University of Washington
Foster School of Business
ACCT 579  Strategy through the CFO Lens
Spring 2012 (T/Th from 3:30-5:20pm)
Paccar Hall - #392
May 1, 2012 through May 31, 2012
Faculty: Mark Gibson, KPMG partner and Elizabeth Miller, KPMG Senior Manager

Administrative Information
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Office Hours: By appointment
Prerequisites: None

Strategy Through the CFO Lens provides a unique opportunity for students to hear from and interact with chief financial officers of several of the most significant business entities headquartered in Puget Sound as well as partners and senior managers from KPMG LLP, a global professional services firm. Facilitated by KPMG audit partner, Mark Gibson and Elizabeth Miller, KPMG audit senior manager, the course will address strategic and operational issues that each of these entities and their industries face.

The class five-week elective course consists of four segments, each initially focusing on key issues that a single industry faces and migrating to a few key issues within one or two companies and how specific CFOs address those issues. Each segment generally contains two class sessions. During the first session, KPMG partners and senior managers will discuss strategic objectives and performance within one industry group, focusing on the key moving parts, relevant issues and how to effectively measure performance. We will use a discussion and debate format to focus on how one or two companies drive performance with respect to these key issues. During the second session, we will hear from the CFO of the company within that industry group in a heavily interactive session to gain insights as to how he or she manages the business with respect to the issue or issues and the sources of information used.

Who Should Take This Course?
This course is an elective, capstone-type learning experience for MBA students and graduate accounting and tax students who have the business knowledge that comes from the core curriculum. Students who enjoy drawing upon core knowledge from multiple disciplines and applying that knowledge to actual business situations will enjoy and thrive in this learning experience.

Course Description
In this class, we will address strategic and operational issues that companies face in multiple industries, and gain insights into how chief financial officers who are responsible for the accounting and financial planning and decision making manage those issues. We will view the business as a whole—from the eyes of the Chief Financial Officer within the business.
Course Objectives
Students who participate in this class will be working to accomplish the following objectives:
- Apply practical thinking skills from various business disciplines to industry issues
- Develop an appreciation for a financial management perspective
- Enhance resources and skills for business problem-solving
- Broaden awareness and knowledge of industry risks and strategies that can be applied to on-the-job situations
- Experience direct interaction with chief financial officers of a variety of major, locally based companies
- Grow your excitement for the careers you will enter within the next few months

Assignments and Grading
All assignments must be turned in on time in order to receive any credit. No late materials will be accepted without prior approval.

All students will complete industry background assignments on specific industries. We will expect participation from everyone (not just the assigned groups) in these class industry discussions. All assignments will be posted on Blackboard in advance of the related class discussion.

Four chief financial officer guest speakers will address the class throughout the semester. The guest speaker’s remarks should comprise about one-half of the class time and the remaining time will consist of questions and answers. Each student will prepare a question outline relating to each company and their industry by the date of the guest speaker presentation for that company. Students will be expected to lead the questioning of the speaker during the presentation, encouraging and facilitating the participation of all students.

We will record attendance on occasion.

Grading:

Question outlines for CFO speakers 10%
Industry analyses (may be individual or group grades) 60%
Attendance, participation and assignments 30%

Articles to be announced will be posted on Blackboard.
Class assignments will be posted on Blackboard.

Code of Conduct
By being a student in this class you acknowledge that you are a member of a learning community in the Foster School of Business that is committed to the highest academic standards. As a member of this community, you agree to uphold the fundamental standards of honesty, respect, and integrity, and accept the responsibility to encourage others to adhere to these standards. Although this is a technology-oriented MBA program, we ask that you stay offline during class sessions and only use your laptop for class-related activities. Research shows that being online (surfing the Web,
checking email, texting, etc.) inhibits your ability to learn and distracts those around you (including us). Thanks for supporting this policy.

**Topics and Course Outline**

May 1  The Role of the Chief Financial Officer  
Facilitators: Mark Gibson, KPMG partner and Elizabeth Miller, KPMG Senior Manager

May 3  Manufacturing/Aerospace Industry  
Bob George, CFO – Esterline Technologies Corporation

May 8  Not For Profit Industry  
Facilitator: Karissa Lackey, KPMG Senior Manager

May 10  Richard Henriques, CFO Bill and Melinda Gates Foundation

May 15  Manufacturing/Aerospace In-Class Presentation  
Bob George, CFO – Esterline Technologies Corporation

May 17  Technology Industry  
Facilitator: Marc Diamond, KPMG partner

May 22  Peter Klein, CFO Microsoft

May 24  Software Industry  
Brent Johnson, KPMG Partner

May 29  Frank Pelzer, CFO Concur Technologies

May 31  Course Wrap-up and final assignment due  
Facilitators: Mark Gibson and Elizabeth Miller, KPMG Senior Manager