

Advanced Management Skills

Progress Your Career by Cultivating the Hard Skills of Business

This fast-paced program provides an integrated understanding of the hard skills of business: financial management, operations, performance management, marketing and strategy. Get a holistic view of decision making in business and an advanced perspective on managing increasingly complex organizations. Increase your capabilities in a variety of business functions by engaging in applied, skill-building exercises.

Designed as a stand-alone program, *Advanced Management Skills* is also an invaluable next step for those who have taken our foundational program *Essential Management Skills*. Expand your executive potential, as award-winning faculty from the UBC Sauder School of Business challenge you to stretch beyond your current horizons.

Takeaways

- Appreciate the connection and interrelationships between multiple functional areas
- Acquire new insights and perspectives, for a more sophisticated view of business complexities
- Recognize the diverse—and at times conflicting—objectives within organizations
- Deepen your understanding of analytical processes
- Evaluate business challenges and opportunities
- Improve the quality of your business and managerial decision making
- Cultivate a high-level strategic approach to business management
- Increase your skill set through carefully selected hands-on exercises
- Deliver value to your organization on many levels, through an integrated understanding
- Drive your business and career forward

Audience

- Directors, General Managers and senior leaders who want to increase their “hard skill” knowledge in order to critically analyze business opportunities and challenges.
- Past participants of *Essential Management Skills* who wish to progress to a higher-level leadership position within their department or organization

Program Content

Integrating your Perspective on Business

- The interrelated nature of business
- Exploring the connection between different areas in an organization
- Looking at issues from multiple perspectives, in order to reach an informed decision

Financial/Accounting Management

- Financial and managerial accounting principles
- Overview of balance sheets, income statements and cash flow statements
- Key managerial accounting tools, including cost-volume-profit analysis and relevant costs
- Tracking and measuring performance on a systematic basis

Operations

- Overview of operations management; operational best practices
- How operations facilitate the firm's competitive strategy
- Understanding and managing business process flows and modern supply chains
- Increasing efficiency and lowering costs
- Capacity and resource management

Performance Management

- Best practices in performance management
- Connecting performance goals to the firm's competitive strategy
- How to define and measure performance
- Diagnosing and managing performance problems
- The influence of compensation on performance

Marketing

- Analyzing the external and internal environments
- Understanding and segmenting your organization's customers
- Building value propositions and centering your market position
- Using the marketing mix in the marketplace

Strategy

- Analyzing the external forces that shape the marketplace
- Identifying your organization's true sources of competitive advantage
- Aligning functional disciplines with corporate strategy

Putting it All Together

- Integrating your expertise through action learning

Program Leaders

Perry Atwal is a lecturer in Strategy and Organizational Behaviour at the Sauder School of Business. He teaches courses on service management, employment relationships, organizational behaviour, strategy and marketing. He has led successful projects involving extremely diverse participants, and has forged effective relationships between business and government professionals at many levels, including CEOs, directors, line managers and front-line staff. Previously, he worked in Investment Banking in London, New York and Hong Kong.

Jenny Dickson is a Sessional Lecturer in the Marketing and Behavioural Science Division at the Sauder School of Business. She has 17 years of experience in marketing at well known brands such as The Coca-Cola Company, Molson Coors and Aritzia, as well as at other small Vancouver-based businesses.

Dr. Mahesh Nagarajan is a Professor and Chair of the Operations and Logistics Division at the Sauder School of Business, where he holds the Alumni Chair Professorship in stochastic optimization and financial modeling. His areas of applied research include data analytics and mathematical modeling of business systems. He has also consulted with major international organizations in retail, manufacturing, services and health care.

Scott Sinclair (FCPA, FCA) is a lecturer at the Sauder School of Business. He has been actively involved in professional accounting education for 30 years. He was the principal author for the CA School of Business in Western Canada between 2000 and 2010, and has won multiple awards for teaching excellence. He has also worked for Coopers & Lybrand Chartered Accounts, serving small business and mining clients.

Dr. Danielle van Jaarsveld is an Associate Professor at the Sauder School of Business in the Organizational Behavior-Human Resources Division. Her expertise includes customer service, industrial relations and human resource management. Currently, she focuses on how customer mistreatment of employees influences performance, turnover and absenteeism. She gives talks to Canadian and international audiences, and is often interviewed by the media about her findings.

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