



**Tulane
University**

FREEMAN SCHOOL OF BUSINESS

Tulane University
Professional Development
Certificate Programs
2008 - 2009

Business/HR Management

Master Certificate Program

**NEW
CERTIFICATE
PROGRAM**

TULANE UNIVERSITY

Founded in 1834, Tulane is one of the top research universities in the nation. Tulane University's Freeman School of Business was established in 1914 and has since become one of the nation's premier business schools, world-renowned for its passion for business and for developing leaders. Both Tulane University and the Freeman School of Business have consistently ranked in *U.S. News & World Report's* Top 50.

Tulane University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097, telephone 404-679-4501) to award bachelor's and master's degrees. Tulane's Freeman School of Business is accredited by the AACSB International (Association to Advance Collegiate Schools of Business), the premier accrediting body for business schools.

Hurry! Monthly Classes Fill Quickly.

- 800-983-6489
- Intl. +1 813-612-4290
- TulaneU.com

Maximize Performance and Minimize Risk With Proven Business and HR Strategies!

To be a successful manager in today's complex business environment, you not only need to know what drives your business, you need to know what drives your people. With the **Master Certificate in Business/HR Management** program from Tulane University, you can conveniently acquire the broad business insight to communicate effectively across departments and the key strategies to recruit, retain and motivate your staff. Whether you're an HR professional looking to update your skills, or you're a manager interested in enhancing your effectiveness, this program gives you the latest proven strategies to maximize performance and minimize risks.

ACQUIRE ADVANCED SKILLS FOR TODAY'S MANAGER — ONLINE!

Today's manager is called on to handle a host of strategic and often very sensitive situations that have far-reaching consequences for both the department and the organization at large. From appraising employee performance to developing compensation structures, implementing training programs, handling personality conflicts, dealing with delicate legal issues and much more, it takes the latest knowledge and skills to accomplish your goals. Register for the Master Certificate in Business/HR Management program and you'll develop the vital management and HR techniques to handle complex organizational challenges — online, around your busy schedule. And you'll discover how to tap the hidden potential of your workforce to give your company (and your career) the competitive edge.

Learn How To:

- Apply best practices from the business disciplines that make up the core of the MBA
- Recruit and retain individuals who fit your organization's culture, values and strategy
- Develop comprehensive compensation programs that motivate your staff to excel
- Successfully implement new initiatives and overcome resistance to change
- Appraise employee performance and identify improvement opportunities
- Pinpoint sources of workplace stress and mitigate them
- Effectively handle personality differences and conflicts
- Leverage your company's human resources to gain a competitive advantage

STUDY OTHER SUCCESS STORIES AND WRITE YOUR OWN!

The Master Certificate in Business/HR Management program features three eight-week courses presented by the country's leading business experts. You'll learn from the same professors who teach at Tulane's top-ranked Freeman School of Business — award-winning instructors who are widely published in top industry journals and have consulted for some of the world's leading companies.

Each course contains up to 16 hours of streaming video presentations, independent exercises and hands-on simulations so you can practice what you learn and find the techniques that best fit your leadership style. You'll study real-world examples from world-class organizations and discover how leaders transformed their organizations by utilizing innovative new approaches to challenging company-wide issues.

MASTER CERTIFICATE IN BUSINESS/HR MANAGEMENT

Complete three eight-week courses and earn your Master Certificate in Business/HR Management from Tulane's prestigious Freeman School of Business. This in-depth online program provides a comprehensive overview of business disciplines that make up the core of the MBA, then gives you the specialized HR skills that are critical to your success and advancement in today's business world.



CAREER-BUILDING CREDENTIALS

Students receive their Master Certificate in Business/HR Management after completing these eight-week courses:

Business Essentials I



Business Essentials II



Advanced HR Strategy



**MASTER CERTIFICATE IN
BUSINESS/HR MANAGEMENT**

You'll acquire new skills you can begin applying immediately on the job along with a new certificate that will serve as an important milestone as you complete each course.

Program Benefits

- Gain a solid understanding of the business topics that form the core of the MBA
- Develop the business insight to communicate with leaders throughout the organization
- Acquire the business skills to successfully handle complex organizational and managerial challenges
- Improve performance of departments and teams by applying the latest HR techniques
- Boost retention rates and improve morale throughout your department
- Enhance your credentials and marketability and unlock lucrative new career opportunities
- Minimize legal liabilities at the individual and organizational level

Who Should Register?

This program is ideal for HR professionals of all skill levels or managers in any area of the organization who want a convenient way to acquire valuable real-world skills and credentials. The Master Certificate in Business/HR Management is open to anyone interested in enhancing their understanding of core business disciplines and employing vital human resource management techniques.

EXPERIENCE AN UNMATCHED ONLINE CLASSROOM

Our online classroom is second to none! It's dynamic, interactive and multimedia driven. You'll interact with fellow students and instructors in real time on message boards, in online chat rooms and via email – it's just like being in the classroom, live, on the Internet.

Communicating with professors during virtual office hours and viewing leading industry experts via streaming video make learning faster than in the traditional classroom setting. You'll do everything online in your own time, so you can work full time and continue your education, impacting your company's bottom line in a very positive way!

UNPARALLELED FEATURES

- Virtual classroom that's better than live
- Professor-led classes through online streaming video
- Chat rooms and message boards for rich, real-time interaction with professors and students alike
- Ability to study anytime, anywhere
- No required login times – 24/7 access
- Multimedia access – not a book-in-a-box, go-it-alone program

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EXPAND YOUR SKILLS AND EARN VALUABLE CREDENTIALS FROM TOP-RANKED TULANE UNIVERSITY – ONLINE!

The Master Certificate in Business/HR Management is made up of three eight-week courses: *Business Essentials I*, *Business Essentials II* and *Advanced HR Strategy*. With this comprehensive knowledge you'll be equipped with the advanced organizational skills to achieve outstanding business outcomes and reach your personal goals.

Business Essentials I

The *Business Essentials I* certificate course gives you the fundamental knowledge to master the basics of business. This course explores the latest business practices and trends in marketing management, financial management, business statistics and financial accounting. You'll study strategic planning, marketing research, promotions mix, pricing strategy, capital budgeting, statement of cash flows and more. Whether you're sharpening your skills or studying business for the first time, this eight-week course helps you build a solid understanding of the disciplines that make up the core of the MBA.

What You'll Learn:

- The four "P"s of the marketing mix and how they interrelate
- Established methods of analyzing investment and financing decisions
- How to use statistics to help measure the past and make better decisions for the future
- Essential ways to interpret the income statement, balance sheet and statement of cash flows

Business Essentials II

The *Business Essentials II* certificate course builds on *Business Essentials I*, expanding your expertise with the latest information on international business, financial statement analysis and leadership topics. The curriculum examines advanced topics including globalization, trade barriers and agreements, cash flow analysis, quality of earnings, emotional intelligence, leadership styles and team processes. This eight-week course is the ideal way to enhance your basic business knowledge or survey core business disciplines before committing to a full MBA program.

What You'll Learn:

- The financial accounting process and advanced finance techniques
- The impact of globalization and international trade barriers/agreements
- Methods and best practices of financial statement analysis
- Leadership, motivation styles, emotional intelligence and vision

Advanced HR Strategy

As you advance higher in any department or organization, the ability to manage your human resources becomes absolutely crucial. The *Advanced HR Strategy* certificate course provides proven human resource techniques and strategies for handling a wide variety of managerial and organizational issues. Ideal for both HR and non-HR professionals, this course explores contemporary HR practices, organizational behavior, staffing and appraisal techniques, strategic compensation management and more. A must for managers in the modern workplace!

What You'll Learn:

- The latest models of organizational structure, culture and development
- Proven ways to recruit employees that fit the organization's goals
- Must-know techniques for motivating your workforce
- Practical approaches to resolving conflicts
- Effective formats for appraising staff performance
- Performance planning and individual development and growth
- Valuable methods for conducting a job analysis
- Latest methods for providing individual and team incentives
- Government regulations and legal issues of compensation

TULANE UNIVERSITY FACULTY

Courses are taught by Tulane University online faculty, who bring a wealth of knowledge and real-world experience to instructional development and delivery. Their expertise and interactive teaching methods create a dynamic experience where participants use a proven combination of virtual classroom collaboration tools, online instructor-led discussions and streaming video.

Marla Baskerville, MEd

Marla Baskerville is completing her doctorate in Organizational Behavior at Tulane University. Her research has been published in the *Journal of Applied Psychology* and the *Journal of Vocational Behavior*. She received a Master's in Counseling from the University of Georgia.

James H. Biteman, PhD

Dr. Biteman has received 16 awards for teaching excellence, including three Outstanding Teacher awards. He holds a PhD in Organizational Behavior from Harvard University and a BS from Purdue University.

Salvatore Cantale, PhD

Dr. Cantale has a Master's Degree in Management and a PhD in Finance from INSEAD (France). He was a member of the faculty at City University of Hong Kong and he heads the research department of the Italian Association of Bankers (ABI).

Karen M. Foust, PhD

Dr. Foust worked in public accounting, private industry and nonprofit organizations for 10 years before earning her PhD in accounting. She has won several teaching awards during her decade of teaching and has published and presented numerous academic papers in nonprofit accounting, financial accounting, managerial accounting and pedagogical issues.

Paul Hooper, PhD

Dr. Hooper holds a PhD from Tulane University. He has published five books and over 20 articles in accounting, business, finance and information systems journals. Professor Hooper has also taught at the Universities of Delaware, Virginia, Missouri and New Orleans, as well as at Pepperdine University.

Christopher McCusker, PhD

Dr. McCusker holds a PhD in Industrial-Organizational Psychology from the University of Illinois at Urbana-Champaign. Prior to teaching at Tulane, he served on the faculty of Yale School of Management and Columbia Business School.

Alice Williams McGrath, MA, SPHR, CFCC

Ms. McGrath has extensive experience as an HR executive, senior manager and consultant. She earned her MA in Business Administration, Human Resources Management, and a BBA in Industrial Relations from University of Georgia. She is also an experienced Employment Disputes Mediator.

Melissa Johnson Morgan, PhD

Dr. Morgan completed her PhD in the fields of sports marketing and consumer behavior and she is a Senior Lecturer at the Faculty of Business, University of Southern Queensland. Dr. Morgan has worked as a consultant at several universities and has published several papers on consumer research.

William A. Reese Jr., PhD

Dr. Reese holds an MBA from Virginia Tech, a PhD from the University of Arizona, and he has published research papers in several industry journals. Dr. Reese has extensive experience in insurance and commercial banking and is a chartered financial consultant.

Russell P. Robins, PhD

Dr. Robins received his PhD in Economics from the University of California. He has taught at Harvard University Summer School and has published papers in *The Journal of Derivatives*, *Management Science*, *Journal of Forecasting* and many others.

Arup Varma, PhD

Dr. Varma is Indo-US Professor of Management Studies at Loyola University Chicago. He holds a PhD in Human Resources and Industrial Relations from Rutgers and an MS in Human Resources from XLRI (India). Dr. Varma has presented over 50 papers at management, psychology and international HR conferences.

Mary J. Waller, PhD

Dr. Waller holds a PhD in Organizational Behavior, an MS degree in Management Science and an undergraduate degree in Petroleum Land Management. Her work has been published widely in industry journals and she has consulted for organizations including the FAA, Archer Daniel Midlands Company and NASA.

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The Nation's Leading Universities Online

The University Alliance (UA) facilitates the promotion and online delivery of degree and professional certificate programs from the nation's leading traditional universities and institutions. Powered by UA's technology and support services, our university partners have surpassed 300,000 online enrollments – making UA the largest facilitator of e-learning in the country. University Alliance partners include Villanova University, the University of Notre Dame's Mendoza College of Business, Tulane University's Freeman School of Business, Thunderbird School of Global Management, the University of San Francisco, the University of South Florida, Florida Institute of Technology, The University of Scranton and Jacksonville University.

One simple call connects you to the broad range of benefits offered by the University Alliance. You will be assigned a program representative who serves as your contact for non-academic issues – answering questions about financing options, helping you to enroll in the next class and more. Technical support personnel and other professionals are also easily accessible every step of the way.

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CERTIFICATE PROGRAM TUITION

Master Certificate in Business/HR Management

Take all three courses and receive your Master Certificate in Business/HR Management. Earning a master certificate demonstrates a solid understanding of core business skills and illustrates your dedication and professionalism.

Sign up for all three courses in this program and receive a special tuition rate of \$4,995. That's \$945 off the regular tuition price of \$5,940 for all three courses individually.

Business/Human Resource Management

Business Essentials I	\$1,980
Business Essentials II	\$1,980
Advanced HR Strategy	\$1,980
TOTAL	\$5,940
Special Package: All three courses (a \$945 savings)	\$4,995

Continuing Education Units (CEUs): Earn 4.0 CEUs for each eight-week program.

ACE Recommendation: Undergraduate, 3 semester hours for an eight-week program.

The American Council on Education's College Credit Recommendation Service (ACE) has recognized *Business Essentials I* and *Business Essentials II* as course material suitable for college credit recommendation. *Advanced HR Strategy* has not yet been approved for college credit recommendation by ACE.

WHAT TYPES OF DISCOUNTS AND ASSISTANCE ARE AVAILABLE?

Tuition Assistance

Your tuition cost may be covered by your company's tuition assistance program and may also be tax deductible. Consult your HR department and your tax advisor for more information.

Career Training LoanSM

SLM Financial, a Sallie Mae company, offers a comprehensive, flexible, low-cost loan product specifically designed to help working adults who enroll in an accredited university's distance learning undergraduate or graduate degree program or certificate program. The SLM Financial Career Training Loan, with its quick application and approval process, will have you ready to enroll in the next available session. For more information on the SLM Financial Career Training Loan, contact a program representative today or fill out an online application.

Military Discount

Special discounts are available for active U.S. military servicemembers. Please call for more information.



CORPORATE PROGRAMS

Unleash the Power of Your Organization

Establish a corporate training program today, and begin to see positive results in your organization immediately!

What You'll Get

A well-educated workforce equals corporate success. Along with saving your company valuable time and money, you'll provide your employees with the opportunity to learn the necessary skills to lead improvement initiatives that result in measurable sales growth, economic value, customer satisfaction and retention, and employee satisfaction and motivation. These skills will help increase your bottom line and create a streamlined work environment.

Start With a Pilot Program!

Register a group of your employees in an online class, and see how their newly acquired knowledge increases productivity and impacts your bottom line. This pilot program offers the following services to your organization:

- Special corporate pricing
- A unique, expert-led online session to "kick off" the course
- A survey of employees after class to ensure quality and satisfaction
- An end-of-course review with corporate managers
- All employees will be in the same online class

"My experience with Tulane's master certificate was exceptional. I found most of the material from all three modules immediately applicable. Additionally, this has given me the confidence to pursue a full MBA in the future. I'd definitely recommend this course for corporate management development."

*James Winburn
Creedmoor, NC*

Guarantee your staff's success with human resource management skills from Tulane University! Getting started is easy. Contact us today for complete details.

A DIVERSE NETWORK

Join the growing number of companies nationwide who have experienced the University Alliance difference:

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- Dell
- Deloitte Consulting
- EDS
- ExxonMobil
- General Dynamics
- General Electric
- General Motors
- Groton Utilities
- Halliburton
- HP
- IBM
- Ingersoll-Rand
- Intel
- Lockheed Martin
- Microsoft
- Motorola
- NASA
- PricewaterhouseCoopers
- Schlumberger
- Sprint
- United Technology
- U.S. Department of Energy
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