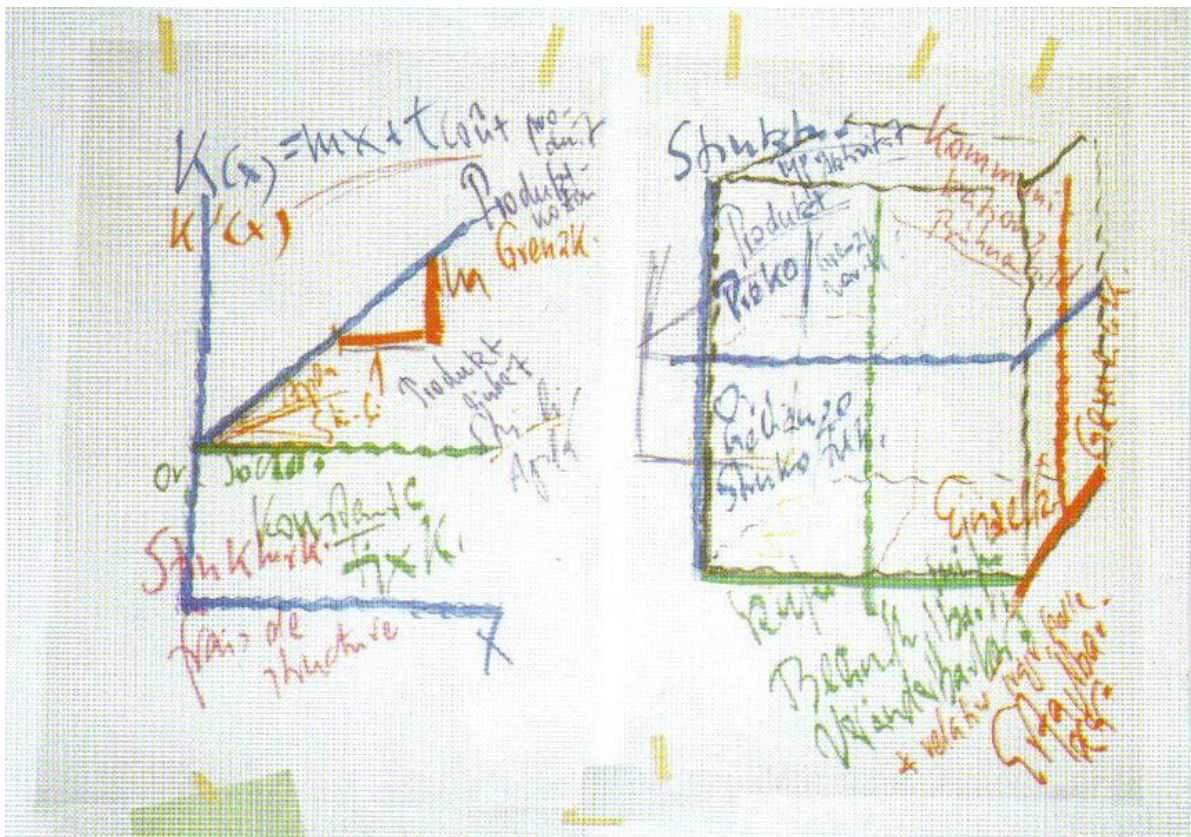


管理控制速成班

Compact Course Controlling

通过管理控制优化企业绩效
Optimizing Business Performance through Controlling



目标和内容 Objectives and Contents

本速成班是为中国欧盟商会南京分会会员企业设计的专题培训班，其他感兴趣的企业学员也可参加，用中文授课。速成班帮助企业经理和专业人士在短时间内迅速了解德语国家企业管理控制的体系，并懂得如何利用最重要的管理控制工具提升或优化企业绩效。

This course in Chinese language is a special seminar designed for member companies of the Nanjing Chapter of EUCCC. It is also open to other companies. It aims to give the participants the opportunity to get a quick overview on controlling practiced in German-speaking countries and to know how to use the most-relevant controlling tools for improving or optimizing business performance.

培训对象 Target Group

想在短时间内迅速了解企业管理控制体系并懂得使用最重要的管理控制工具提升企业经营绩效的本土财务及管控人士以及对管理控制感兴趣的非财务专业经理和人士。

Local financial and controlling professionals and non-financial managers who would like to get a quick overview on controlling and to use the most-relevant controlling tools for business performance improvement.

内容大纲 Content Outline

A. 什么是管理控制 What Is Controlling

- 管理控制的基本理念 The Basic ideas of controlling
- 管理控制在欧洲大陆尤其是在德语国家中的现状 Current state of practice in continental Europe, especially in the German-speaking countries

B. 提升企业绩效的管理控制一体化视野 The Holistic View Of Controlling For Business Performance Improvement

- 企业绩效改善 (BPI)的主要关注点 Business Performance Improvement (BPI): The major focus
- 改善企业绩效的重要杠杆：不同的情景模拟及“全景图” Important layers for BPI: different scenarios and the “big picture”

C. 通过销售管理控制促进企业增长 More Growth Through Sales Controlling

- “企业的增长空间”：CEO 和销售经理们的视野 „Room to Grow“: The perspective of CEO and sales manager
- 销售管理控制的要点和手段 Selected issues and instruments of sales controlling
 - 利用边际贡献分析支持销售决策优化 Better decision based on contribution margin analysis
 - 利用销售渠道信息改善销售预测 Improving sales forecast using sales pipeline information
 - 优化销售结构成本 Optimizing sales overhead

D. 管理控制企业的成本魔方 **Controlling The Magic Cube of Business Costs**

- 理解企业成本魔方 Understanding the cube of business costs
- 管理控制直接成本（“产品成本”） Controlling the direct costs (“product costs”)
 - “产品成本”的构成 The building blocks of the “product costs”
 - 产品生命周期以及对产品成本的影响 Product life cycle and its impact on product costs
 - 对采购的管理控制：通过管理控制实现增值 Procurement controlling: more value-added through better controlling support
 - 管理外协件的全部占用成本（TCO） Managing total cost of ownership (TCO) for outsourced parts
 - 行业供应链及其对产品成本的影响 Supply chain in the industry and its impact on product costs
- 管理控制间接成本（“结构成本”） Controlling the indirect costs (“structural costs/overhead”)
 - “STROKO”：结构成本管理的几点建议 The “STRUKO” way: practitioner’s tips for overhead management
 - 若干结构成本管控方法，譬如作业成本法, 结构成本价值分析法和零基预算法 OVA 和 ZBB Selected methodological approach, such as ABC, OVA, and ZBB

E. 固定资产和其他投资项目的管理控制 **Controlling Capital Expenditures & Other Investments**

- 固定资产和它的投资项目 Capital expenditure (capex) & other investment projects
- 固定资产和其它投资项目重要的评估方法 Relevant evaluation methods for capex & investment appraisal

F. 营运资金的管理控制 **Controlling Of Working Capital**

专题研讨 | Special Seminar
面向非财务人员的企业管理控制研讨班 | Controlling for Non-Financial Managers

- 企业现金循环及其对营运资金的影响 Cash cycle of business and its impact on working capital
- 营运资金管理控制的主要关注点 Working capital controlling: the major focus fields

G. 用管控指标测量和管理企业绩效 Measuring and Managing Business Performance Based on Controlling Ratios

- 典型的财务类和非财务类绩效指标 Typical financial and non-financial performance ratios
- 在 5 分钟之内编制您自己的“平衡记分卡” Developing your own “Balanced Scorecard” in 5 minutes

培训师 Trainer

黄震博士 Dr. Zhen Huang

黄震博士在德国和中国从事企业战略和管理咨询工作，至今已有 19 年以上的经验。在他 2003 年年底独立开业之前，他曾就职于著名的国际战略和管理咨询公司，比如罗兰贝格国际战略管理咨询顾问公司慕尼黑总部，以及在德语国家企业管理控制和绩效管理咨询领域领先的赫华德管理咨询顾问公司。黄震博士是德国的 CA 管理控制学院在中国的独家授权培训合作伙伴。CA 管理控制学院（www.controllerakademie.de）是德语国家最大的专门从事管理控制和管理控制师培训的培训机构，其培训课程已有 40 多年的历史。

Dr. Zhen Huang has been working as strategy & management consultant in Germany and China for more than 19 years now. Before he set up his own business in late 2003, he had worked for leading international consultancies for many years, such as for Roland Berger Strategy Consultants in Munich, Germany, and Horváth & Partners, a consulting firm specializing on controlling and performance management and well known in the German-speaking countries. Dr. Huang is the exclusive training partner of CA Controller Akademie in China. CA Controller Akademie (www.controllerakademie.de) is the market leader for controlling and controller training in the German-speaking countries with 40+ years of experience.

培训方法 Training Didactics

- 培训师课堂演讲 Trainer instruction
- 自己动手做练习和分析案例 Do-It-Yourself (DIY) exercises and business cases
- 企业（包括学员企业）实例讨论 Discussion about real business examples (including examples in the company of the participants)
- 小组讨论和互动 Small group interaction and discussion

培训的组织 Training Organization

公开课培训用语是中文。企业内训可以根据需要用英文或德文授课。| The language for public seminar is Chinese. For in-house training, English or German can be available on request.

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