

Finance for Non-Finance Executives

非財務主管也要懂的財務管理技巧

MEDIUM : Cantonese

COURSE CODE : FNFM

DURATION : 1 Day

別讓對財務知識的恐懼，阻礙了你的成功！鍛鍊財務基本功，打通財務任督二脈，讓非財務經理人嫻熟財務語言，精通數據決策，掌握利潤管理！

你會做損益平衡的分析嗎？你知道「損益表」和「資產負債表」的差別嗎？或者，你是否了解為什麼一家公司破產了，仍然可以獲利？你對公司財務數字的掌握程度，曾經幫助或傷害你的事業嗎？

不論你是想了解基本財務知識，或是對關鍵財務知識溫故知新，這個一天的課程能提供一些有用的工具，增加你的信心，使你掌握公司的財務基本面，做出正確判斷。

本課程的主題是「財務」，如果身為非財務經理人的你，深覺自己對財務這個領域並不熟悉，甚至缺乏相關知識，這課程將是你的最佳選擇。坊間有很多關於這主題的書籍和文章，但當中許多專有名辭都會令人卻步；這課程不但有專業會計師親身講解，更可即時發問澄清不明白的地方，幫助你從頭理解「財務」這門知識，並能妥善運用，在日常工作中作出最佳決策。

本課程按美國《哈佛商業評論》有關「財務」的主題設計，配合香港及一些內地情況及個案，可以幫助你：

- 學會運用財務語言
- 比較競爭對手與自家企業的財務狀況
- 把焦點從營收轉為獲利
- 在產業走下坡時，評估自家企業還能維持多久優勢
- 用財務數字做好適當的預算分配
- 做好成本效益分析，以做出睿智的投資

課程導師

- 由1992年起成為香港會計師公會會員及執業會計師
- 在國際四大會計師事務所工作近九年，執業超過25年
- 華懋會計師事務所有限公司董事
- 從事企業稅務、審計、會計諮詢及公司秘書業務超過30年

課程大綱

1. 財務基本常識：不要害怕

- 財務小測驗 - 你具備財務基本知識嗎？
- 三大財務報表 - 學習讀懂資產負債表、損益表與現金流量表。
- 企業基本準則 - 不管是哪種規模、位在何處的任何一家公司，都能迅速掌握。

2. 作出好決策，推升財務表現

- 學習制定財務預算，監控預算與實際的差異。
- 用報表來衡量財務體質 - 透過比率分析，來解讀數據背後的意義。
- 簡化業務以提升獲利 - 以簡化提高獲利的三種方式。
- 活化資產以促進成長 - 把供應鏈的重點放在顧客需求，並提高投入資本報酬率。
- 獲利不等於現金（而這兩者你都需要） - 說明了解這兩者的差異，為何如此重要；而且，對一家成長中的企業來說，這樣的了解更加重要。
- 為什麼現金這麼重要？它幫助你了解公司目前的狀況、未來的方向，以及高階主管可能設定的優先目標。
- 資產負債表槓桿 - 嚴謹管理「應收帳款週轉天數」與「存貨」，公司便可擁有更多現金可供支配。
- 你的營運資本模式為何？個案研究：道瓊公司 - 學習道瓊公司如何在轉型過程中，無須向投資人鞠躬哈腰的做法。
- 學習以投資報酬率來溝通 - 即使在公司財務吃緊時，也能讓你的構想與專案取得運作經費。
- 管理決策的實用工具 - 如何分析成本與效益、估計投資報酬率、計算你的投資多快可以回收，以及更多。

3. 財務資料的限制

- 財務報表沒告訴你的事 - 對非財務的資料也要保持高度注意，以及避免大公司都會犯的錯誤。
- 績效評量五陷阱 - 這些陷阱是什麼，以及如何避開它們。
- 財務小測驗 - 你從本課程學到了多少？

Course Outline

1. Relationship between Business model and financial reporting

2. Generally accepted accounting principles

3. Three major financial statements and their relationship

4. Statement of income

- Skeleton of the statement
- Revenue
- Gross profit and gross profit ratio
- EBITDA
- Depreciation and amortization
- EBIT
- Finance costs and interest cover
- Income tax expenses
- Dividend pay out
- 5 Key drive to increase profit
- Break even analysis

5. Statement of financial position

- An anatomy of the statement
- Current ratio & quick ratio
- Financial leverage
- Return on assets and return on equity
- Cash conversion cycle and cash gap

6. Statement of cash flow

- Three activities in an enterprise
- Rationale behind a cash flow statement
- Cash flow statement and life cycle of an enterprise

7. Ratio analysis

8. Budgeting & forecasting

9. Cost centre, profit centre and investment centre

10. Discounted cash flow

- Regular cash flow
- Irregular cash flow and Net present value
- Internal rate of return and Project evaluation

COURSE ARRANGEMENTS

Week	Course Date	Course Title	Course Code	Duration (Days)	Fees* (HK\$)	Enroll before these dates to Enjoy our Early Bird Rates	Cancellation Deadline	Medium of Instruction
May 2018								
2	May-08	Assertiveness Skills Workshop	NEW ASW	1	HK\$3,480	HK\$3,180 Apr 13, 2018	Apr 18, 2018	C/E
	May-09	Finance for Non-Finance Executives	FNFM	1	HK\$3,480	HK\$3,180 Apr 13, 2018	Apr 18, 2018	C
	May 10-11	Managing People for Win-Win Results	MPWWR	1	HK\$6,480	HK\$5,980 Apr 13, 2018	Apr 18, 2018	C/E
3	May-15	Creative Thinking and Innovation	NEW CTI	1	HK\$3,480	HK\$3,180 Apr 20, 2018	Apr 25, 2018	C
	May-16	Persuasive Presentation Skills Workshop	PPSW	1	HK\$3,480	HK\$3,180 Apr 20, 2018	Apr 25, 2018	C/E
	May-18	Customer-Focused Prospecting	CFP	1	HK\$3,480	HK\$3,180 Apr 20, 2018	Apr 25, 2018	C
June 2018								
2	Jun-05	Win-Win Negotiation	NEW WINWIN	1	HK\$3,480	HK\$3,180 May 11, 2018	May 16, 2018	C
	Jun-06	Expert Sales Strategy	ESS	1	HK\$3,480	HK\$3,180 May 11, 2018	May 16, 2018	C
	Jun-07	Corporate Image + Business Etiquette	CIBE	1	HK\$3,480	HK\$3,180 May 11, 2018	May 16, 2018	C/E
3	Jun-13	Creative Problem Solving and Decision Making	NEW CPSDM	1	HK\$3,480	HK\$3,180 May 18, 2018	May 23, 2018	C
	Jun-14	Personality Styles and Team Communication	NEW PSTC	1	HK\$3,480	HK\$3,180 May 18, 2018	May 23, 2018	C/E
	Jun-15	Interviewing Skills to Recruit the Right Candidate	ISW	1	HK\$3,480	HK\$3,180 May 18, 2018	May 23, 2018	C/E

C = Cantonese, E = English

TIME: 9:00 am - 5:00 pm daily **VENUE:** Regal Hongkong Hotel, Causeway Bay, HK.

* Fees include refreshments and buffet lunch

PAYMENT AND CONFIRMATION:

- Seminar fees cover full set of course materials, lunch and refreshments. Seminar fees are payable in advance.
- For enrolment by email, please provide all information per the standard Enrolment form on this page.
- For enrolment by fax, mail or email, CEL will issue an acknowledgement fax or email to the Authorized Person the next day from receipt of the enrolment.
- Enrolments received by fax, mail or email on or before early bird deadline will be entitled to the early bird rate.
- Joining instructions for confirmed registrations will be sent to the Authorized Person about 2 weeks before the seminar.

CANCELLATION AND SUBSTITUTION POLICY:

- There is no cancellation charge for cancellations made on or before the cancellation Deadline.
- Registrant(s) who fail to attend, or who cancel(s) after the cancellation deadline(s) are liable for the entire fee.
- All cancellations should be notified in writing.
- Enrolments received AFTER the cancellation deadline are subject to the same cancellation deadline.
- Registrants may send substitutions in their place anytime. However, substitutions are not allowed once a seminar has commenced.

ATTENDANCE CERTIFICATE:

A Certificate of Completion will be given to each delegate who have attended more than 70% of the enrolled course(s).

CORPORATE DISCOUNT SCHEME & QUANTITY DISCOUNTS:

Please visit our Website at www.celhk.com or telephone Ms Mak at 2838 1182 to inquire the above.

Communications Engineering Ltd. reserves the right to vary the course programmes or arrangement if this proves necessary.

ENROLMENT FORM

Name	Job Title	Tel No	Mobile No	Course Code
(Mr/Ms) _____	_____	_____	_____	_____
(Mr/Ms) _____	_____	_____	_____	_____
(Mr/Ms) _____	_____	_____	_____	_____
(Mr/Ms) _____	_____	_____	_____	_____

Company Name :

Address :

Contact Person : (Mr / Ms) **Job Title :**

Direct Line : **Email Address :**

Mobile : **Fax :**

Authorized Person : (Mr/Ms)

Job Title : **Direct Line :**

Signature : **Date :**

Cheque enclosed for HK\$

Please note seminar fees are payable in advance

Made payable to **Communications Engineering Ltd.**
Please tick (✓) if you require a receipt

BY PHONE:
Call Miss Mak at:
2838-1182

BY POST TO:
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Room 903, Connaught Commercial Building,
185 Wan Chai Road, Wan Chai, Hong Kong

BY FAX:
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