

# *Aligning* Knowledge, Thinking & Performance

**BOTTOM LINE** *Mini-MBA*



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# Learning to think *in the language of business.*

Developed at Columbia University, the Bottom Line Mini-MBA is a management and executive development program that aligns your people around the common language and analytical tools of business. This comprehensive program gives them the business insight and understanding they need to “think in real time” in today’s fast-moving corporate environment. The course provides participants with a clearer vision of financial objectives and metrics, and lays the groundwork for smart, business-savvy decision making that will favorably impact your company’s productivity and profitability.

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## **Gaining competence and confidence in business essentials.**

This innovative training course has been delivered to thousands of executives and managers in Global 50 companies throughout every region of the world. It improves performance by:

- Demystifying the basic principles of sound business practices.
- Providing a practical understanding of the fundamental building blocks of business: economics, strategy, finance, accounting and marketing.
- Teaching the language and skills needed to effectively and fully participate in today’s decision making process.
- Challenging “conventional wisdom” and developing the ability to think, adapt—and thrive—in a continuously changing corporate and economic climate.

## **Building a solid foundation for leadership.**

The Mini-MBA jump-starts leadership development. It improves communication, increases engagement and enhances performance by getting all your people on the same page. Participants will come away with a clear understanding of how the business works and how it sustains profitability. They’ll gain valuable insight into how all the parts fit together—and they’ll know with certainty how their individual contributions affect and must drive the bottom line.

“

I was absolutely absorbing every minute of the Mini-MBA. As busy as work can be, I really didn’t want the class to end.

”



### Who will benefit from the Bottom Line Mini-MBA?

The Mini-MBA program is designed for anyone whose work impacts—or should impact—your company's bottom line, and who would benefit from a more solid base of business knowledge. High potential employees are ideal candidates, as well as successful professionals who have excelled in their specialized discipline—engineering, sales, HR, manufacturing—and are assuming expanded management responsibilities.

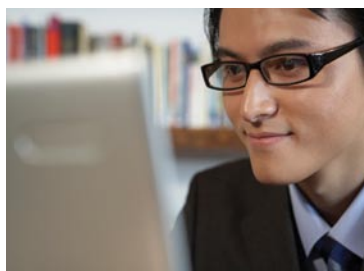
The training equips your decision makers with critical business skills that might otherwise take years to develop. It can also be an excellent refresher, and often a valuable eye-opener, for experienced managers, even if they already have advanced business degrees.

### There are lots of “Mini-MBA” courses out there. How is this one different?

For starters, the materials are *timely and instantly relevant*; this isn't education in a dry vacuum. Our researchers are constantly combing current news and global events to bring cases and media coverage into the course—thought-provoking topics that help the group explore what's really going on in your industry, and in the business world today.

The learning environment is *non-intimidating*, and at the same time, *intensely interactive*. There are no formulaic or canned presentations, no eye-glazing monologues.

Finally, the Bottom Line Mini-MBA is all about *action* and *application*. Participants are given all the tools and help they need not only to apply the learning from the training, but to make it an integral part of their day-to-day management and decision making.



For more information, call (212)262-2674  
or email [info@bottomlinenyc.com](mailto:info@bottomlinenyc.com)

“

I've been with our company 20 years and this is the first time I've ever walked away from a class feeling so invigorated.

”

### Aligning course structure and content with the needs of your business.

The structure and content of the Bottom Line Mini-MBA program can be aligned to meet the unique needs of your organization. You can choose from three options:

- Comprehensive process that includes online pre-training assessment, progressive training modules, mid and post-training assessments, and final composite results report.
- Stand-alone 3 or 5-day course covering a core curriculum plus supplemental content to address the particular responsibilities of the participants.
- Training to suit highly individual situations, configured from à la carte segments.

To assure maximum impact, training is scheduled at your site, exclusively for your own group.

“

The Mini-MBA was far more than another seminar. I think it was one of the most interesting and well-prepared sessions I've had in my entire career.

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#### **About Bottom Line Training & Consulting, Inc.**

Bottom Line is an independent management consulting firm specializing in executive development, change management, cultural integration, leadership development and strategic efficiency modeling. Founded by David L. Buckner, our clients include global leaders such as IBM, AIG, New York Life, Iron Mountain, Bell Atlantic/Verizon, Thomson Financial and Coach Leather.

Mr. Buckner and his team have designed, developed and delivered training for companies serving the Americas, the UK, Europe, India and Asia. Thousands of executives and managers from over 50 different countries have participated in the Mini-MBA, the cornerstone of the Bottom Line training curriculum.

#### **For more information.**

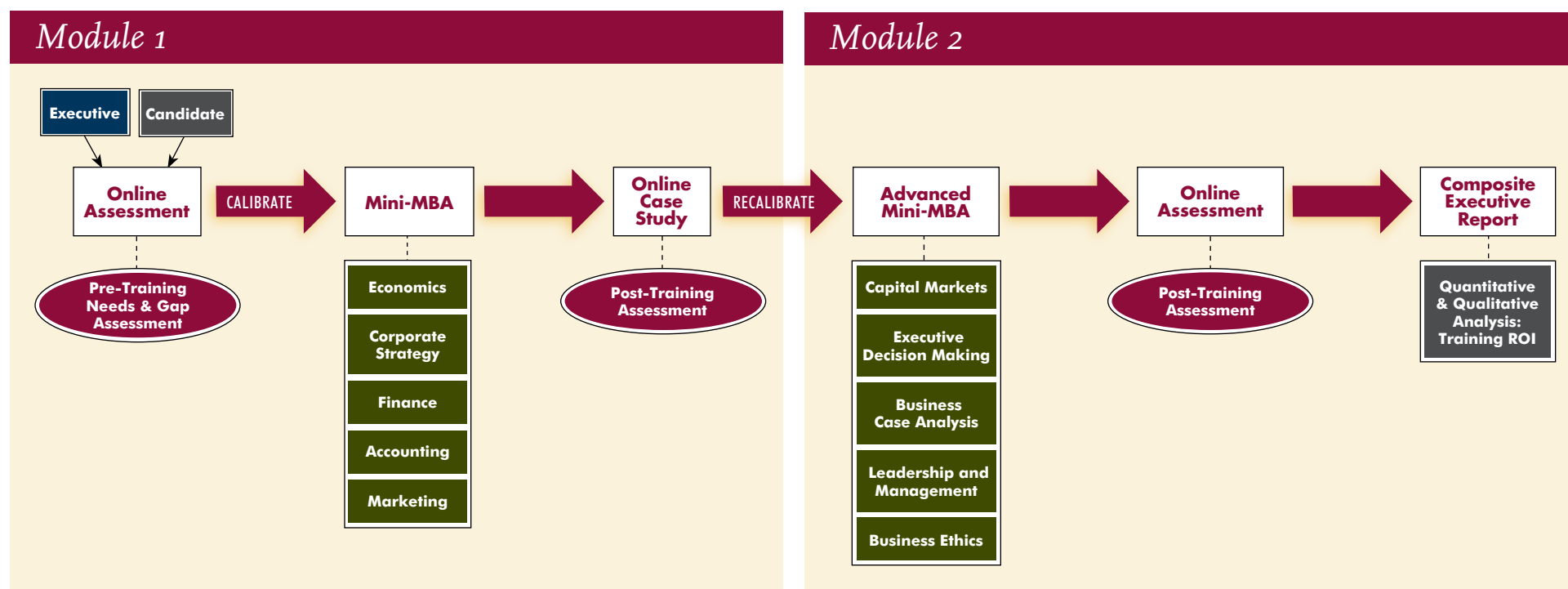
You can improve your company's bottom line performance by giving your decision makers the foundational business tools they need for better decision making. To learn more about our customized Mini-MBA, or simply to get a conversation started, give us a call at (212) 262-2674, or send an email to [info@bottomlinenyc.com](mailto:info@bottomlinenyc.com)



# Mini-MBA

## Alignment Process

The Bottom Line Mini-MBA Alignment Process is an integrated employee development program. From its pre-training assessment to final composite report on results, the program guides participants through progressive learning segments, evaluates their progress and adjusts to their needs along the way. It is delivered in two modules:



### Online Assessment

An online, pre-training assessment is completed by both company executives and those employees who may be attending the training. Assessment results provide critical understanding of the gaps in alignment between senior management and prospective Mini-MBA participants.

### Mini-MBA

The core Mini-MBA program is calibrated to meet the alignment needs identified through the pre-training assessment and is delivered in either a 3 or 5-day format depending upon the profile of the group.

### Online Case Study

Four to six months after completion of the Mini-MBA, participants complete an online case study to assess their understanding of and ability to apply course materials.

### Advanced Mini-MBA

The Advanced Mini-MBA is calibrated to meet the needs identified through the online case study and is delivered in either a 3 or 5-day format depending upon the profile of the group.

### Online Assessment

Participants complete a final online assessment designed to evaluate their knowledge and ability to apply the concepts, tools and principles taught throughout both modules of the program.

### Composite Executive Report

A composite executive report is prepared based upon a comparison of the pre- and post-training assessments. It provides a solid, data-driven profile of the change achieved as a result of training.

# Mini-MBA

## Core Curriculum

The Bottom Line Mini-MBA delivers course structure and content aligned with the needs of your business. We work with you to determine the areas of business acumen and analysis that require the most attention, and then calibrate course content to address those needs. Depending on the profile of the participant group—from human capital intensive to executive and international groups—supplemental content augments the core program to assure that the unique issues associated with their responsibilities are addressed.

### Core Mini-MBA

Economics		
<ul style="list-style-type: none"> <li>Globalization</li> <li>Opportunity Cost</li> <li>Supply and Demand</li> <li>Equilibrium Cycle</li> </ul>	<ul style="list-style-type: none"> <li>Roles of Prices &amp; Profits</li> <li>Inflation &amp; Recession</li> <li>Fiscal &amp; Monetary Policy</li> <li>Government Intervention</li> </ul>	<ul style="list-style-type: none"> <li>Ceilings, Floors, Taxes &amp; Tariffs</li> <li>Market Intervention</li> <li>Economic Systems</li> <li>Law of Comparative Advantage</li> </ul>
Corporate Strategy		
<ul style="list-style-type: none"> <li>Business Structure</li> <li>Vision &amp; Mission Statements</li> <li>The Planning Process</li> <li>Measurement Standards</li> </ul>	<ul style="list-style-type: none"> <li>Executive Decision Making</li> <li>SWOT Analysis</li> <li>External Environment Analysis</li> <li>Product Life Cycle Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Growth vs. Market Share</li> <li>Segment Analysis</li> <li>Leading Change Model</li> </ul>
Finance		
<ul style="list-style-type: none"> <li>Balance Sheet</li> <li>Income Statement</li> <li>Profitability Ratios</li> <li>Liquidity Ratios</li> </ul>	<ul style="list-style-type: none"> <li>Debt Ratios</li> <li>Risk vs. Return</li> <li>Payback Period</li> <li>Leverage Principle</li> </ul>	<ul style="list-style-type: none"> <li>Time Value of Money</li> <li>Net Present Value</li> <li>Break-even Analysis</li> <li>Internal Rate of Return</li> </ul>
Accounting		
<ul style="list-style-type: none"> <li>Financial Accounting</li> <li>Cost Accounting</li> <li>Allocation Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Direct vs. Indirect Costs</li> <li>Incentive Point Analysis</li> <li>Contribution Margin</li> </ul>	<ul style="list-style-type: none"> <li>Cost of Capital Analysis</li> <li>Risk Assessment</li> <li>Cost/Benefit Analysis</li> </ul>
Marketing		
<ul style="list-style-type: none"> <li>Segment Analysis</li> <li>Target Market Analysis</li> <li>Product Positioning</li> </ul>	<ul style="list-style-type: none"> <li>Four P's = Product, Price, Promotion, Place</li> <li>Buying Behavior</li> <li>Stages in the Buying Process</li> </ul>	<ul style="list-style-type: none"> <li>Market Opportunity Analysis</li> <li>Product Life Cycle</li> <li>Sigmoid Curve Analysis</li> <li>Business to Business Marketing</li> </ul>

### Core Program Content Customized for Group Profiles




INTERNATIONAL GROUP	HUMAN CAPITAL GROUP	EXECUTIVE GROUP
<b>Options</b> <ul style="list-style-type: none"> <li>Case Studies (proprietary)</li> <li>Company Specific Task</li> <li>Industry Specific Analysis</li> <li>Executive Case Presentation</li> </ul>	<b>Options</b> <ul style="list-style-type: none"> <li>Initial Case Study</li> <li>Segment Applications</li> <li>Summary Presentation</li> </ul>	<b>Options</b> <ul style="list-style-type: none"> <li>Initial Case Study</li> <li>Segment Applications</li> <li>Summary Presentation</li> </ul>
<b>Economics</b> <ul style="list-style-type: none"> <li>Balance of Trade Analysis</li> <li>Exchange Rates &amp; Fluctuation</li> <li>Global Economic Systems</li> <li>Int'l. Tariffs/Free Trade Zones</li> <li>Competitive Advantage</li> </ul>	<b>Economics</b> <ul style="list-style-type: none"> <li>Bottom Line Paradigm</li> <li>Qualifiers vs. Quantifiers</li> <li>Behavioral Economics</li> <li>Language of Business Analysis</li> <li>Human Resources Management</li> <li>Corporate Culture Analysis</li> </ul>	
<b>Global Markets</b> <ul style="list-style-type: none"> <li>International Equities Markets</li> <li>Global Debt</li> <li>Currency &amp; Arbitrage</li> <li>International Market Indices</li> <li>Real Return on Investment</li> <li>Shareholder Valuations</li> </ul>	<b>Capital Markets</b> <ul style="list-style-type: none"> <li>Stocks and Bonds</li> <li>Real Estate &amp; Small Business</li> <li>Initial Public Offering</li> <li>P/E Ratio Analysis</li> <li>Derivatives</li> <li>Call &amp; Put Options</li> <li>Short Selling</li> <li>Market Indices</li> <li>Market Valuation</li> </ul>	
<b>Corporate Strategy</b> <ul style="list-style-type: none"> <li>Cross-Cultural Integration</li> <li>Global Risk Analysis</li> <li>Leading Multinational Teams</li> <li>Integrated Team Strategies</li> </ul>		

# Mini-MBA

## Segment Menu

### Building A Customized Program to Suit Your Unique Needs

Bottom Line offers you the flexibility to design a curriculum to suit your individual organizational needs. We work with you to select and group segments that will address the particular gaps in knowledge and experience within the participant group. The à la carte menu includes:

-  Core Mini-MBA segments
-  Common supplemental segments that augment the Core Mini-MBA (based upon group profiles)
-  Alternative segments to target specific needs and applications

#### Economics

- Globalization
- Opportunity Cost
- Supply and Demand
- Equilibrium Cycle
- Roles of Prices & Profits
- Inflation & Recession
- Fiscal & Monetary Policy
- Government Intervention
- Ceilings, Floors, Taxes & Tariffs
- Market Intervention
- Economic Systems
- Law of Comparative Advantage

#### Corporate Strategy

- Business Structure
- Vision & Mission Statements
- The Planning Process
- Measurement Standards
- Executive Decision Making
- SWOT Analysis
- External Environment Analysis
- Product Life Cycle Analysis
- Growth vs. Market Share
- Segment Analysis
- Leading Change Model

#### Finance

- Balance Sheet
- Income Statement
- Profitability Ratios
- Liquidity Ratios
- Debt Ratios
- Risk vs. Return
- Payback Period
- Leverage Principle
- Time Value of Money
- Net Present Value
- Break-even Analysis
- Internal Rate of Return

#### Accounting

- Financial Accounting
- Cost Accounting
- Allocation Analysis
- Direct vs. Indirect Costs
- Incentive Point Analysis
- Contribution Margin
- Cost of Capital Analysis
- Risk Assessment
- Cost/Benefit Analysis

#### Marketing

- Segment Analysis
- Target Market Analysis
- Product Positioning
- Four P's = Product, Price, Promotion, Place
- Buying Behavior
- Stages in the Buying Process
- Market Opportunity Analysis
- Product Life Cycle
- Sigmoid Curve Analysis
- Business to Business Marketing

#### Capital Markets

- Stocks and Bonds
- Real Estate & Small Business
- Initial Public Offering
- P/E Ratio Analysis
- Derivatives
- Call & Put Options
- Short Selling
- Market Indices
- Market Valuation

#### Capital Budgeting

- Determination of Alternatives and Strategic Analysis
- Economic Analysis
- Financial Analysis of Investment Proposals
- Payback Periods
- Return on Investment
- Net Present Value
- Internal Rate of Return
- Profitability Index

#### Business Law

- The Law and Government
- Constitutional Law
- Contract Law
- Negotiable Instruments
- Remedies
- Mediation and Negotiation
- Corporate Governance
- Sexual Harassment
- Business Ethics

#### Corporate Culture

- Mergers & Acquisition/ Corporate Culture Integration
- Financial Evaluation of Mergers & Acquisitions
- Growth: Short-term vs. Long-term
- Seamless vs. Silos
- Effective Communication
- Case Study Analyses
- Personalized Survey Analysis

#### Leadership

- Management vs. Leadership
- Navigating Constraints
- Ownership
- Leveraging
- Mentoring & Teaching
- Time/Project Management
- Communication
- Critical Success Factors

#### Global Markets

- International Equities Markets
- Global Debt
- Currency & Arbitrage
- International Market Indices
- Real Return on Investment
- Shareholder Valuations

#### Human Resources

- Employee Selection
- Employee Retention
- Compensation
- Benefits
- Performance Evaluations
- Legal Liabilities
- HR Information Systems

#### Tools of Analysis

- Net Present Value
- Payback Period
- Break-even Analysis
- Contribution Margin
- Real Return on Investment
- Opportunity Cost

#### Time & Risk Tools

- Time Value of Money
- Compound Interest
- Net Present Value
- Effective Interest Rates
- Annuities
- Discount Rate
- Cash Flow
- Corporate Investments

#### Executive Decision Making

- Crisis Management
- Managing Constraints
- PERT Analysis
- Decision Tree Analysis
- Critical Path Analysis
- Customized Case Studies

#### Business Ethics

- Intellectual Honesty
- Workplace Integrity
- Legal Propriety
- Ethical Dilemmas
- Customized Case Studies