

# Management Development Programme on MEASURING AND MANAGING CORPORATE PERFORMANCE FOR ENHANCING SHAREHOLDER VALUE

18 January 2008, 9.00 AM to 5.00 PM

Venue:  
Hotel Atria, Palace Road, Bangalore

**K.V. Ramanathan, Ph.D.**  
Professor Emeritus and Former Chairman  
Department of Accounting  
University of Washington Business School

Organised by

**NAME**

National Academy of  
Management and Entrepreneurship



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## Why Measuring Corporate Performance?

Measuring and Managing Corporate Performance on a continuous basis has become necessary to ensure that the organisation moves in the right direction, at right speed and achieving right results and growth. In the era of global competition, it becomes imperative to ensure a sustained level of "Shareholder Satisfaction" to retain his investments in the company and also to infuse additional investments. This would be possible only when the organisation ensures that the shareholder value is kept at a higher level and yielding higher returns on his investments.

Keeping this in mind a one day programme has been designed with a focus on Measuring and Managing Corporate Performance for enhancing shareholder value.

## Potential Benefits To Participants

Strengthen your total business perspective to help you better align your operating strategies toward improving your company's competitive advantage and market value.

Develop a clear understanding of : Market value of a business; usefulness / limitations of key performance measures, e. g., EP, RONA, RI, ROE, ROA, ROIC, NPV, IRR, and the factors that drive these measures.

Develop critical insights into the interrelations among: corporate profitability, investment, growth, and financial health.

Enhance your ability to analyze and benchmark against your competitors' performance in a global market. Sharpen your skills in choosing shareholder value creating capital expenditures.

Become familiar with cost management perspectives that guide continuous improvements in productivity, competitive advantage, and shareholder value creation. Learn how vertical financial control systems can be integrated with process based horizontal non-financial controls. Learn to analyze systematically areas, which require corrective action.

Enhance your ability to discuss financial performance goals and results with minimal use of accounting/finance jargon while dealing with diverse constituents.

## For Whom

The program is specially designed for the senior executives in Finance, Accounts areas and General Management. Entrepreneurs, Chartered Accountants, Company Secretaries and Management Consultants will also find this programme highly useful.

## Faculty

**Dr. Kavasseri V. Ramanathan**, Professor Emeritus and former Chairman of Accounting, University of Washington Business School, is an internationally recognized expert in the application of accounting and financial strategies for shareholder value based organizational planning and control. Over the past few decades, he has conducted a variety of executive seminars and in-company management development programs, in the United States and abroad, to help companies enhance their organizational performance.

Professor Ramanathan served as Chairman of the UW Department of Accounting during 2002-05. Under his leadership, the two UW Masters Programs in Accounting were transformed into successful self-sustaining programs with national visibility. Also, in 2005, the Department organized the first Annual Financial Reporting Conference in Seattle.

Dr. Ramanathan was the founder and past Chairman of the University of Washington's Executive MBA Program, and has taught at Harvard Business School, Northwestern University, New York University, and the Indian Institute of Management, Ahmedabad. As an invited speaker, he has lectured in seminars organized by leading academic and professional institutions in the United States, Canada, Europe, Russia, India, Indonesia, Japan, Malaysia, Singapore, Australia, and New Zealand.

In January 2006, The Institute of Cost and Works Accountants of India, New Delhi honored Professor Ramanathan by permanently placing his name on its Center for Excellence in Management and Cost Accounting that he was invited to formally inaugurate. In 1992, he was honored as the inaugural Arthur Andersen Visiting Professor at the University of Auckland in recognition of the influence of his ideas on the New Zealand public sector management process. In late 1990's, he served the American Institute of Certified Public Accountants as a member of its Task Force on the Role of Non financial Measures of Performance. Among his other major recognitions are the MBA Outstanding Professor of the Year Award and the Fulbright Scholarship. Professor Ramanathan's leadership contributions include the development and launching, in the mid-1980s, of the University of Washington's highly successful Executive MBA program. In the 1980's,

he co-developed a management program in the UW School of Social Work. In the 1990's, as Director of Russian Programs, he led the UW Business School initiatives to collaborate with Russian institutions to strengthen their managerial training programs. In the early 1960s, he was part of the lead faculty team that organized the MBA curriculum at the Indian Institute of Management, Ahmedabad in collaboration with the Harvard Business School. Professor Ramanathan earned his MBA and PhD degrees from the Northwestern University and his B.Com degree from the Calcutta University. He is a Fellow of the Institute of Cost and Works Accountants of India. He has published in the leading journals in his field in the United States, Canada, Japan, India, and the United Kingdom. His major publications include Accounting for Managerial Decision Making and Management Control in Nonprofit Organizations, both published by John Wiley & Sons, Inc., New York.

## Participation Fee

Registration Fee\* : Rs. 3,000/-

\*In case of more than Three Participants registered from the same organisation 10% discount could be availed.

The fee include training Kit with reading material, case studies; Lunch, Snacks and Tea.

Registration Fee is payable in the form of DD in the name of "**National Academy of Management and Entrepreneurship**", payable at **Bangalore**.

## About NAME

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The new millennium is characterized by globalization of markets throwing the erstwhile protected economies like India open to global competition. Indian Industry, particularly small and medium sector is passing through turbulent times. The need of the hour is a well developed "knowledge entrepreneur". Towards this end, National Academy of Management and Entrepreneurship (NAME), was set-up in 2001 by a small group of public-spirited individuals under the Chairmanship of Dr. S.K. Prasad. NAME is a professional platform which links entrepreneurship development and education with entrepreneurs. Conventionally, these three components of entrepreneurship development are considered as independent and mutually exclusive. The basic philosophy of the academy is to integrate three Es viz.,

- Entrepreneur
- Entrepreneurship Development
- Education

In order to cater to the requirements of the working Entrepreneurs a separate dedicated Corporate Training Division has been set up under a strategic alliance with Deccan Institute of Advanced Studies (DIAS) to organise Management Development Programmes and Executive Education Programmes on a continuous basis and the division is actively engaged in Designing and Organising Training Programmes. ([www.nameedu.org](http://www.nameedu.org))

## About DIAS



DIAS promoted by Foundation for Educational Excellence (FEE) to disseminate knowledge and information among working professionals in such a way to enhance their professional qualifications. DIAS focusing on higher education and assisting research scholars based on their needs.

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## Executive Alumni Feedback

"...Professor Ramanathan is able to achieve an almost instant rapport with executives of diverse backgrounds. He is very effective both as a presenter and as a discussion leader. His seminars are an outstanding success in all areas, exceeding not only my expectations but also earning plaudits from all of the participants, ELDEC managers and corporate officers.

"...His seminars have opened new ways of envisioning and operating our business. We have had three (in-house) seminar series by Professor Ramanathan to-date and intend to do them annually."

**Bruno Strauss, President, ELDEC Corporation**

"I graduated from Harvard Business School with an MBA, and Professor Ramanathan did a better job of explaining this material than I saw while at HBS. I learned a lot."

**Senior Manufacturing Engineer, The Boeing Company**

"...In particular, his discussions around profit-based decentralization have caused a number of participant groups to confer with senior management regarding our company-wide transfer pricing policies. He has developed in many of our participants a great deal of insight into a complex set of issues around corporate versus divisional profit maximization. In a newly decentralized company, this insight is invaluable.

**Karin Kolodziejski, Manager, Manager of Managers Program". Tektronix, Inc.**

...Looking over my business career as a certified public accountant and professional financial executive with over 15 years of industry experience, you were the first individual that was able to integrate financial issues into the overall dynamics of running a business...I have been able to apply a number of the techniques that you presented...I unhesitatingly recommend your seminar for senior managers and executives from any discipline, whether it be operational or finance, to freshen and sharpen skills not only in financial, but also organizational goal setting and performance monitoring."

**Steven P. Erwin, Senior Vice President & Chief Financial Officer, Old National Bank**

"...Professor Ramanathan was instrumental in helping me--a journalist--understand the complexities of the world of business...He combines a keen understanding of business with an outstanding teaching ability to help business people become better managers..."

**H. Mason Sizemore, President, The Seattle Times**

Professor Ramanathan boiled my four year undergraduate education down into half-hour! I can use what I learnt to improve communication with non-accountants.

...Frankly, he should bottle what he does, sell it, and retire richer than Bill Gates.

...Is there an "easy and quick" way to make accounting and finance understandable? Professor Ramanathan and his techniques are probably about as close as you can get. He made it even entertaining.

**Senior executive participant, Aerospace Industry Manufacturing Seminar**

"As I went through Professor Ramanathan's week-long introduction to company financial models in the AIMS program, the light bulb went on. I saw that every component can be identified to a cost...and saw a way to link the people who build our product directly to the financial results of their work. (This led to developing, along with my manager Travis Durand, another AIMS alumnus,) an Economic Profit Calculator, an interactive financial model that shows the impact of operating decisions and production workers' actions on the company bottom line....

**David Ott, Lean Strategy Specialist, The Boeing Company**

"Professor Ramanathan has a tremendous insight into the issues that face middle and upper level management... The paradox in management is that a collection of excellent individual decisions may not aggregate to a logical course of action for the business as a whole. Professor Ramanathan's seminars continuously draw the manager back from a focus on the isolated decision into a consideration of the entire corporation.

"...He successfully taught a group spanning chief executives, chief financial officers, general administrators, retail store managers, engineers and lawyers. All received the education they sought."

**Dr. Brian G. Rohrback, President, Infometrix, Inc.**

"I am a practicing physician who is currently active in the area of medical quality assurance, developing systems to measure, analyze and improve the health care provided by thousands of physicians. My knowledge in this area comes from both my medical training and the concepts taught me by Dr. Ramanathan. "As taught by him, the science of management control is at the very center of executive and organizational success. Any manager can profit by applying his teachings to plan and evaluate any organizational performance.

**David L. Potash, MD, MBA, Vice President,  
Utilization Review and Quality Assurance, AMI Group Health Services, Inc.**