

Return to  
Executive Education  
UBC Sauder School of Business  
1600-800 Robson Street  
Vancouver, BC V6Z 3B7



**UBC SAUDER**  
SCHOOL OF BUSINESS

### Learn more about our top-ranked programs and custom solutions

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604.822.8400 | 1.800.618.3932



#### Getting to UBC Sauder Executive Education at Robson Square

We are walking distance from the Burrard, Granville and Vancouver City Centre stations.

Underground parking is accessed off Howe Street at Nelson.

# Your transformation starts here

## PROFESSIONAL DEVELOPMENT PROGRAMS 2018-2019

**When you're always looking forward,**  
the world looks to you



In an interview with global publication, *Developing Leaders*, Bruce Wiesner, Associate Dean for Executive Education at the UBC Sauder School of Business, talks about what the world can learn from Canadian leadership and management styles.

*Bruce Wiesner, Associate Dean, UBC Sauder School of Business*



## **Transform your career,** and your organization

Below are our most compelling reasons why UBC Sauder Executive Education is the best choice for you and your organization.

### **Find your fit**

No matter what sector you're in or what your area of expertise, our programs can help you grow professionally and personally.

### **An immersive experience**

Take time to focus on the big picture. Built on relevant, practical content, our classes are typically small, allowing for one-to-one attention and hands-on learning.

### **Our instructors are global leaders**

Our faculty's industry experience means they understand firsthand the challenges you face. They bring the latest in management thinking to the classroom, applying cutting-edge research unique to UBC Sauder.

### **More than 130 program sessions offered year-round**

Like this business world, our programs are ever-evolving. We offer more than 60 unique programs, delivered in person and online, covering a broad range of current business topics to meet your development interests and organizational goals.

### **An invaluable network**

From every corner of the world and every business sector, our programs are filled with diverse business leaders facing challenges similar to your own.

### **Re-energize**

Because our programs are designed to give you the means to excel immediately, you'll return to your workplace ready for whatever may come your way.

### **A world leader in Executive Education**



Ranking 2018  
Globally ranked 7 years in a row

**#18** in North America

OPEN PROGRAMS

**#24** in North America

CUSTOM PROGRAMS

When you're always looking forward, the world looks to you. Canada's inclusive and collaborative management style, focus on social responsibility and a desire to do the 'right thing' are concepts resonating more and more on a global stage. Here at UBC Sauder Executive Education, we believe doing the right thing can also be good business and incorporate that approach into our programming.

### **Learn from - and with - the best**

Financial Times, the global authority on business education, has ranked UBC Sauder Executive Education among the world's best. Our professional development 'open programs' made the list for the seventh consecutive year and for the first time we were recognized for our customized programming, powerful solutions and cutting-edge tools for in-house training.

**Learn more about our top-ranked programs and custom solutions**

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# Powerful programs and custom learning solutions

NOW IS THE TIME TO INVEST IN DEVELOPING THE SKILLS NEEDED TO GROW AND COMPETE

## High-impact short programs

Between one and three days long, our programs are ever changing to meet the needs of today's business managers and leaders. Choose from more than 130 program sessions. Taught by world-leading faculty and top industry experts, you'll walk away with both strategic and practical tools to help your organization better succeed in today's increasingly competitive global business environment.

## Completely customizable

Our team can co-create a custom program for your organization and deliver it however best suits you: at UBC Robson Square in downtown Vancouver, in residence or on-site. Plus, we can create an online program that your employees can access anywhere, any time.

## Certificate accreditation

Enhance your skills in one or more of our designated tracks and move up the career ladder with a UBC Sauder Executive Education certificate, an accreditation that employers can see as a qualification they can value and trust.

## Intensives

Popular among progressive business leaders, our advanced week long leadership and strategy programs in residence are highly interactive programs, giving you unparalleled access to the world's leading business thinkers, who use innovative teaching methods and real-world case studies to help transform your business practice.

## Discover our new digital marketing programs

From digital strategy and marketing to analytics and social media, our cutting-edge courses will prime you to succeed in this constantly evolving landscape. We offer everything from refreshers to comprehensive certificate and diploma programs - in the classroom, online or through a combination of the two.

Learn more about our top-ranked programs and custom solutions

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## Internationally recognized faculty

OUR FACULTY ARE EXPERIENCED BUSINESS  
ADVISORS AND GLOBAL THOUGHT LEADERS

Featured here are a few UBC Sauder faculty who teach  
executive education programs.



### **Timothy (Tim) Silk**

*Senior Instructor,  
Marketing and Behavioural Science Division*

Tim teaches brand management, new product development and consumer behaviour. A leading expert in pricing and promotion-related consumer behaviour, he has consulted for major organizations including Bell Canada, Best Buy and Visa. He has also helped shape consumer-friendly policies for the Canadian and US governments. Formerly he was a marketing manager for a soft-drink company and an advertising account executive.

Tim teaches in these Executive Education programs:

- ▶ **Building Brand Power**
- ▶ **Product and Service Management Boot Camp**



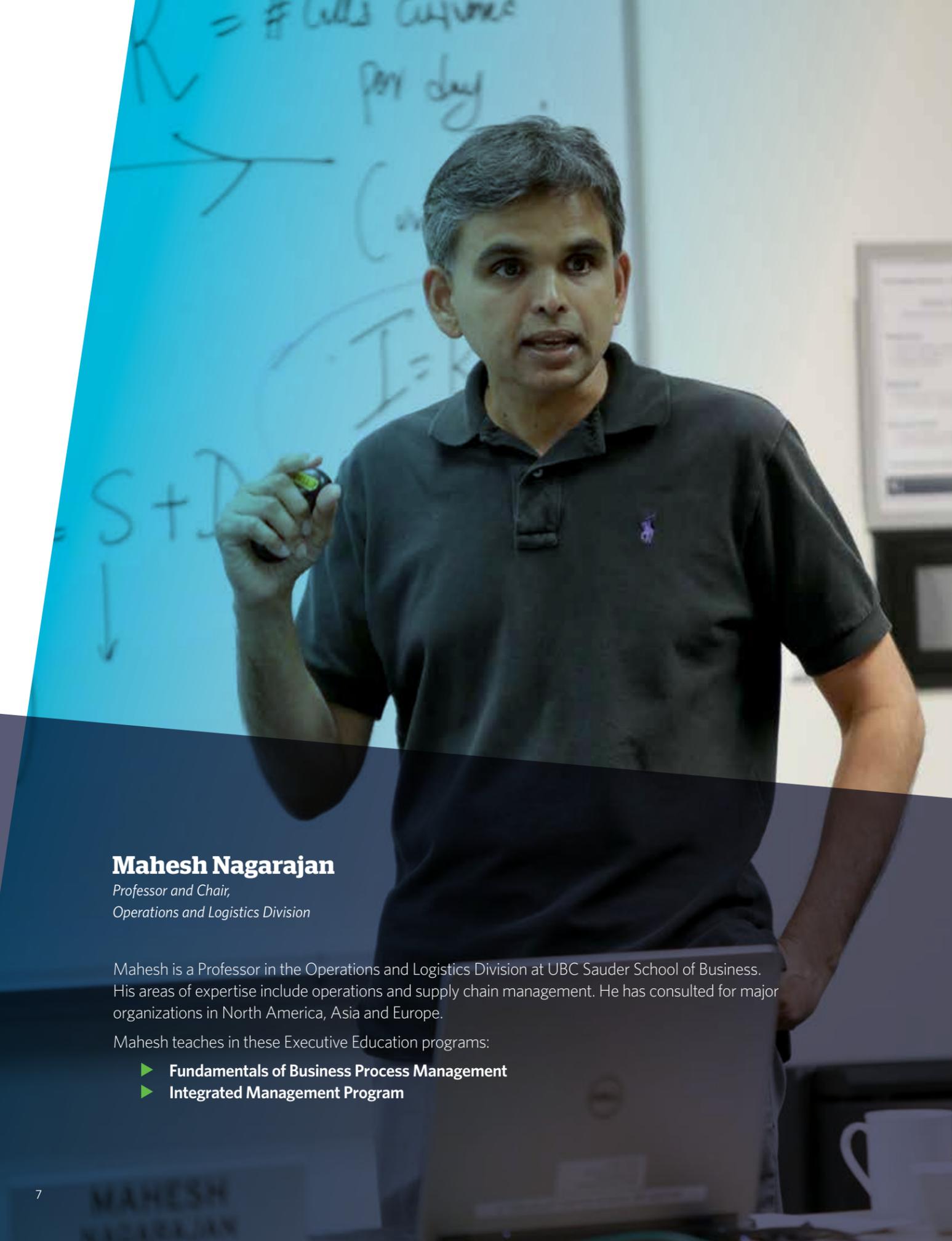
### **Joandrea (Joey) Hoegg**

*Associate Professor and Chair,  
Marketing and Behavioural Science Division*

Joey teaches consumer insights and marketing research. Her expertise includes the influence of product and advertising design on consumers, and how brands develop relationships with their customers. Joey has worked in marketing research and communications and consulted for a variety of firms including non-profit organizations and internet start-ups.

Joey teaches in this Executive Education program:

- ▶ **Integrated Management Program**

A photograph of Mahesh Nagarajan, a man with short grey hair, wearing a dark grey polo shirt. He is standing in front of a whiteboard with handwritten mathematical equations and diagrams. He is holding a yellow marker in his right hand and has his left hand on his hip. The whiteboard behind him contains the following text:  $K = \# \text{ calls customer per day}$ ,  $I = K$ ,  $S + D$ , and a diagram of a tree with a downward arrow.

## Mahesh Nagarajan

Professor and Chair,  
Operations and Logistics Division

Mahesh is a Professor in the Operations and Logistics Division at UBC Sauder School of Business. His areas of expertise include operations and supply chain management. He has consulted for major organizations in North America, Asia and Europe.

Mahesh teaches in these Executive Education programs:

- ▶ **Fundamentals of Business Process Management**
- ▶ **Integrated Management Program**

A photograph of Rob Prowse, a man with short brown hair, wearing a light blue button-down shirt. He is standing in a room with a large window in the background. He is holding a blue folder or document in his left hand and gesturing with his right hand. The room is dimly lit, with light coming from the window.

## Rob Prowse

Adjunct Professor,  
Organizational Behaviour and Human Resources Division

Rob is an Adjunct Professor of Organizational Behaviour and Human Resources at UBC Sauder School of Business. He also works with organizations globally through his consulting practice, where he focuses on organizational design, leadership, performance management and people development strategies. His clients include Scotiabank, GlaxoSmithKline and Ledcor Group.

Rob teaches in these Executive Education programs:

- ▶ **Essential Management Skills**
- ▶ **Performance Management**

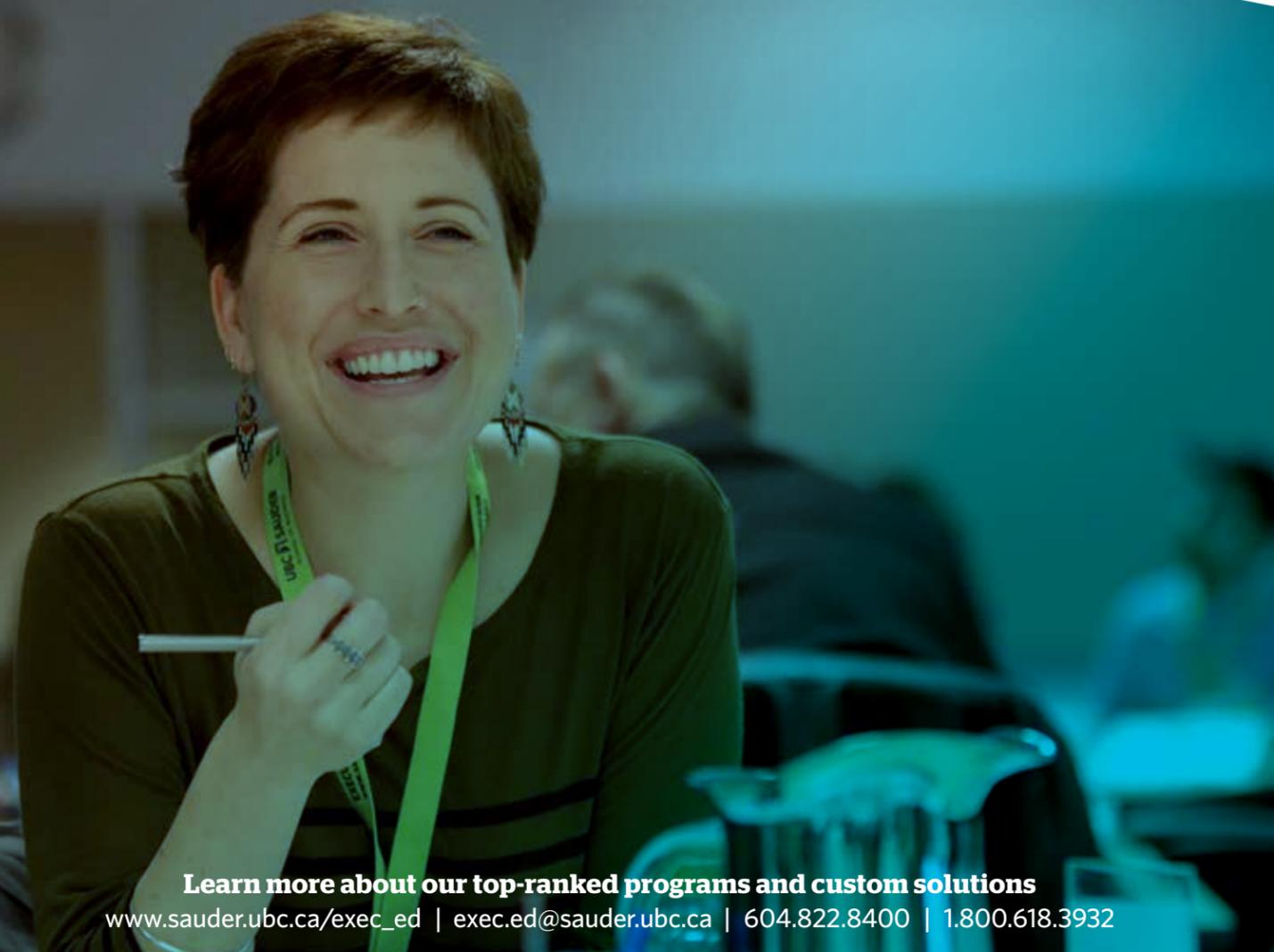
# Choose from over 130 program sessions, offered year-round

September 2018 to August 2019

Our one to six-day programs are intensive learning experiences, designed to minimize time away from the office.

## Legend

<b>New</b> Offered for the first time	<b>Fundamental</b> Introductory content for new managers	<b>Advanced</b> Challenging content for experienced executives
<b>Online</b> Delivered 100% online	<b>Online/F2F</b> Certificate/ Diploma online or face-to-face	



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## Leadership

### EXPAND YOUR LEADERSHIP HORIZONS

FALL 2018 - WINTER 2019

SPRING 2019

<b>Achieving a Leadership Presence™</b> Delivered in partnership with The Humphrey Group Inc., this course is for business leaders who wish to develop a senior executive presence. Step confidently onto any stage, and hold the room with an unmistakable bearing that distinguishes you as a strong and seasoned leader. (2 days)				DEC 10-11				APR 4-5		
<b>Art and Practice of Adaptive Leadership <span>New</span></b> This course explores Adaptive Leadership, a ground-breaking capacity building and leadership coaching approach developed at Harvard University. Adapt effectively to disruption. Activate the potential in people. Practice collaborative methods for driving systemic change. (2 days)		OCT 11-12			JAN 29-30			APR 11-12		JUL 11-12
<b>Building Bench Strength <span>New</span></b> Learn how to design a succession and talent development plan for your organization. Take stock of your organization's state of readiness to fill critical leadership vacancies. Assess your current talent depth and create a plan to increase it. (2 days)										JUN 3-4
<b>Coaching and Mentoring <span>Fundamental</span></b> In this action-packed workshop, you will learn critical coaching and mentoring skills for driving improved performance. Develop competencies and confidence in your team members. Promote a "can-do" attitude for getting the job done well. (2 days)			NOV 15-16			FEB 27-28		MAY 23-24		AUG 12-13
<b>Leadership Resilience <span>New</span></b> Leadership resilience represents one of the keys to a healthy organization. This course helps build resilience on individual, team and organizational levels. Explore ways to protect your personal energy, support the agility of your teams, and promote organizational sustainability. (1 day)			NOV 5			FEB 25				
<b>Leading High Performance Teams <span>Fundamental</span></b> Organizations continue to shed traditional hierarchies in favour of empowered work teams. This course is designed to equip leaders with the hands-on tools they need to build high-performance teams that are engaged, purposeful, inspired and customer-centric. (2 days)			NOV 1-2			FEB 28 - MAR 1		MAY 28-29		AUG 8-9
<b>Leading in a Unionized Workplace</b> Lead appropriately and confidently within a unionized setting. Develop a framework for interpreting the collective agreement. Learn constructive ways to deal with grievances and disciplinary action. Reduce reactance through honest two-way communication. (2 days)		OCT 11-12						MAY 2-3		
<b>Leading with Energy</b> Great leaders face chronic demands on their energy throughout the day, every day. Learn methods for increasing your energy capacity, and manage your personal energy for effective leadership action. Recover from stress and recharge your batteries for a fresh start. (2 days)			NOV 7-8							
<b>Leveraging Culture to Drive Strategy</b> This course identifies the cultural factors that make companies unique. Clarify your organization's culture and map out a plan to enhance it. Explore the most effective leverage points for maintaining your culture's strengths. Create a great place to work. (2 days)			NOV 8-9					MAY 14-15		
<b>Meeting the Leadership Challenge <span>Advanced</span></b> This unique program in residence will challenge you to define your personal leadership strengths and values, and leverage them for organizational success. Become the senior business leader you were meant to be. (6 days)					NOV 25-30					JUN 16-21
<b>Mindful Leadership <span>New</span></b> Discover mindfulness as a means for growing your capacity as a centered leader. Build mindfulness skills to improve your personal effectiveness and well-being, the engagement and satisfaction of your team, and organizational results. (2 days)		OCT 17-18								
<b>Taking the Stage®</b> Delivered in partnership with The Humphrey Group Inc., this high-impact course helps women speak with courage and confidence so they can be seen and heard as leaders. Adopt a "taking the stage" mindset. Script yourself as a leader and unlock the power of your voice. (2 days)			NOV 28-29					MAR 12-13		
<b>Winning with Talent <span>New</span></b> Learn a variety of proven techniques for talent management. Accelerate your own talent by developing a leadership vision and skills that promote talent growth. Win the "talent wars" by attracting and retaining the people best able to deliver the organizational strategy. (2 days)						FEB 7-8				

**Intensive Program**  
IN RESIDENCE  
FOR SENIOR LEADERS

## Strategy & Change

CREATE MORE VALUE FOR YOUR ORGANIZATION

	FALL 2018 - WINTER 2019				SPRING 2019			
<b>Driving Innovation through Design Thinking</b> <span>New</span> Design thinking boosts the performance of innovation initiatives by blending creativity, analysis and collaboration. Offered by HEC Montréal Executive Education, this hands-on workshop examines the core principles of this powerful, practical approach to creating value. (2 days)		OCT 15-16						
<b>Harnessing Creativity for Organizational Growth</b> CEOs worldwide identify creativity and innovation as critical skills that companies must master in order to thrive in the new economy. This course explores creativity as a powerful organizational engine for solving complex challenges and driving business innovation. (2 days)		OCT 1-2		FEB 21-22			JUN 17-18	
<b>Leading and Executing Change</b> <span>Advanced</span> Learn tools and techniques for planning and executing the changes needed to drive your company's strategy. Develop a game plan to build support. Sustain momentum for change while applying a disciplined approach to communicate clearly, resource accurately and avoid surprises. (2 days)				DEC 11-12		APR 10-11		
<b>Strategic Decision Making</b> Practice techniques for making better strategic decisions in the face of complexity and uncertainty. Identify critical strategic dimensions on which to ground your decisions. Discover your options, predict consequences and link decision-making issues to strategic goals. (2 days)		SEP 27-28		DEC 4-5		MAR 7-8		JUN 25-26
<b>Strategy and Innovation</b> <span>Advanced</span> This program in residence enables senior leaders to tackle the most complex strategic challenges. Capture strategic value from innovation. Plan for the future and keep your business ahead of the competition. (6 days)						APR 28 - MAY 3		
<b>Strategy Playbook</b> <span>New</span> This course integrates the best practices of strategic thinking, planning and execution. Think strategically to set the organizational vision. Cascade the vision into executable operational and tactical game plans. Help staff align their activities to support strategic goals. (3 days)				NOV 5-7		MAR 13-15		
<b>The Chartered Director Program</b> <span>Advanced</span> Delivered in partnership with The Directors College, this program allows corporate board members and executives to explore practical governance issues, and leads to the nationally recognized C.Dir. designation. (5 modules)		M.3 SEP 13-15	M.5 OCT 15-17	M.4 OCT 25-27	M.2 NOV 8-10		M.1 MAR 28-30	M.2 MAY 30 - JUN 1
<b>Understanding and Managing Change</b> <span>Fundamental</span> Explore how change impacts people, and what you as a leader can do to help others survive and thrive through the upheaval. Practice vital skills for helping those who are struggling with change. Support your team in times of uncertainty and facilitate the transition process. (2 days)		OCT 22-23				MAR 7-8		

**Intensive Program**  
IN RESIDENCE  
FOR SENIOR LEADERS

**Intensive Program**  
IN RESIDENCE  
FOR SENIOR LEADERS

## General Management & Business Acumen

TOOLS TO MAKE EVERY OPPORTUNITY MATTER

	FALL 2018 - WINTER 2019				SPRING 2019			
<b>Big Data and Artificial Intelligence</b> <span>New</span> Offered by HEC Montréal Executive Education, this course breaks big data and artificial intelligence down into bite-size chunks. Learn the strategic impacts of these recent innovations and how to make the most of them without the need for budget-busting investments in new technology. (2 days)	SEE WEB							
<b>Critical Thinking and Problem Solving for Public Service Leaders</b> <span>New</span> Explore concepts and skills for solution-oriented decision making in a public sector setting. Diversify your facilitation techniques and customize your situational problem-solving approach. Increase your chances of success when presenting recommendations to top decision makers. (2 days)		OCT 30-31					MAY 9-10	
<b>Employment Law Essentials</b> This course describes the legislation regulating work standards, conduct, dismissal, discrimination and other vital elements of the employment relationship. It also looks at legal developments in emerging areas such as the use of technology in the workplace and privacy protection. (2 days)						MAR 18-19		
<b>Essential Management Skills</b> <span>Fundamental</span> Designed for new managers, this hands-on course develops fundamental core competencies for managerial success. Build dexterity in motivation, communication, team leadership, conflict and change management, negotiation, decision making, and other key areas. (5 days)	SEP 17-21		DEC 3-7		MAR 4-8		JUN 10-14	
<b>Financial Statement Analysis for the Non-Accountant</b> Acquire a basic understanding of financial statements and the application of key financial analysis tools. Explore the relationships between investment, operational and financing decisions. Identify the danger signals when assessing the viability of an enterprise. (2 days)			NOV 15-16		MAR 14-15		JUN 6-7	
<b>Fundamentals of Finance and Accounting for Non-Financial Managers</b> Develop a working knowledge of accounting and financial management. Build your confidence in reading financial information. Apply basic financial techniques to support your decision-making process. Integrate financial information with other business functions. (3 days)		OCT 3-5		JAN 30 - FEB 1		APR 3-5	JUN 17-19	AUG 12-14
<b>Fundamentals of Professional Human Resource Management</b> Designed for new or aspiring human resource practitioners, this course addresses all nine components of the Chartered Professional in Human Resources (CPHR) Competency Framework that establishes the national knowledge and experience standards for professional certification. (4 Fridays)	SEP 7-28							
<b>Increasing Your Productivity</b> This course offers a unique approach to increasing your productivity at work and at home. Develop clear and measurable goals you can realistically reach. Apply proven tools and techniques to increase your focus, energy, adaptability and effectiveness. (2 days)	SEP 17-18				JAN 21-22		MAY 27-28	
<b>Integrated Management Program</b> This course provides an integrated understanding of business: financial management, operations, performance management, marketing and strategy. Expand your skill set with applied exercises and gain a holistic view of managing increasingly complex organizations. (5 days)			NOV 19-23				MAY 13-17	
<b>Leadership Excellence for Administrative Professionals</b> Achieving administrative excellence requires taking a leadership mindset. This course develops key administration management competencies with a specific focus on leadership thinking, communication, problem solving, decision making and working within a dispersed work environment. (2 days)		OCT 22-23			JAN 31 - FEB 1			
<b>Performance Management</b> Discover techniques for managing performance on an ongoing basis. Diagnose performance opportunities and problems, reinforce exemplary behaviour and motivate people to give their best. Create a work environment where people can grow while achieving mission-critical results. (2 days)					JAN 17-18			
<b>Time Management Skills</b> <span>New</span> Explore proven time management techniques that will help you make the most of every day. Accomplish more by becoming less reactive and more proactive. Make better time allocation decisions, and overcome self-defeating time management habits. (1 day)	SEP 19				JAN 23		MAY 29	

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# Communication & Negotiation

BEFORE GOOD RESULTS, GOOD COMMUNICATION

	FALL 2018 - WINTER 2019					SPRING 2019				
<b>Adaptive Communication: Thinking on Your Feet</b> <span>New</span> The word "Improv" is usually associated with comedy, but it is equally applicable in business. Become a more agile leader by integrating improvisational skills into your managerial toolkit. Develop a "ready for anything" mindset, and respond rapidly and confidently in dynamic environments. (1 day)	SEE WEB									
<b>Communicating in a Global Work Environment</b> <span>New</span> Explore the communication behaviours that deliver value in an internationally networked environment. Grow your awareness of diversity and globalization, and learn proven tools for navigating the complexities of globalization in a time of organizational change. (1 day)				JAN 28						
<b>Communicating without Authority</b> <span>New</span> This course provides strategies and skills that anyone with limited authority can use to communicate with competence, confidence and credibility. Overcome obstacles to success, and increase your effectiveness when addressing others with more or equal authority. (2 days)		OCT 29-30		FEB 4-5					JUN 10-11	
<b>Communication for the Senior Leader</b> <span>Advanced</span> Delivered in partnership with The Humphrey Group Inc., this program focuses on the strong links between leadership and communication at the highest levels. Project a polished executive presence that creates belief in your ideas and inspires people to action every time you write or speak. (2 days)		OCT 22-23		FEB 12-13						
<b>Communication Skills for Managers</b> Great communication is essential to great leadership. Sharpen your communication and leadership impact through self-reflection, dialogue and activity-based development. Consider why you communicate the way you do, and make commitments to improve your approach. (2 days)		OCT 10-11		JAN 31 - FEB 1		APR 24-25			JUN 11-12	
<b>Conflict Management Strategies</b> Explore ways to make conflict management a core element of organizational strategy through the adoption of conflict resolution processes. Practice techniques for managing conflict on personal and team levels and for applying a conflict resolution process in your organization. (2 days)			NOV 26-27					MAY 23-24		
<b>Effective Writing for Business</b> Apply a reader-focused mindset for planning, organizing, drafting and evaluating written messages that capture the interest and commitment of busy readers. Engage in skill-building exercises designed to increase your proficiency as a writer of impactful emails, letters and business proposals. (2 days)		OCT 31 - NOV 1		FEB 6-7					JUN 12-13	AUG 13-14
<b>Persuasion and Influence</b> Practice effective persuasion tactics under a variety of situations. Build trust with your audience, communicate clearly to strengthen your message, and appeal to people's emotional and intellectual sides. Exercise constructive influence throughout the organization. (2 days)		SEP 13-14						MAY 16-17		
<b>Presenting as a Leader</b> ™ Delivered in partnership with The Humphrey Group Inc., this course will take you from an informational to an inspirational presentation style. Most of the program is spent in small groups, where you will get hands-on practice in creating scripts, delivering presentations and handling Q&As. (2 days)		SEP 25-26		JAN 24-25						
<b>Storytelling for Leaders</b> ™ <span>New</span> Stories build connections in ways that information does not. Delivered in partnership with The Humphrey Group Inc., this course will help you use storytelling as a powerful leadership tool. Tap into the stories you have within you and use them to authentically inspire your audiences. (1 day)			NOV 9						MAY 1	
<b>Strategies and Skills of Negotiation</b> Learn effective strategies and techniques for a variety of negotiation situations: from two-party/single issue, to complex negotiations involving multiple issues and parties, to negotiating online. Engage in applied exercises to build real-world negotiation proficiency. (3 days)		OCT 24-26		JAN 14-16		APR 9-11			JUN 24-26	

# Project & Process Management

MORE APPLIED KNOWLEDGE MEANS BETTER RESULTS

	FALL 2018 - WINTER 2019					SPRING 2019				
<b>Business Analysis Essentials</b> Learn the functions of the Business Analyst in supporting business projects. Gain tools and techniques you can immediately apply back at work to evaluate business opportunities and to elicit, prioritize, communicate and validate requirements throughout the project life cycle. (2 days)				DEC 4-5					MAY 7-8	
<b>Controlling Project Scope, Time and Cost</b> Scope, schedule and cost are issues that lead to many conflicts throughout the project life cycle. Learn practical control techniques for planning, managing and balancing these and other key project constraints. Develop processes that meet stakeholder needs while keeping projects on track. (2 days)		SEP 25-26		JAN 29-30						
<b>Engaging and Managing Stakeholders</b> A key success factor in any enterprise is managing stakeholders' expectations. Identify the right stakeholders, obtain their buy-in and align their requirements to organizational strategies. Build a pragmatic approach to continuously engage and influence key stakeholders. (2 days)			NOV 19-20		FEB 25-26					
<b>Fundamentals of Business Process Management</b> The daily operations of most firms involve the flow of goods and services through processes. Explore basic concepts and practices in designing and managing business processes. Get applied experience in process mapping, process improvement and process change management. (2 days)			NOV 5-6		FEB 14-15				MAY 30-31	
<b>Lean Green Belt</b> <span>New</span> This program develops the basic Lean concepts and tools you need to drive measurable improvements and stronger teamwork in your organization. It includes expert coaching on applied project work that may lead to Lean Green Belt certification. (5 days)										JUL 8-12
<b>Lean Six Sigma Yellow Belt</b> <span>New</span> This workshop introduces the ideas and methodologies of LSS. Expand your familiarity with the DMAIC framework. Explore how LSS can be used in strategic initiatives and projects across different industries. Build hands-on skills that you can apply immediately back at work. (2 days)			OCT 18-19		FEB 21-22				JUN 13-14	
<b>Procurement and Contract Management Practices</b> Develop knowledge and skills for effective business and project procurement. Learn a step-by-step process for converting business or project needs into outsourced goods and services. Select the best suppliers and manage stakeholders involved in the supply chain. (2 days)			OCT 29-30							
<b>Project Management Essentials</b> This course looks at the total project management process: from planning and organizing to implementing and closing. It also describes scope, quality, time, risk, communication and stakeholders, and the human factors that play an important role in every project. (3 days)		SEP 17-19		NOV 26-28		JAN 14-16		MAR 11-13	MAY 13-15	JUL 8-10
<b>Project Management for Administrative Professionals</b> Feeling overwhelmed by tasks and deadlines? Use project management techniques to plan and manage your project workloads with less stress and better results. Direct your time, energy and resources wisely. Communicate and work effectively with others. (2 days)				DEC 11-12				APR 3-4		
<b>Project Portfolio Management</b> <span>Advanced</span> This course describes a disciplined process for linking the organization's vision and strategy with its project work. Interpret company strategy and use it to drive better portfolio governance. Develop project execution processes that support organizational goals. (2 days)		SEP 10-11								
<b>Risk Management Essentials</b> Risk management is a proactive process for resolving problems before they occur. It's also about managing the positive outcome of risk: opportunity. Explore a structured process for identifying and managing both the negative and positive impacts of risk. (2 days)			OCT 15-16					MAR 4-5		

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## Marketing & Business Development

MASTER YOUR MARKET

FALL 2018 - WINTER 2019 SPRING 2019

<b>Building Brand Power</b> Powerful brands exhibit increased customer loyalty and higher profitability. Learn to develop and maintain effective brands for competitive advantage and growth. Strengthen brand health and capitalize on brand extension opportunities. (2 days)				DEC 6-7					
<b>Data Analytics for Managerial Decision Making</b> Designed for managers with limited exposure to analytics, this course describes the use of descriptive, predictive and prescriptive analytics to solve business problems, improve organizational decision making and develop opportunities for growth. (1 day)		OCT 30		FEB 15					
<b>Developing a Customer-centric Strategy</b> <span style="background-color: #0070C0; color: white; padding: 2px;">New</span> Design and lead a customer service strategy and culture. Build customer programs that drive retention and revenue growth, while cultivating customers who become your best advertisements. Create a culture that fosters company-wide commitment to customer service excellence. (2 days)			NOV 29-30			APR 15-16			
<b>Essentials of Business Development</b> <span style="background-color: #0070C0; color: white; padding: 2px;">New</span> Discover key sales strategies and processes for better business results. Improve your essential sales competencies by engaging in guided hands-on practice. Maximize your opportunities with new and existing customers, and accelerate your sales performance. (1 day)				JAN 25					
<b>Product and Service Management Boot Camp</b> This program provides managers with strategic frameworks and best practices for analyzing market opportunities and developing products and services that maximize profitability. Spot opportunities for growth and take your company to the next stage of success. (3 days)				DEC 3-5		APR 29 - MAY 1			
<b>Sales Acumen for Non-Sales Professionals</b> <span style="background-color: #0070C0; color: white; padding: 2px;">New</span> This workshop explores fundamental business-building strategies and skills, and ways to integrate them into your regular activities. The objective is to help you become more comfortable in a sales capacity, while delivering increased business value to your organization. (2 days)		OCT 2-3		FEB 11-12				JUN 20-21	
<b>Tech Routes to Market</b> <span style="background-color: #0070C0; color: white; padding: 2px;">New</span> Up to 50% of all recent tech sector revenues worldwide will be invested in route to market (RTM) activities. Examine each component of tech company RTM strategies. Start your journey towards becoming a world-class tech RTM strategist and tactician. (2 days)			NOV 14-15						

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## Digital Marketing

BUILD INNOVATIVE DIGITAL STRATEGIES

FALL 2018 - WINTER 2019 SPRING 2019

### Digital Strategy Online

<b>Strategic Thinking in the Digital Context</b> Craft a digital roadmap for your organization using innovative tools, and establish a design-thinking approach as you develop a digital strategy that is transformative and persuasive.	F 2018			W 2019				S 2019	
<b>Digital ROI</b> Identify and interpret signs of disruptive change, and build digital solutions while optimizing your organization's digital ROI.				W 2019				S 2019	
<b>Digital Readiness</b> Define your current vs. future state and build a digital maturity model that identifies gaps and drives you forward.	F 2018			W 2019				S 2019	
<b>Digital Leadership and Performance</b> Examine what it means to be a "data-driven" organization and how data influences your value proposition. Develop an agile performance approach that demystifies big data. Implement the right type of data analytics to deliver actionable results.	F 2018			W 2019				S 2019	

### Digital Content and Communications Online/F2F

<b>Digital Communications Strategy</b> Learn to identify and align a digital communications strategy with specific priorities for various platforms and channels. Leverage best practices from traditional brand management while using online community building and conversation-starting techniques.	F 2018			W 2019				S 2019	
<b>Digital Content and Storytelling</b> Establish deeper connections with stakeholders by incorporating story elements and articulating a narrative for your brand within a digital context. Define the best distribution channels for your content and shape each narrative to suit your brand's identity.	F 2018			W 2019				S 2019	
<b>Digital Awareness and Protection</b> Determine who owns rights to digital content and uncover the opportunities and risks associated with sharing content. Discover how to provide proper attribution, the role Creative Commons plays in licensing, and how copyright law is applied in various jurisdictions.	F 2018			W 2019				S 2019	

