

## Mini-MBA: Essential Business Skills

*Step Up to the Next Level of Success by Learning the Key Components of Business*

Are you a mid-career manager aspiring to expand your executive potential? An owner/manager at a small business? A senior-level leader looking for new ideas to revolutionize the way you think? Or perhaps you're someone who has always wanted to pursue a formal program of business study, but never found the opportunity.

No matter who you are, getting a big-picture view of how business really works can be a pivotal strategy for advancing your career and growing your organization.

Spread over a concise four weeks, this robust program provides a comprehensive look at the fundamentals of business and current organizational practices. It covers all the key components of a formal business school curriculum, enabling you to increase your business acumen and bring fresh insights to your work without having to commit full time to study.

The program emphasizes both conceptual and action learning. Led by award-winning Sauder faculty, you'll expand your intellectual horizons and develop applied skills in strategy, financial management, operations, strategic HR and marketing. You'll also sample emerging areas in innovation, data analytics and project management. Finally, you'll explore how decisions in one area may impact the others, and how strategic integration between functions can drive organizational success.

### The Learning Journey

The multi-layered format is designed to fit your busy schedule through a unique blend of self-paced learning and online class interaction. The various activities interweave throughout the four-week program, enabling you to integrate your learning as you progress step-by-step through the material.

The **self-paced** components provide the basic building-blocks of knowledge. Completed on your own schedule, they include faculty-directed material (readings, videos, case studies, assignments etc.) about the various topic areas, giving you the information you need before joining your peers in the virtual classroom.

The **live sessions** bring learning to life through online contact with the faculty and your colleagues. These sessions include class discussion and brainstorming, Q&A exchanges, small-group collaboration and peer networking—all designed to vitalize the content with that most valuable learning tool of all: human interaction.

## Audience

This program is ideal for those at any stage of their career, including:

- Early or mid-career managers who wish to develop the “hard skill” knowledge needed to advance to more senior-level positions
- Small-business owners/stakeholders who want to grow their enterprise
- Entrepreneurs planning to start a new venture
- Directors, general managers and other senior leaders who want to enhance their technical business knowledge or refresh their perspectives
- Professionals and consultants looking to integrate their professional skills with a solid grounding in business

## Benefits for You

- Gain an integrated understanding of the key components of business
- Recognize the connections between multiple functional areas
- Appreciate the diverse—and at times conflicting—objectives across organizations
- Look at the business from multiple angles, to reach more informed decisions
- Deepen your experience through peer networking and collaboration
- Keep pace in today’s increasingly complex business environment
- Drive your career forward while delivering value to your organization on many levels

## Benefits for Your Organization

- Ensure your company has the critical knowledge and skills it needs to succeed
- Build competitive advantage by increasing your people’s ability to spot opportunities and manage challenges
- Become more adept at cascading strategy through every business function
- Break down silos and promote understanding, cooperation and action between various areas of the business
- Develop your company’s talent and succession pipeline

## Program Content

### Strategy

- Analyzing the external forces that shape the marketplace: environmental scanning and market assessment
- Identifying sources of competitive advantage and barriers to entry
- Building effective value propositions for the organization
- Contemporary models of strategic planning

### Finance and Accounting

- Overview of financial/managerial accounting principles and key tools
- The effect of transactions on the company's financial position
- The budgetary cycle: preparing meaningful budgets, updating for changing situations, comparisons to actual, taking action to implement changes
- Cost-effective controls to safeguard assets and ensure compliance with company and regulatory policies
- Creating support for both short and long-term business decisions (time value of money)

### Operations

- Key principles behind high-performing operational processes
- Tactics: the role of operational building blocks (capacity, inventory etc.) in service and manufacturing processes
- Integrating operations with other areas such as risk, finance, marketing and HR
- Creating an effective operational strategy that is key to the organization's value proposition

### Strategic HR

- Fundamental principles of Human Resource Management
- Utilizing HR to integrate business strategy
- Driving results by managing performance
- Acquiring high-level partnership skills
- Leading people through change towards individual and organizational success

### Marketing

- Identifying the complexity of the customer - both business and end consumers
- Segmentation, targeting and positioning in the marketplace
- Tactical considerations: product, place, price and promotion decisions
- Digital and social marketing strategy

## Program Content (cont'd)

### Innovation

- The critical importance of creativity in business today
- Examples of successful innovation systems
- The value of experimentation and failure

### Data Analytics

- Big and small data: how firms can leverage data to deliver on their strategy
- Introduction to Machine Learning, AI and Business Analytics tools, how they can be used in different functional areas
- Developing a data strategy for your organization

### Project Management

- PM basics: best principles and commonly used tools
- How projects are managed in different industries
- Why projects succeed and fail, and what steps managers can take to increase the likelihood of success

## Special Features

This program blends interactive, instructor-led live sessions with engaging self-paced learning opportunities—enabling you to bring fresh insights to your work, while you work.

## Program Leaders

**Dr. Darren Dahl** is Senior Associate Dean at the UBC Sauder School of Business, where he holds the Innovate BC Professorship in Sales and Sales Management. His work focuses on strategic marketing, entrepreneurship, creativity and social influence. Recognized for research and teaching excellence, he has been a finalist in the Economist magazine's Business Professor of the Year competition. He also consults widely for multinational corporations such as Procter & Gamble and General Electric.

**Dr. Mahesh Nagarajan** is the Senior Associate Dean for Research and Professor in the Operations Division at the UBC Sauder School of Business, where he holds the Alumni Chair professorship in Stochastic optimization. He is an applied mathematician whose research looks at mathematical modelling, analysis and optimization. He also teaches widely in executive education programs and has consulted for numerous manufacturing, service and health care organizations around the world.

### Program Leaders (cont'd)

**Scott Sinclair** is a lecturer at the UBC Sauder School of Business. Actively involved in professional accounting education for more than 30 years, he has won multiple awards for teaching excellence and for 10 years was the principal author for the CA School of Business in Western Canada. He has also worked for Coopers & Lybrand Chartered Accounts, serving small business and mining clients.

**Amy Stanley** is an Adjunct Professor at the UBC Sauder School of Business. She has worked in various HR roles, including 8 years as an HR Manager in UBC's Department of Medicine. She has also been awarded Associate Certified Coach status from the International Coach Foundation. She currently manages her own leadership development business specializing in helping leaders handle conflict and challenging professional relationships. She has a global client list from a range of industries including business, finance, government and education.

**Dr. Yanwen Wang** is an Assistant Professor of Marketing and Canada Research Chair in Marketing Analytics at the UBC Sauder School of Business, where she teaches courses in marketing research and customer relationship management. Her interests lie at the intersection between marketing and public policy; specifically, a focus on the regulatory implications of marketing actions in contexts such as anti-smoking campaigns, political advertising, mobile ride sharing apps and retirement plan management.

### To Register

Executive Education

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