

Program Schedule - **Financial Analysis for Non-Financial Executives**

November 2-6, 2009

Time	Monday	Tuesday	Wednesday	Thursday	Friday
8:00am	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
8:30am	Introduction: Insight, Foresight, Oversight	Insight: Assessing Risks	Foresight: Forecasting and Operating Leverage	Foresight: Valuing a Business Unit	Oversight: Analyzing Performance vs. plan
10:00am	Break	Break	Break	Break	Break
10:30am	Insight: Operations, Financing, Investing	Insight: Analyzing Competitors	Foresight: Financial Decision-Making	Foresight: Customer profitability	Oversight: Performance Measurement at a High-tech Startup
12:00pm	Lunch	Lunch	Lunch	Lunch	Lunch
1:30pm	Insight: Managing Cash	Foresight: Net Present Value and Cost of Capital	Foresight: Evaluating Projects: Outsourcing Case	Oversight: Organizing and controlling operations	Oversight: Designing a Balanced Scorecard
3:00pm	Break	Break	Break	Break	Break
3:30pm	Insight: Evaluating Operations	Foresight: Valuation of Companies, Projects, and Decisions	Foresight: Cost Allocation and Capacity Management	Oversight: Designing performance measures and incentives	Overview and Review
5:00pm	Adjourn Homework: Read Bio-Tech	Adjourn Homework: Read Rest. Analytics	Adjourn Homework: Read CLDC	Adjourn Homework: Read ATH	Adjourn