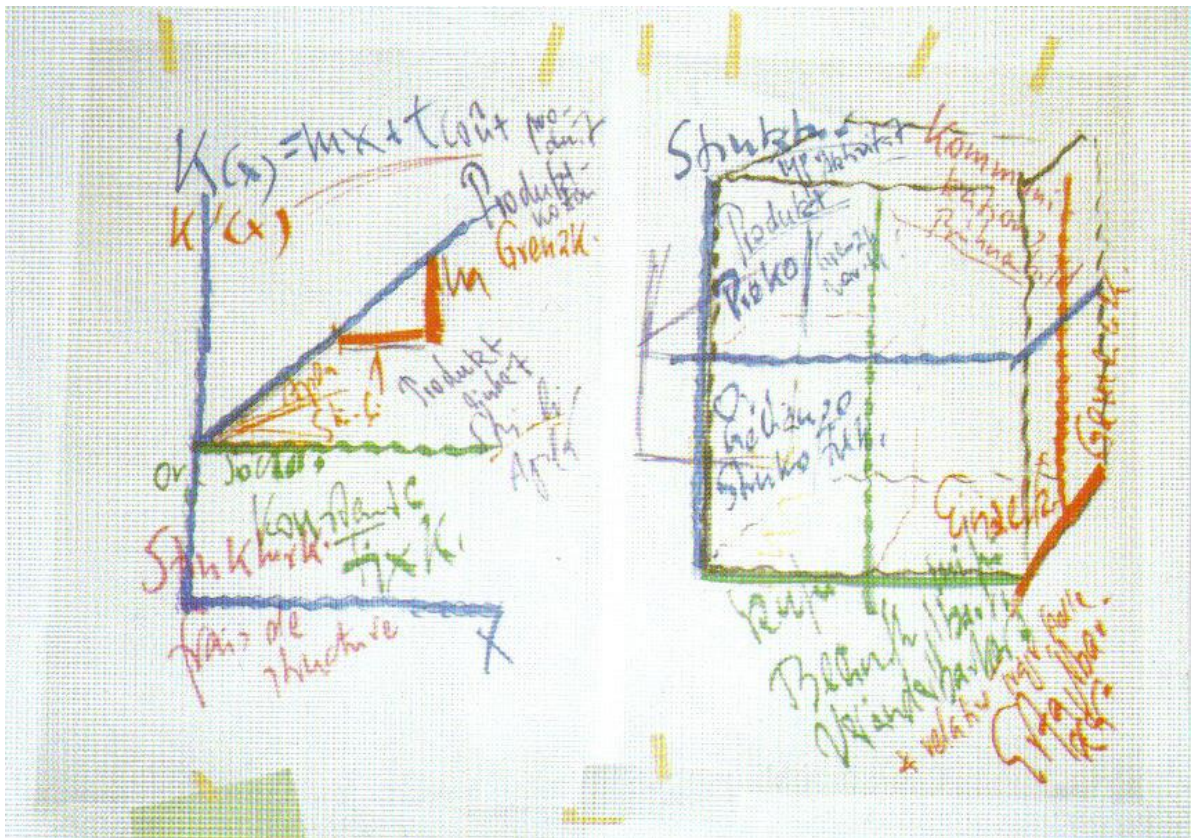


面向非财经理的财务和管控速成班

Finance & Controlling for Non-Financial Managers



课程介绍 | Program Profile

2025 年 1 月 | January 2025

培训目标 | Course Objectives

本速成课程旨在为非财经理和人士提供机会

- 快速学习企业中常用的财务和管控的基本理念和术语，
- 了解自身的业务决策对公司财务绩效的影响，
- 熟悉最重要的管控方法和工具，并知道如何使用它们来提高业务的盈利能力和流动性，
- 知道如何使用相同的语言与企业财务和管控专业人士以及其他利益相关者（如投资者和银行等）成功合作。

This crash course aims to give non-financial managers and professionals the opportunity to

- get a quick overview on basic ideas and terminology of finance & controlling commonly used in businesses,
- be aware of the impact of own business decisions on financial performance of the company,
- be familiar with the most important controlling methods and tools and know how to use them for improving business profitability and liquidity,
- know how to speak the same language and work successfully in team with finance & controlling professionals and other stakeholders, such as investors and banks.

培训对象 | Target Group

非财务背景的企业经理和其他专业人士 | Business managers and other professionals without financial background.

内容大纲 | Content Outline

A. 了解财务和管控的基本理念 | Understanding the Basic Ideas of Finance & Controlling

- 管理和控制的基本含义 | The basic meaning of management & controlling
- 非财经理和财务人士之间的合作 | Teamwork between non-financial manager and financial professional
- 损益、资产负债和现金流的基本概念 | Basic concept of Profit & Loss, Balance Sheet and Cash Flow
- 业务决策及其对实现企业财务目标的影响 | Business decisions and their impact on financial performance

- 管理控制和企业盈利提升计划（PIP） | Controlling and Profitability Improvement Program (PIP)

B. 管控企业成本（I）：产品成本 | Controlling Business Costs (I): Product Costs

- 企业成本的分类：企业成本魔方 | Categories of business costs: The Magic Cube of Costs
- 产品成本的常见测算模式 | Common schemas for product costing
- 如何管控产品成本中的物料成本 | How to control material cost of a product
- 如何管控产品成本中的人力成本 | How to control labor cost of a product

C. 管控企业成本（II）：部门费用 | Controlling Business Costs (II): Overhead

- 部门费用管控的基本思路 | Basic ideas for overhead controlling
- 如何编制部门费用预算 | How to plan departmental budget
- 零基预算法及其应用 | Zero-Based Budgeting and its application
- 部门费用价值分析和作业流程优化 | Overhead value analysis and operational process optimization

D. 通过销售管控促进企业增长 | More Growth Through Sales Controlling

- 销售管理和控制的主要课题 | Major topics of sales management & controlling
- 量本利分析和销售决策 | Break-Even-Analysis for sales decisions
- 多维度的销售边际贡献分析与企业商务智能 (BI) | Multi-dimensional sales contribution margin analysis and Business Intelligence (BI)
- 销售价格和销售政策 | Sales pricing and sales policies

E. 管控企业营运资金 | Controlling Working Capital

- 营运资金的含义和重要性 | Meaning and importance of working capital
- 企业现金循环及其对营运资金的影响 | Cash cycle of business and its impact on working capital
- 如何通过业务流程优化营运资金 | How to optimize working capital through improved business processes
 - 从客户订单到现金回笼 | Order-To-Cash
 - 从外购下单到欠款支付 | Purchase-To-Pay
 - 从生产预测到订单交付 | Forecast-To-Fulfill

F. 管控固定资产和其他投资 | Controlling Fixed Assets & Other Investments

- 固定资产投资和其它投资项目 | Capital expenditures (Capex) & other investment projects
- 常见的投资评估方法 | Common methods for investment appraisal

G. 用管控指标测量和管理企业绩效 | Measuring and Managing Business Performance Based on Controlling Ratios

- 对外财务报表及其常见财务绩效指标 | External financial reporting and common financial ratios
- 对内财务绩效和非财务绩效指标体系 | Internal financial and non-financial performance ratios
- 在 5 分钟之内编制您自己的“平衡记分卡” | Developing your own “Balanced Scorecard” in 5 minutes

培训形式 | Training Formats

本课程有线下和线上两种培训形式，请见下图所示。 | There are both Offline and Online training formats available for the 5-Stages Training Program for Controller, which are briefly described in the following chart.

培训方式 Formats	线下 Offline	线上 Online
培训场所 Training Location	线下课堂 Physical classroom	直播网课 Live webinar
培训时长 Training Duration	3 个整天 3 full days	7 个半天 7 x 0.5 Days
电子版学员手册 Electronic Student Book	有 Yes	有 Yes
纸质版学员手册 Printed Student Book	有 Yes	无 No
可访问网上课堂培训资料 Access to Materials in Online Training Room	有 Yes	有 Yes

培训方法 | Training Didactics

- 培训师课堂演示 Trainer instruction
- 自己动手做练习和分析案例 Do-It-Yourself (DIY) exercises and business cases

- 企业（包括学员企业）实例讨论 Discussion about real business examples (including examples in the company of the participants)
- 小组讨论和互动 Small group interaction and discussion

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To sign up for public training or request a quote for an in-house training program, please contact us directly or contact our training business partners in your country. Local clients in China are kindly asked to go to our official website for training business in China www.ChinaControlling.com for more information.

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