



Schulich
School of Business
York University
Executive Education Centre

Upcoming Toronto Sessions

April 25 - June 15, 2013

October - December 2013 (dates TBA)

Professional Certificate in Business Administration

Convenient Format: 3 weekends / 2 weeks self-paced

Green Program!

Participants will receive a complimentary iPad to manage their learning materials electronically – and keep afterwards.

Move up.

This unique university level program takes you beyond your current skill set and prepares you for more senior roles and responsibilities.

Message from the Program Director

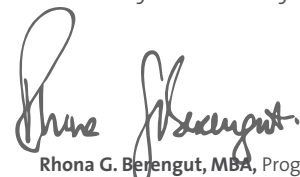
Whether you're managing across functional teams or preparing to move up into a leadership position, SEEC's *Professional Certificate in Business Administration* program will arm you with the skills and knowledge you need to succeed.

Teaching a broad range of cross functional and transferable skills, this is the program that takes you beyond current competencies to big picture thinking and the ability to manage people from all areas of the organization.

You will be trained to ask tough questions, think critically, and make informed and timely decisions with incomplete information. You will also strengthen your skills in strategic thinking, project management, research, and analysis.

To balance your studies, busy career and personal life, we offer a blended learning model featuring online lectures in multiple formats, plus in-class sessions on weekends to minimize time needed off work.

Learn from the best and take your career to new heights with SEEC's *Professional Certificate in Business Administration*.



Rhona G. Berengut, MBA, Program Director
Professional Certificate in Business Administration
Schulich Executive Education Centre
Schulich School of Business, York University

Spring 2013 session

Innovative blended program format featuring self-paced study and in-class learning

IN-CLASS WEEKEND 1* Executive Learning Centre, York University	April 25-27, 2013
-----------------------------------------------------------------------------	-------------------

SELF-PACED STUDY LECTURES**	~ 25 hours
-----------------------------	------------

IN-CLASS WEEKEND 2 Executive Learning Centre, York University	May 9-11
----------------------------------------------------------------------------	----------

SELF-PACED STUDY LECTURES	~ 25 hours
---------------------------	------------

IN-CLASS WEEKEND 3 Executive Learning Centre, York University	June 13-15
----------------------------------------------------------------------------	------------

* Weekend in-class schedule: Thursdays: 2-5 p.m.; Fridays and Saturdays: 9-12 a.m. and 2-5 p.m.
Lunch on all three days, refreshments, teaching materials while attending the in-class sessions are included with your enrollment.

** Self-paced study lectures are preloaded onto the iPad you will receive to use throughout the course (and keep afterwards). Lecture videos are also available online. Approximately 25 hours will be required to view the lectures and complete assignments.

For upcoming session dates, please visit www.seec.schulich.yorku.ca/pcba

Professional Certificate in Administration in just five self-paced and classroom management learning areas prepare you for senior business administration roles.

Attention to all of the core topics covered in the top MBA program by the very same Schulich faculty in the Schulich MBA program.

Certificate in Business Administration was updated to reflect the evolving nature of management and the changing face of the competitive business environment.

Business leaders with the skill set to drive their success. In just five weeks, we will give you the knowledge and tools you need to become an effective manager and leader. It is the ideal way to prepare for the next stage of your career.

Professional Certificate in Business Administration features leading-edge blended online/in-class learning that helps you balance the demands of your professional and personal life.

Key program take-aways

- Big picture business knowledge modelled around Schulich's MBA curriculum
- Transferable skills for operating strategically in today's volatile marketplace
- Enhanced insight into business opportunities as result of transcending fixed skill sets
- Greater understanding of cross functional organization issues
- Career advancing skills combined with opportunities to expand your business network



Earn your *Professional Certificate in Business Administration* in just five weeks of self-paced and classroom study. 13 management learning areas will prepare you for senior business administration roles.

Receive an introduction to all of the core topics covered in the highly rated Schulich MBA program by the very same Schulich professors who teach in the Schulich MBA program.

SEEC's *Professional Certificate in Business Administration* was recently redesigned to reflect the evolving nature of management education and the changing face of the competitive business environment.

This program builds leaders with the skill set to drive their organizations to success. In just five weeks, we will give you the essential business knowledge and tools you need to become an effective decision maker and leader. It is the ideal way to prepare for the next phase of your career.

The Best Part: The *Professional Certificate in Business Administration* features leading-edge blended online/in-class course delivery that helps you balance the demands of your studies, career and personal life.



The 13 Learning Modules

8 Core Management Topics

MODULE • 01 / 1 DAY

Strategic Management (2 sessions)

Explore the economic principles of business strategy and develop an analytical framework for identifying and evaluating alternative strategies.

- Analyze industries and identify attractive markets
- Deal with complex and unstructured situations
- Differentiate between resource and activity-based strategies

MODULE • 02 / 1 DAY

Financial Management (2 sessions)

Gain a better understanding of the strategic decisions that lead to financial decision-making and capital spending.

- Understand capital structures and the cost of capital
- Capital decision-making techniques
- Connect organizational strategy to financial performance

MODULE • 03 / 1 DAY

Marketing Strategy

Examine contemporary marketing practices based on transactional, relationship, and network perspectives.

- Explore the role of marketing in the value-creation process
- Formulate core benefits propositions
- Strategic communications in client acquisition and retention

MODULE • 04 / 1 DAY

Operations and Supply Chain Management

Develop and use a process view of operations to understand key operational decisions in the management of capacity, cycle time, quality and linkages in the value chain.

- Manage supply chain strategy
- Decision analysis and analytical decision-making

MODULE • 05 / 1 DAY

Information Systems and Emerging Technologies

Explore the effective use of information systems in organizations and review some technologies emerging in today's business world.

- IT and effective organizational design
- IT and business process outsourcing
- Social media and its use in organizations

MODULE • 06 / 1 DAY

Organizational Behaviour

Find out what research tells us about leadership and explore what makes a leader effective.

- Explore current leadership theories
- Identify key leadership behaviours
- Develop your own leadership capabilities

MODULE • 07 / 1 DAY

The Economic Context of Business

Get acquainted with the factors that affect supply and demand, the role of prices, price discrimination & product differentiation strategies, and government policy impact.

- Understand the structure of industries
- Explore economic and monetary policy
- Identify key institutions that impact business

MODULE • 08 / 1 DAY

Supply Chain and Logistics Management

Better position your organization in the new globally networked economy by learning to leveraging value in your supply chain.

- Understand the importance of logistics management and its implications for all levels in your organization – from finance director to traffic supervisor
- Understand why improved logistics is absolutely critical for all companies seeking a sustainable competitive advantage

5 Special Supplementary Topics

MODULE • 09 / 1 DAY

Business Ethics and Sustainability

Deconstruct the anatomy of leadership with a highlight on the ethical challenges facing today's corporate leaders.

- Recruit, train and retain ethical employees
- Understand the concept of the triple bottom line

MODULE • 10 / 1 DAY

Career Management

Assertively apply principles for self-marketing and managing up and across your organization.

- Initiate discussions around ideal "rules" for a working relationship
- Give, solicit and receive productive feedback from and to superiors

MODULE • 11 / 1 DAY

International Business

Identify trade restrictions, exchange rates, monetary policies, international money markets, and address the complexities of operating within multiple countries.

- International relationship management
- Compare business practices in different global regions

MODULE • 12 / 1 DAY

Critical Thinking Skills

Deliver compelling and coherent presentations, and apply analytical thinking to complex business problems.

- Practical techniques for critical thinking
- Apply analytical thinking and techniques to organizational problems

MODULE • 13 / 1 DAY

Managing Change

Develop insights into your capacity to foster and manage sustainable change within your organization.

- Examine the challenges and nature of change
- See beyond the surface to uncover why 80% of change initiatives fail

These advanced leadership subjects – delivered by Schulich faculty within an accelerated time frame – will broaden your scope of management knowledge and skills, and prepare you for the next level of leadership.



In-Company Training

This and all SEEC programs can be delivered on-site or customized for your group's needs. Please e-mail your Custom program enquiry to CustomSEECPrograms@schulich.yorku.ca. For more information call 416-360-8850 or visit www.seec.schulich.yorku.ca.



The *Professional Certificate in Business Administration* is a unique university level program, exclusive to SEEC (Schulich Executive Education Centre). Teaching a broad range of cross functional management skills, it takes participants beyond current competencies, opening the door to big picture thinking and next level career success.

The Five Top Reasons Participants Choose This Professional Certificate from SEEC

- 1 Rapidly Expand and Upgrade your Knowledge in 13 Key Management Areas**
Ideal for busy people who want to break out of skill silos by acquiring, consolidating and certifying cross-functional management knowledge.
- 2 Learn from The Best**
The program is taught by the same professors who teach in Schulich's MBA and EMBA programs. Together, this group of dynamic thinkers and researchers has received over 30 MBA teaching award nominations.
- 3 Applied and Relevant Learning Throughout**
A key feature of The Professional Certificate is the applied learning to real business projects. Ideal for sponsoring companies who want value back for their support.
- 4 Utilize the Latest Self-Paced Learning Tools**
Participants use online learning tools to save travel time and leverage technology for lectures and pre-class assignments. They receive a complimentary iPad to manage materials electronically. It is theirs to keep.
- 5 Extensive Networking Among Graduating Colleagues**
The peer-to-peer dialogue and shared learning during the program is consistently ranked as 'outstanding', leading to lasting business relationships.

Who regularly attends this program?

The Professional Certificate in Business Administration is ideal for:

High potential managers moving up to general or cross-functional management

Professionals who need the essentials of a business program but are too busy to enroll in full time studies

Aspiring directors from public and private sector organizations

Please note: The minimum requirement for this program is three years of management or professional experience.

Participants will:

- Develop a tool kit instrumental in effective problem-solving
- Unravel cross-functional management complexity
- Use financial data to effectively support decisions
- Identify and evaluate emerging opportunities and challenges
- Gain insight into effective leadership

Upcoming Toronto Sessions

April 25 - June 15, 2013
October - December 2013 (dates TBA)

.....
Complete registration details on back



The *Professional Certificate in Business Administration* is exclusive to SEEC (Schulich Executive Education). With its focus on functional management skills, it takes participants through the door to big picture thinking and next level

The Five Top Reasons Pursue This Professional Certificate

- 1 Rapidly Expand and Upgrade your Knowledge**
Ideal for busy people who want to broaden their skills and certifying cross-functional management
- 2 Learn from The Best**
The program is taught by the same professors as the EMBA programs. Together, this group of faculty has received over 30 MBA teaching awards
- 3 Applied and Relevant Learning Through Projects**
A key feature of The Professional Certificate is hands-on projects. Ideal for sponsoring companies
- 4 Utilize the Latest Self-Paced Learning Tools**
Participants use online learning tools for lectures and pre-class assignments. They can manage materials electronically. It is designed for busy professionals
- 5 Extensive Networking Among Graduates**
The peer-to-peer dialogue and shared experiences are ranked as 'outstanding', leading to lasting professional relationships

Take the first step towards your *Professional Certificate in Business Administration* today.

Register online

www.seec.schulich.yorku.ca/pcba

View a Short Video



Hear what Program Director Rhona Berengut has to say about the dynamics of the program, the content, the instructors, the commitment and the value to your organization and career potential.

www.seec.schulich.yorku.ca/pcba

RSVP for an online information session

SEEC offers free 1-hour online information sessions with Program Director Rhona Berengut. Choose from:

Jan. 22, 2013 (12 - 1 pm) Feb. 21, 2013 (12 - 1 pm)
Mar. 19, 2013 (12 - 1 pm) April 4, 2013 (12 - 1 pm)

www.seec.schulich.yorku.ca/infosessions

Contact the Program Director

Contact Program Director Rhona Berengut by calling 416.736.5079, (toll free 1.800.667.9380), or e-mail rberengut@schulich.yorku.ca.

Program Faculty

Rhona G. Berengut

Program Director, Professional Certificate in Business Administration
Part-time Faculty Organization Studies

MODULE 12: CRITICAL THINKING SKILLS
MODULE 13: MANAGING CHANGE

Dr. Markus Biehl, Associate Professor of Operations Management

MODULE 4: OPERATIONS AND SUPPLY CHAIN MANAGEMENT

Karen Chiykowski, Finance Instructor

MODULE 2: FINANCIAL MANAGEMENT

Stephen Friedman, Adjunct Professor of Organizational Behaviour

MODULE 6: ORGANIZATIONAL BEHAVIOUR
MODULE 10: CAREER MANAGEMENT

Dr. David Johnston, Associate Professor Operations Management and Information Systems

MODULE 8: SUPPLY CHAIN AND LOGISTICS MANAGEMENT

Dr. Dorit Nevo, Associate Professor Operations Management and Information Systems

MODULE 5: INFORMATION SYSTEMS AND EMERGING TECHNOLOGIES

Dr. Theo Peridis, Associate Professor of Policy

MODULE 1: STRATEGIC MANAGEMENT

Dr. Atipol Bhanich Supapol, Associate Professor of Economics

MODULE 7: THE ECONOMIC CONTEXT OF BUSINESS

Dr. David Weitzner, Special Assistant Professor of Strategy

MODULE 9: BUSINESS ETHICS AND SUSTAINABILITY

Dr. Bernie Wolf, Professor of Economics

MODULE 11: INTERNATIONAL BUSINESS

Dr. Detlev Zwick, Associate Professor of Marketing

MODULE 3: MARKETING STRATEGY

Upcoming Toronto Sessions

April 25 - June 15, 2013

October - December 2013 (dates TBA)

.....
Complete registration details on back

Professional Certificate in Business Administration

Registration Details

Convenient Registration Options

ONLINE

www.seec.schulich.yorku.ca/pcba

FAX

You may also download and print a registration form from www.seec.schulich.yorku.ca/pcba, complete and fax to The Schulich Executive Education Centre at 416.736.5689

MAIL

Mail your downloaded registration form to The Schulich Executive Education Centre, The Executive Learning Centre, Schulich School of Business, York University, 4700 Keele Street, Toronto, Ontario, M3J 1P3

PHONE ENQUIRIES

Tel: 416.736.5079
Toll Free: 1.800.667.9380

EMAIL ENQUIRIES

exceedinfo@schulich.yorku.ca

PROGRAM DATES & LOCATION

April 25 - June 15, 2013

October - December 2013 (dates TBA)

Seating is limited to 30 participants.

Session times are as follows:

Thursdays 2-5 p.m. (lunch included),

Fridays and Saturdays 9-12 a.m. and 2-5 p.m.

(lunch included).

Executive Learning Centre, Schulich School of Business, York University, 4700 Keele Street, Toronto, ON M3J 1P3

Tel: 416.736.5079 (1.800.667.9380 toll free)

Fax: 416.736.5689

FRAMED CERTIFICATE OF PROGRAM COMPLETION

You will receive a handsomely framed Certificate of Completion. Participants must attend all days of all program modules in order to receive the certificate.

PROGRAM FEE

\$8,825 CDN + applicable taxes

- Program fee includes program tuition, teaching materials, lunches, refreshments, and iPad.
- Schulich Executive Education Centre's liability is limited to reimbursement of paid tuition fee.
- To obtain discount for multiple registrations from one organization, please contact Sung Nahm, Associate Director, at 416.736.5079.
- Convenient tuition payment plans are available. Call 416.736.5079 for details.

DEPOSITS, CANCELLATIONS, REPLACEMENTS AND TRANSFERS

IMPORTANT: A deposit of \$1,000 CDN is required to enroll in the program. Please include your credit card information on faxed or online registrations, or mail a cheque along with your completed program registration.

- If you are unable to attend the program you may transfer to the next session, subject to the 21-day written notification requirement or your organization may name a replacement candidate.
- Only one module transfer to another session will be permitted (subject to space availability) without penalty. Each subsequent transfer request has a \$200 administration fee.
- A full refund will be issued for written cancellations received a minimum of 21 days before the program start date. Written cancellations received after this date will incur an administration charge of \$1,000. Non-attendance or withdrawal after program start date will incur a full program fee.

OPTIONAL ACCOMMODATIONS

Hotel accommodation for this program is optional but past participants have recommended staying at the Schulich Executive Learning Centre residence to enhance the learning. Please contact 416.650.8300, or visit www.elc.schulich.yorku.ca.

Modules, speakers, topics, dates, fees, locations and applicable taxes are subject to change.

Complimentary Executive Education Needs Analysis and Assessment:

We invite you to discuss your educational needs and explore learning options with a Senior Account Executive. Determine the best educational strategy to maximize your career potential and the ROI for you and your organization. Please call toll free 1.800.667.9380 or 416.736.5079 to arrange your telephone meeting. Most calls require only 15 minutes to complete.