

A black and white photograph of a woman with voluminous curly hair, wearing a light-colored blazer over a white top. She is smiling and looking towards the camera while holding a tablet computer. The background is a blurred office setting with windows and blinds.

MCE Week: Management & Business Finance

MCE WEEKS

MCE Week: Management & Business Finance

Acquire essential skills to manage and motivate your team, learn effective delegation, and gain deeper insights into finance for everyday success in your managerial role.

Highlights

- Learn how to use clear goal setting and professional feedback to manage your team on a daily basis
- Learn how to "think finance" and translate performance into financial terms

Key Competences

- Delegation strategies
- Coaching skills
- Performance management
- Understanding financial ratios
- Cost analysis & profit planning
- Capital expenditure analysis

The Right Programme for You

You have a team of 3 or more people and want to improve your management skills, and you aim to understand financial reports, budgets, ratios, and make better decisions using the right data.

Managers

Business Professionals



Learn, Practice and Use

- **Understand** your management roles and responsibilities
- **Improve** communication with your team & set expectations for you and your direct reports
- **Adapt** your management style to meet the needs of individual team members
- **Communicate** organizational goals that get results
- **Use** effective coaching techniques to maximize your team's performance
- **Understanding** and using the conversational triangle in your management role
- **Get** a better understanding of the numbers side of your job
- **Develop** proactive working relationships with finance professionals
- **Gain** greater confidence with a working knowledge of business financials
- **Understand** the business dynamics of cash—and take initiatives that meet your team's, department's or company's short and long-term goals

Practical Information

Face-to-Face



5 days
€3,995

Available In-Company

The programme is available as an In-Company solution for your teams. More information at mce.eu/inco

Programme Modules

1

Defining Your Role as a Manager

- Discovering the qualities and abilities required for effective management
- Identifying the roles and responsibilities managers perform
- Exploring the contextual issues and challenges that new managers face today

2

Continuous Performance Management

- Defining the goal of performance management
- Identifying the process and challenges
- Practicing the skills of performance management

3

Communication: Conducting Effective Work Conversations

- Describe the importance of communication to effective management.
- Recognizing the qualities of effective communication.
- Understanding the process of communication and the barriers that can derail it.
- Recognizing different types of work conversations.
- Identifying the two key conversation skills.
- Understanding and utilizing the conversational triangle

4

Coaching for Performance

- Identifying the importance of and requirements for coaching
- Learning the micro-skills of effective coaching
- Confronting problem behaviours in a tactful manner
- Using the AMA Guide to manage a coaching discussion
- Differentiating between coaching and disciplining

5

Building a Motivational Climate

- Recognizing the manager's role in employee motivation
- Exploring important elements of the motivational process
- Utilizing managerial practices for building a motivational climate

6

Delegating for Growth and Development

- Describing the types of delegation that managers can engage in
- Identify the importance of, and the barriers to, effective delegation
- Assessing your current delegation practices and their challenges
- Recognizing what can and can't be delegated
- Identifying the phases of effective delegation
- Practicing delegation discussion

7

Basic Accounting Concepts

- The Importance of the Accounting Equation
- The Accrual Process
- The Difference Between Accounting Profit and Cash Flow

Programme Modules

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Understanding Financial Statements

- Understand the Purpose of and Terminology Associated with the Following Financial Statements
- Income Statement or Profit and Loss Statement (P&L):
 - Balance Sheet
 - Statement of Retained Earnings
 - Cash Flow Statement
- Prepare a Set of Simple Financial Statements
- Understand the Accounting Process, from the Recording of Business Transactions to the Preparation of Financial Statements
- Understand How Various Business Transactions Affect the Financial Statements

9

Reviewing an Annual Report

- Various Components of an Annual Report
- Importance of Notes in Evaluating Financial Statements
- External Auditor's Role and the Significance of the Opinion Letter

10

Evaluating a Company's Financial Statements

- Calculate the Key Financial Ratios Using the Financial Statements
- Use Financial Ratios to Evaluate:
 - An Organization's Liquidity, Leverage and Profitability
 - The Performance of an Organization as Compared to Its Competitors'
 - An Organization's Performance Compared with Budgeted Goals
- Identify Sources of Financial Information Beyond the Financial Statements
- Use the Dupont Formula to Evaluate Management Performance
- Use the Concept of Economic Value Added (EVA(R)) and Cash Flow Return on Investment (CFROI) to Determine if a Segment of an Organization Is Adding Value to the Business

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Improving Profitability Through Cost Analysis and Profit Planning

- Differentiate Between Fixed and Variable Costs
- Help Your Organization Improve Profitability Through the Use of:
 - Break-Even Analysis
 - Contribution Margin Analysis
 - Direct Costing in Appropriate
 - Understand Traditional Cost Accounting and Its Limitations
 - Understand the Relevance of Activity-Based Costing in Today's Business Environment

12

Capital Expenditure Analysis

- Distinguish Between Capital Expenditure Budgets and Operating Budgets and Understand the Function of the Capital Budget
- Understand Why Cash Has a Time Value
- Recognize and Apply Different Methods of Evaluating Capital Expenditure and Monitoring Project Performance

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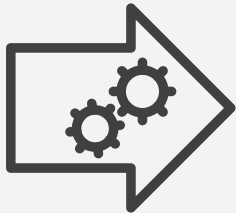
Budgeting More Effectively

- Understand the Role of Budgeting and Issues That Budgets Can Solve
- Understand the Budgeting Process
- Identify Different Types of Budgeting Systems in Use Today
- Analyze Budgets for Different Purposes
- Recognize and Apply Different Methods of Evaluating and Monitoring Operating Performance



Learn

the key business skills and knowledge
you need for your management role
today and tomorrow



Practice

the skills you learn and get feedback,
recommendations and coaching



Use

what you learn and practise as soon as
you get back to your office

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