Course Descriptions for the Business Management Program

Upon completion of two quarters, students will earn the Professional Certificate in Business Management with a specialization in a chosen area: HR, Marketing, Finance, or Global Commerce. All courses listed are required in order to earn the certificate. Please note that all courses and information subject to change.

All students will take:

Quarter 1

Business Law for Managers 2 UNITS
This course is designed for international students, providing an overview of important legal and business ethical issues related to business structure and law. The course focuses on three major areas: the U.S. Court System, Tort Law, and Contract Law. Topics including business law and government regulation will be discussed: ethics, the court system, torts and crimes, contracts, sales, consumer protection, intellectual property, employment law, business entities, real and personal property, and landlord-tenant. By the completion of the class, you will have a basic understanding of the U.S. legal system and how business units act within it.

Elements of Marketing 4 UNITS
This course provides a working knowledge of marketing fundamentals and how marketing decisions relate to all aspects of a business. You will 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 (FAFNA) 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 the effect of organization structure on behavior. Emphasis will be on managerial roles, the historical evolution of management, ethics, and behavior in multi-cultural contexts.

Leveraging Human Capital (Finance, HR, Global Commerce only) 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.

Market Research and Analytics (Marketing only) 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 flawless resumes adapted for the U.S. workplace, practice interviewing skills, and receive coaching on the search process. Students will also have a chance to meet individually with the instructor for guidance and support.

**All students will take:**

**Quarter 2**

**Business Decision Making**  
3 UNITS  
Managers are invariably critiqued on their effective use of the complex decision-making process. Refine your leadership skills and focus on the strategic decision-making process as viewed from the top of an organization in a multi-disciplinary setting. Explore the consequences of disregarding the decision-making process, or of its ineffective use, through case studies. You will also participate extensively in small groups and have the opportunity to integrate all you've learned into an effective interactive decision-making model.

**Internship**  
Students perform their 120-hour internships with companies in San Diego during the second quarter. Typically, students work 12-16 hours per week, for 8-10 weeks.

**Students studying Finance will also take the following courses:**

**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.

**Financial Statement Analysis**  
4 UNITS  
Financial statement analysis has many applications, including the evaluation of department and senior management performance, accounting compliance, and the profitability of business activities. Accounting principles, economic theory and empirical research are integrated to provide a framework for analysis. Students will be introduced to the concepts of analyzing and evaluating accrual-based financial statements using various analytical methods including ratio analysis and market comparisons. ROI, equity, and credit analysis will also be covered.

**Compensation and Performance Management**  
4 UNITS  
An essential part of the human resource management cycle is the appraisal and reward process. Students in this class will earn an appreciation for the various components of this process: job analysis; compensation-system development; incentive compensation; performance measurement and management; and approaches to improving organizational competitiveness. **Prerequisite:** Leveraging Human Capital.
Students studying Human Resources will also take the following courses:

**Compensation and Performance Management**
4 UNITS
An essential part of the human resource management cycle is the appraisal and reward process. Students in this class will earn an appreciation for the various components of this process: job analysis; compensation-system development; incentive compensation; performance measurement and management; and approaches to improving organizational competitiveness. **Prerequisite:** Leveraging Human Capital.

**Strategic Talent Acquisition**
3 UNITS
Students will learn how to: effectively source positions that drive business outcomes; analyze retention and attrition data; and engage with stakeholders to optimally execute the recruiting plan. Students will also explore how to create a talent pipeline that leverages the employment brand and enhances business outcomes as the organization adapts to ever-changing market conditions. Topics include aligning the HR function with business strategy, developing a talent profile, deploying talent acquisition techniques and tools, as well as onboarding processes, and identifying and measuring sourcing success.

**Training and Development**
3 UNITS
The training and development function is 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.

Students studying Marketing will also take the following courses:

**Product Branding and Positioning**
3 UNITS
Learn to create products and brands that customers love. Explore a hands-on approach to product development, applied customer research, competitive mapping, case study analysis, positioning, communications and developing creative branding strategies. In addition, explore tried-and-true best practices through in-depth case studies of real brands and products. With an emphasis on practical tactics that help you shape a product and brand’s positioning strategy, you’ll develop the ability to create a full product and branding plan to integrate into your organization and stay ahead of the competition.

**Basics of Project Management**
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, delegation, interpersonal management skills, change management, and the role of project managers during project execution. Explore why some projects succeed while others fail, and make sure your next project is a success.
In the ever-evolving marketing landscape, it has become imperative for a business to integrate digital marketing efforts into its overall marketing strategy. Students in this course will explore the development, production and implementation of digital-marketing delivery methods including, but not limited to, email marketing, web-based marketing, search-engine optimization (SEO), online advertising, and social media. The curriculum will introduce tools to appropriately measure and evaluate the effectiveness of digital-marketing campaigns that are designed to improve the experience of the consumer. New trends, as well as key opportunities for innovation, will also be included.

**Students studying Global Commerce will also take the following courses:**

**Global Marketing**
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 and Capital Markets**
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**
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.
**Quarter 3**

*Upon completion of two quarters, students may choose to study for an additional quarter to earn the Certificate of Completion in Advanced Studies in the same area of specialization chosen for the Professional Certificate in Business Management. This quarter will feature two classes chosen by the department and a capstone class that allows students to apply their knowledge. Students will also be able to choose one or two electives from a list of pre-determined approved courses.*

**Students studying Finance will take the following capstone class:**

- **Financial Decision Making** 3 UNITS
  This course covers the 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.

**Students studying Human Resources will take the following capstone class:**

- **Directed Studies–Human Resources for International Professionals** 2 UNITS
  The learning objectives of this custom-taught class include 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.

**Students studying Marketing will take one of the following capstone classes:**

- **Strategic Marketing Planning** 4 UNITS
  Enrich your understanding of marketing planning tools and discover how to leverage these tools in the planning process for strategic competitive advantage. This course is a comprehensive discussion and application of marketing planning tools and is intended to provide students with in-depth knowledge of the marketing planning process. Explore topics such as market segmentation, competitive assessment, SWOT analysis, portfolio management, product positioning, marketing mix considerations, resource allocation, and marketing execution. Students will develop a strategic marketing plan for a product or service.

  OR

- **Directed Studies –Marketing** 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 acquired in the previous two quarters.

**Students studying Global Commerce will take the following capstone class:**
• **Directed Studies—Global Commerce**

This course will provide students with a practical and professional experience working closely with the instructor and conducting a team consulting project with a US organization involved in international business. This includes problem definition and analysis, locating and qualifying information resources, developing unique insights about the client’s industry and its present and future market directions. This course will apply the lessons you have learned through your UCSD Extension program courses and prior experience to make impactful recommendations for the client’s business.