may pay more attention on the budget itself and analysis of variance between budgeted and actual value and less effort on collecting, checking, updating and calculating data, thus improving the role of the financial department in corporation management.

**TRAINING OBJECTIVES**

- Learn budget development in multinational corporations, items included in a budget and how to manage daily operation based on a budget
- Learn how to prepare a budget, compare and analyze variance between a budgeted and actual value by using advanced Excel® skills
- Participants can obtain Excel® templates for data collection from sales, production and purchasing departments and use this data to prepare income statements, balance sheets and statements of cash flow. All this work will be done automatically by the templates thus improving the efficiency of budget development!
- Participants can also obtain report templates for analysis on budget and actual data, which help you spend less time on calculating monthly variances, but instead focus on analyzing them, finding out the cause of variances and methods to eliminate them.

**TRAINING ATTENDEES**

- Financial manager, budgeting developer, financial analyst, cost controller and so on. Require that trainees have some knowledge of content and method of budget development, tracking and control of budgets and basic Excel® skills.

**TRAINING OUTLINE**

1. Budget Development Based on Excel®
   - Excel®
   - Sales budget
     - IF and SUMIF functions in a sales budget
   - IF and SUMIF functions in a sales budget
   - Relative reference, absolute reference and mixed reference
   - How to show figures in thousands or millions
   - Production budget - direct material cost
     - Conditional format in a material price budget
   - How to calculate complicated formula by array
   - Application of TRANSPOSE functions in a material cost budget
   - Production budget - direct labor cost
     - How to calculate Hourly Rate and labor efficiency
   - How to budget direct labor demand
   - What are “round” functions
   - Labor and salary expense budget
   - What are “look up/matching” functions?
   - Fixed assets investment budget
     - DATEDIF and other date functions applied in a fixed assets budget
   - Production budget - period expense
     - Improving link efficiency among sheets by using the INDIRECT function
   - Balance sheet budget
     - Budgeting of credit term and accounts receivable balance
   - Budgeting of inventory turnover and inventory balance
   - Budgeting of payment term and accounts payable balance
   - Budgeting of other receivables/payables, prepaid/accrued expenses in a balance sheet
   - Automatic formation of income statements and statements of cash flow

2. Budget Tracking Based on Excel®
   - Tracking and variance analysis on sales and gross margin
     - How to calculate different variances between budgeted gross margin and actual gross margin
   - A visual representation of change from budgeted gross margin to actual gross margin by Excel® charting
   - Integrated application of text functions in managing data such as product code, customer code and date
   - Period expense control
     - How to design Excel® forms that are both convenient for users to fill in and easy for financial department to summarize and analyze
     - Sum up expense report of each cost center by Consolidation
   - Compare and analyze actual and budgetary expense of cost center by dynamic charting
   - Performing financial statements in fixed format each month
     - How to automatically develop the fixed format financial statements each month by applying the INDEX function
   - Comparison of actual and budget of key financial ratios template (application of J, K, L )
Effective cost control is a key factor in the success of a company in the face of fierce market competition. Cost management does not merely mean reducing costs and expenses, it also means that we should set up a rational and sensible system of cost analysis and cost control which can give the business management team a clear picture of the company’s cost structure and profits, and can give correct guidance for decision making. Therefore, this system is important to a company’s internal decision-making process and can fundamentally improve cost management for effective cost control.

TRAINING OBJECTIVES
• Break through the frame of traditional cost control, analyze and control cost from the systematic view of business operation.
• Master key methods of cost accounting and the advantages & disadvantages (applicability) of each method. Improve existing cost accounting systems to keep up with changes in situation.
• Have a command of the fundamental methods of cost analysis and provide key and effective cost information for management decisions.
• Through cost analysis, effectively improve cost structure.

TRAINING ATTENDEES
• Cost accountant
• Financial analysts
• Accountant manager
• Senior financial manager
• Personnel charged with cost control responsibilities

TRAINING OUTLINE
1. Business Cost Model And Competitive Advantages
• How to balance the relationship between business increase and cost control
• Cost features under different business models
  ▪ Cost leadership – process of excellence
  ▪ Differentiation – leading products
  ▪ Market segmentation (focused) – customer oriented
• How to choose the most competitive cost model to suit a business

2. Understand Cost Structure And How it is Related To Your Work
• Where is cost management in corporate finance
  ▪ Narrow and broad definitions of cost
  ▪ Break through the limitation of cost control in a narrow definition, manage cost in a more comprehensive and innovative way
• Four typical cost classifications and their significance to cost control
  ▪ Analysis of material, labor and overhead of products
  ▪ Analysis of manufacture cost, sales expense, overhead and finance expense
  ▪ How will different classification methods affect the cost analysis result
  ▪ Which cost rate is most reasonable
  ▪ Analysis of variable and fixed cost
• The significance to cost control of differentiating variable and fixed cost

3. Choose a Cost Accounting System That is Easy For Cost Control
• The classification of different cost accounting systems and the significance of cost control
  ▪ 3A costing model
  ▪ Breaking down the 3A model
  ▪ The significance of the 3A model to cost control
  ▪ Case study – how to use the 3A model
• Standard costing
  ▪ The significance of standard costing
  ▪ The establishment of standards and the participation of the technical department
• Establishment of cost centers – allocate cost responsibilities
  ▪ Product-centered – how to manage cost
  ▪ Department-centered – how to manage cost
  ▪ Key point in cost center management – Partition of power and responsibility
  ▪ How to combine cost center and budget center
• Advanced method of indirect cost control – activity-based costing
  ▪ The activity-based costing model and the considerations of activity-based costing
  ▪ The importance of process management
  ▪ Case study: application of activity-based costing

4. Control Cost With Effective Cost Analysis
• Break-even point tracking
  ▪ A profound analysis of cost behavior: variability and invariability
  ▪ Risk analysis
  ▪ Profit analysis
  ▪ Other considerations for decision making
• Relationship between the break-even point and Economics of Scale
• Marginal contribution
• Case study
• The CVP analysis – the impact of cost, volume, and price to profit
  ▪ 3 leverages to improve business profit
  ▪ An analysis of a factor’s sensitivity
  ▪ Case study: single factor and multiple factors
• Profitability analysis of products, business units, and corporate
  ▪ The method of profitability analysis for different products, departments and subsidiaries
  ▪ Cost center management
• Cost control towards improving core competence
  ▪ Improve cost structure by product valuation
  ▪ Optimize business processes
  ▪ Remove bottle necks
  ▪ Strategic cost and non-strategy cost
  ▪ Value-added activity and non-value-added activity
MANUFACTURING COST CONTROL & VALUE ANALYSIS

Revenue - costs = profit
This is an easy mathematic problem that everyone can solve, but can you handle it well during manufactury operation and maximize profit?

How to effectively make each production manager have a clear sense of cost?
How to effectively establish a system of managing and controlling manufacturing cost?
How to use various methods to accomplish comprehensive and efficient cost analysis and control in the manufacturing process?
How to carry out cost control on production practices?
Only systematically applying control management on manufacturing cost can bring you sustainable competitive advantage.

TRAINING OBJECTIVES

- Strengthen cost consciousness, obtain a correct perception of work value, and enhance the conception of cost management theory.
- Acquire basic knowledge on cost as well as cost accounting methods with analysis ability.
- Have a good command of methods and tools for comprehensive and effective cost analysis and control.
- Learn to establish systematic manufacturing cost management
- Share the manufacturing cost management experience of worldwide fortune 500 corporations

TRAINING ATTENDEES

- General manager, factory manager, operation manager and related middle and top-level managers
- Personnels in charge of manufacturing cost control management

TRAINING OUTLINE

1. Challenges Enterprises Are Facing
   - Challenges of market and internal operation management
   - Red Ocean Strategy – the core competency of Product Leader
   - Mission and the latest concepts of manufactury management

2. Foundation of Manufacturing Cost Management
   - Cost definition, division and difference
   - Typical composition of manufacturing cost
   - Typical cost accounting process
   - Major manufacturing cost calculating methods

3. The Core of Manufacturing Cost Control
   - Typical process of manufacturing cost control
   - Major content of manufacturing cost control
   - Major methods of manufacturing cost control
   - Relationship between manufacturing cost control and company operating process

4. To Improve Manufacturing Cost Through Value Analysis
   - Operating activities and cost occurrence involved in manufactury management
   - The value analysis of combining consumers orientation and internal orientation
   - Impacts of management style on manufacturing cost
   - Economic analysis on manufactury input and output
   - Cost control in value-added and non value-added operating processes

5. Specific Methods of Improving Manufacturing Cost Control
   - The methods to control and improve manufacturing cost
     - Basic thoughts of lean manufactury
     - How to avoid the nine types of waste during production
     - How to benefit from the two different lean manufactury systems of Europe and America
     - Major methods and tools to reduce manufacturing cost
     - Analysis of value flow charts
     - Control on field materials, labor and manufacture overheads
   - Supply chain cost control and improvement
     - Procurement cost control and improvement
     - Stocking cost control and improvement
     - Logistics cost control and improvement
   - Technology cost control and improvement
     - Value project analysis
     - Production cycle cost
     - Standardization and manufacturability
   - Quality cost control and improvement
     - Accurate quality cost concepts
     - Eliminate damage cost
     - Continuous improvement on Six Sigma
   - Labor force cost control and improvement
     - Saturation analysis of productive staff
     - Cost control on non productive staff
     - Human resources and its cost planning
Facing the global economic recession: subordinated debt crisis in America, the depression of the European economy, the appreciation of RMB, the increases on material price and the continuously rising cost of labor…… surviving being first and foremost and development being secondary is becoming the first selected strategic guideline of many multi-national corporations. The competitive advantage of cost is obviously very important! Procurement cost accounts for 70% of your total costs, professional and effective procurement cost management can help you achieve a strategic competitive advantage. But procurement cost control does not mean to simply cut cost, it actually is a systematic project. To simply cut procurement cost may bring a lot of risks to the company, such as quality risk, supply-in-time risk and technology risk, etc. Thus procurement cost management should consider company strategy and the development of long term sustainable core competence……

TRAINING OBJECTIVES
- To gain a good command of the contents, characteristics and basic management concepts of procurement cost
- Understand the effects of strategic purchasing decision on costs
- Know the professional method and skill of reducing procurement cost
- Sharing the procurement cost control experience of fortune 500 companies

TRAINING ATTENDEES
- General manager, factory manager, operation manager and related middle-and top level managers
- Purchasing controller, purchasing manager, cost control staff and related staff in charge of supply chain management

TRAINING OUTLINE
1. Modern Purchasing Pattern
- Purchasing and purchasing function positioning
- Challenges of competitive environment
- Relationship between procurement and other functions
- Impacts of procurement cost on operating performance

2. Analysis on Procurement Cost
- What is procurement cost?
- What is total procurement cost TCO?
- The three-dimensional procurement cost
- Purchasing function and effects on procurement cost
- Three methods of procurement cost control: operation method, technology method and management method

3. Analysis on Strategic Procurement Cost
- Company strategy and procurement cost target
- Selection on key procurement cost
- Impacts of supplier relationship on procurement cost
- Impacts of supply chain on procurement cost strategy

4. Method of Procurement Cost Control
- Impacts of design activity on procurement cost
- Commonly used method of reducing procurement cost during design
- Target costing
- Application of VA/VA in demand analysis

5. How to Reduce Purchasing Process Cost
- Purchasing amount and risk matrix analysis, reducing the total procurement cost
  - The purchasing strategy of low purchasing volume/low risk material
  - The purchasing strategy of low purchasing volume/high risk material
  - The purchasing strategy of high purchasing volume/low risk material
  - The purchasing strategy of high purchasing volume/high risk material
- Purchasing process optimization
- Technology of reverse auction purchase
- Electronic purchasing skill (case)

6. TCO Method of Procurement Cost Control
- Total cost structure and modal build up
- The case and calculating of SCOTT company’ s MRO total procurement cost
- The case and calculating of equipment purchasing total cost
- The case and calculating of material purchasing total cost

7. Analysis of Supplier Cost Price
- Accounting base of procurement cost analysis:
  - The concept and calculating of discount
  - Equipment selection based on return rate analysis
  - The characteristics of variable/fixed and mix costs
  - Calculate supplier’s cost break-even point and pricing by cost model
  - Simple price analysis model and purchasing price calculation
  - Analysis and calculation on discount amount
- The thirty-six back hole in supplier quotation (exercise)
- Learning curve and calculation of supplier cost pricing

8. Continuously Reducing Procurement Cost
- Operation method of procurement cost control
- Principle of continuously reducing procurement cost
- Application of procurement cost control method within production cycle
- Case of analysis of company procurement cost annual target
- Q&A
TOTAL QUALITY COST MANAGEMENT

Quality is cost?!
Quality creates profit?!
The traditional quality concept considers: good quality must lead to high cost, and cost should be the lower the better. But is this true?
A world authoritative consulting company’s research outcome shows: better quality can lead to better operation performance. How to explain this problem?
This course may help you solve this problem. Total quality cost management offers the tool of currency measurement, it shows the cost and benefit of quality in a language that everyone in the company can understand, and it establishes a systematic management method to continuously measure, analyze and improve the costs derived from quality.

TRAINING OBJECTIVES
- To understand the concepts and strategic significance of quality and cost
- Command the account structure and accounting method of quality cost
- Understand how to plan, control, analyze and report quality cost management and its improvement skill
- Command the method and skill of establishing a quality cost management system

TRAINING ATTENDEES
- General manager, factory manager, operation manager and related middle and top level managers
- Quality manager, quality management staff
- Data accounting staff and financial staff

TRAINING OUTLINE
1. Foundation of Quality Management
   - What is quality?
   - Concept of differentiated quality: small Q, medium Q, bit Q and operation Q
   - How to effectively integrate quality, consumer satisfaction and company strategy

2. Structure of Quality Cost
   - What is quality cost?
   - Logics of quality cost classification
   - Basic structure of quality cost: prevention, identification, internal loss and external loss

3. The Philosophy of Quality Cost
   - Quality cost curve
   - Strategic quality cost model
   - Change of quality cost loss in the dimensionality of quality control point
   - The quality cost of accepted products
   - Discuss and understand: Do it right the first time, quality is free

4. Quality Cost Management
   - Quality cost management and its target
   - Several quality cost management patterns: quality cost approach, process approach, product approach and quality loss approach
   - Quality cost management process
   - Quality cost management system function division

5. Quality Cost Subject Set Up
   - The structure of the tertiary subject
   - Common subject of prevention cost
   - Common subject of identification cost
   - Common subject of internal loss
   - Common subject of external loss
   - The VDA standard’s requirement on quality cost subject

6. Quality Cost Data Management
   - The obtainment of quality cost accounting data
   - The obtainment of quality cost statistics data
   - Five methods on quality cost data calculating
   - The ABC method of quality cost
   - Collection of quality cost data

7. Quality Cost Analysis And Reporting
   - Analysis on quality cost arrangement diagram
   - Analysis on quality cost index target
   - Analysis on quality cost structure
   - Analysis on quality cost economic index
   - Analysis on quality cost trend
   - Quality cost responsibility department
   - Quality cost reporting setting

8. Quality Cost Plan And Control
   - The contents of a quality cost plan
   - Steps on developing a quality cost plan
   - Adjustment principle of a quality cost
   - The determination of a quality cost budget
   - Daily control and assessment of quality cost

9. Quality Cost Improvement
   - PDCA model that solves the problem
   - Organizational form of quality cost improvement
   - Quality cost improvement target setting
   - Commonly used quality cost improvement skills and application case

10. ISO/TR 10014: 1998 “Guidelines For Managing The Economics of Quality”
    - Process and process approach
    - Quality cost’s process approach and its calculation
    - Consumer satisfaction’s KANO model
    - The measurement of consumer satisfaction
    - Process cost and benefit analysis
    - Balance score card and strategy maps

11. The Establishment And Defects of a Quality Cost Management System
    - Quality cost management system establishment
    - Process and skills
    - The documentation of quality cost management
    - Common quality cost defects during assessing and consulting
    - Q&A
How to ensure efficiency and effectiveness of operations? How to ensure reliability of financial reporting? How to ensure compliance with applicable laws and regulations? …

An organization must establish and maintain an effective internal control system in order to achieve the above objectives. But what is an effective internal control system? How to set up, evaluate and improve an enterprise’s internal control? This has become the problem most enterprises are faced with.

On July 30, 2007, the issuance of the Sarbanes-Oxley Act (SOX) indicated that the U.S. Securities and Exchange Commission, being ruler of the world largest capital market, has regarded the establishment, maintenance, assessment and reporting of internal control structure and procedures as one of management’s top responsibilities.

On May 22, 2008, five ministries including the Ministry of Finance jointly issued the “Basic Standard for Enterprise Internal Control”, it will be implemented within listed companies from July 1, 2009, and unlisted medium-sized enterprises are also encouraged to implement it, this indicates the Chinese version of the Sarbanes-Oxley Act has begun.

Thus, it has become a key issue for continuous development to assess and improve the effectiveness of an organization’s internal control system.

**TRAINING OBJECTIVES**

- Command the advanced theories of internal control, risk management, internal auditing and occupational fraud
- Learn to seek out the limitations of a corporation’s internal control, evaluate internal control’s effect and make improvements
- Improve management’s ability of self assessment on internal control and establish an effective environment for internal control
- Make clear how to establish and improve an organization’s internal control system based on its own features
- Help trainees understand control points, control standards and control methods through case studies

**TRAINING ATTENDEES**

- Financial controllers and other related senior management
- Managers, supervisors and other personnel responsible for internal control and internal audit functions
- Managers and other personnel of financial departments

**TRAINING OUTLINE**

Foreword: Analysis of common reasons of corporations that lack internal controls

1. Comprehensive Introduction of Internal Control Theories
   - What is internal”? What is “control”? What is COSO?
   - Contents of integrated frameworks of COSO
   - Key factors of internal control

2. Control Environment
   - What is control environment?
   - Control environment – the foundation of internal control
   - How to establish a nice control environment

3. The Essence of Internal Control-Risk Management
   - The map and matrix of risk
   - In class exercise
   - What are the methods of risk identification?
   - What strategies should be adopted when facing risk?
   - Risk management——The trump for enterprises to gain the competitive advantage
   - The golden rule for crisis management

4. Internal Control Activity
   - What are common internal control activities?
   - How to achieve separation of duties
   - General control of IT
   - Preventive control and examinational control

5. Introduction of Internal Auditing
   - Internal Auditing——Is it the manager’s secret agent?
   - To whom should the internal auditor report?
   - Internal audit vs. internal control

6. Occupational Fraud
   - What kind of person will commit occupational fraud?
   - Occupational fraud theories—GONE/ACFE etc
   - What are the effects of occupational fraud on an enterprise?
   - Relationship between occupational fraud and internal control

7. The Establishment And Implementation of Internal Control
   - Should enterprise set up an independent internal control department?
   - What does an internal controller do?
   - Five stages in establishment and implementation of an internal control system
     - How to identify and decompose objectives
     - How to identify risk
     - How to set up a control policy: two-dimension tables, flow charts, word descriptions
     - How to implement internal control effectively
     - How to monitor implementation status: monitor implementation process and independent evaluation
   - Key points in the process of establishing and implementing internal control

8. SOX And Corporate Governance
   - What is SOX?
   - Key contents of SOX
   - How to understand the independence of auditors?
   - S302 and S404
   - S404 influence on internal control and financial reporting
   - The major handicaps enterprises are facing when conforming with S404
Occupational fraud is not a favorable topic, but it is unavoidable in the real world, and ranges from false invoices to illicit practices and fraudulent financial statements that cause billions of dollars in loss. What on earth is the total cost caused by occupational fraud? It is stated in ACFE’s (Association of Certified Fraud Examiners) 2006 “Report to the Nation on Occupational Fraud and Abuse” that an estimated US$650 billion losses are caused per year, this is equivalent to 6% of the US GDP. What would be the percentage for China’s enterprises under a worse legal and business environment? Occupational fraud has been systematically causing tremendous losses for China’s enterprises, although most of managers have not yet realized this fact. The issuance of the Sarbanes-Oxley Act of 2002 has triggered the research and practices of internal control. Obviously, a well-established internal control system can effectively prevent or reduce all kinds of errors and frauds. As it is said in ‘The Art of War’ by Sun Tzu, if you know both your enemy and yourself, you will never be defeated. Thus penetrating our enemy, i.e. occupational fraud, we will be able to significantly reduce the opportunities and losses caused by fraud, and on the other hand, we can elaborate the corporate internal control system so as to achieve twice the result with half the effort.

### TRAINING OBJECTIVES

- Understand the causes of occupational fraud—why do people commit fraud?
- Command the types, characteristics and symptoms of fraud
- Acknowledge the legal effects of fraud
- Grasp the methodology of preventing, detecting and investigating fraud
- Realize the key factors in treating perpetrators
- Understand the relationship between fraud and internal control, and its impact on establishing internal control

### TRAINING ATTENDEES

- General managers, finance controllers and other senior managers, company owners
- Internal control and internal audit department managers, supervisors, etc.
- Finance and other functional department managers and staff

### TRAINING OUTLINE

1. Fraud Overview
   - Knowing occupational fraud—The more we know, the less likely we are to become victims
   - ACFE
   - The fraud triangle theory—motive, opportunity and self-rationalization
   - Why do more people reject fraud?
   - Types of fraud: asset misappropriation, corruption and fraudulent financial statements
   - Fraud for the organization—Corporate crime

2. Asset Misappropriation—The Most Common Fraud
   - Embezzlement of cash
   - Fallacious payment
   - Embezzlement of non-cash assets
   - How to effectively prevent asset misappropriation

3. Management of Non-Financial Statement Fraud (Management Fraud)
   - The characteristics of management fraud
   - The contrasting red flags between management and employee fraud
   - The common symptoms of management fraud
   - Why do perpetrators take the risk?

4. Corruption—the Largest Single Area of Loss From Occupational Fraud
   - Conflict of interests
   - Commercial bribery
   - Invoice kickbacks
   - Bid rigging
   - Requiring kickbacks
   - How to prevent, detect and investigate corruption

5. Fraudulent Financial Statements
   - Five types of fraudulent financial statements
   - Red flags of fraudulent financial statements
   - How to effectively prevent fraudulent financial statements

6. Computer Fraud
   - Computer fraud and computer crime
   - Top management errors that lead to computer security vulnerabilities
   - Threats from insiders
   - How to prevent computer fraud

7. Occupational Fraud And Internal Control
   - How to prevent and detect fraud from five aspects of COSO
   - Internal auditors’ responsibility on identifying fraud
   - How to treat the detected fraud
To detect a leak of financial flow, project management, and internal control with new auditing theories and methods. Ensure an enterprise’s smooth operation and find out the core reason for operation deficiency.

Help internal auditors realize the role of “chamberlain” for corporation owners and managers, and to indicate the institutional oversight before risks and problems occur to thus avoid greater loss.

To scan a modern corporation’s overall operational flow of internal auditing from a new angle of view, through abstraction of abundant real auditing project records to point out the essentials of internal audits and achieve the methods and skills of internal auditing.

Making auditing knowledge, methods and skills vivid through case studies, helping trainees master audit skills in a short period of time; understanding "the only thing unchanged is change", using different audit methods for different objects thus offering a wider and deeper understanding of internal auditing.

TRAINING OBJECTIVES

- Learn to set up an effective internal audit team
- Break away from disordered working conditions, set up an advanced audit process, re-evaluate and reform the internal audit
- Understand different auditing skills and applications from a new angle of view
- How to become a respectable, grateful and trustworthy excellent internal auditor
- During practical work, how to "much ado about nothing", “follow the clues” to find out the key points

TRAINING ATTENDEES

- Accounting, financial, tax, internal control and auditing managers or supervisors, financial controllers, CFOs and other senior managers
- Owner, decision maker and management of an enterprise

TRAINING OUTLINE

1. Foreword: Relieve Your Bewilderment of Internal Audits, Releasing You From The Feeling of Inability
   - Six major points related to internal audits

2. How to Set Up an Effective Internal Audit Team in a Short Period of Time
   - Where should the internal audit department be located in the organization structure
   - Rational vocation requirement
   - Working scope, emphasis and effect of an internal audit department

3. Internal Audit Procedure And Practical Materials.
   - Regularly scan the internal audit procedure.

- Commonly used materials and forms during different phases.

4. Methods And Practical Skills
   - Methods to audit written materials
     - In sequence and athwart checking
     - In detail and selective checking
     - Integrated method to smoke out the “cash box”
   - Objective practicality evidence
     - Check, measure and appraisal
     - Find out persons who defalcate, operating futures
     - Find out the wire-puller who deceives a superior company by falsifying an increase of inventory value and adjusting profits
   - Audit survey
     - Observation, enquiry, letter proving and questionnaire
     - Create an atmosphere of mutual understanding
     - Learn the skill of listening
     - “Fast” and “accurate” are the key points
     - Don’t let the audit object lead you around by the nose
   - Audit sampling
   - Analytical rechecking method
   - Internal control conformant test

5. Topic Instruction
   - How to be a “woodpecker,” bad people cannot do bad things, they can only do good things—Auditing for an internal control system
   - How to catch the hidden black gold—Auditing for financial revenue and expenditures
   - “A meritorious person” or “usurper”—Auditing for economic responsibilities
CASH FLOW & WORKING CAPITAL MANAGEMENT

The capability of cash flow management is a decisive factor for a company to survive. The business crises of a large number of companies are caused by bad cash flow management. The volume of cash flow is always the first thing for world famous investment groups to consider in their investment evaluation. Therefore, cash flow management and working capital management, which are closely related to each other, are vitally important to companies. This program will provide you with the vitally important methods and skills in cash flow management and working capital management.

TRAINING OBJECTIVES

- Understand why cash flow is the lifeline for a company
- Master the basic methods to maintain quantitative cash flow
- Improve the ability to predict future cash flow
- Learn to establish a cash flow management system for your own company

TRAINING ATTENDEES

- Cash manager, accountant, cash manager assistant, financial manager, relevant management professionals

TRAINING OUTLINE

1. The Importance of Cash Flow in Corporate Financial Management
   - Preparatory knowledge of corporate cash flow activities
   - Does profit equal cash flow?
   - Evaluation value of cash flow—Stockholder, manager, creditor

2. Cash Flow Management And Working Capital Analysis
   - Working capital analysis
     - Model decomposition
     - A series of case studies
   - Reasons and solutions to 5 corporate capital turnover crises
     - Development crisis: “eating too fast”
     - Management crisis: “eating poorly”
     - Wrong financial decision: “eating the wrong food”
     - Profit crisis: “eating too little”
     - Sales crisis: “having nothing to eat”
   - Working capital factors
   - Analysis of 10 errors in working capital management

3. Corporate Cash Inflow Management
   - Cash inflow management of capital input, return on investment
   - How credit management will affect cash inflow
   - Cash inflow management of a bank loan

4. Corporate Cash Outflow Management
   - Bank settlement system and settlement tools management
   - Electronic bank systems
   - Cash outflow management on day to day operation
   - Pay attention to the priority of the payment
   - Internal control & procedures

5. Quantitative Calculation of Cash Flow
   - Cash flow calculation of operation, investment and financing activities
   - Analyze corporate solvency
   - Calculation and analysis of free cash flow
   - Analyze problems existing in operating net cash flows

6. Make an Accurate Forecast For Future Cash Flow
   - Cash flow planning of a strategic cycle
   - Cash flow forecast of an investment project
   - Forecast of optimum cash holdings
   - Cash flow budget in corporate operation management - yearly, quarterly, monthly, weekly and daily
What is the optimum status of treasury management? It is when the cash balance is nil and even negative. Can you believe that? But this has already proved true in many modern enterprises in western countries! Why is it so hard to make it happen in China? Why do we say that the optimum status is when the cash balance is nil? How to make it happen? What is the relationship between the enterprise and the bank?

**TRAINING OBJECTIVES**
- To specify the duties of the treasury manager
- To master the use of cash forecast tools
- To master tools for short-term investment and financing
- To understand the risks and precautionary measures of exchange gains or losses
- To perform daily management with value date

**TRAINING ATTENDEES**
- Treasury manager, accountant, treasury manager assistant, financial manager

**TRAINING OUTLINE**
Intro: What is Financial Balance?
1. The importance of cash in a company’s financial management
   - Frame of a company’s financial operation
   - Relationship between treasury management and a company’s financial operation

2. Understand The Role of Treasury Manager
   - Required qualifications of a treasury manager
   - Duties and assignment of a treasury manager
   - Working list of a treasury manager

3. Cash Management And Working Capital Analysis
   - Working capital analysis
     - Model analysis
     - The truck case
     - The bargain market case
   - Specific case
   - Analysis of 5 main crises in an enterprise’s capital turnover
     - Developing Crisis: “eating too fast”
     - Management crisis: “eating poorly”
     - Misleading financial decision-making: “eating the wrong food”
     - Eat the wrong food; Profit crisis: “eating too little”
     - Sales crisis: “having nothing to eat”

4. Cash Budget
   - Setup logic of a cash budget
     - Prospective analysis of a cash budget
     - Direct budget and indirect budget

5. Capital Operation
   - Bank relationship management
     - Relationship between the client and the bank
     - Bank account management
     - Net amount settlement
     - Cash consolidation and concentration account
     - Electronic payment system
   - Analysis of settlement tools: term, risk, limits
   - Financial tools analysis
     - Short-term investment tools
     - Short-term financing tools

6. Cash Management in an Enterprise
   - Cash flow statement
     - Critical logic for cash flow statement preparation
     - Three main cash flow activities
     - The differences between direct approach and indirect approach in operating activities.
   - Capital management in an enterprise
     - Financing gap and cash management in an enterprise
     - Cash forecast
     - Optimal cash balance
     - Internal control of cash management in an enterprise
Globalization trends mean Chinese enterprises have a closer relationship with foreign economies and culture, this requires that enterprises should improve their scale and level in international trading, capital inflow and outflow, and international capital financing. However, currently the international financial market is fluctuating. For example, caused by the subprime crises, since 2008, the US dollar continuously depreciates, non-US currencies appreciate, the price of major international commodities keep on rising, the crude oil future price exceeds 100 USD/barrel and the international gold price is over 1000 USD/ounce. Then in the second half of 2008, the US dollar seems to have a favorable turn and commodity price decreases, these factors are what major financial institutions and enterprises are focusing on. This course will help enterprises correctly recognize factors that affect the movement and future trend of the foreign exchange and gold price in major international financial markets, thus to hedge and prevent foreign exchange risk and achieve the targets of maximizing profit and minimizing risk.

**TRAINING OBJECTIVES**
- Grasp related foreign exchange policies and newly enacted foreign exchange laws, and their impacts on enterprises
- Grasp the characteristics and functions of bank financial derivative products
- Enhance an enterprise’s foreign exchange risk consciousness and master the skill and method of foreign exchange risk prevention
- Understand major factors that affect the trend of foreign exchange, grasp methods and skills of judging and analyzing exchange trends
- Understand major factors that affect the price trend of gold, grasp methods and skills of judging and analyzing the gold price trend
- Enhance an enterprise’s ability of offsetting foreign exchange and gold price change and improve the accuracy of exchange rates and gold price trend judgment

**TRAINING ATTENDEES**
- General manager, CFO, financial manager, fund manager, capital operation manager and import-export staff
- Financial institution manager, corporate banking relationship manager
- Related personnel in a foreign exchange department of an investment consulting institution

**TRAINING OUTLINE**
1. Case Analysis of Foreign Exchange Risks Enterprises Are Facing And How to Avoid Them
   - Significance of avoiding exchange risk
   - Types of foreign exchange risk: transaction risk, accounting risk, economic risk and reserve risk
   - How to use foreign exchange hedging products, financial products and financial instruments to avoid foreign exchange risks
   - Practical case analysis
   - Analysis on problems arising from use of foreign exchange risk hedging instruments

2. The Key to Avoid Exchange Rate Risk – Grasp The Trend of Exchange Rates, Otherwise The Derivative or Financial Instrument Will Not Be Effective
   - Understand the relationship between currency trends and other factors such as interest rate, data and political environment
   - Know the related information of the foreign exchange market
   - Master basic knowledge of the foreign exchange market: economic fundamentals, capital flow direction, technique analysis and psychological analysis
   - Commonly used and effective technical analysis in foreign exchange risk control
   - Dowtheory, Golden Section, Granville Rules RSI, MACD, KDJ
   - A positive attitude in foreign exchange operating
     - Take action resolutely with three words: quick, exact, firm
     - To be optimistic when facing a low point and be cautious when facing a climax
     - Stay the course
     - Acknowledge the mistakes
     - Pay attention to long term, potential development
     - Maintain certain flexibility

3. Comprehensive Ability to Avoid Exchange Rate Risk
   - Improve self judgment
   - Know derivative products offered by the bank
   - Proper use of methods such as shortening the accounts receivable period and locking up the exchange rate
   - Avoid exchange risk relying on experts and information

4. Major Factors That Affect The Trend of The International Gold Price

5. Review of Exchange Rate Trends in 2008 And Future Predictions
   - Analysis on the trend of the US dollar in 2008 and future predictions
   - Analysis on the trend of exchange rates between major trade currencies and the US dollar in 2008 and future predictions
   - Review of gold price trends in 2008 and future predictions

6. The Background And Trend of RMB Exchange Rate Regime Reform
   - Reasons for the RMB exchange rate regime reform
   - Judgment on the trend of the RMB exchange rate
   - Forecast of the RMB exchange rate in the following years
   - How should enterprises react to RMB appreciation in the future
     - Adopt multiple currencies when signing foreign contracts
     - Negotiate to use predetermined rate or locked-in cost
     - Utilize the flexible international settlement method
     - Shorten the accounts receivable period
     - Improve self competence, such as improving production efficiency, reducing costs, enhancing product quality, technical management and increasing added value

6. Revised Foreign Exchange Regulations And Other Related Code
   - Recent enacted foreign exchange code
   - What is the core idea of the revised foreign exchange regulations
   - Impacts on enterprises
What is a “sound” investment decision?
How to find a “real” profitable project?
Why do most investment projects fail to achieve expected return?
How to systematically measure financial return of an investment project?
How to set up an effective appraisal system to ensure a quality investment decision?

This course aims to systematically analyze the common problems occurring in investment programs, such as mergers, assets acquisition, facilities construction and cost optimization, through introducing investment theories and presenting various investment case analyses to improve investment decision quality and achieve the expected investment return.

TRAINING OBJECTIVES

- To use investment evaluation tools and methodologies to ensure the validity and applicability of the key appraisal indices
- To learn the method of systematic analysis on relative indices and to understand the opportunities and risks behind figures
- To optimize projects and find out the best investment option by analyzing the investment return and risk in depth
- To establish an effective appraisal process to ensure the project is correctly implemented and executed

TRAINING ATTENDEES

- Senior management, participants of the investment decision making process
- Staff working in investment, assets management, M&A, business development and financial departments
- All staff involved in investment decision making (such as financial managers, financial analysts, planning and performance managers)

TRAINING OUTLINE

1. Foundation of Investment Decision Making
   - Concepts and types of investments
   - How to define the quality of an investment decision?
   - Golden rules of investment decision making

2. Most Commonly Used Tools And Methodology
   - Discounted cash flow analysis (DCF)
   - Postulate and structure of DCF
   - Computation and application of 4 key indices of investment evaluation
   - Why cash flow not income after tax?
   - Analysis on cash flow
   - The impacts of working capital on project evaluation
   - Common mistakes in an economic model
   - Other evaluation methodologies

3. “Read the story behind the figures”—How to Make Quality Investment Decisions Through Data Analysis?
   - How to make the right assumption and forecast?
   - The right way to conduct sensitivity analysis
   - Source of project value – why these projects failed to generate expected return?
   - How to optimize an investment project – how to achieve maximum output with minimum input?

4. Investment Decision in Mergers And Acquisitions
   - A zero sum game? Or even worse…?
   - Three strategic considerations in mergers and acquisitions
     - Value chain and margin pool analysis – “Where do we want to play?”
     - Pricing – “How much should we pay?”
     - Source of value – “How are we going to win?”
   - Other evaluation indices used in economic evaluation

5. Process Does Matter
   - Comparison of two investment appraisal processes – which one will you choose?
   - How to review / develop a feasibility study report?
   - Post investment review – “Does it hit our target?”
HOW TO BREAK THROUGH THE CORPORATE CAPITAL BOTTLE-NECK

Through analysis on when, and under what conditions, enterprises may encounter the capital demand bottle-neck, help trainees realize their current situation. Keep in mind that before developing and expanding enterprises, you first need to raise funds. Through introducing different kinds of financing methods and analyzing the current financing environment, help entrepreneurs and managers understand the current financing environment and its trends to rationally estimate and evaluate the costs of different financing methods. Comparatively analyze the difference between credit, bank and folk financing in domestic and foreign capital markets, and their requirement on financing, thus making the wisest choice.

From a financing advisor’s point of view, instructing enterprises in different financing approaches under different situations, the barriers that exist in each financing approach and the costs to achieve the target. Help enterprises choose their own financing strategy according to their size, industry and development stage etc.

TRAINING OBJECTIVES

- Set up the basic idea of financing effects, financing order and financing cost, understand various phenomena in the market
- Introduce different financing methods and the qualifications and costs of using them through abundant practical cases to find out the most suitable financing strategy for the enterprise
- Understand financing methods for small and medium-sized enterprises, how to relieve capital constraint
- Know the strategic choices a enterprise may face when entering the capital market
- Set up clear thoughts on capital market selection, listing pattern selection, acquisition and merger operation and assets and finance analysis.

TRAINING ATTENDEES

- Company owner, company decision maker, manager, Accounting, financial, tax, internal control and audit, manager or controller, general manager, CFO, investment manager, chief controller and other senior financial managers

TRAINING OUTLINE

1. Introduction to Essential Western Capital Theories When Considering Capital Bottle Neck
   - Capital pricing model
   - Understand the capital assets pricing model
   - Understand pecking order theory
   - Understand financing cost theory
   - Effects of company credit ranking on financing
   - World famous credit ranking companies
   - How to recognize a swindle under the color of financing

2. Discussion on The Difficulty And Ease of Breaking Through The Capital Bottle Neck And Its Risk Control
   - Analyze current financing environments and developing trends
   - Analysis on practical cases

3. Method And Approach to Break Through a Corporate Capital Bottle-neck
   - Credit financing
     - How to make contact with a domestic bank?
     - Making use of the folk credit market
     - Case study: Major mistake of DAWU Group’s financing strategy
   - Corporate bonds
   - Trust financing
   - Trade credit
     - Main pattern of trade credit
     - Case study: How did “Shun Chi” achieve sales of ten billion Yuan?
   - Private placement
   - Financial investors
   - Strategic investors
   - Specified Offerings
   - Case study: Venture capital
   - Capital market
     - Selection of different listing methods
     - Selection of different capital markets
     - Case study: PCCW merged Cable & Wireless
     - HKT under the help of the capital market

4. How to Break Through a Corporate Capital Bottle-neck With Capital Markets
   - Comparison and selection among major capital markets
   - Pattern and selection of listing in China
   - Pattern and selection of listing abroad
   - Corporation acquisition and mergers
Enterprises gain profit from two sources: one is business operation, the other one is investment and financing. We should carry-out these two types of work at the same time, attaching equal importance to both of them. Along with the rapid development of a domestic financial market, various financial instruments are constantly emerging and enterprises’ investment opportunities are increasing and become more mature. How to make equity investment in the financial market? How to manage funds in the bond market? How to manage corporate annuity by mutual funds? This course helps enterprises understand the whole picture of financial markets from an investors’ point of view, and discusses the characteristics and pricing methods of major investment instruments. You may understand the domestic investment process and, at the same time, get to the core operating mechanism of modern financial markets.

**TRAINING OBJECTIVES**

- Understand how various financial markets are structured and operate
- Understand the characteristics of major financial instruments and their application in business operation
- Understand the core pricing methods for major financial products
- Understand how to participate in bond market investment and analyze interest rate movement
- Understand how to manage corporate assets by mutual funds
- Understand how to retain talented people and manage annuity and pensions with an insurance company

**TRAINING ATTENDEES**

- Midlevel to senior level managers
- People in financial, investment, assets management and business development departments

**TRAINING OUTLINE**

1. The Financial Market You Need to Know

   - What is a financial market?
     - We are living in the financial world—what constitutes a financial system?
     - What are the functions of a security market
     - The impacts of central bank, commercial bank and corporate commercial activities on our daily life
     - The use of various financial instruments (stocks, bonds, derivatives and funds etc.)
     - Three principles of financial pricing
     - Time value of money—discount is omnipresent
     - No pain, no gain—risk and return
     - No free lunch—the principle of no arbitrage

2. Are Bonds Safe—Analysis And Investment on Fixed Income Products?

   - Domestic bond market and bond varieties
   - How are bonds priced?
   - Calculate before investment—calculation on rate of return of various bonds
   - Duration and convexity are not mysterious—fluctuation of various bond prices
   - CPI that concerns everyone: factors that determine interest rates and the forecast on interest rate
     - Impacts of inflation on economy
     - Impacts of monetary polity on bonds

3. How to Become a Wise Stockholder—Analysis And Investment of Equity Securities

   - The trend of domestic enterprises investing in stocks
   - The emerging of private equity
   - Enterprise invests in stocks of public listed companies
   - Introduction to major domestic stock market and trading regulations
   - What factors affect stock market price
     - Enterprise’s intrinsic value
     - The market’s valuation level
   - There is no best investment philosophy but you can find the most suitable one: comparison between value investment and trend investment
   - Common false cognition and bad investment habit

4. Finding a Good Financial Consultant—Selection And Investment of a Mutual Fund

   - Choose an annuity management fellow: status of the domestic fund management industry
   - Find the most suitable investment target—risk and return of various funds
   - Is performance ranking important?—valuation and selection of stocks and hybrid funds
   - Application of bond and monetary market funds in financial management
   - Understand the cost and time of your trading—process of fund trading

5. Retain Talented People For You—Manage Annuity With an Insurance Company

   - Everyone is living under risk—who should take the risk? The enterprise?
   - Put an intangible chain on the people you want to retain—insurance annuity
TAX MANAGEMENT & PLANNING

As is commonly known, tax planning can help a company to alleviate the burden of taxes and thus reduce management cost and maximize profit. However, under the complicated taxation policies in China, how to fully master the difficult tax planning skills in a short period of time? Through illustrating the characteristics of China’s taxation system with tax-planning knowledge and case-study, this program is designed to show you how to apply tax-saving concepts and methods to corporate strategies and daily business management.

TRAINING OBJECTIVES
• Understand the knowledge and technical methods related to tax planning
• Master the methods for tax management and planning in corporate strategic decision making
• Master the methods for tax management and planning in corporate daily operation and management
• Set up tax management and planning methods according to different types of taxation
• Understand the new enterprise income tax laws and implementation regulations
• Understand the latest changes of tax policy in other types of tax

TRAINING ATTENDEES
• Directorate, board of supervisors
• General managers, financial deputy general managers
• Financial managers, financial directors, tax managers, tax executives

TRAINING OUTLINE
1. Related Knowledge of Tax Planning
   • Motivation of tax planning
     - Decrease the cost of tax
     - Realize zero risk in tax
     - Gain time value of capital
   • Essence of tax planning: Ex ante, compliance, feasibility
   • Main content of tax planning
     - Valid tax avoidance
     - Legal tax savings
     - Tax shifting
   • Fundamentals of tax planning
     - Relative legal knowledge of tax
     - Relative fundamental knowledge of accounting
     - Risk estimation and precaution

2. The Platform And Techniques of Tax Planning
   • Price platform: Application of transfer pricing
   • Favorable platform: Application of tax preferentials
   • Loopholes in the platform: Application of policy omissions
   • Blank platform: Application of an arbitrary policy
   • Flexibility platform: Application of range
   • Avoidance platform: Application of a critical point
   • Technique platform: Application of tax reduction, tax avoidance, tax refund and tax credit

3. Methods And Techniques For Tax Planning And Case Study
   • Methods for tax planning of turnover tax and case study
     - VAT: Taxpayer’s identity, decentralized operations
     - Business tax: Mixed sales, turnover amount
     - Customs duty: Dutiable value, the bonded system
   • Tax planning of and case study for income tax
     - Corporate set up: Type of company, location selection
     - Investment and financing: Loan and lease
     - Sales: Product pricing, profit return
     - Internal accounting: Inventory valuation, fix assets depreciation and intangible assets amortization
     - Equity investment: Cost approach, equity approach, financial assets
     - New income tax laws and implementation regulations
     - Effects of the new income tax laws on tax planning: Corporate type, tax rate, preference, anti-avoidance, transition period
   • Tax planning and case study for property action tax
     - Stamp tax: Amount, number of persons
     - Deed tax: House purchasing, allocation of landownership and land use right
     - Increment tax on land value: Increment, revenue, cost

4. Latest Movement in Tax Policy
   • Turn over tax: Value added tax, business tax
   • Export-import tax: Tax refund, customer duty
   • Enterprise income tax: Related documents under new tax law
   • Property and behavior tax: Property tax, tenure tax
   • Integrated tax policy and tax collection
NEW ENTERPRISE INCOME TAX LAW & IMPLEMENTATION RULES

1. General Principles
   - Resident and Nonresident: The concepts of resident and nonresident are defined for the first time by the new income tax laws, how to command them correctly?
   - Effective management of a foreign enterprise in China that is also a resident enterprise, what is effective management?
   - Definition of income under the new income tax laws

2. Taxable Income
   - Income: Monetary and non-monetary
   - Definition of Income: Selling products, offering services, transferring property, investment returns, interest income, rent income, licensing income, receiving donations

3. Tax Payable
   - Calculation Formula: Difference between old and new
   - Tax Credit for Income Earned from Abroad: Per country not per item credit
   - Foreign Enterprises Directly or Indirectly Controlled by a Resident Enterprise: Direct or indirect reductions
   - Equity Investment Return Tax Credit: Cost approach, difference on equity law and difference from old tax law

4. New Tax Preferential Treatment
   - Exempt Income: Investment yield that meets demand
   - Exemption and Reduction Items: Technology transfer
   - The first three years of exemption, and the following three years of half-exemption, for public infrastructure construction
   - The first three years of exemption, and the following three years of half-exemption, for income from environmental protection, water and energy saving
   - Tax reductions for small low-profit enterprises
   - Tax rate for high tech enterprises
   - Additional deduction on research and development expenses
   - Investment credit for an venture capital investment company
   - Reductions for accelerated depreciation, enterprises with consolidated use of resources
   - Tax reductions on investment in equipment for environmental protection, energy and water saving and production safety

5. Withholding at Source
   - Withholding agent
   - Pursue the payment of uncollected tax

6. Special Tax Adjustment
   - Definition and scope of a related party
   - Adjustment methods for transactions between independent enterprises
   - The tax return of advanced pricing and transfer pricing
   - Thin capitalization rules
   - Additional interest and retroactive adjustment

7. Collection Management
   - Tax return location
   - Consolidated tax payment
   - Change in tax return deadlines and final settlement dates

8. Supplementary Articles
   - Transition period for tax preferentials
   - Relationship between Tax Law and Tax Treaty
The release of the new edition of the Chinese Accounting Standards ("New CASs") in February 2006 is an evident symbol indicating that CASs' converging with international accounting conventions has been established. During the convergence process, with the entrance of more and more multi-national companies and the operating and financial globalization trends of local companies, being a financial professional, you have to possess adequate knowledge of the International Financial Reporting Standards (IFRSs) and its difference with the New CASs.

The New CASs’ application in practice will be elaborated in illustrative examples in combination with the latest updates. Our training course will be focused on the following aspects: 1. comparative differences in those widely applicable standards; 2. revisions in the New CASs, particularly those that are converged with IFRSs; 3. major difficult or complicated accounting applications.

### TRAINING OBJECTIVES
- In this training course, you will enjoy the opportunity to systematically study the New CASs and IFRSs and thus have a clear understanding of their similarities and differences. Consequently you can skilfully apply these standards in accounting, financial reporting and analysis so that you can leverage the knowledge to build up a better career in the finance sector.

### TRAINING ATTENDEES
- Accounting, financial, tax, internal control and auditing managers or supervisors, financial controllers, CFOs and other senior managers

### TRAINING OUTLINE

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<td>Accounting for payment effectively constituting a financing transaction: discounting by using imputed rate of interest</td>
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U.S. GAAP and IFRSs are currently the most influential accounting principles in the world. The Chinese Accounting Standards issued on Feb 2006 are tending to convergence with the IFRSs except for some specific content. Hence this course is actually the comparison, analysis and application between U.S. GAAP and IFRSs.

In September 2002, Along with the signing of the Norwalk Agreement, the FASB and IASB have cooperated with each other, promoting the convergence of these two accounting standard systems. But due to historical and practical reasons, the convergence time schedule has not been ensured, meaning discrepancies will be existing for a long period of time. In addition, the U.S GAAP is oppugned by its "Standard Overload", but it has some specific guidance which offers meaning of reference on professional judgment when executing CAS.

Our training will have an emphasis on the following aspects: firstly, the accounting standards most corporations use are in the discrepancy of American and International Accounting Standards; secondly, the emendation of the CAS, especially the parts borrowed from IFRSs; and lastly some difficult points in accounting.

TRAINING OBJECTIVES

- This training course will make financial personnel (especially those who work in American owned companies, Sino-American joint ventures, companies already or planning to list in the American stock market and other companies which apply CASs and the U.S. GAAP) understand the key points of the U.S. GAAP and application in daily work, it will also improve your accounting accomplishment and financial ability, thus you can leverage this knowledge to build up a more solid and promising career in the finance sector.

TRAINING ATTENDEES

- Accounting, financial, tax, internal control and auditing managers or supervisors, financial controllers, CFOs and other senior managers

TRAINING OUTLINE

1. U.S. GAAP Briefing
   - Composition of the U.S. GAAP
   - Problems the U.S. GAAP are faced with
   - Norwalk Agreement

2. CASs Briefing
   - Construction of PRC accounting statutes
   - New CASs content introduction
   - Characteristics of CASs

3. Comparison Between CASs And The U.S. GAAP
   - CAS No. 1 — Inventories
     - Concept of Net Realizable Value (NRV)
     - Subsequent measurement at the lower of cost and NRV (CAS) VS. Subsequent measurement at the lower of cost and market price (U.S. GAAP)
   - Initial measurement for inventories acquired in special ways
   - Accounting treatment for allocation of fixed indirect expenses
   - CAS No. 4 — Fixed Assets (F/A)
     - Recognition and measurement of initial cost and subsequent expenses related to a fixed asset
     - Capitalization of loan cost
     - Costs of fixed assets disposal (CAS) vs. Asset Retirement Obligations (U.S. GAAP)
     - Recognition and measurement for F/A held for sale
   - CAS No. 8 — Impairment of Assets
     - What is impairment of assets and its impact?
     - External and internal sources of information indicating assets impairment
     - What is recoverable amount, fair value less costs to sell, value in use (VIU)?
     - Adoption of discounting rate in calculating VIU
     - Different accounting treatment on impairment of assets (CAS vs. U.S. GAAP)
     - Reversal of impairment loss
     - Concept of Cash Generating Unit and corporate assets as well as their application in impairment of assets
   - CAS No. 14 — Revenue
     - Scope of Revenue
     - Revenue recognition conditions - significant transfer of risks and rewards
     - Revenue measurement
     - Accounting treatment for deferred collections - introduction on actual rate
     - Accounting for cash discount, trade discount and sales return
   - CAS No. 18 — Income taxes
     - Concept and determination of the tax base of an asset, tax base of a liability
     - The significance of adopting the balance sheet liability method
     - Difference between temporary difference and time difference, concept of taxable temporary difference and deductible temporary difference
     - Calculation of deferred tax asset/liability, current and deferred tax expense/income
     - Different accounting treatment for income taxes (CAS vs. U.S. GAAP)
   - CAS No. 19 — Foreign Currency Translation
     - What is bookkeeping standard money/functional currency?
     - Factors to be considered to determine functional currency
     - Reorganization of functional currency for companies operating abroad
     - Subsequent measurement of foreign currency transactions
     - Translation methods of financial statement (CAS vs. U.S. GAAP)
   - CAS No. 30 — Presentation of Financial Statements (CAS vs. U.S. GAAP)
     - Comparative difference: items on the face of Financial Statements
     - Introduction of the statement of change of owners' equity
   - CAS No. 38 First Adoption of New CASs
     - Reporting scope in the first adoption of the new accounting standards
On February 15, 2006, the PRC Ministry of Finance released the new edition of the Chinese Accounting Standards (New CASs), use of which was made mandatory for all local public enterprises from January 1, 2007 and encouraged for all other enterprises. This release is an evident symbol indicating that CASs converging with international accounting conventions has been established. The New CASs is, in substance, close to the International Financial Reporting Standards (IFRS) in respect of application of fair value, income taxes and foreign exchange accounting, especially in areas where more and more accounting professional judgments are needed. However, it will be a great challenge for financial personnel to command, within a short period of time, the New CASs’ major content, features and differences with the current CASs and regulations. The New CASs’ application in practice will be elaborated in illustrative examples in combination with the latest updates of the New CASs.

TRAINING OBJECTIVES

- In this training course, you will enjoy an opportunity, through listening, case study, practice and discussion, to systematically study the framework of the New CASs and master the key points, differences with current CASs and effects on taxation. Thus you can assess in advance the effects of applying the New CASs in corporate financial policies and procedures, financial reporting, operating profit and other key accounting indices, so that you can apply these new standards in accounting, financial reporting and analysis in an accurate and reasonable manner. As a result, you can leverage this knowledge to build up a more solid and promising career in the finance sector.

TRAINING ATTENDEES

- Accounting, financial, tax, internal control and auditing managers or supervisors, financial controllers, CFOs and other senior managers

TRAINING OUTLINE

1. New CASs Briefing
   - PRC accounting statutory framework
   - New CASs content introduction
   - New CASs features

2. Comparative Analyses of CASs
   - CAS No. 1 — Inventories
     - Concept of Net Realizable Value (NRV)
     - Accounting treatment for measurement at the lower of inventory cost and NRV
     - CAS Comparative difference: permitted cost formulas
   - CAS No. 4 — Fixed Assets (F/A)
     - CAS Comparative difference: Definition of F/A
     - Accounting treatment for financing expenses/borrowing costs in acquisition of F/A
   - Initial estimate of the costs of dismantling and removing the item
   - Recognition and measurement for F/A held for sale
   - CAS No. 8 — Impairment of Assets
     - What is impairment of assets and its impact?
     - External and internal sources of information indicating assets impairment
     - What is recoverable amount, fair value less costs to sell, value in use (VIU)?
     - Adoption of discounting rate in calculating VIU
     - Accounting for impairment of assets and its impact on depreciation and amortization
     - CAS comparative difference: reversal of impairment loss
     - Concept of Cash Generating Unit and corporate assets as well as their application in impairment of assets
   - CAS No. 14 — Revenue
     - Revenue recognition conditions - significant transfer of risks and rewards
     - Revenue measurement at fair value
     - Accounting for payments effectively constituting a financing transaction: discounting by using imputed rate of interest
     - Accounting for cash discount, trade discount, sales return and the impact on taxation
   - CAS No. 18 — Income taxes
     - Concept and determination of the tax base of an asset or tax base of a liability
     - The significance of adopting the balance sheet liability method and its difference with the income statement liability/deferral method
     - Difference between temporary difference and time difference, concept of taxable temporary difference and deductible temporary difference
     - Calculation of deferred tax asset/liability, current and deferred tax expense/income
   - Presentation
   - CAS No. 19 — Foreign Currency Translation
     - What is functional currency and how to determine functional currency
     - Initial and subsequent measurement of foreign currency transactions
     - Translation to a presentation currency
   - CAS No. 30 — Presentation of Financial Statements
     - CAS Comparative difference: items on the face of the income statement
     - Introduction of the statement of change of owners’ equity
   - CAS No. 38 — First Adoption of New CASs
     - Reporting scope in the first adoption of the new accounting standards
THE ADVANCED APPLICATION OF PRC GAAP

Since January 1, 2007, the new edition of the China Accounting Standards ("New CASs") has been applied for almost 2 years. During this period, the advantages of the New CASs (incl. application of fair value, balance sheet perspectives, etc.) have been approbated by all parties. At the same time, the PRC Ministry of Finance, as well as the State Administration of Taxation, has issued a series of explanations and clarifications regarding the application difficulties, hence improving the new CASs’ practicability.

The New CASs have been substantially convergent with the International Financial Reporting Standards (IFRSs), and the latter is also in the process of converging with the U.S. GAAP. As a result, it becomes urgent for those local private enterprises to understand the New CASs, whether they hope to get finance from local or overseas capital markets. And for China’s foreign invested enterprises, converting from the current “Enterprise Accounting Policies” to the New CASs will leverage them to reduce the workload of preparing different versions of financial statements as the New CASs have been very close with their parents’ accounting policies. Thus it is an inevitable choice to adopt the New CASs sooner or later.

In the previous course of “Comparative Analysis and Application of CASs”, we have had in-depth study of those commonly used standards including inventory, fixed asset, revenue and income tax, etc. We will, in this advanced course, systematically analyze and study the following more difficult and important accounting topics.

TRAINING OBJECTIVES

- Command of accounting for investment and combination transactions and based on the accounting application, make constructive proposals regarding the patterns of investment and combination businesses
- Command of accounting for two types of share-based payments, thereupon provide assistance in preparing a compensation scheme
- Know the types and accounting for hedging
- Understand the differences and accounting for changes of accounting policies, accounting estimates and errors

TRAINING ATTENDEES

- Accounting, finance, tax, internal control and auditing managers or supervisors
- CFOs, Financial controllers and other senior financial managements

TRAINING OUTLINE

1. CAS No.2 —Long-term Equity Investments
   - Initial measurement of ordinary (non-combination type) long-term equity investment
   - How to measure the initial cost of long-term equity investment for business combination under the same control and business combination not under the same control
   - Subsequent Measurement for long-term equity investment under cost method and equity method
   - Conversion between long-term equity investment accounting methods
   - Comparison and connection between the new and old

2. CAS No. 20 —Business Combinations
   - Types of business combinations (A+B=A, A+B=C, A+B=A+B)
   - Business combinations under the same control
   - Business combinations not under the same control
   - Comparison and connection between the new and old CAS No. 20

3. CAS No. 33 —Consolidated Financial Statements
   - Under what circumstances should consolidated financial statements be drafted?
   - Consolidated balance sheet
   - Consolidated income statement
   - Consolidated cash flow statement
   - Consolidated statement of changes in the owner’s equities
   - Comparison and connection between the new and old CAS No. 33

4. CAS No. 22 —Share-based Payment
   - What is share-based payment?
   - Types, treatment and changes of vesting conditions
   - Equity-settled share-based payment and cash-settled share-based payment
   - Accounting treatment for share-based payment
   - Comparison and connection between the new and old CAS No. 22

5. CAS No. 24 —Hedging
   - What is Hedging?
   - Fair value hedging and cash flow hedging
   - Hedging instruments and hedged items
   - Conditions to be satisfied for hedging accounting
   - Accounting treatment for fair value hedging and cash flow hedging
   - Comparison and connection between the new and old CAS No. 24

6. CAS No. 28 —Changes in Accounting Policies And Estimates, And Correction of Errors
   - Distinguishing accounting policies, estimates and errors
   - Retrospective adjustment method
   - Prospective application method
   - Corrections of prior period errors

7. CAS No. 29 —Events Occurring After The Balance Sheet Date
   - What is an event occurring after the balance sheet date?
   - Types of events occurring after the balance sheet date: adjusting event and non-adjusting event
   - Accounting treatment of events occurring after the balance sheet date
   - Comparison and connection between the new and old CAS No. 29
Market economy is a credit economy. The capability of credit management has become indispensable for the survival and development of companies. The question is how to improve credit awareness and the level of credit management to collect money sooner and improve cash flow? How to maximize sales, expedite money-collection and minimize bad accounts?

**TRAINING OBJECTIVES**
- Establish risk awareness
- Work out rational policies for credit sales, accurately estimate the risk of credit sales, and determine the rational amount for credit sales.
- Master the specific methods and techniques for receivables management and debts-collection.
- Use credit management instruments
- Establish a corporate credit management system.

**TRAINING ATTENDEES**
- Finance manager, credit manager, sales manager
- Credit staff or accounting professionals
- Calling-in staff, sales staff
- Relative staff in charge of credit or receivables

**TRAINING OUTLINE**

1. The First Step in Credit Management —— Establish an Effective Credit Management System
   - The analysis of the current credit condition of the Chinese market
   - Popular credit management methods used globally
   - The effective “3+1+1” credit management system
   - The function and structure of a credit department
   - How to properly manage the relationship between the credit and sales departments
   - Establish an effective credit management system and procedure
     - Credit application
     - Consignment approval, process of stop cease delivery and resume delivery
     - Reasonable passing of risk
     - Periodical credit evaluation
     - Consummate a credit management system through process design
     - Credit management of program sales

2. Customer Information Management
   - Set up a normative customer file base
   - Channel and method of customer information collection
   - Methods for identifying customer risk
     - Principle of “5C”
     - Principle of “5W”
     - Principle of “CAMEL”
   - Updating customer information on time

3. Credit Assessment Method And Rational Credit Policy
   - Three steps in establishing a credit assessment model
   - How to design a credit scorecard and operation examples
   - Calculate the line of credit based on customer’s credit scale
     - Method of sales forecasting
     - Method of net worth
     - Method of solvency
   - Design different credit policies for customers with different credit scales
     - Analysis of credit cost
     - Reevaluate the customer periodically and adjust the credit scale
     - Establish a credit policy that matches the firm’s target

4. Make Use of Risk Management Tools Effectively
   - How to accurately define payment terms in the contract
   - Popular payment tools and corresponding risk control points
   - Payment terms and tools in common use
   - Methods to insure creditor’s rights
   - Effective process coordinated with proper tools

5. Account Receivable Management
   - Account receivable management system and procedure
     - Procedure of collection
     - Procedure for discovering and solving dispute
     - How to assess credit and sales staff – Internal motivation system
   - Is the size of account receivable reasonable?
   - Key index in account receivable management
   - System of bad debt reserve and write off

6. Collection Skills
   - Identify the signal of default
   - Four major rules on collection
   - Rule of POWER
   - Collection methods in different situations
   - Other collection tools
An ounce of prevention is worth a pound of cure. This is also true with credit risk management. Thus, carrying out prior credit analysis and evaluation of the client is extremely important. How to evaluate a client’s credit standing? This program will provide you with the systematic thoughts and methods on this subject.

TRAINING OBJECTIVES
- To diagnose customer risks through internal & external information
- To develop business negotiation abilities
- Provide new sales solutions without raising risks
- To build an instrument panel for the credit division

TRAINING ATTENDEES
- Finance manager, credit manager, sales manager
- Credit staff or accounting professionals
- Relative staff in charge of credit or receivables

TRAINING OUTLINE
Intro: why to Perform Customer Credit Management?
- The lifecycle of account receivable management
- Customer credit management and the corporate capital turnover crisis
- The cost of customer credit management
- Balance between credit control and marketing

1. Customer Credit Management in The Overall Credit Management Mode
- The basic reason for credit risks
- 6 steps to credit risks control
- The setup of credit management functions
- Customer credit management - the critical step
- Departments and personnel involved - responsibilities, communication and coordination

2. The Collection And Management of Customer Credit Information
- Basic principles
- How to collect customer credit information
  - How to collect customer information from within the corporation
  - How to collect information from communications with customers
  - How to collect information from public information channels
  - How to investigate through the credit of professional bodies
- An analysis of common errors
- The establishment and maintenance of a customer database

3. The Initial Recognition of Credit Risks
- The recognition of a new customer’s legal identity
  - How to recognize the Certificate of Incorporation
  - Procedures and particulars of confirming a new customer’s legal identity
  - How to secure and verify a customer’s registration
- General risks recognition
  - Qualitative information and data
  - Quantitative information and data
  - Credit history
- How to recognize business fraud and traps
  - Common business fraud and traps
  - Common tactics of business fraud and traps
  - Precautions against business fraud and traps

4. Customer Credit Analysis And Evaluation
- Credit evaluation model: how to predict a customer’s ability to pay
  - Factors affecting a customer’s credit: 4 aspects of credit evaluation
  - To select credit evaluation indexes
  - Rating standards for the indexes
  - The importance of balancing different indexes
  - Understanding and application of evaluation results
- Credit policies of making credit ratings
- Customer selection and maintenance
  - Ratings of customer credit
  - Classified management of customers
  - Periodically investigate customer credit and adjust credit ratings
PRACTICAL CREDIT COLLECTION SKILLS

Facts have proved that many companies go bankrupt, not because of the lack of earning power, but because of being unable to collect sales revenue. Thus, problems concerning accounts receivable, either arising from lack of integrity or poor internal management, have become fatal risks threatening the survival of companies. Companies should take sensible and effective methods to strengthen the management of accounts receivable and safeguard their own benefit. Aimed at the various kinds of problems in the management of accounts receivable and credit collecting, this program will provide you with a complete set of practical collection methods and skills.

TRAINING OBJECTIVES
- Build up risk awareness and correct collection ideology and motivation.
- Understand the cause and harm of bad debt and check bad debt from its source.
- Improve internal accounts management and collection process and establish a proper management system
- Through case study, master effective methods and skills for accounts collection
- Use the tools of trade risk precaution effectively

TRAINING ATTENDEES
- Finance manager, credit manager, sales manager
- Credit staff or accounting professionals
- Calling-in staff, sales staff
- Relative staff in charge of credit or receivables

TRAINING OUTLINE
Foreword: 3 principles for management of accounts receivable

1. The Motivation of Accounts Receivable – Why Must Accounts Receivable Management be Strengthened?
   - Analysis of receivables management and corporate capital demand
   - Corporate capital turnover crisis caused by receivables
   - Cost and potential risks of accounts receivable
   - The balance between accounts receivable control and sales
   - Performance assessment

2. Analysis of The Cause of Bad Accounts Receivable Performance
   - Analysis of internal and external environments for accounts receivable
   - Common excuses given by customers for deferred payments

3. Real-Time Monitor of Receivables
   - Quantity control

4. Collection Policy And Procedures
   - Guideline for debt collection
   - Internal procedures of debt collection
   - Internal communication and coordination
   - Responsibilities of salespeople

5. The Skills of Account Settlement
   - Analysis of payment tools—the comparison of check, promissory note and draft of bill of exchange
   - Notes risk precaution

6. Principles for Account Collection
   - Basic principles for account collection
   - Traps for account collection
   - Basic abilities of account collector

7. Methods And Skills for Account Collection
   - Collection by correspondence
   - Collection by telephone
   - Collection by interview
   - Collection skills for different types of customers

8. Skills And Cases of Bad Debts Collection
   - Clues to identify the account of the defaulter
   - Common deferred payment methods and solutions
   - How to make use of external assistance
   - Case analysis of account collection
No matter if you are a CFO, financial manager or financial analyst, you always have the chance to report the corporate financial situation to your colleagues, boss or board of directors. When illuminating achievement, or inefficiency, PowerPoint® is the most commonly used tool to reach the above targets. PowerPoint® can intuitively show your point of view to the audience in a short period of time. However, if handled improperly, you cannot reach your expectations, and can even get an adverse result. How to make the boring numbers and tables not so plain any more? How to properly use text, pictures, color, and fonts? If you can sufficiently handle these techniques, your presentation may become a vision feast for the audience.

This course will tell you how to define topics, choose a proper PowerPoint® template, and to use the abundant color, picture and animation functions to make a memorable presentation. It also helps you understand the different content included in different financial presentations, such as budget presentations, monthly/quarterly financial reviews, financial analysis and annual reports.

**TRAINING OBJECTIVES**
- Know what contents should be included in a PowerPoint® financial presentation
- Know how to choose different PowerPoint® templates and styles according to different topics and audience
- Know how to design the structure of the whole PowerPoint® presentation
- Know how to effectively use text, figures, charts and pictures in the PowerPoint® presentation
- Know how to link figures and charts in Excel® to the PowerPoint® presentation
- Enable you to be an expert in PowerPoint® through abundant brilliant PowerPoint® analysis and practice
- Obtain plenty of PowerPoint® templates, pictures and materials to make your PowerPoint® drafting handy

**TRAINING ATTENDEES**
- CFO, Financial Manager, Financial Controller, Financial Analyst or other financial or non-financial personnel who need to demonstrate financial data and analysis to others.

**TRAINING OUTLINE**

1. Factors an Excel®lent PowerPoint® Financial Presentation Should Have
   - If you are the boss, are you satisfied with this report?
   - How to improve?

2. Before Drafting The PowerPoint® Financial Presentation
   - Do you know what you are going to say? (What to say)
   - Who are your audience? (Who to say it to)
   - How to make your audience accept your viewpoint (How to say it)

- Contents of different types of PowerPoint® financial presentation

3. Which Template to Choose
   - Background color, pattern
   - Company logo
   - Cover, text and ending
   - Structure design: Title, text, footer
   - Samples of different types of template

4. Page Layout
   - Title
     - Font, size, color, decoration
     - Content: Type, length
     - The five “musts” of title
   - Single format: Text, table, chart, graph
     - Text: Font, size, color
     - Tables: How to set a dynamic link to Excel® data
     - Charts: Column charts, pie charts, line charts
     - Graphs: Flow charts, organization charts, tree diagrams, other charts
     - Text standard
     - Applying different charts according to different objectives
     - Issues to notice when using color
     - Multi-format
     - Switch between table of contents and text

5. Animation Effects
   - Enter animation
   - Emphasis animation
   - Exit animation
   - Motion path animation

6. Switch From Slide to Slide
   - Same style switch
   - Changed style switch
EXCEL APPLICATION IN FINANCIAL MANAGEMENT-GENERAL

Why do my Excel® sheets always have mistakes?
Why are my Excel® formulas complicated?
Why do my Excel® charts look boring?
We are doing similar, or even the same tasks, every month, is there any simpler method?
These are problems confusing many people. Excel® is not as easy as it appears; you need to master some skills if you want to use it intelligently. This course will help you master the usually neglected skills under the basic functions, this will radically improve you work efficiency, make your Excel® spreadsheets effective, safe and pretty, and make you an expert in Excel® in other people’s eyes.

TRAINING OBJECTIVES
- Master the skills that make your Excel® spreadsheets more efficient and professional
- How to solve complicated problems with formulas
- How to make boss-satisfying charts
- Make the boring, repetitious and time-consuming tasks automatic with macros
- Learn to analyze data with pivot tables
- Design Excel® forms using data validation

TRAINING ATTENDEES
- Financial and non-financial personnel who need to ameliorate work with Excel®

TRAINING OUTLINE
1. The Methods of Making Your Excel® Different
   - Efficient: The useful methods to improve work efficiency
   - Safe: Full introduction on data safety and protection in Excel®
   - Convenient: Reference, link and hyperlink
   - Professional: Prepare a professional and normative Excel® report

2. Commonly Used Functions Introduction With Practical Examples
   - How to define and use names in formulas
   - Commonly used functions and examples in real financial work
   - Salary and individual income tax calculation models
   - How to simplify your formulas with arrays
   - Database functions can solve complicated problems

3. Boss-Satisfying Charts
   - How to prepare charts by clicking one key
   - Eight elements to make your charts more professional
   - How to use the secondary axis in charts
   - How to insert other objectives in charts

4. Macros: Automate Your Work
   - You can start to use macro (how to record a macro)
   - Macros are not difficult (How to write your own macro)
   - Not many skills needed (some common and practical VB language)
   - Only one button (assign a macro to a button, picture and even your own photo)
   - What kind of jobs can be applied with macros
   - Financial application examples of macros

5. Other Useful Tools And Skills
   - Pivot tables
   - Conditional formatting
   - Formula audits
   - 3-D formulas
   - Data consolidation
   - Advanced filters
   - Data validation
Maybe you are an Excel® expert and may be familiar with each tool and function, but often feel difficulties in fulfilling the complex demands of actual work by integrated application of these tools and functions? Corporations have different kinds of data, and for financial personnel Excel® may be one of the most familiar tools. How to handle and analyze data from ERP, Access and even text format using Excel®? You may need to report or explain your work to your boss and colleagues with PowerPoint® and insert Excel® tables or charts into the PPT slide, so how to keep Excel®'s original characteristics and spend less time?

You will find answers for the above problems in this course!

**TRAINING OBJECTIVES**
- Learn the customize functions of Excel®, discover the potential of Excel®, achieve operation targets and personalized management
- Learn to solve complicated financial management problems with Excel® formulas and functions
- Learn to transact and analyze data from different sources and of different types with Excel®
- Masterly combine Excel®’s data processing functions with PowerPoint®’s presentation functions, improve customer satisfaction

**TRAINING ATTENDEES**
- CFO, financial manager, financial analyst, financial statements drafter and people who use Excel® to transact, analyze and represent financial data

**TRAINING OUTLINE**
1. Intelligently Managing Custom Functions in Excel®
   - How to quickly or automatically input commonly used data
   - Professional display of financial figures
   - Customization in conditional formatting
   - Customization in advanced filters
   - Formulas used in criteria when using database functions

2. Integrated Application of Formulas AndFunctions
   - Print salary slips using Excel® functions
   - AR ageing analysis
   - Automatic forecast of due AP
   - Calculation on inventory age, ABC classification and inventory provision
   - Automatic forming of cash flow statements
   - Analysis of sales forecasting accuracy
   - Calculation on additional cost and depreciation of fixed assets
   - Integrated application of text functions

3. Processing External Data
   - How to open non-Excel® external data files
   - How to use the “Query Wizard” to selectively load non-Excel® external data
   - How to use “Microsoft Query” to filter, connect and calculate external data

4. What-if Analysis
   - Manual test
   - Single variable what-if analysis
   - Double variable what-if analysis
   - Using “Scenario Manager” to compare a project’s advantages and disadvantages under different assumptions, such as evaluation of investment project, sales project and cost project
   - Sensitivity analysis of price and quantity for an investment project or budget

5. Data Sharing Between Excel® And PowerPoint®
   - Insert an Excel® table or chart in PowerPoint®
   - Copy an Excel® table or chart as an image to PowerPoint®
   - How to achieve automatic data updating in PowerPoint® by linking from Excel®

**FOCUSING ON FINANCIAL TRAINING**
Developing an annual budget is an important task each enterprise must accomplish. And for Financial people, budget development is a trivial, time consuming, burdensome task involving different aspects. We can improve budget development efficiency if Excel® is effectively applied. However, due to lack of expertise in Excel® operation or incomprehension of Excel® functionality, data is re-entered, updating is not consistent and data collection of each department is time consuming.

This course will introduce how to solve above problems during budget development by applying different kinds of features in Excel® such as forms, charts and functions. Therefore you may pay more attention on the budget itself and analysis of variance between budgeted and actual value and less effort on collecting, checking, updating and calculating data, thus improving the role of the financial department in corporation management.

**TRAINING OBJECTIVES**

- Learn budget development in multinational corporations, items included in a budget and how to manage daily operation based on a budget
- Learn how to prepare a budget, compare and analyze variance between a budgeted and actual value by using advanced Excel® skills
- Participants can obtain Excel® templates for data collection from sales, production and purchasing departments and use this data to prepare income statements, balance sheets and statements of cash flow. All this work will be done automatically by the templates thus improving the efficiency of budget development!
- Participants can also obtain report templates for analysis on budget and actual data, which help you spend less time on calculating monthly variances, but instead focus on analyzing them, finding out the cause of variances and methods to eliminate them.

**TRAINING ATTENDEES**

- Financial manager, budgeting developer, financial analyst, cost controller and so on. Require that trainees have some knowledge of content and method of budget development, tracking and control of budgets and basic Excel® skills.

**TRAINING OUTLINE**

1. Budget Development Based on Excel®

   - Basis for budget development
     - Contents of a budget
     - Relationship among Excel® files of various budget items
     - Basic stipulation on budget development using Excel®
   - Sales budget
     - IF and SUMIF functions in a sales budget
     - Relative reference, absolute reference and mixed reference
     - How to show figures in thousands or millions
   - Production budget - direct material cost
     - Conditional format in a material price budget
     - How to calculate complicated formula by array
     - Application of TRANSPOSE functions in a material cost budget
   - Production budget - direct labor cost
     - How to calculate Hourly Rate and labor efficiency
     - How to budget direct labor demand
     - What are "round" functions
   - Labor and salary expense budget
     - What are "look up/matching" functions?
   - Fixed assets investment budget
     - DATEDIF and other date functions applied in a fixed assets budget
   - Production budget - period expense
     - Improving link efficiency among sheets by using the INDIRECT function
   - Balance sheet budget
     - Budgeting of credit term and accounts receivable balance
     - Budgeting of inventory turnover and inventory balance
     - Budgeting of payment term and accounts payable balance
     - Budgeting of other receivables/payables, prepaid/accrued expenses in a balance sheet
     - Automatic formation of income statements and statements of cash flow

2. Budget Tracking Based on Excel®

   - Tracking and variance analysis on sales and gross margin
     - How to calculate different variances between budgeted gross margin and actual gross margin
     - A visual representation of change from budgeted gross margin to actual gross margin by Excel® charting
     - Integrated application of text functions in managing data such as product code, customer code and date
   - Period expense control
     - How to design Excel® forms that are both convenient for users to fill in and easy for financial department to summarize and analyze
     - Sum up expense report of each cost center by Consolidation
     - Compare and analyze actual and budgetary expense of cost center by dynamic charting
   - Performing financial statements in fixed format each month
     - How to automatically develop the fixed format financial statements each month by applying the INDEX function
     - Comparison of actual and budget of key financial ratios template (application of J, K, L )
In actual work, every month, or even every day, we are doing the same tasks: ranking, summarizing, calculating, analyzing and making charts according to a large amount of data, the only difference is that we are using different data every time. Is there any method can make Excel® calculate and process the data for us instead of doing all these things by ourselves? The Excel® model can do the things mentioned above.

By using the Excel® financial model, you only need to input and update a few items of regenerated data and Excel® will automatically work out the outcome you want. This course will teach you how to project these time-consuming and burdening jobs to the Excel® model, thus saving your time and improving working efficiency.

TRAINING OBJECTIVES
- Understand what an Excel® financial model is
- How to build a simple, effective and safe Excel® financial model
- Learn to build a DuPont model, gross margin analysis model and project financial feasibility analysis model, etc
- Acquire various Excel® models that can be applied to your actual work, even without modification

TRAINING ATTENDEES
- CFO, financial manager, general ledger accountant, cost analyst, financial analyst, project analyst and other financial professionals

TRAINING OUTLINE
1. How to Build a Financial Model in Excel®
   - What is a simple and effective financial model?
   - Basic Excel® knowledge for building a financial model
   - What kind of financial problems can be solved by models?
   - Steps in building a financial model
   - Problems that should be considered when building an Excel® financial model

2. DuPont Analysis Financial Model
   - Theory foundation of DuPont analysis
   - How detailed should the analysis be?
   - Excel® skills used in the DuPont model

3. Project Feasibility Analysis Model
   - What role does financial personnel play in the project?
   - Contents of project feasibility analysis
   - How to calculate the financial indexes of the project with Excel® functions
   - Excel® skills used in the project feasibility analysis model

4. Gross Margin Analysis Model
   - Why gross margin analysis is important
   - What is volume variance?
   - How to dynamically display part of the data in one chart
   - Excel® skills used in the gross margin analysis model

5. Automatic Generation of a Cash Flow Statement Model
   - Principle of a cash flow statement
   - How to standardize a balance sheet and an income statement
   - Other information needed in drafting a cash flow statement
   - Is the indirect method difficult?
   - Excel® skills used in a cash flow statement model

6. Enterprise Management Panel Model
   - Which KPI should be included in the panel?
   - How to use a management panel in enterprise management
   - Excel® skills used in a management panel model
公开课报名表  APPLICATION FORM

我报名参加以下课程  Please Register For Me

课程名称  Seminar Name：
课程日期  Date：

报名学员信息  Registrant Information

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公司名称  Organization：

公司地址  Address：

公司电话  Office Tel：

公司传真  Fax：

公司邮编  Zip：

付款方式  Payment：
- 电汇  Transfer
- 现金  Cash
- 支票  Cheque
- 其他  Other

发票抬头  Invoice Title：

培训联系人  Training Contact

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您的其他要求和相关说明  Other Requirements

优惠措施  Discount

- 提前15天付款，将享受9.5折优惠
- 同一公司在一个课程中有两人或两人以上报名，将享受9.5折优惠
- 同一公司第2次及以上报名，将享受9.5折优惠
- 前三项优惠不叠加，且特别优惠活动期间的课程价格均不再享受前四项优惠
- 同一公司在一年内累计培训达18天，将免费获得一次为期三天的公开课名额，一年内有效

其他报名方式  Contact Information

- 在线报名  www.easyfinance.com.cn
- 电话报名  +86 21 58362000  +86 15801919100
- 电邮报名  bd@easyfinance.com.cn

请将报名表传真给我们  +86 21 58361896  上海安越企业管理咨询有限公司
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For more information, please contact us at Tel: +86 21-55350300 / +86 15001910103 or email: sales@easyfinance.com.cn

**CITY: SHANGHAI.BEIJING.SHENZHEN.GUANGZHOU.SUZHOU.HANGZHOU.CHENGDJ.SANYA.**

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**PUBLIC SEMINAR PROGRAMS 2009**

**FINANCIAL SEMINAR PLAN**

**INTERNATIONAL PARTNER**

**ACCA CPD**

**IMA CPD**

**FINANCIAL SEMINAR PLAN**

**INTERNATIONAL PARTNER**

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Excellence From Focusing
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Tel: +86 21 5836 2000
Fax: +86 21 5836 1896
E-Mail: BD@EasyFinance.com.cn
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Pudong, Shanghai China  Zip: 200120

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