

TABLE OF CONTENTS

Introduction	v
1. Controllershship Fundamentals	1
Controllershship	1
Finance department.....	3
Time management.....	11
Monthly close.....	21
Standards of behaviour	25
The new controller	31
Working with other managers	38
Working with outsiders	50
Appendix – Example policies and procedures.....	59
2. Risk Management	73
Risk	73
Insurance	81
3. Control	103
What is control?	103
<i>Internal Control – Integrated Framework</i>	106
Financial statement assertions.....	108
4. Strategy and Planning	109
Why plan?	109
Strategic planning	112
SWOT	124
5. Budgeting	135
Budget process.....	135
Preparing the budget	143
Capital expenditures.....	168
Appendix – Business Planning Case Study: Bright Shine Car Wash.....	196

6. Information Technology	211
Strategic approach.....	211
Managing IT.....	217
Evaluating systems.....	229
Controls.....	233
Disaster recovery plan.....	247
Fraud and abuse	252
Viruses and malware	254
Enterprise resource planning (ERP).....	256
7. Business Process Improvement	263
BPI	263
TQM.....	268
BPR.....	271
Trends to watch.....	295
8. Performance Measurement	299
Management and financial reporting	299
Characteristics of information.....	301
Non-financial performance measurement	304
Identifying value drivers	316
Communicating useful information	318
Assessing information requirements.....	325
Management reporting	330
9. Financial Reporting	341
Accounting standards.....	341
Conceptual framework.....	344
Annual reporting	347
Interim reporting	351
Index	353