

# SMACNA GRADUATE II Program



## FINANCIAL BOOT CAMP

*Financial  
Management Skills  
for Non-Financial  
Managers*

January 28-30, 2008

### THE DRILL — A Case Study Approach for Non-Financial Managers

What you don't know can hurt you — especially where your firm's financial statements are concerned. When you "enlist" in this Boot Camp, you will march through the paces and participate in drills based on real-world exercises. You will have the option to evaluate your own organization's financial conditions using your own financial statements. In this boot camp, you will "earn your medals" by learning how to:

- ⌘ Interpret Financial Statements for Better Company Performance
- ⌘ Calculate and Interpret Ratios and Indicators — including R-Scores
- ⌘ Understand Business Entity Types
- ⌘ Work with Credit
- ⌘ Develop Cash Flow Projections
- ⌘ Understand Equipment Acquisition and Leasing
- ⌘ Use Financial Information for Strategic and Business Planning and Risk Assessment



**BOOT CAMP TRAINING INSTRUCTOR:  
John Murdough, CPS, MBA**

## **BOOT CAMP DRILL INSTRUCTOR**

John Murdough, CPA, MBA — Principal, Pittman & Murdough — Back by popular demand, he presents an easy-to-understand approach to accounting and financial issues for contracting and construction firms. Mr. Murdough is a nationally recognized instructor and workshop leader who combines in-depth construction industry experience with a rare gift for teaching. His course in the business of construction at ASU's Del E. Webb School of Construction (DEWSC) and his many seminars are among the most powerful and popular classes available in the construction community. In Mr. Murdough's consulting and accounting practice, he is a key element in the success of many contractors of nearly all types and sizes, using his insight and experience in a variety of business and financial areas.

## **RECRUITS FOR THIS PROGRAM:**

This program is designed to increase the knowledge, skills and ability of those individuals within a firm that are considered "non-financial personnel" but need to have the best understanding of the firm's financial situations to make better decisions AND those new to the construction/contracting environment. Consider "enlisting" if you are:

***Owner or Future Owner*** — who currently relies on your accounting or CPA firms to assess your firm's financial stability.

***Non-Financial Manager*** — who works in other key areas of the business including purchasing, estimating or project managers.

***Branch and Division Manager*** — who runs a division with P/L responsibilities.

***Financial Managers New to the Construction Industry*** — who need to better understand the differences in a contracting business.

## **GRADUATE PROGRAM CONCEPT**

The program utilizes a variety of innovative case studies commonly used in graduate level studies that allow participants to learn real-world management techniques through the interactive development of the case study problems.

### **The Case Studies**

The cases simulate real-world business experiences as they pertain to financial contracting information. In the real world there are seldom "yes" or "no" answers and many pitfalls to avoid. Participants will test important decisions on the multiple case study companies, thereby learning in a simulated environment.

### **The Groups**

The SMACNA Graduate II Program is a room full of experts — the participants. The class will be formed into groups between four to seven contractors from non-competing SMACNA firms. All members of each group will participate in the group decision process to encourage the learn-by-doing environment.

### **Boot Camp Requirements and Uniform**

*(Time Commitment and Dress Code)*

"Recruits" should arrive on Sunday (January 27) to be fully prepared for this intensive program. A welcome reception is planned for Sunday evening at 6:00 p.m. This program will have no scheduled free time. Attire for all events is casual.

**SMACNA BUSINESS MANAGEMENT GRADUATE II PROGRAM**  
**FINANCIAL BOOT CAMP: Financial Management for Non-Financial Managers**  
Preliminary Schedule January 28 - 30, 2008

**Sunday, January 27, 2008**

6:00 p.m. Reception

**Monday, January 28, 2008**

7:30 a.m. Registration and Welcome Orientation

8:00 a.m. - 2:00 p.m.

**MODULE I:**

Management Accounting

- Reading and Interpreting Financial Statements
- Financial Analysis for Contractors
- Calculating and Interpreting Ratios and Indicators
- Understanding and Calculating R-Scores

2:00 p.m. - 6:00 p.m.

**MODULE II:**

Entity Types and Uses: C Corps, S Corps, LLCs, Partnerships, Proprietorships, Basic of Taxes

- Managing Relationships with Bankers, Bonding Agents, CPAs and Attorneys

6:30 p.m. - 8:00 p.m.

**MESS HALL:** Dinner at local restaurant (TBD)

**Tuesday, January 29, 2008**

8:00 a.m. - 2:00 p.m.

**MODULE III:** Cash Flow Projections and Trends

2:00 p.m. - 6:00 p.m.

**MODULE IV:** Equipment Acquisition and Leasing

- Capital vs. Operating
- Buy or Lease

6:30 p.m. - 8:00 p.m.

**MESS HALL:** Dinner at local restaurant (TBD)

**Wednesday, January 30, 2008**

8:00 a.m. - 12:00 noon

**MODULE V:** Financial Planning—Risk Assessment

- Investments Budgeting
- Using Financial Information for Strategic and Business Planning

12:00 noon

Departure



## 2008 SMACNA GRADUATE II PROGRAM: FINANCIAL BOOT CAMP

January 28 - 30, 2008 • Tempe (Phoenix), Arizona

### APPLICATION AND ADMISSION REQUIREMENTS

To reserve your place in the 2008 Graduate II Program: Financial Boot Camp, forward this application and a payment of \$1,685 no later than ***Friday, December 19, 2007***. In the event of a cancellation before December 19, 2007, all tuition is refundable. There will be a \$200 penalty fee for cancellations ***after*** December 19, 2007.

### REGISTRATION FEES AND ACCOMMODATIONS

The \$1,685 registration fee includes meals, materials, books, and planned activities. Accommodations are paid separately. See below for details. Registration is limited to 24.

Name: \_\_\_\_\_ Company: \_\_\_\_\_  
Address: \_\_\_\_\_ City/State/Zip: \_\_\_\_\_  
Phone: \_\_\_\_\_ Fax: \_\_\_\_\_  
Nickname for Badge: \_\_\_\_\_ Email: \_\_\_\_\_

**Registration Fee:** \$1,685/person

**Payment:**

Check (payable to "SMACNA") \_\_\_\_\_ Charge: \_\_\_\_\_ VISA \_\_\_\_\_ MasterCard \_\_\_\_\_ American Express  
Card # \_\_\_\_\_ Expires: \_\_\_\_\_

Print name as it appears on card: \_\_\_\_\_ Signature: \_\_\_\_\_

**Room Rate \$205 + 12% tax and \$9.75 hospitality fee (fitness club, newspaper, etc).** To obtain the discounted room rate, your reservation must be made through SMACNA. The Tempe Mission Palms Hotel will not accept reservations that are not guaranteed. The hotel cancellation policy is 72 hours prior to date of arrival.

Arrival Date: \_\_\_\_\_ Departure Date: \_\_\_\_\_

Special Requests: \_\_\_\_\_

**Payment (credit card only):**

Guarantee to: \_\_\_\_\_ VISA \_\_\_\_\_ MasterCard \_\_\_\_\_ American Express  
Card # \_\_\_\_\_ Expires: \_\_\_\_\_

Print name as it appears on card: \_\_\_\_\_ Signature: \_\_\_\_\_

Return completed application by December 19, 2007 to:  
SMACNA Meetings Department • 4201 Lafayette Center Drive • Chantilly, VA 20151-1209  
Phone: (703) 803-2980 • FAX: (703) 803-3732