



EXPERIENCED PROFESSIONAL CERTIFICATE IN **Management**

Certificate Description

This certificate provides professionals the opportunity to enhance understanding of management principles in today's business environment.

Building Teams and Resolving Conflicts - MGMT 340—This course examines principles of team building and conflict resolution. Methods of building cohesive teams and diffusing confrontation will be discussed. Students will also explore the opportunities and challenges that arise from a diverse workforce.

Outcomes:

- Explain the effect of diversity on group performance.
- Apply principles of team building to create solutions.
- Describe the various stages of team development.
- Discuss various approaches to building high performing teams.
- Outline the benefits of cohesive groups.
- Compare conflict resolution techniques.
- Identify mechanisms for diffusing confrontation
- Describe methods to improve negotiation skills and manage serious confrontation

Diversity in the Workforce—MGMT 345—This course addresses the experience of work as it varies with gender and ethnic background. Topics include work-related stereotypes and attitudes, discrimination and harassment, career choice, occupational segregation, employment patterns, group differences related to fair testing and employment practices, and the relationship of diversity to processes such as supervision, leadership, mentoring and power.

Outcomes:

- Discuss how changes in population affect the makeup of the workforce
- Discuss the effects of laws linked to discrimination by employers.
- Describe the historical issues of difference races in the workforce.
- Discuss the similarities and differences between employment experiences of men and women.
- Discuss the unique issues of multiracial group members.
- Describe the role of gender in occupational choices and opportunities
- Define practices required of employers in regard to religious practices of employees.
- Define ageism and discuss legislation related to work and family.



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Personnel and Organization Policy - MGMT 335—In order to select and secure proper human resources for organizational needs, personnel policies must be in place to guide personnel selection, compensation planning and performance management. In addition, policies must be established for progressive disciplinary process and motivational alternatives. These policies must be linked with organizational strategy to develop human resources as a competitive advantage. They must also be linked with proper career management and employee retention activities. This course covers the basic aspects of policy writing for selection, performance management, disciplinary process, employee motivation, and career management.

Outcomes:

- Develop, analyze, and explain the requirements used in the personnel selection process for a specific position.
- Identify and determine the specific methods for which job analysis, design, description and specification are completed.
- Establish performance standards for a job and select methods of performance appraisal, and develop appropriate training for a given need.
- Explain and evaluate the relative worth of a set of jobs, and determine a compensation structure, to assist retention and career management of the company's human resources.
- Learn to identify the need and compose effective policies and procedures used in the guidance and performance management of the workforce.
- Determine and explain the appropriate disciplinary action for a given situation, and identify motivational alternatives in change mastery.

Managing Organizational Change - MGMT 436—This course presents both conceptual and experiential approaches to the topic of organizational change and organization development. Special emphasis is placed on developing interpersonal skills in order to analyze situations.

Outcomes:

- Evaluate organizational culture, diversity, and the impact on individuals within the organization
- Assess organization development process skills, such as providing support, relaying feedback and observations, and reflecting feelings.
- Apply a systematic diagnosis to organizational situations and diagnose the resistant forces in organization change
- Critique the way that various interpersonal and team techniques fit into an organization development program.
- Develop change strategies for collaborative group relations.
- Critically discuss the impact of technology on business
- Use effective communication techniques as relevant to managing organizational change.
- Recognize situations that present potential ethical and legal issues and develop solutions.



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Team Leadership - MGMT 444—This course focuses on the main responsibilities of the manager or supervisor, which is to lead their teams and to provide the motivation and skills to achieve organizational goals. It helps students to improve the direction, motivation and goal achievement for their teams and their organizations, and students are introduced to research perspectives on leadership, the personal side of leadership, the leader as a relationship builder, and the leader as a social architect.

Outcomes:

- Appraise evolving theories of leadership, the behavior approaches to leadership and the various contingency approaches to leadership
- Assess how personality, values, attitudes, cognitive differences, emotions and charisma affect leadership
- Critique leading with courage and morals, followers and what motivates them
- Evaluate what motivates people and they want according to Maslow's Hierarchy of Needs
- Evaluate effective communication, dynamics of a team and how to handle conflict
- Assess diversity in today's workforce and how to effectively use diversity to strengthen the workforce
- Evaluate power and how to use power effectively to manage adults and to see how vision affects leadership
- Appraise organizational culture and how to effectively manage culture/diversity conflict
- Evaluate people's inherent fear of change. How to overcome this and deal with resistance.

Managing High Performance - MGMT 455—Work is a dominant theme in the lives of most people. The way people are managed at work affects the quality of their lives as individuals, the effectiveness of organizations, and the competitiveness of nations. The material in this course develops some of the basic themes associated with managing people. In many cases, these themes make use of basic concepts that transcend the work place, such as the psychology of individual behavior or of work groups. The basic issues associated with managing employees include issues associated with motivation and job satisfaction, the design of jobs and employee empowerment, group behavior and teamwork (including arrangements such as quality of work life programs), and leadership. The course concludes with a discussion of alternative models or systems of managing employees.

Outcomes:

- Critically appraise the basic concepts that transcend the work place, such as the psychology of individual behavior or of work groups.
- Assess basic issues associated with managing employees including issues associated with motivation and job satisfaction, the design of jobs and employee empowerment, group behavior and teamwork (including arrangements such as quality of work life programs), and leadership.
- Analyze, compare and contrast alternative views and approaches to managing individuals and groups.
- Synthesize, apply prior knowledge and skills to understand the dynamics of leadership within organizational settings.
- Explain, compare and summarize the critical elements in individual and group behavior within international organizations
- Argue alternative models or systems of managing employees.



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Project Management—MGMT 412—This course explores principles of project management to gain fundamental knowledge to enhance management outcomes including human resources management, communications management, scope management, quality management, scheduling/time management, cost and resource management, risk management, contract/procurement management, and project integration.

Outcomes:

- Assess the general functions of management as depicted by planning, organizing, leading, and controlling
- Appraise the main concerns of project management based on the general functions of management
- Evaluate the main components of project management in the modern setting
- Justify the different approaches to project implementation within the modern business setting
- Evaluate the concepts of engineering, procurement, construction, installation, and start-up in contemporary turnkey project management process
- Discuss the impact of technology on Business
- Use effective communication techniques
- Recognize situations that present potential ethical and legal issues and develop solutions.

Global Operations Management—MGMT 415—This course explores basic operations management in modern organizations which involves design, management and improvement of productive processes. Subjects include critical path methods (CPM), PERT Charts, Resource Allocations, Gantt Charts, budgeted cost of work scheduled, budgeted cost of work performed, actual cost of work performed, and projects associated with services and the manufacture of products including fast delivery to the ultimate consumer.

Outcomes:

- This course explores basic operations management in modern organizations which involves design, management and improvement of productive processes. Subjects include critical path methods (CPM), PERT Charts, Resource Allocations, Gantt Charts, budgeted cost of work scheduled, budgeted cost of work performed, actual cost of work performed, and projects associated with services and the manufacture of products including fast delivery to the ultimate consumer.
- Construct control charts to monitor processes
- Compare and contrast operations management and supply chain management
- Analyze inventory management concepts and determine inventory quantities and ordering policies
- Critique applications of information technology: MRP & ERP systems
- Describe applications of information technology: MRP & ERP systems and discuss lean operations and push vs. pull systems
- Utilize methods for operations scheduling and project management