

Business Management

Course Descriptions

First Quarter Courses

All courses listed are required in order to earn the Professional Certificate in Business Management.

Business Law for Managers

2 UNITS

Get information on important legal issues involved in the process of doing business. Topics include an overview of the legal system, government regulations, torts and crimes, contracts, offers, agreements, warranties and remedies, consumer protection, employment law and real property.

Elements of Marketing – Pre-Career

4 UNITS

To provide a working knowledge of marketing fundamentals and how marketing decisions relate to all aspects of a business. To develop confidence in marketing decision making through peer support, making hundreds of marketing decisions in class, review of case studies and evaluation of your ideas on a variety of marketing topics, including branding, advertising and event sponsorships.

Financial Accounting for Non-Accountants

4 UNITS

Gain an overview of how to use accounting and financial data for more effective and profitable decisions. Learn the information necessary to interpret and evaluate the financial effects of day-to-day management decisions. This course emphasizes the interpretation of accounting concepts that underlie basic financial statements without focusing on detailed mechanics.

Organizational Behavior

4 UNITS

The class will explore human behavior at the individual, interpersonal, and group levels including effect of organization structure on behavior. Emphasis will be on managerial roles, historical evolution of management, ethics, and behavior in multi-cultural contexts.

Leveraging Human Capital (*Finance, HR, Pre-MBA Emphasis*)

3 UNITS

Today's business climate requires companies to be inventive and flexible in their efforts to attract, motivate and retain employees. The most successful organizations align their workforce development efforts with the strategic direction of the company - hiring, developing and retaining highly qualified employees to achieve corporate goals. Through facilitated discussion, group exercises and case studies, you'll review recruiting and staffing techniques and employment law considerations. The class also explores career planning, employee development and other retention tools.

Practical Market Research (*Marketing Emphasis*)

4 UNITS

Market research is used to obtain reliable information about customers, industry trends, competition, and even emerging trends that could affect the future of your organization's products or services. This course will give you an overview of the use and applications of market research. Traditional qualitative and quantitative research techniques and methodologies will be covered, along with online research techniques. To gain practical market research experience, you will participate in an actual market research project and work on several "real world" market research case studies. You will also learn how to use market research results to drive successful product and service design.

Directed Studies – Internship Preparation

2 UNITS

This class will prepare students to land a dynamic and meaningful internship within the San Diego business community. Discussion will include the exploration of the current business climate, as well as research techniques that will help identify the best opportunities. Students will produce a flawless resume adapted for the U.S. workplace, practice interviewing skills, and receive coaching on the process involved in your search. Students will also have a chance to meet individually with Director for guidance and support.

Second Quarter Courses

All students will take the following two courses.

Business Decision Making

3 UNITS

Refine the skills required for leadership as participants practice management techniques in small-group settings to examine common management challenges, determine alternative responses and recommend and critique solutions. Case studies offer students the opportunity to integrate all they have learned in the many dimensions of both technical and interpersonal management.

Internship

Students begin to perform their 120-hour internship with a company in San Diego early in their second quarter. Typically, students work 12-16 hours per week, for 8-10 weeks.

Courses for Finance Students

Finance Management

4 UNITS

Learn the key concepts, terms and tools associated with the financial world. Topics include: analysis; management of working capital and short-term financing; time value of money and valuation of corporate securities; capital budgeting and long-term financing; risk management, investment and capital markets. Course is supplemented by online materials.

Financial Statement Analysis

4 UNITS

Designed for the investment and financial management professional, this course examines how financial statements are used in the valuation process. Accounting principles, economic theory and empirical research are integrated to provide a framework for analysis. The content of this course covers material from the "Body of Knowledge" developed by the Institute of Chartered Financial Analysts and applied in CFA examinations. This course is especially relevant for those preparing to take the CFA Level I examination.

Compensation & Performance Management

4 UNITS

This class will explore the appraisal and reward process in the workplace. The discussion begins with the topic of job analysis and then moves into performance measurement. We will also cover compensation systems, incentive compensation, benefits, and international HR management. *Prerequisite:* Leveraging Human Capital.

Courses for Human Resources Students

Compensation & Performance Management

4 UNITS

This class will explore the appraisal and reward process in the workplace. The discussion begins with the topic of job analysis and then moves into performance measurement. We will also cover compensation systems, incentive compensation, benefits, and international HR management. This class will explore the appraisal and reward process in the workplace. *Prerequisite:* Leveraging Human Capital.

Organizational Dynamics

4 UNITS

Learn the psychology behind why individuals behave the way they do and the sociological terms needed to describe and impact how group dynamics affect organizational performance. Through

lectures, group discussion, exercises and case studies, you will learn how the understanding of different types of interactions permits management to influence and guide behavior so that goals are achieved more efficiently.

Training & Development *(Fall, Winter, and Spring only)* 3 UNITS

The training and development function is often responsible for designing, conducting, evaluating and/or recommending programs to meet the training needs of the organization. Learn to accurately assess organizational training needs and identify priority training topics, learning objectives, instructional approaches and evaluation techniques. Explore techniques for overcoming resistance to change. Practice establishing and justifying a training budget and critiquing training products and services offered by vendors and consultants. Learn to quantify training results and their impact to the organization's bottom line.*

**Human Resource students entering their second quarter in the summer will take a different HR course, as determined by the department.*

Courses for Marketing Students

Product Management, Branding & Positioning 3 UNITS

Discover the fundamentals of branding and positioning and build customer loyalty. Gain exposure to the benefits of raising brand recognition through brand development and product management. Learn how to effectively position your product/service in the market place. Also explore the importance of concept development, the creative process, co-branding concepts, brand life cycles and how to utilize the tools and tactics that will drive your brand. You'll develop the ability to integrate brand strategy into your organization's communications plan and use it to stay ahead of the competition.

Basics of Project Management for Everyday Use 3 UNITS

Discover fundamental project management concepts and processes that will increase the quality and value of your next project. Learn how to develop and implement a project plan and set realistic schedules and practical goals. Explore the project life cycle and the challenges of managing a project in different phases: initiating, planning, executing, controlling and closing. Learn how to define and control scope, schedule, costs and risks. Discuss leadership and delegation of a project and the role of project managers in decision making, as well as interpersonal management skills and change management during project execution. Explore why some projects succeed while others fail, and make sure your next project is a success.

Public Relations Tools & Tactics *(Spring and Fall only)* 3 UNITS

Small-business owners, corporations, and nonprofit organizations alike recognize the value of public relations. They are striving to establish and maintain mutually beneficial links with their customers, employees, investors and other stakeholders through effective public relations campaigns. In this course, you'll explore public relations strategies, real-life situations, and case studies to illustrate the many dimensions of public relations. Also discuss corporate ethics and social responsibility.

Presentation Techniques for Marketers *(Winter and Summer only)* 3 UNITS

Your key to success in today's business environment is the ability to effectively present yourself and your ideas. In meetings and formal presentations, marketing professionals are required to speak persuasively and professionally. In order to be successful and advance in your career, public speaking skills are an essential competency. This course will cover the fundamentals of public speaking and give you opportunities to develop and deliver marketing and sales presentations. After the completion of the course you will have the tools and confidence to develop and deliver great presentations.

Courses for Pre-MBA Students

Global Marketing

3 UNITS

Explore the excitement and challenges of marketing your product outside of the U.S by analyzing cases featuring well-known companies and products. This course examines the global marketing environment's legal, regulatory, political, cultural, and managerial issues; strategies for market entry and expansion; market research tools and obstacles; targeting and segmenting of markets; distribution channels and local selling; price setting; promotion through integrated communications and advertising; and negotiations. Everyone involved in the international marketing of a product or planning to enter the global marketplace will benefit from this course.

International Finance & Capital Markets

3 UNITS

Advancements in the global marketplace have resulted in an increased flow of global capital. Learn the various strategies related to business finance when applied to international markets. Topics include: foreign exchange markets and international central banking; foreign stock and bond markets; international risk management, hedging, international sources of funds; and investment strategies and capital budgeting for foreign projects.

International Trade Operations

3 UNITS

Explore the variety of regulations, procedures, financial tools, and documents that are necessary to successfully trade goods from one region of the globe to another. Topics will include market risk analysis, transaction process flow, tools such as credit insurance, internet-based bank documentation, and services and resources provided by national and international organizations. Frequent guest speakers will share their experience and advice in conducting business globally, with an emphasis on the challenges faced within emerging markets.

Third Quarter Courses

All students will take the following courses in their area of emphasis. Students will also be able to choose 1 or 2 electives in their area of emphasis from a list of pre-determined courses, provided by the department.*

Courses for Finance Students

Financial Decision Making (*Spring and Fall only*)

3 UNITS

Use of financial accounting and managerial economics to evaluate complex corporate financial decisions in areas such as budgeting and forecasting, corporate lending, capital budgeting, and capital structure. Case methods are used extensively. Coursework involves the analysis of financial issues faced in the business environment and the development of recommendations to achieve desired solutions.

Directed Studies – Finance (**Summer and Winter only**)

2 UNITS

The learning objectives of this class include case study and analysis of current financial decisions being made by organizations, and the presentation, both oral and written, of a professional report.

**The department will select two more required courses for third quarter students within the finance area, to be determined by the middle of the second quarter. Examples of previous required coursework includes:*

Business Valuation

3 UNITS

This course will teach the generally accepted approaches, methods, and procedures for the valuation of business enterprises. Students will be introduced to the process of defining the scope and outlining the valuation project, as well as how to determine the proper standard of value, when other aspects than market value are used. The course will conclude with an appraisal project and report according to the Uniform Standards of Professional Appraisal Practice (USPAP).

International Finance & Capital Markets

3 UNITS

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Courses for Human Resources Students

Directed Studies – Human Resources

2 UNITS

The learning objectives of this class are: the introduction of skills in research and analysis in the field of HR management and the presentation, both oral and written, of a professional report.

**The department will select two more required courses for third quarter students within the Human Resources area, to be determined by the middle of the second quarter. Examples of previous required coursework includes:*

Succession Planning and Career Development

2 UNITS

Changing demographics in the local workforce will soon lead to high turnover rates among experienced managers. This issue is why smart organizations are creating leadership development and succession plans to facilitate a smooth transition in key positions. Learn how to prepare high potential individuals to take on the increased responsibility and future challenges through a systematic process in which managers identify, assess, and develop staff. Increase your company's sustainability by transferring knowledge, developing its future leaders, and reducing turnover among your top talent.

Employment & Retention Techniques

2 UNITS

In today's labor market retaining employees not only makes good financial sense but good business sense. Explore current trends in retaining employees and learn how the integration of profiling positions, interviewing to competencies, performance management and rewards programs can be utilized to retain talent within your company. Additional topics will include the impact of culture on retention, current programs in rewards strategies and long-range succession planning for retention. Learn about what leading organizations have implemented to retain talent in their organization and identify best practices that can be used at your own company. The class is a combination of lectures and guest speakers.

Employee & Labor Relations

Review the practical application of state and federal employment law. Topics include at-will employment and wrongful discharge; discrimination, harassment, and retaliation; ADA; employee rights and intellectual property; wage and hour; benefits; occupational health, safety, and workers' compensation; reductions-in-force; alternative dispute resolution; labor relations; and corrective action and terminations.

Courses for Marketing Students

Marketing Planning (Fall and Spring only)

2.5 UNITS

Bring all of your marketing knowledge together! Review topics such as market segmentation and competitive assessment, SWOT analysis, portfolio analysis, product positioning, marketing mix considerations, resource allocation and marketing execution. Learn how to create a marketing plan that becomes a "living document." Prepare a marketing plan for a product or service business of your choice and get hands-on experience.

Directed Studies – Marketing (*Summer and Winter only*) 2 UNITS

The learning objectives of this class include working with a local organization to develop a marketing plan and present this strategy to corporate executives in a professional environment, applying knowledge learned in previous 2 quarters.

**The department will select two more required courses for third quarter students within the Marketing area, to be determined by the middle of the second quarter. Examples of previous required coursework includes:*

Customer Relationship Management 3 UNITS

Customer relations and satisfaction leading to customer loyalty are your organization's most valuable business asset and most critical business focus. The organization should know whether the company's strategy for growth is cost contained and improve products, or a customer focused strategy that attracts, retains and develops loyal customers. This course examines concepts in customer focus strategy and gives service management/leadership a frame work to review their strategy and to develop a plan to improve the weak areas. In addition this course will examine customer service leadership skills required to influence and motivate their customer service team.

Web Marketing Strategies 3 UNITS

More than ever, the cornerstone of every targeted marketing plan should be a web marketing strategy. This course covers website design, search engine optimization, pay-for-click advertising, e-mail marketing and other digital marketing elements. You will review and critique several pre-selected websites in a computer lab setting. Guest speakers include several regional experts on various aspects of Internet marketing. Topics include: how to attract more of your targeted customers to your website; marketing website optimization; the latest research on high performance e-mail campaigns; online and offline advertising and public relations tactics; and tips for increasing site traffic. Note: 6-8 course hours required online.

Marketing Via the New Media 3 UNITS

The marketing world is rapidly changing, and so are the methods being used to reach out to and interact with customers. While traditional print media are still dominant, new media channels such as MySpace and Facebook are grabbing the marketing world by storm. Examine interactive marketing opportunities beyond websites, including blogs, vlogs, forums, e-mail campaigns, social networking, communities, podcasts, mobile computing, and even virtual reality. In addition, study the implications of this "social media" marketing on customer loyalty and engagement. These new media allow consumers a greater public voice and role, creating numerous opportunities and ramifications for marketers as groups share, sell, and swap goods and information via the digital world.

Courses for Pre-MBA Students

Directed Studies – Pre- MBA 2 UNITS

The learning objectives of this course include selecting a topic, in conjunction with the instructor, such as buying or starting a company, expanding an existing company, or taking a company into a new country. Student will research, develop, and present business model to small audience.

**The department will select two more required courses for third quarter students within the Pre-MBA area, to be determined by the middle of the second quarter. They will include a quantitative course, as well as a communication course, to round out the pre-MBA curriculum. . Examples of previous required coursework includes:*

Business Communication Skills 3 UNITS

Being able to communicate your ideas accurately and persuasively is essential in the business environment. Explore the communication skills necessary to be productive in today's complex workplace. Discover how to analyze and address a range of audiences. Learn the basics of speech organization, body language, vocal variety and speaking without preparation. Improve your

interactions, one-on-one and in meetings. Topics include recognizing and responding to nonverbal messages; personal vs. position power; negotiation; accommodating individual differences (age, culture, gender); giving and receiving constructive criticism; understanding group dynamics and team development; professional writing skills; presentation skills. You will have an opportunity to improve your skills through practical activities in and outside of the classroom.

Business Valuation

3 UNITS

This course will teach the generally accepted approaches, methods, and procedures for the valuation of business enterprises. Students will be introduced to the process of defining the scope and outlining the valuation project, as well as how to determine the proper standard of value, when other aspects than market value are used. The course will conclude with an appraisal project and report according to the Uniform Standards of Professional Appraisal Practice (USPAP).

**The department will provide a variety of electives, determined by the middle of the second quarter. Students can choose 1-2 of these classes to fulfill their third quarter schedule. Students must take at least 12 credits per quarter to maintain their visa status. Please note that the list below contains only examples of electives, and are not offered every quarter, or available to all areas of emphasis. For course descriptions, visit our website at <http://extension.ucsd.edu>.*

- Communication Across Cultures
- Interest Based Negotiation
- Work Team Concepts & Skills
- Basics of Project Management for Everyday use
- Introduction to Sustainability
- Leading for Corporate Social Responsibility
- Managing for Maximum Performance
- American Business Entrepreneurship and Innovation (Online)
- Search Engine Optimization
- Using Pay-Per-Click marketing profitability
- Trade Show Marketing
- Cause & Partnership Marketing
- Presentation Techniques for Business Professionals
- Elementary or Intermediate Accounting
- Finance Options/Derivatives/Risk Management
- Carbon Trading Accounting (Online)
- Real Estate Appraisal