

Certified Professional Financial Analyst (CPFA)

Module Information



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What Modules are covered?

Module 1 - Performance Management

The Problem with Traditional Measurement Systems
Objectives of Financial Analysis and Performance Management

Module 2 - Fundamentals of Finance

Basics of Accounting and Financial Statements
Financial Ratios and Indicators

Module 3 - Key Analytical Tools and Concepts

Basic Statistical Tools
The Business Model

Module 4 - Developing Predictive and Analytical Models

What is a Financial Model?
Summary
Illustrative Models

Module 5 - Building Analytics Capability

For the Individual
For the Organization

Module 6 - Communicating and Presenting Financial Limitation

Laying the Foundation for Success
Developing Effective Presentations and Reports
Delivering the Presentation
Data Visualization

Module 7 - Business Performance Management

What is Business Performance Management?
Developing or Enhancing BPM in an Organization

Module 8 - Dashboards and Key Performance Indicators

Objectives of Dashboards and Key Performance Indicators
Selecting Appropriate Performance Measures and Key Performance Indicators
Creating Performance Dashboards
Sample Dashboards for Selected Industries

Module 9 - Institutionalizing Performance Management

Gaining Traction
Integrating BPM with Other Management Process
Avoiding Common Mistakes

Module 10 - Measuring and Driving

Innovation
Measuring and Driving Business Agility
Human Capital Management
HCM Dashboard

Module 11 - The External View

Analysis of Markets, Customers and Competitors
Benchmarking to Evaluate Performance
Using Benchmarks to Set Enterprise Goals

Module 12 - Business Projections

Overview of Business Planning and Projections
Best Practices in Projecting Future Financial Results

Module 13 - Budgets, Operating Plans and Forecasts

The Budgeting Process
The Operating Plan
Business Forecasts and Outlooks

Module 14 - Long-Term Projections

Unique Challenges in Estimating
Applications of Long-Term Projections
Developing Long-Term Projections
Presentation of Long-Term Projections

Module 15 - Revenue and Gross Margins

Revenue Growth: Key Drivers
Key Performance Measures: Revenue Growth
Revenue Dashboard
Gross Margins and Relative Pricing Strength
Measures of Relative Pricing Strength

Module 16 - Operating Expenses and Effectiveness

Drivers of Operating Effectiveness
Key Performance Indicators: Operating Effectiveness
Tools for Assessing

Module 17 - Capital Management and CashFlow: Working Capital

Critical Success Factors
Operating Capital Management
Understanding the Dynamics of Operating Capital
Unleashing the Value Trapped in Operating Capital
Accounts Receivable
KPI and Inventories

Module 18 - Capital Management and CashFlow: Long-Term Assets

Capital Intensity
Tools
Projecting Capital Investments and Depreciation
Key Performance Indicators for Capital Intensity
Intangible Assets
Excess Cash Balances
Long-Term Capital Dashboard

Module 19 - Risk, Uncertainty, and the Cost of Capital

The Time Value of Money
The Cost of Capital
Performance Measures

Module 20 - Capital Investment Decisions: Introduction and Key Concepts

The Capital Investment Process
Evaluating the Economic Merits of Capital Investments
Illustrations

Module 21 - Capital Investment Decisions: Advanced Topics

Dealing with Risk
Decisions
Presenting Capital Investment Decisions
Capital Budgeting and Rationing
Evaluating the Effectiveness of Capital Investment
Decision Process

Module 22 - Business Valuation and Value Drivers

Estimating the Value of a Business by Discounting Future Cash Flows
Estimating the Value of Firms
Building shareholder Value in a Multiples Framework
Integrated Valuation Summary for Roberts Manufacturing
Value Drivers

Module 23 - Analysis of Mergers and Acquisitions

The Acquisition Challenge
Key Elements
Method and Metrics for Valuing an Acquisition
Common Mistakes
Best Practices and Critical Success Factors
Understanding Seller Best Practices
Key Performance Indicators for M&A
Dashboards for M&A