

# Understanding The Controller's Job

## Technical and Leadership Skills for Today's Financial Professional

**In just two intensive, information-packed days,  
you'll gain the knowledge and tools you need to:**

- Lead your organization to operational efficiency and profitability
- Determine the functions and responsibilities expected of the controller in any size organization
- Recognize the characteristics and traits of a successful controller, and assess whether you've got what it takes!
- Interact with key executives within the finance department and throughout the organization
- Master the technical aspects of the controller's job including: planning, budgeting, evaluating capital expenditures and managing cash flow
- Keep on top of the latest regulations imposed by FASB, the IRS and the **Sarbanes-Oxley Act**
- Prepare critical reports for internal and external distribution – and create a reporting system that is timely, efficient and effective
- Give effective and understandable presentations to senior managers, board members – and even the 'financially challenged'
- Drive the evolution of the position from scorekeeper to business partner and influence your company's business decisions
- Become an integral – and indispensable – part of the top management team!

### **A practical seminar designed for financial professionals on the fast track to top management including:**

- Corporate, Divisional and Plant Controllers
- Assistant Controllers, Chief Accountants, Budget Directors
- Finance and Accounting Managers, Financial Analysts, Accountants
- Auditors who need to understand the corporate accounting cycle to audit effectively

**Indianapolis, IN**  
May 13-14, 2008

**Phoenix, AZ**  
May 29-30, 2008

**Ft. Lauderdale, FL**  
June 12-13, 2008

**Minneapolis, MN**  
June 17-18, 2008

*We Guarantee Results*

# NCCCE

*Sponsored by the National Center for Continuing Education  
World-Class Training Since 1984*

**Register Today!** Telephone toll-free at **800-635-9615** or  
register online at **www.nccctraining.com** to reserve your place!

# Understanding The Controller's Job

## Technical and Leadership Skills for Today's Financial Professional

**The most successful controllers possess exactly the right combination of technical ability, management expertise and leadership skill.**

***Now you can, too.***

Congratulations. Your accounting talents have prepared you for the next step up and you're ready to take your place in the Controller's chair. While these financial skills will remain important to you in your new role, today's Controller needs a whole spectrum of additional, critical skills in order to be *truly* successful.

Controllership is not just for "scorekeepers" anymore! In order to achieve success, you must first master the technical side of the job by sharpening your accounting, budgeting, forecasting and analytical skills. But today's controller must also be able to:

- Improve revenues and efficiencies in their company's day-to-day operations
- Manage a busy department and staff that must meet deadlines and deliver reports with dead-on accuracy
- Become a business partner who can proactively contribute to their company's financial success

And if that isn't enough to handle, you must *also* learn to present analyses to all levels of the organization and turn numbers into understandable 'stories' that drive good decision-making. If you learn how to communicate effectively and

build relationships with managers and senior executives, they'll come to you for direction on the financial issues that impact their business!

Attending this two-day seminar will provide you with the tools you need to master all elements of the function, and understand exactly the right balance required to help you succeed – and stay on the fast track to top management! You'll learn to:

- Manage the critical aspects of budgeting, forecasting and financial analysis
- Stay abreast of and prepare your company for the latest FASB, IRS and SEC regulations, including the **Sarbanes-Oxley Act**
- Improve the efficiency of the traditional controller function and leave more time for business partnering
- Motivate and lead your team to higher productivity
- Become a proactive participant in your organization's strategic planning process

Plus, you'll have the opportunity to participate in a confidential, anonymous Controller's Salary Survey! Benchmark yourself and your staff against colleagues and peers in other companies nationwide!

**Class sizes are limited!** Telephone us today at **800-635-9615** or register online at **[www.nccetraining.com](http://www.nccetraining.com)** to reserve your place!

# Key Benefits of Attending

Attend NCCE's **Understanding the Controller's Job** seminar, and in just two days you'll be equipped with the tools, techniques and practical know-how to:

## **Recognize the Characteristics and Traits of a Successful Controller – and Ensure You've Got What it Takes!**

- ◆ Determine the functions and responsibilities expected of the controller in any size organization
- ◆ Participate in your organization's strategic planning process and establish yourself as a value-added business partner

## **Master the Technical Aspects of the Controller's Job Including: Planning, Budgeting, Evaluating Capital Expenditures and Managing Cash Flow**

- ◆ Guide your organization through the corporate accounting cycle
- ◆ Manage the capital forecasting process
- ◆ Use Economic Value Added (EVA) for capital expenditure analysis
- ◆ Lead the firm or division through the IPO process

## **Expertly Manage the Accounting Aspects of Your Job**

- ◆ Keep on top of the latest regulations imposed by FASB and the IRS
- ◆ Prepare critical reports for internal and external distribution – and create an efficient and effective reporting system
- ◆ Avoid mistakes that can send 'red flags' to the IRS
- ◆ Prepare corporate financial data in accordance with the SEC's reporting requirements and those imposed by the **Sarbanes-Oxley Act**
- ◆ Use operational audits as a value-added controllership feature
- ◆ Develop a comprehensive fraud audit program using SAS #99 guidelines and recognize when and why corporate fraud occurs
- ◆ Prepare your company's annual report – even if you work for a private or tax-exempt entity

## **Automate Your Job With the Latest, State-of-the-Art Computerized Accounting Tools**

- ◆ Use computerized capital budgeting tools to appropriate capital
- ◆ Review the pros and cons of various G/L packages and custom-designed packages

- ◆ Use the technical accounting tools today's controller must understand to be effective
- ◆ Use spreadsheets and regression analyses to automatically project revenues, fixed costs and variable costs
- ◆ Generate powerful 'what if' budgets and forecasts using spreadsheet tools such as Goal Seek, Scenario Manager and Data Tables
- ◆ Organize vast amounts of data into sensible information instantly – using tools such as PivotTable
- ◆ Establish an Information Resource Center (IRC) in the accounting department

## **Utilize Leadership Skills to Forge Your Path to Top Management**

- ◆ Drive fiscal responsibility throughout the entire organization
- ◆ Lead your organization to operational efficiency and profitability
- ◆ Develop a loyal, effective staff and keep them motivated and productive
- ◆ Strengthen and clarify the Controller's role and mission in today's business environment
- ◆ Capitalize on your understanding of future controllership trends
- ◆ Harness the power of the controllership position and your ability to influence your company's business decisions
- ◆ Present your findings and forecasts in an easy to understand fashion – so even the 'financially challenged' will understand
- ◆ Become an indispensable business partner to divisional heads by delivering the critical information they need to run their business profitably
- ◆ Interact with executives within the finance department and throughout the organization
- ◆ Understand the path from controller to CEO and the leadership traits required to make it to the top
- ◆ *Plus, you'll participate in an anonymous Controller's Salary Survey – benchmark yourself against your peers across the nation!*

# Comprehensive Seminar Agenda

## Overview of the Controller's Job

- Major Controllershship Functions
- The Controller's Position Within the Firm
  - Finance and Accounting Departments
  - Small vs. Medium vs. Large Organizations
  - CFO/Treasurer/Financial VP vs. Controller
- Characteristics of Successful Controllers
  - Education, Personal and Professional Qualifications
  - Technical Capabilities
  - Managerial and Leadership Style
  - Social and Political Attributes
- Understanding and Using the Power of the Controllershship Function
- Coordination with Outside CPA Firms

## Technical Aspects of the Controller's Function – The Controller's Toolbox

- The Corporate Accounting Cycle
- Understanding Strategic Planning and Becoming Part of the Top Management Team
  - Formal, Systematic Planning
  - Financial Aspects of the Strategic Plan
  - Planning and Budgeting: Capital Budgeting, Budgeting for Revenues and Profits, Cash Management
  - Using Historical Information for Planning
    - ◆ Regression Analysis
    - ◆ Scenario Planning and Sensitivity Analysis
  - Actual vs. Plan and the Controller's Leadership Skills
- Capital Budgeting Presentations: A Subtle Key to Power
  - Computerized Present Value Calculations
    - ◆ Discounted Cash Flow (DCF) and Net Present Value (NPV)
    - ◆ Internal Rate of Return (IRR) and Modified IRR
- Evaluating Capital Expenditure Proposals
  - Payback and ROI; Manipulating ROI
  - The Logic Behind Hurdle Rates
    - ◆ Calculating Your Firm's Cost of Capital
    - ◆ Calculating Return on Invested Capital
    - ◆ Lease vs. Purchase and Capitalized Leases – FASB 13 on a Spreadsheet
- Using Economic Value Added (EVA) for Capital Expenditure Analysis
- Using the Statement of Cash Flows (FASB 95)
  - Sources and Uses of Cash: Operations, Investing and Financing
  - Controlling Cash and Management Decisions

## Accounting Aspects of the Controller's Job

- Management Reporting Systems
  - How to Determine and Collect the Information Management Needs
  - GAAP vs. Effective Reporting Systems
  - Reporting and Presentation Techniques
- 10 Standard Financial Reports
- Typical Management Reports
  - Manufacturing Entity
  - Service Entity
  - Tax-exempt Organization
  - Sales and Marketing Reports
- External Reporting

- Preparing the Annual Report (Public or Private Firm)
  - ◆ Required Sections
  - ◆ Highlighting Footnotes and Management's Discussion and Analysis
- Required IRS Reports
  - ◆ Income and Payroll Requirements
  - ◆ Tax Considerations: Public vs. Private
  - ◆ IRS 'Red Flags' to Avoid
- Overview of SEC Requirements, Including the **Sarbanes-Oxley Act**
- Working With Your Firm's Lawyers
- Working With the Investor Relations Department
- Working With Bankers; Lines of Credit
- Accounting Research Guidelines
- Internal Control
  - 10 Basic System Control Objectives
  - Internal Auditing: Financial and Operational
    - ◆ Using the Operational Audit as a Value-added Controllershship Feature
    - ◆ Controller's Role in a Fraud Audit

## Automating for Increased Productivity

- Four Types of Management Information Systems (MIS)
  - Traditional: Accounting, Operations and Management
  - Office Support Systems
  - End-user Computing Systems
  - Specialized: Engineering and Factory
- Evaluation of Most Popular G/L Packages
- In-house System Development
- Establishing the Information Resource Center (IRC) in the Accounting Department: Protocols and Politics
- MIS and IT Control Parameters and Security

## Leadership and the Controller's Path to Top Management

- The Controller as Manager
  - Five Keys to Effective Management
  - Diagnostic Evaluation: 12 Key Areas; 48 Items That Can Block Your Path
  - Eight Keys to Developing a Loyal, Effective Staff
  - 15 Keys to Motivation
  - Controller Salary Survey
- Effective Interaction With Your Boss
- 11 Elements of Effective Time Management
- Effective Communication
  - Overcoming 'Kill the Messenger' Syndrome
  - Selling Your Ideas to Upper Management
  - Keys to Effective Staff Meetings

## Future Trends for the Controller

- The Controller as Value-added Business Partner
  - Strategic Planning vs. Budgeting
  - Financial Consulting vs. Number Crunching
- The Controller's Role in an IPO
  - Understanding the Offering Process From Beginning to End
  - Specific Roles for Your Management Team

## ***Special Bonus!***

Your tuition fee includes two full days of in-depth learning complete with a comprehensive workbook that will serve as a valuable reference tool long after you've completed the course. Your workbook offers a wealth of easy-to-use charts, tables, illustrations, hands-on examples and case studies, detailed point-by-point checklists, flow charts and other 'must have' working tools for today's Controller.

You will also receive templates containing many of the spreadsheet applications covered in class. These automated applications include:

- Lease vs. purchase templates
- Present and future value calculations
- Automatic regression analysis for forecasting
- Sensitivity "what-if" analysis and Scenario Manager templates
- Capital budgeting templates
- PivotTable practice templates
- Financial and cash flow analysis templates

These tools and templates will clearly illustrate concepts covered during the seminar and will help to crystallize your classroom learning long after the seminar is over.

## ***Who Should Attend?***

Accountants and financial managers who need to understand all aspects of the controller's function and want to make the critical jump from technician to corporate leader should plan to attend the seminar. Included in this group are controllers, assistant controllers, staff accountants, plant controllers, management accountants, chief accountants, budgeting and financial analysts, and internal auditors. This seminar is also ideal for accountants in public accounting who audit corporations and need to understand the controller's function. This seminar is designed to teach staff accountants how to become controllers – and also to enable controllers to master the key skills they need to play a pivotal role in the organization's decision-making team.

**Course Level: Overview**

**Prerequisite: None**

## ***Alumni Program***

After you attend just one NCCE course, you are automatically upgraded to Alumni status. **All Alumni receive a \$100 discount off the full price of any NCCE seminar.** Simply let us know while registering that you are an NCCE Alumnus!

*The Alumni discount cannot be used in conjunction with any other discount.*

## ***Other Dynamic NCCE Seminars***

NCCE offers a variety of one- and two-day courses to help you succeed in your business including:

- Moving From Controller to CFO
- Budgeting and Financial Analysis Using Excel™
- Mergers, Acquisitions and Business Valuation
- SEC Reporting Skills Workshop
- Modern Financial Modeling
- Modern CEO Leadership
- Business Valuation and Modeling Using Excel™
- The Essentials of Effective Project Management

For more information about any of these programs, call **800-635-9615**.

## ***Transfers, Substitutions and Cancellations***

If you are unable to attend your session you may send a substitute or transfer to another NCCE seminar. Transfers are valid for one year. Written notice of any registration change must be received at least one business day before the seminar begins.

A full refund will be given if the registration is canceled in writing at least fourteen (14) days prior to the seminar date. Registrations canceled less than 14 days before the seminar are subject to a \$300 cancellation fee. In fairness to all attendees, registrants who do not cancel in advance and do not attend are liable for the entire fee.

## ***About NCCE***

Since 1984, the National Center for Continuing Education (NCCE) has produced and marketed continuing professional education and executive training in major cities throughout the United States. We provide critical business information to Fortune 1000 managers, attorneys, CPAs, health-care administrators and business owners nationwide.

Our instructors are both knowledgeable professionals and entertaining, experienced speakers. They have formal education, industry experience and the platform skills required to deliver state-of-the-art training that can make a difference in your career.

## To Register

In order to maintain the quality of your learning experience, class size is strictly limited. Contact us today to ensure your place.

**By Phone:** 800-635-9615  
**By Fax:** 850-222-4862  
**Online:** www.nccetraining.com  
**By Email:** registration@nccetraining.com  
**By Mail:** NCCE  
967 Briarcliff Drive  
Tallahassee, FL 32308

Confirmations with hotel location and additional information will be sent within three days of receipt of payment to each registrant.

### Tuition:

**Base Fee:** \$1,395 per attendee, payable in advance to NCCE. We accept checks as well as MasterCard, Visa and Discover credit cards.

### Discounts:

**Early-bird:** \$150 discount if payment is made by the date specified on the registration form.

**Multiple Registrations:** Two or more people from the same organization may take a discount of \$100 per person.

**Group Discounts:** Contact NCCE to learn about group discounts for 5 or more registrants.

*Discounts may not be combined.*

### Course Schedule:

	Day 1	Day 2
Registration	8:30 a.m.	N/A
Morning Session Begins	9:00 a.m.	8:30 a.m.
Lunch (On Your Own)	12:00 p.m.	12:00 p.m.
Afternoon Session Begins	1:00 p.m.	1:00 p.m.
Session Concludes	5:00 p.m.	4:30 p.m.

## Continuing Education Credits

This seminar is recommended for 16 hours of CPE including 4 hours of Accounting and 12 hours of Management Advisory Services. The National Center for Continuing Education is



registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors.

State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN, 37219-2417. NASBA web site: www.nasba.org. For more information on administrative policies including complaint and refund, contact our office at 800-635-9615.

## Your Seminar Will Be Led By One of Our Expert Faculty

### Miles Hutchinson, CPA

Miles Hutchinson has been a Certified Public Accountant for over 27 years. His job responsibilities have ranged from independent financial auditor with PricewaterhouseCoopers to Chief Financial Officer of a one-billion-dollar real estate development company. Miles brings a seasoned, diverse and creative viewpoint to the seminars he runs and draws on his personal experience to illustrate the best practical solutions to typical CFO problems.

### John C. Draut, MBA

John Draut is an adjunct professor of business with Benedictine University, Aurora University and Saint Xavier University and has led seminars for the American Management Association. He has held CFO, COO, controller and VP of Finance positions with large multi-national firms, small privately held corporations and foreign parent operations. John also assists small to medium sized firms develop strategic and business plans, control costs, improve profits, improve internal control, and manage accounting operations.

### Rick Van Es, MBA, CPA

Rick Van Es is a management consultant and University of Notre Dame alumni. Rick has been the president of an automotive electronics manufacturer, serving earlier as CFO of that organization. In his role as CFO, he negotiated and raised all of the funds for a management buyout, completed several mergers, acquisitions and divestitures, led an initial public offering and implemented many useful cost accounting reports based on product line profitability and direct costing.

## Custom Training Programs

If you have a group of 12 or more employees who need to learn the critical elements for success, NCCE's customized training may be the cost-effective solution for your organization. Bring **Understanding the Controller's Job** in-house and ensure that your staff possess all of the technical, managerial and leadership skills required to become effective controllers. **For more information or to schedule a custom program, call NCCE at 800-635-9615.**

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## Technical and Leadership Skills for Today's Financial Professional

### SEMINAR INFORMATION

<input type="checkbox"/> <b>Indianapolis, IN</b> May 13-14, 2008 Course Number 08602IN	Indianapolis Marriott Downtown 350 West Maryland St. 317-822-3500	Early-bird Deadline March 28, 2008
<input type="checkbox"/> <b>Scottsdale, AZ</b> May 29-30, 2008 Course Number 08602PX	Chaparral Suites Scottsdale 5001 North Scottsdale Rd. 480-949-1414	Early-bird Deadline March 28, 2008
<input type="checkbox"/> <b>Ft. Lauderdale, FL</b> June 12-13, 2008 Course Number 08602FL	Renaissance Ft. Lauderdale 1617 SE 17th St. 954-626-1700	Early-bird Deadline April 28, 2008
<input type="checkbox"/> <b>Minneapolis, MN</b> June 17-18, 2008 Course Number 08602MN	The Marquette Hotel 710 Marquette Ave. 612-333-4545	Early-bird Deadline April 28, 2008

### REGISTRATION INFORMATION

This form may be duplicated for additional registrations.

#### Registrant(s):

SAL	NAME	TITLE	COURSE NUMBER
SAL	NAME	TITLE	COURSE NUMBER
SAL	NAME	TITLE	COURSE NUMBER

#### Company/Firm:

COMPANY/FIRM NAME	TELEPHONE NUMBER		
MAILING ADDRESS	FAX NUMBER		
CITY	STATE	ZIP	EMAIL ADDRESS

#### VIP Information:

To ensure prompt and accurate registration, please enter the VIP# found to the left of your mailing label:

Your VIP  
Authorization Code

#### Registration Fees:

Early-bird (\$150 discount*)	\$1,245
NCCE Alumnus (\$100 discount*)	\$1,295
Multiple (\$100 discount*)	\$1,295
Single after early-bird deadline	\$1,395

*\*Discounts may not be combined.*

\_\_\_\_\_ @ \$1,245 = \$ \_\_\_\_\_

\_\_\_\_\_ @ \$1,295 = \$ \_\_\_\_\_

\_\_\_\_\_ @ \$1,395 = \$ \_\_\_\_\_

**TOTAL PAYMENT** \$ \_\_\_\_\_

#### Payment Method:

We request payment payable to the National Center for Continuing Education be sent with your registration.

**CHECK** - Payable to the  
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**CREDIT CARD** - Circle one  
MasterCard Visa Discover AMEX

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**OUR GUARANTEE TO YOU:** We guarantee this is the best seminar of its type in the Nation. If you are not satisfied, please notify the instructor by the first day's lunch break. Should you decide to withdraw, you will receive a full refund of the seminar fee.

### NCCE

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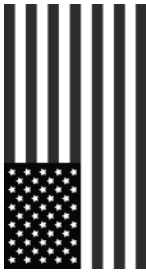
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**United We Stand**

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