

MODULE 1: THE NUTS AND BOLTS

LEARNING OBJECTIVE

- Recognize cash flow and factors that affect cash flow.
- Identify cash management objectives and decisions

TOPICS COVERED

- Introduction: Cash Is the Lifeblood of a Business
- Strategies to Stave off Cash Flow Crunches
- 1. Why Is Cash Flow Important?
- 2. Cash Management Objectives and Decisions
- 3. Key Cash Management Considerations

MODULE 2: ANALYSIS OF CASH FLOW

LEARNING OBJECTIVE

- Identify the difference between accounting profits and other profits.
- Recognize how to compute and analyze cash liquidity.
- Identify the cash utilization options.

TOPICS COVERED

- The Difference between Cash Flow and Earnings
- How to Go Broke While Making a Profit
- How Do You Know If You Are Liquid?
- Cash Utilization and Adequacy
- Too Much Cash-- A Troubling Omen

MODULE 3: CASH BUDGETING AND OPTIMAL CASH BALANCES

LEARNING OBJECTIVE

- Identify factors of the cash flow cycle.
- Recognize the items recorded within a statement of cash flows.
- Identify components of a cash budget.
- Recognize cash expenses vs non-cash expenses.

TOPICS COVERED

- Cash Flow Cycles
- Determining the Right Cash Balance to Hold
- Accounting for and Reporting of Cash
- Statement of Cash Flows
- Preparing the Cash Budget
- Revenues and Expenses

MODULE 4: INTERNAL CONTROL

LEARNING OBJECTIVE

- Recognize items used for internal control and audit procedures.

TOPICS COVERED

- Internal Control over Cash
- Audit of the Cash Account and Payment System

MODULE 5: CASH FORECASTING AND "WHAT-IF" ANALYSIS

LEARNING OBJECTIVE

- Recognize the benefits of cash forecasting and cash flow differences.

TOPICS COVERED

- Cash Forecasting
- Forecasting Cash Collections
- What-If Analysis
- Cash Flow Software

MODULE 6: MANAGING PAYABLES

LEARNING OBJECTIVE

- Identify traits of a well-managed accounts payable system.
- Recognize the warning signs of accounts payables.

TOPICS COVERED

- A Well-Managed Accounts Payable System
- Managing Payables
- Warning Signs of Payables
- Utilizing Vendor Statement Forms

MODULE 7: COLLECTION AND CREDIT MANAGEMENT

LEARNING OBJECTIVE

- Recognize cash acceleration strategies.
- Identify methods to delay cash payments for purchases, expenses, and payroll.
- Identify collection problems.

TOPICS COVERED

- Cash Acceleration Strategies
- Property, Plant, and Equipment
- Delaying Cash Payments for Purchases, Expenses, and Payroll
- Are You Managing Debt Properly?
- Collection Management
- Credit Management

MODULE 8: SMART BANKING

LEARNING OBJECTIVE

- Recognize the process for a bank reconciliation and the use of float.
- Identify some methods used for transferring funds and accelerating cash inflow.

TOPICS COVERED

- Preparing a Bank Reconciliation
- Float
- Electronic Funds Transfer (EFT)
- Utilizing a Lockbox
- Depository Transfer Checks and Preauthorized Debits (PADs)
- Cost-Benefit Analysis of Cash Management Devices

MODULE 9: OBTAINING CASH AND BORROWING

LEARNING OBJECTIVE

- Recognize ways to select between financing options.
- Identify ways to help with financing cash requirements for the business.

TOPICS COVERED

- Improving Personal Cash Receipts
- Financing Cash Requirements
- Marketable Securities and Money Market Funds
- Short-Term Borrowings
- Receivables and Inventory Financing

MODULE 10: LOAN QUALIFICATIONS AND BANKING RELATIONSHIPS

LEARNING OBJECTIVE

- Recognize the five C's of credit and the criteria used by bankers for lending.
- Identify the benefits of Zero-Balance Accounts (ZBAs).

TOPICS COVERED

- Five C's of Credit
- Bankers' Lending Criteria
- Your Relationship with the Banker
- Drafts, Zero-Balance Accounts (ZBAs), and Controlled Disbursement Account
- Getting Help from Money-Management Professionals