



University of Phoenix®



# Professional Development

Noncredit Course Listing

Issued September 2015

# Table of Contents

- Overview .....2
- Accounting and Finance.....3
- Business.....3
- Business Intelligence.....5
- Criminal Justice.....5
- Customer Service.....8
- Digital Marketing .....8
- Health Care.....9
- Human Resources.....10
- Leadership and Management.....12
- Marketing .....14
- Military.....16
- Project Management.....16
- Technology.....18

# University of Phoenix

Committed to helping keep workforce skills relevant

## Overview

Let us help build employee skill sets to better meet organizational goals with our flexible educational solutions. We offer a variety of course topics that can be bundled to suit your individual needs.

For over 40 years, University of Phoenix has specialized in helping working professionals further their educations. That's why we provide features that allow employees to successfully balance their work, school and home lives — including our convenient online format and short course durations.

## Why University of Phoenix?

### Relevant curriculum.

Created by subject-matter experts, our content is current and appropriate for today's workforce.

### Flexible online and local campus formats.

With 24/7 access, employees can study at their convenience without disrupting work schedules.

### Instructor-led environment.

Our courses feature the structure and interaction that allow students to ask questions, participate in discussions and stay on track.

### Practitioner faculty.

Our instructors bring years of professional experience.

### Short course durations.

Most noncredit courses are just four-to-eight instructional hours.

For more information or to enroll, please visit [phoenix.edu/professionaldevelopment](https://phoenix.edu/professionaldevelopment).

Employees interested in learning more about these courses can call **866.354.1800**.

# Accounting and Finance

## BACEU 2040

### Advanced Spreadsheets

Using Excel® software's advanced spreadsheet functions, users are able to improve their efficiency and effectiveness, by using powerful tools. Users can extract and organize data using tools and formulas, sort and filter data, create PivotTables and PivotCharts, and customize workbooks. In this course, advanced formulas and various tools to analyze data will be presented. Students will learn to organize table data, present data as charts, and enhance the look and appeal of workbooks by adding graphical objects.

## BECEU 1100

### Financial Essentials

Companies are composed of a number of job roles with varying degrees of responsibility. Some roles are so different that two people within the same company may never come in contact with each other over the entire length of their employment. All employees, though, are working toward the same goal — the financial success of the company. However, individuals cannot be expected to contribute to the financial success of the company unless they understand the principles upon which finance is based. In this course, students will explore the fundamentals of finance and discover how all areas of the company contribute to its financial well-being.

## BECEU 1120

### The Role of Accounting

The accounting function records the transactions of a business so that information can be communicated in a uniform manner. Accounting records, summarizes and analyzes information that is used throughout the organization for decision-making and monitoring of performance. In this course, students will learn about basic accounting principles, key terms and concepts, the accounting cycle, chart of accounts and budgets. Standard reports generated within the accounting function such as the income statement and balance sheet will be introduced.

## BMCEU 5010

### Financial Analysis for the Business Manager

Success of an organization is often measured in numbers. Organizations must make sound economic decisions to stay competitive in today's economy. One way to make appropriate and informed decisions is to review financial analyses. This course provides students with an overview of commonly used financial statements and performance metrics found in the workplace. Students will learn the purpose of each financial statement and how to use them in decision-making.

## BMCEU 5030

### Accounting Basic for the Business Manager

Every organization has a need to keep track of spending and income, which are some of the core elements of the accounting function. Accounting provides ongoing visibility into financial progress and is used both internally and externally to communicate performance. This course focuses on common accounting principles that govern organizations and ways the business manager can use this information. Students will learn about the rules and regulations that govern the accounting function and how to use various types of financial statements.

# Business

## BECEU 1125

### Organizational Behavior

Every organization, department and team has its own organizational dynamic. The team members, organization structure, company climate and employee attitude all play into organizational behavior. Organizational behavior affects the success of a company, and managers must be equipped to deal with the challenges that arise within their teams. In this course, students will learn the definition of organizational behavior and the formal and informal elements that play into the culture. Variables and characteristics that influence organizational behavior at the individual and team level will be presented as well as how attitudes of employees drive the culture of the organization.

## **BECEU 1135**

### **Business Law and Ethics**

Supervisors blend the role of a leader and manager in guiding a team of employees to achieve the goals of an organization. In this role, supervisors are expected to act both legally and ethically and are expected to provide an example for their team. This course will explore the relationship between law and ethics, and set the stage for the importance of conducting oneself in a legal and ethical manner to protect the organization. Students will complete an ethics self-assessment to guide them in decision-making when faced with ethical situations.

## **BECEU 1140**

### **Strategic Planning Skills**

This course will provide students with a process for developing a clear understanding of a business's culture, operations and market position in order to develop a strategic plan. That plan serves as a blueprint for gaining the competitive advantage necessary for an organization's success now and in the future. Students will develop an approach to formulate the strategic programs and initiatives critical to effectively leading and managing an organization.

## **BECEU 1165**

### **Technology in Business**

Technology plays a crucial role in business success by providing a foundation on which to conduct, record and promote the organization. Employees are better able to maneuver technology used by a company when they understand key technology concepts, current trends and security issues. This course presents key technology terminology, issues and challenges as well as security measures necessary to protect company assets. Students will explore the role of the technology user in ensuring security measures are followed and how common technologies like email, social media and portable devices can impact the technology security of the organization.

## **BMCEU 5000**

### **Business Strategy: Tying it all Together**

Each function in an organization has a role in the successful operation of a business. Whether one is an entrepreneur or member of an organization,

understanding how business functions interact is key to the successful execution of a business strategy. In this course, students will learn about identifying resources, hiring skilled employees, recording and reporting necessary information, and ensuring the proper processes and procedures are in place.

## **BMCEU 5005**

### **Entrepreneurship**

Some people are driven to be their own boss. Becoming an entrepreneur provides that opportunity, but it comes with a unique and broad set of responsibilities. As a small business owner, an entrepreneur holds all responsibility for success or failure of their organization. Entrepreneurs both lead and manage risks, decisions and employees. This course identifies the behaviors and attitudes that entrepreneurs need to succeed. Students will gain insight into the personal attributes necessary for taking the initiative and assuming the responsibility to achieve personal and organizational goals.

## **BMCEU 5035**

### **Legal, Regulatory, and Ethical Considerations**

Businesses are subject to laws and regulations, which provide a framework for the legal and ethical execution of business strategy. These laws and regulations detail the obligations and responsibilities expected when conducting day-to-day activities. Adherence to these guidelines while conducting business speaks to the corporate and personal ethics of an organization. This course provides basic information about business law, regulations, and ethical considerations. Students will learn the difference between laws, regulations, and ethics and how to take these in to consideration when making business decisions.

## **BMCEU 5045**

### **Statistics for Business Decision-Making**

Statistics is the function of gathering, analyzing and making inferences from data. This process assists business managers in making fact-based decisions from quantitative analysis. This course focuses on the key statistical measures used in business decision-making. Students will learn how to use statistical information to positively impact the organization.

## **BSCEU 1005**

### **Problem-Solving Skills**

One of the essential constants in business is that problems arise that need to be solved. This course helps prepare students with the tools to solve problems. In a corporate environment, using specialized groups to solve problems is becoming more and more common. Knowing how to work in groups to solve problems will enhance the student's effectiveness and value to an organization. This course will show students the fundamentals of problem-solving — from defining a problem, to identifying solutions and then presenting to the key decision-makers in an organization. This course provides 0.8 continuing education units.

## **CMCEU 1000**

### **Effective Business Communication**

To be successful in the business environment, one must be able to develop ideas, express them clearly and persuade others of their viability. This course offers students effective strategies to sharpen their writing skills in letters and reports by structuring their ideas logically, exercising diplomacy and shaping their arguments for optimal effect. Students will also learn proper communication etiquette and the need for professionalism in various forms of business communication.

## **HRCEU 2000**

### **Working With a Generationally-Diverse Workforce**

Human resource professionals communicate with a multigenerational workforce across all levels of an organization. Having a foundational knowledge of the behavioral characteristics of different generations is important to your success as an HR professional. Students will gain an understanding of the generational differences, adapt their communication and work styles, and apply conflict intervention and resolution practices.

## **Business Intelligence**

### **BACEU 2020**

#### **Business Intelligence**

In today's competitive market, businesses cannot afford to rely on "gut feelings" or anecdotes to make decisions

which impact their future course. Instead, business intelligence, or information, is now methodically collected from data mining, online analytical processing, benchmarking and other components to uncover new opportunities and create market advantage. In this course, students will gain insight into the numerous functions associated with business intelligence and how proper analysis becomes informed decision-making.

### **BACEU 2030**

#### **Data Visualization**

When faced with the prospect of understanding volumes of data, do reams of paper and spreadsheets make your eyes glaze over? Data visualization is the means by which lots of information can be more easily viewed — and understood — through charts, infographics, mind maps and more. Students in this course will explore the tools used to create graphical representations that integrate significant data and analyses into engaging graphics, without losing sight of communicating the key information.

## **Criminal Justice**

### **CJCEU 1000**

#### **Effective Writing Skills for Criminal Justice Professionals**

To be successful in the Criminal Justice Profession, one must be able to develop and express ideas in writing and persuade others of their viability. This course offers effective strategies to sharpen students' writing skills in authoring professional letters and reports. Students will learn how to structure their ideas logically, exercise diplomacy and shape their arguments for optimal effect. Students will also learn proper communication etiquette and the need for professionalism in various mediums of written communication.

### **CJCEU 1005**

#### **Team Selection Essentials for Criminal Justice Organizations**

As a Criminal Justice professional, one may need to create or complete a new team, unit, squad, or group for which they will be required to select new members. The tasked professional will want to locate and interview great candidates, select the most qualified,

and smoothly integrate them into the team. In this course, students will learn to assess team needs, attract, interview, and select ideal candidates. The student will also learn how to integrate new members into the team.

### **CJCEU 1006**

#### **Developing Yourself as a Criminal Justice Leader**

As a novice Criminal Justice administrator or team lead, individuals will need to develop their skillset as a leader in order to be successful. This course will provide methods for new managers to perform a personal assessment so they can identify areas for improvement and apply strategies to develop and grow their leadership capabilities. New managers will learn best practices and proven techniques and strategies that they can leverage to grow their own leadership skills.

### **CJCEU 1011**

#### **Effective Supervision for the CJ Professional**

The criminal justice profession is increasingly centered on the interaction of different teams, both inside and outside the organization. The success of a team is often directly linked to supervisor's effective leadership and management ability. In order to perform the job well, the supervisor must understand the team's various roles and develop the skill of each team member. The supervisor must also develop the capabilities to manage any interpersonal conflicts as soon as they surface. This course will help students gain an understanding of supervisor fundamentals to become an effective leader for the team.

### **CJCEU 1012**

#### **Leadership for the Criminal Justice Professional**

Recently promoted managers, successful employees or other individual contributors who seek to become more influential in their organization require an expanded understanding of leadership. In this course, students will explore the practical skills needed to transition from being an individual contributor to becoming a leader of diverse teams to achieve business results.

### **CJCEU 1015**

#### **Dealing with Challenging Customer Interactions**

Customer service representatives and client-facing employees often find themselves handling challenging customer situations. These can become more challenging in criminal justice where customers may include victims, witnesses, or offenders. In this course, students will explore methods to deal with common customer interactions, which may be difficult, and consider how these concepts can be used by criminal justice professionals. Students will focus on establishing a solid customer relationship, overcoming communication issues, and resolving conflict.

### **CJCEU 1016**

#### **Interviewing Skills for Criminal Justice Leaders**

Successful public safety professionals know that the organization needs to build teams comprised of members at the top of their field who work well together, share a focus on common objectives in achieving specific goals, and are happy within the organization. In this course, you will practice techniques that will empower you to hire/select the best candidate through strategies that will improve your success with interviewing. This can reduce, or even eliminate, significant turnover and allow your company to focus on achieving goals.

### **CJCEU 1020**

#### **Emotional Intelligence for the CJ Professional**

In this course, students will assess their current emotional intelligence capabilities, determine their strengths, and identify areas for improvement. Students will examine how emotions that are stimulated in the practice of the criminal justice professional affect behavior, and how those behaviors impact their relationships with others. Students will also develop strategies for managing the emotional energy in themselves and others within the criminal justice workplace.



## **CJCEU 1035**

### **Ethical Decision Making Essentials for the CJ Professional**

Making ethical decisions can be a difficult task. The decision-maker must collect details about the situation, consider the ethical issues and people involved, and then implement the best action possible. This course provides students in the criminal justice profession with self-assessment, tools, and techniques to make ethical decisions. Students will be able to use ethical decision-making concepts to select the best decision in various ethical situations.

## **CJCEU 1040**

### **Managing Conflict In Criminal Justice Situations**

In order to manage conflict in criminal justice professions, it is helpful to both understand how individuals react in conflict situations and identify what they can do to reduce conflict. This course will provide students with tools to assist in understanding and implementing strategies for managing conflict effectively, and consider how these concepts can be applied in criminal justice settings.

## **CJCEU 1045**

### **Effective Decision Making in the Criminal Justice Workplace**

Decision-making skills are essential in today's criminal justice workplace. Whether making simple or complex decisions, one needs to consider various factors that influence a decision and its results. In this course students use information, tools, and techniques for effective decisions making. Students will use these concepts to consider options and select the best choice in various situations including those faced by criminal justice professionals.

## **CJCEU 1050**

### **Leadership and Management in the CJ Workplace**

In today's workplace, the need for leaders who can manage, and managers who can lead, is critical. Within the profession of criminal justice, all are entrusted with

the ability to use significant discretion in the application of day-to-day prevention and enforcement activity, which illuminates the attributes of individual leadership and the management of a particular situation. This course provides information, tools, and techniques to develop skills in leading and managing teams to achieve organizational goals. Students will learn problem-solving, listening, coaching and delegating skills to work with diverse teams of employees.

## **CJCEU 1130**

### **Customer Service**

The key to a successful organization is a solid customer base. To develop and maintain a customer base, an organization must understand their customers and provide quality customer service. In this course, students explore the value of customer care and the definition of customer success. They learn about various types of customer relationships, how to increase customer loyalty and how sales are related to service.

## **CJCEU 1135**

### **Law and Ethics in Decision Making for the CJ Professional**

Supervisors in criminal justice blend the role of leader and manager in guiding employees to achieve the goals of an organization. In this role, supervisors are expected to display an example in performance that is both legal and ethical. This course will explore the relationship between law and ethics. Students will understand the importance of conducting oneself in a legal and ethical manner to protect the individual professional and the organization. During this course, students will complete an ethics self-assessment tool that can be used as guidance for identifying any pre-disposed tendencies in decision making when faced with ethical situations.

## **CJCEU 2000**

### **Generationally Diverse Criminal Justice Workforce**

Human resource professionals communicate with a multigenerational workforce across all levels of an organization. Having a foundational knowledge of the behavioral characteristics of different generations



is important to your success as a criminal justice professional. Students will gain an understanding of the generational differences, adapt their communication and work styles, and apply conflict intervention and resolution practices, and consider how these concepts can be applied within criminal justice settings.

### **CJCEU 2010**

#### **Social Media Community Fundamentals**

Social media has taken old-fashioned “word-of-mouth” communication to a global level. Creating and maintaining social media communities is standard practice for organizations of nearly any size today. How do criminal justice organizations and professionals capitalize on these efforts? They stay mindful of the overall communication strategy and keep the electronic conversations on-topic. Students in this course will learn how to enhance proficiency in new methods of communication, grow organizational awareness, perpetuate the conversation, and influence their communities using specific social media communities.

### **CJCEU 2030**

#### **Data Visualization**

When faced with the prospect of understanding volumes of data, reams of paper and spreadsheets can be confusing and unmanageable. Data visualization is the means by which evidence can be easily viewed and understood through charts, infographics, mind and crime maps, scene reconstruction, and more. Students in this course will explore the tools used by criminal justice personnel to create graphical representations that integrate significant data and analyses into engaging graphics, without losing sight of communicating important and relevant information.

### **CJCEU 5040**

#### **SWOT Analysis in Strategic Planning**

Strategic planning involves defining the path forward for a criminal justice organization, and determining the decisions and actions taken to achieve organizational goals. Learning how to identify the strengths, weaknesses, opportunities and threats (SWOT) is vital to any organization’s strategic planning. A SWOT analysis

is a key tool commonly used by both private business and criminal justice managers to strategically conduct an internal and external scan of the organization’s operational environment. This SWOT analysis can also be a collaborative assessment tool for police/ community intervention initiatives in addressing crime prevention strategies. This course explores the factors used when developing a SWOT analysis. Students will learn how a SWOT analysis is used as part of an effective strategic plan.

## **Customer Service**

### **BECEU 1130**

#### **Customer Service**

The key to a successful organization is a solid customer base. To develop and maintain a customer base, an organization must understand its customers and provide quality customer service. In this course, students explore the value of customer care and the definition of customer success. They learn about various types of customer relationships, how to increase customer loyalty and how sales are related to service.

### **BSCEU 1015**

#### **Dealing with Challenging Customer Interactions**

Customer service representatives and client-facing employees often find themselves faced with challenging customer situations. It is helpful to be equipped with proven strategies to effectively resolve such situations. In this course, students will explore methods to deal with common customer interactions, which may be difficult. Students will focus on establishing a solid customer relationship, overcoming communication issues and resolving conflict.

## **Digital Marketing**

### **DMCEU 2000**

#### **Digital Marketing Fundamentals and Strategy**

Digital marketing harnesses the power of technology to promote and position an organization through various

forms of electronic media. To be effective, however, businesses must understand how marketing strategy and market segmentation relate to the digital space. In this course, students will learn how to integrate digital marketing ideas into the overall marketing strategy — and what digital platforms are the best options for that strategy. Students also will further explore segmentation best practices and the metrics used to measure performance.

### **MACEU 2000**

#### **Marketing Analytics**

The ability to interpret and utilize common marketing measurements is key to the effective and efficient use of marketing dollars. Marketing analytics takes data about marketing campaigns and transforms it into useful information. Marketers must measure, manage, and analyze this information to ensure the next campaign further optimizes return on investment. In this course, students will explore metrics associated with marketing performance to analyze and fine-tune marketing efforts. Students will explore the concepts of reach and frequency, and learn how metrics are related to the marketing funnel.

### **MACEU 2010**

#### **Google™ Analytics**

Marketing professionals constantly strive to improve their results by using data collected from each marketing effort. For website traffic, they often tap into tools such as Google Analytics to better understand and strengthen their online marketing initiatives. Marketers can then make informed changes that will increase conversions, or sales, from website visitors. In this course, students will explore the features of this powerful web analytics tool. Students also will create, manage and configure a Google Analytics account then learn how to apply filters, generate reports and interpret results.

### **SMCEU 2010**

#### **Social Media Community Fundamentals**

Social media has taken old-fashioned “word-of-mouth” marketing to a global level. So much so, that creating and maintaining social media communities is standard practice for organizations of nearly any size today. How does one capitalize on these efforts? By staying mindful

of the overall business strategy and keeping the online conversation on topic. Students in this course will learn how to grow brand awareness, perpetuate the conversation and influence the world using specific social media communities.

### **MKCEU 2040**

#### **Enhancing Search Engine Performance**

To be competitive, organizations must stay abreast of today’s ever-changing search engine strategies. Increased organic and paid search results translate into improved visibility and web traffic. In this course, students will explore search engine optimization (SEO) and search engine marketing (SEM) techniques, how they relate to web exposure and how to best drive qualified visitors to the organization’s website. Students also will learn how SEO and SEM is measured for performance.

## **Health Care**

### **HCCEU 5000**

#### **Business Strategy in Health Care Organizations**

Each function in an organization has a role in the successful operation of a business. It is critical for health administration professionals to understand how functions interact in the successful execution of a business strategy. The health care manager or leader must understand how to adapt strategies to meet health care demands and stay in compliance within a constantly changing business environment. This course concentrates on the health care industry’s business model and focuses on approaches used in the execution of a business strategy including how an organization’s mission and vision supports the execution of that business strategy. Students will learn about writing effective goal statements, developing action plans and the use of the balanced scorecard in the implementation of strategic goals.

## HCCEU 5010

### Health Care Finance

Most health care organizations rely on third-party payers or government agencies to fund the business. This course focuses on the unique revenue models used in health care organizations and the connection between improving processes and reducing costs. Students will learn how to use financial data to make decisions to improve the accuracy of reporting, and to reduce financial risk.

## HCCEU 5035

### Health Care Legal, Regulatory and Ethics

Navigating national, state and local health care laws and regulations is an essential skill for health care managers. Health care managers must help their organizations reduce legal and ethical risks. This course provides information about prevalent health care laws such as HIPAA, Medicare Fraud and Abuse, and Stark Regulations, as well as ethical codes of conduct. Students will learn about the difference between health legislation and regulations, and ways to maintain compliance.

## HCCEU 5050

### Health Care Information Systems

Health care organizations use health information technology and health information exchange to collect health data, improve health outcomes, track and manage resources, and reduce medical errors. This course provides information on the unique characteristics and processes of information systems in the health care industry. Students will learn how information systems support the organization's business operations.

## Human Resources

## BECEU 1115

### Human Capital

Building strong human capital is key in staffing an organization that outperforms the competition. The human resource function plays a major role in building

human capital, operating as a business partner for various departments within the company. Human resource professionals are expected to plan, organize, direct and control strategic and operational activities related to human capital. This course will explore the role of the human resource department in collaborating with both internal and external partners to aid the organization in achieving strategic goals. It will focus on assessing risks, defining goals, assessing organization structure, and ensuring federal regulations and laws are followed.

## BMCEU 5025

### Human Capital Management

Hiring and managing today's diverse workforce can be a daunting task. The business manager must understand how common laws and regulations affect their organization and who and how they hire. This course explains the roles and functions of human resources and how the business manager fits into this process. Students will gain an understanding of the influence that diversity has in the organization and about the laws and regulations that govern a business.

## HRCEU 1000

### Coaching Essentials

Business leaders are expected to help their team meet or exceed expectations, and help ensure productivity and profitability for the organization. Coaching is a leadership tool that is effective in improving performance and contributing to the goals of the organization. In this course, students will explore the benefits of coaching, coaching approaches, how to develop an action plan and methods for ensuring the coaching process is successful.

## HRCEU 1005

### Hiring Outstanding Teams

As a first-time manager, one may need to create a new team or complete an existing team. Managers will want to locate and interview great candidates, hire the most qualified and smoothly integrate them into the team. In this course, students will learn to assess team needs, then attract, interview and select ideal candidates and finally integrate them into the team.

## HRCEU 1015

### Interviewing Skills for Management

Successful managers know that companies need to build teams that are the top in their field, work well together and are happy within the organization. In this course, you will practice techniques that will empower you to hire the best candidate every time through strategies that will improve your success in interviewing. This can reduce or even eliminate significant turnover and allow your company to focus instead on achieving goals.

## HRCEU 1900

### The Role of the Strategic HR Professional

The Role of the Strategic Human Resource (HR) Professional course provides a comprehensive overview of the current HR landscape. In this course, students will review the vital contributions, roles, behaviors and strategic functions HR professionals play in the development, implementation and execution of organization-wide objectives. Through this examination, students will develop an understanding of HR, its impact on the business environment and how HR professionals contribute to the organization's strategic plan.

## HRCEU 2010

### Social Media Strategies and Policy

Social media empowers people to connect, personalize and influence communities, consumers, colleagues, employees and organizations — all by way of electronic communication. While there are benefits with the use of social media, there are also risks. Human resource professionals must understand, manage usage and execute strategies of all forms of social media. In this course, students will learn the uses of social media in relationship to organizational objectives, performance results, policies and risks.

## HRCEU 2030

### Talent Acquisition and Retention

Talent acquisition and retention impacts all aspects of the workplace, and everyone has a role to fulfill to ensure an organization runs smoothly and is successful. As critical responsibilities of human resource professionals, it is imperative to understand how to

recruit, retain and align talent with an organization's strategy. In this course, students will identify innovative recruiting strategies, understand strategies that increase retention and understand aligning of recruiting practices to strategy.

## HRCEU 2220

### Change Management

Human resource professionals are responsible for understanding and applying employment law regulations within an organization, resulting in positive employee and employer relations. This course explores federal laws and regulations that impact employee and labor relations in the workplace. Students will identify employment legislation as it relates to employee and employer relations, the development of organizational programs and procedures, its impact on performance management and discipline, and the building and measuring of employee relations.

## HRCEU 2230

### Human Resource Analytics

Metrics, balanced scorecards, analytics and other data-driven decision-making tools are standard operational tools used in business today. This course will delve into methods that capture and store a variety of data and explain how human resource professionals have the ability to use data to predict and potentially prevent problematic situations. Students will learn how to assign metrics to strategic initiatives, while adding value to human resource systems.

## HRCEU 2250

### HR Business Partners Within an Organization

The role of the human resource (HR) professional has shifted from being transactional to transformational. HR professionals partner with the business to develop, improve and carry out the strategic goals of the organization. Students will review the HR Business Partner (HRBP) role as it relates to an organization's goals and initiatives, and identify business environment and trends to propose and support strategic initiatives.

## **HRCEU 2260**

### **Supporting Diversity**

Possessing multicultural competence and avocation is necessary in today's diverse workforce and multicultural environments. Human resource professionals are accountable to the development and success of diversity within an organization. In this course, students will identify how to accommodate diverse employee populations in accordance with legislation, extend personal styles to include a variety of perspectives and represent multicultural awareness on behalf of the organization and its employees.

## **HRCEU 2400**

### **Labor Relations and Unions**

As a human resource professional, it is imperative to understand: collective bargaining agreements, unionization processes, and the rights and responsibilities of employees, management and unions regarding federal labor relation laws and processes. In this course, students will examine the unionization process, identify unfair labor practices and identify collective bargaining processes in order to create equitable workplace environments.

## **HRCEU 2410**

### **Differentiating FMLA and ADA**

Leaves of absence for employees are determined by an organization's compliance with the Family and Medical Leave Act (FMLA) and the Americans with Disabilities Act (ADA). As a human resource professional, understanding an employer's obligations under these laws is important to decreasing exposure to liability. In this course, students will identify the differences and similarities between FMLA and ADA and examine employer obligations.

## **HRCEU 2420**

### **Evaluating and Developing Compensation Plans**

Compensation is a key component of an organization's total rewards strategy. Human resource professionals must possess the skills to evaluate and develop

compensation plans. In this course, students will identify important components of compensation and benefits, analyze federal laws and regulations related to compensation, differentiate between mandatory and voluntary compensation and benefits, and assess how needs assessment and strategies relate to compensation plans.

## **SHRCE 1000**

### **Essentials of Human Resource Management**

Becoming a human resource (HR) professional requires a working knowledge of the six key management practices of HR. Learners will explore the SHRM® Essentials of HR Management through case study, research and evaluation, leaving the classroom with the ability to apply the critical knowledge and skills required to handle challenging HR issues and minimize organization risk.

## **Leadership and Management**

## **BECEU 1110**

### **The Role of Operations Management**

A business counts on operations professionals to execute the strategy of an organization. Operations management contributes to this process by defining how the goods and services of the organization will be delivered and by designing, planning, directing and controlling how resources will be utilized. In this course, students will learn the key concepts, functions and goals of the operations function in both the service and manufacturing sectors. Students will also learn how quality factors into the operations function.

## **BECEU 1175**

### **Supply Chain Management**

Every organization has a supply chain that is used to design, make, and deliver products and services for their customers. The supply chain is a network of both internal and external operations that are synced to coordinate production, inventory, transportation and information of the products and services of the organization in a fashion that aligns with the business strategy. In this course, students will learn how the various elements of the supply chain interact in the manufacturing and service sectors. In addition, the course will cover key characteristics of supply chain processes and the importance of efficiency as it relates to customer satisfaction and achievement of business strategy.

## **BMCEU 5020**

### **Operations and Supply Chain Management**

It is the function of supply chain management to enable an organization to get things done, ensure materials and supplies are on hand at the right time, and create processes by which a business functions. Supply chain professionals who understand how to procure resources, produce goods and sequence activities on time are critical to the success of a business and to the cost-efficient delivery of goods and services. This course covers the basics of operations and supply chain management. Students will learn why supply chain is an essential business function and how it drives the cost-efficient, on-time delivery of goods and services.

## **BSCEU 1020**

### **Emotional Intelligence for Managers**

In this course, students will assess their current emotional intelligence capabilities, determine their strengths and identify areas for improvement. Students will examine how emotions affect behavior and how those behaviors impact their relationships with others. Students will also develop strategies for managing the emotional energy in themselves and others.

## **BSCEU 1040**

### **Managing Conflict**

In order to manage conflict, it is helpful to both understand how individuals react in conflict situations and identify what they can do to reduce conflict. This course will provide students with tools and assist you in understanding and implementing strategies that will help you manage conflict effectively.

## **BSCEU 1045**

### **Making Effective Decisions**

Decision-making skills are essential in today's workplace. Whether making simple or complex decisions, one needs to consider various factors that influence a decision and its results. This course provides information, tools and techniques to enable you make effective decisions. Students will practice using decision-making concepts to consider options and select the best choice in various situations.

## **LDCEU 1000**

### **Applying Leadership Principles**

Leaders and managers must exhibit critical leadership skills and build solid business relationships to be successful. In this course, you will learn the principles of effective leadership and practical strategies to apply on the job to improve your performance as a leader within your work group or organization.

## **LDCEU 1005**

### **Developing Yourself as a Leader**

As a first-time manager or team lead, individuals will need to develop their skill set as a leader in order to be successful. This course will provide methods for new managers to perform a personal assessment so they can identify areas for improvement and apply strategies to develop and grow their leadership capabilities. New managers will learn best practices and proven techniques and strategies that they can leverage to grow their own leadership skills.



## **LDCEU 1010**

### **Practical Leadership**

Recently promoted managers, successful employees or other individual contributors who seek to become more influential in their organization require an expanded understanding of leadership. In this course, students will explore the practical skills needed to transition from being an individual contributor to becoming a leader of diverse teams to achieve business results.

## **LDCEU 1050**

### **Leadership and Management Fundamentals**

In today's workplace, the need for leaders who can manage, and managers who can lead, is critical. This course provides information, tools and techniques to develop skills in leading and managing teams to achieve organizational goals. Students will learn problem-solving, listening, delegation and coaching skills to work with diverse teams of employees.

## **LDCEU 5000**

### **Leadership and Management Principles**

In today's workplace, the need for leaders who can manage, and managers who can lead, is critical. Leaders influence others both inside and outside an organization and promote working together toward a common goal. Managers direct employee activities and guide work to ensure that organizational goals are met in an efficient and effective manner. This course focuses on teaching effective leadership and management practices. Students will learn about behaviors that exemplify leadership and management skills.

## **MGCEU 1000**

### **Managing Organizational Goals**

Managers are responsible for setting the goals for their team and for managing their work. Organizational goals can often get lost in layers of management and not get communicated to the individual contributors. In the absence of goals, employees can feel unmotivated or can even set their own goals for achievement, which can result in poor and conflicting team performance. In this course, students will develop the necessary

skills to establish tactical goals for their team based on organizational directives, and create and manage action plans to achieve these goals.

## **MGCEU 1005**

### **What Good Managers Do: The First 100 Days**

This course will orient new managers to the basics of effective management for their first 100 days on the job. Professionals who have achieved success as individual contributors often transition into management roles. New managers want to be able to step forward and assume their new responsibilities with confidence. Managers want to be able to conduct performance appraisals, monitor work processes, communicate effectively with team members, build an internal network of supportive colleagues and avoid common management pitfalls. Managers will also want to be able to resolve conflicts, coach teams to optimal performance and serve as an advocate for their team within the wider corporate structure.

## **MGCEU 1010**

### **Effective Management**

The world of business is increasingly centered on the interaction of different teams, both within and outside the organization. The success of a team within a company is often directly linked to the ability of a manager to lead and manage the team effectively. In order to perform the job well, the manager must understand the different roles of those on the team, and be trained to develop the capabilities of all team members and address issues as soon as they surface. This course will help students gain an understanding of the fundamentals of becoming an effective manager for their team.

## **Marketing**

### **BECEU 1105**

#### **Marketing Essentials**

Without marketing, the fact that an organization has built a better mousetrap might go unnoticed. In fact, the whole notion of what constitutes a better



mousetrap is dependent on marketing insights. The engineers may have an elegant design that consumers reject as irrelevant or too cumbersome to use. Marketers are key in linking those who make product and design decisions with sales personnel and, ultimately, with consumers. Their marketing strategies can enable companies to remain ahead of the competition and attract customers whose loyalty will be the foundation of a successful venture. In this course, students will explore key elements of marketing.

### **BMCEU 5015**

#### **Marketing Principles**

At a strategic level, marketing provides many elements that guide an organization's development and execution of its business strategy. Marketing also plays a key role in identifying the competitive set, defining points of differentiation and establishing the brand. This course explains the role marketing plays in the development and execution of a business strategy and how this affects an organization. In this course, students will learn the principles of the marketing mix and the "four Ps" of marketing: product, price, place, and promotion.

### **MKCEU 2000**

#### **Key Performance Indicators**

It is imperative for organizations to use a standard tool in measuring their progress toward achieving goals, and today, many companies use Key Performance Indicators (KPIs). KPIs are unique to each organization, but are often shared among companies within a specific industry, in order to provide organizational leaders with key business insights. In this course, students will learn how organizations determine KPIs for their various departments and techniques for assessing, tracking, measuring and reporting on the status of KPIs.

### **MKCEU 2010**

#### **Statistics**

Statistics play an important role in business analytics by providing a set of standardized methods and equations that can be applied to data for analysis, interpretation of results, explanation of variations and the prediction of future behavior. In this course, students will learn basic statistical terminology and how statistics relate to data

analysis. Students also will learn how software packages can aid in statistical calculations to help summarize and analyze data, and how the derived statistical calculations can be used to draw conclusions about the data set.

### **MKCEU 2030**

#### **Marketing Research**

Research is an important tool for developing any business strategy — regardless of the function. For the marketing department, research is used to help an organization better understand the competition, the consumer and the marketplace in general in order to drive informed decisions. In this course, students will explore the differences between primary and secondary research. Students also will explore the tools used to conduct market research.

### **MKCEU 2060**

#### **Public Relations**

A good public image is important to support an organization's brand. The public relations department, whether independent of the marketing team or integrated within the marketing strategy, plays a significant role in the development and maintenance of a favorable public image, which impacts sales. In this course, students will learn about the role public relations plays within an organization and how various media can be used effectively to distribute information. Students will explore how public relations efforts are used to persuade both internal and external stakeholders about an organization's point of view.

### **MKCEU 2070**

#### **Content Development**

Powerful web content has the ability to influence, capture and transform business strategy into company profits. To expand an organization's online reach, content must align to the overall business strategy and maintain the organization's voice and tone while seeking to achieve search engine optimization (SEO) and maximized search engine marketing (SEM). In this course, students will explore strategies to create and analyze content for performance effectiveness.

## **MKCEU 2050**

### **Integrated Marketing Campaigns**

An integrated marketing campaign aligns an organization's business strategy with its culture and brand, and supports the "four Ps" (product, price, promotion and placement) of the organization across a diverse media mix. The message might be threaded through digital marketing, websites, social media as well as traditional media such as broadcast, direct mail, billboards and print advertising. In this course, students will be introduced to the components of an integrated marketing campaign and related marketing tactics. Students also will explore how an integrated marketing campaign can provide greater reach and frequency for the intended consumer.

## **Military**

### **MLTRY 1001**

#### **Introduction to Military**

Military servicemembers and veterans are an important population in our communities. People who work the military population must be aware of unique military characteristics and behaviors. This course provides insights and information for encounters with servicemembers and veterans. Students will learn about the structure, organization, culture and common characteristics when working with those affiliated with the military.

### **MLTRY 1002**

#### **Working with Servicemembers and Veterans**

People exiting the military are accustomed to working in diverse environments and collaborating with team members. Veterans are adaptable, flexible and possess excellent leadership skills. Hiring managers and supervisors who are aware of veterans' behaviors, experience and expertise have important information to make employment decisions. The course provides examples of the benefits and differences of hiring and working with veterans. Students will be able to recognize the advantages of hiring and working with military-affiliated employees.

## **Project Management**

### **BSCEU 1030**

#### **Project Management Skills for Non-Project Managers**

Even if not formally employed as a project manager, one may occasionally be called upon to lead a small- to medium-sized project for their organization. In this course, students will strategically plan a project so that they can achieve the desired results on time and on budget. Students will identify project requirements and the resources they have to work with, monitor the project's progress, and mitigate the related obstacles so they can lead a team to deliver the project to successful completion. This course will provide students the basics of the project management process and the tools needed to manage small- to medium-size projects.

### **PMPDU 2000**

#### **Project Management Fundamentals**

Foundational knowledge of the phases and elements of professional project management are important to the success of a project. Using the knowledge areas and process groups related to project management methodologies, the principles in the course align to the standards in the Project Management Body of Knowledge (PMBOK®), 5th Edition. Students will gain an essential familiarity of the methodologies, principles and practices of project management.

### **PMPDU 2005**

#### **Project Initiating Processes**

Based on the Project Management Body of Knowledge (PMBOK®), 5th Edition, this course offers an in-depth look at the initiation of a project. Using the key elements of a project charter, students create an effective charter document. Students enrolling should have a basic understanding of project management.

### **PMPDU 2010**

#### **Project Planning Processes**

Using project management processes and principles, this course provides the necessary working knowledge to conduct planning activities to successfully implement

a project. The course materials cover the Project Management Body of Knowledge (PMBOK®), 5th Edition, knowledge areas emphasizing project management methodology selection, budgeting, scheduling, risk analysis and metric definition to create an execution approval-ready charter with a refined scope resulting in a comprehensive project management plan. Students enrolling should have a basic understanding of project management.

#### **PMPDU 2015**

### **Project Executing, Monitoring and Controlling Processes**

Using the Project Management Body of Knowledge (PMBOK®), 5th Edition, this course provides an in-depth look at the execution, monitoring principles and controlling process groups of a project. Students use project management processes to identify both the existence and cause of project data variance, determine and process the appropriate corrective actions, and submit the required documentation associated with those actions. Students will create project status reports for appropriate audiences using project variance analysis, estimates and relevant status updates. Students enrolling should have a basic understanding of project management.

#### **PMPDU 2020**

### **Project Closing Processes**

Using project management processes and principles, this course provides working knowledge to conduct project closure activities, based on the Project Management Body of Knowledge (PMBOK®), 5th Edition. Students create a project closure document that includes performance metrics, proper project artifact archiving, lessons learned, and project signoff and closeout activities. Students are expected to have a basic understanding of project management.

#### **PMPDU 2026**

### **Waterfall Project Management Methodology**

Project management methodology is a form of approaching a project. It is the specific way in which projects are taken through the various known stages of Initiating, Planning, Executing, Monitoring and Controlling,

and Closing. The methodology chosen will depend on the industry as well as the project type. This course provides information about the Waterfall methodology.

#### **PMPDU 2027**

### **Agile, Scrum and Kanban Project Management Methodologies**

Project management methodology is a form of approaching a project, and is the specific way in which projects are completed through the process groups of Initiating, Planning, Executing, Monitoring and Controlling, and Closing. The methodology chosen will depend on the industry as well as the project type. This course provides information about the Agile, Scrum and Kanban project management methodologies.

#### **PMPDU 2029**

### **Prince2® Project Management Methodology**

Project management methodology is a form of approaching a project. It is the specific way in which projects are taken through the various known stages of Initiating, Planning, Executing, Monitoring and Controlling, and Closing. The methodology chosen will depend on the industry as well as the project type. This course is a guide to the best methodology to complete a project. You will be introduced to the Prince2 project management methodology, and learn ways to use the methodology in different types of projects.

#### **PMPDU 2030**

### **Lean and Six Sigma Project Management Methodologies**

Project management methodology is a form of approaching a project. It is the specific way in which projects are taken through the various known stages of Initiating, Planning, Executing, Monitoring and Controlling, and Closing. The methodology chosen will depend on the industry as well as the project type. This course is a guide to the best methodology to complete a project. You will be introduced to Lean and Six Sigma concepts as they relate to these methodologies.

## **PMPDU 2040**

### **Project Scheduling Strategies**

Project managers are responsible for determining a project's schedule by sequencing activities, estimating time and resources needed to complete project work and controlling the schedule as the project progresses. This course provides students with information, tools and techniques to use to develop and control a project schedule, determine the initial critical path and find activity slack. Students will learn about processes to use when developing a project's schedule, estimating activities, estimating durations and resources, and controlling the project schedule to reduce risk; in addition, students will practice creating a Gantt chart.

## **PMPDU 2060**

### **Introduction to Project Risk Management**

Project managers and team members skilled in coping with project risks using proven processes achieve project success. Successful project managers know how to proactively recognize, plan, assess, and respond to known and unknown project risks in a cost-effective manner. The ultimate goal for a risk manager is to reduce and control the likelihood of threats and enhance opportunities. The course discusses the remedies and prevention techniques to reduce risk. Students will learn how to manage project risks, and gain the advantage that project risk management can bring to a successful project, with more predictable and effective outcomes.

## **PMPDU 2070**

### **Introduction to the Agile Approach**

Businesses are seeing the value in iterative planning and the more flexible approach to project management. Using Agile methodologies, businesses may adapt quickly to changes and new information that surface throughout a project. With the Agile methodologies, the prioritization of project or product features is based on business value and customer satisfaction. This course focuses on introducing common Agile methodologies, approaches and frameworks. Students will explain the differences between the common methodologies and the benefits that Agile brings over traditional project management approaches.

## **PMPDU 2075**

### **Agile Strategies**

With recent adoption growth of Agile project management methodologies, project managers and ScrumMasters must understand how to apply these principles to be successful. With a thorough understanding of how to action these techniques, project managers and ScrumMasters will be able to provide flexibility, add business value and focus on customer satisfaction. This course focuses on the ability to understand and drive various Agile methodologies and their frameworks for businesses and project teams. Students will prepare to lead Agile project teams for businesses using proven Agile project management techniques.

## **Technology**

### **BACEU 2000**

#### **Foundations in Data Analytics**

Quantitative and qualitative data can both be used to investigate data behavior and patterns to enhance business productivity and decision-making. In this course, students will learn how data is analyzed and applied to the decision-making function of an organization. Concepts on data collection, processing and integration will be presented as well as issues that may exist within the data. Students also will explore the role that statistics play in data analytics and learn about the multiple ways one can present data to tell a compelling story.

### **BACEU 2010**

#### **Database Fundamentals**

Organizations keep their business records within databases. To successfully extract information for use in business decisions, it is important to understand how data is structured and stored. In this course, students will learn the general principles involved in designing a database as it applies to a relational database model. Further, students will learn the terminology, data types and integrity elements of database design and how queries allow data to be extracted from the database. To complete this course, students are required to have access to Microsoft® Access® software.

## ITCEU 2020

### CompTIA® Cloud Essentials™

This course is the first step on a training path that can lead to a technical career dealing with cloud computing. CompTIA recommends that a candidate have at least six months of experience in an IT environment, with direct involvement in IT-related tasks, responsibilities and/or decision-making. It is also recommended that the candidate take the following course: Introduction to Network Design and Management. In this course, you will weigh the pros and cons of cloud computing to make effective decisions and meet IT challenges.

Professional development courses are not credit-bearing and are not eligible for federal financial aid. Students intending to use courses to satisfy continuing education or professional development requirements are responsible for determining whether courses taken at University of Phoenix will satisfy such requirements. In addition, none of this coursework is eligible to be converted into academic credit at University of Phoenix.

Courses not available in Kentucky, Massachusetts and Minnesota

To learn more about non-credit-bearing courses, go to [phoenix.edu/content/dam/altcloud/doc/SCEPolicy&ProceduresManual.pdf](http://phoenix.edu/content/dam/altcloud/doc/SCEPolicy&ProceduresManual.pdf).

Excel, Access and Microsoft are registered trademarks of Microsoft Corporation.

Google is a trademark of Google, Inc.

SHRM is a registered trademark of the Society for Human Resource Management.

PMBOK is a registered trademark of the Project Management Institute, Inc.

PRINCE2 is a registered trademark of AXELOS Limited.

CompTIA is a registered trademark and Cloud Essentials is a trademark of Computing Technology Industry Association, Inc.

While widely available, not all courses are available in all locations or in both online and on-campus formats. Please check with a University Enrollment Representative.

The University's Central Administration is located at 1625 W. Fountainhead Pkwy, Tempe, AZ 85282. Online Campus: 3157 E. Elwood St., Phoenix, AZ 85034. **Florida:** Licensed by the Florida Commission for Independent Education, License No. 2308. **Georgia:** Authorized under the Nonpublic Postsecondary Educational Institutions Act of 1990. **Illinois:** University of Phoenix is authorized to operate as a post-secondary educational institution by the Illinois Board of Higher Education, 1 N. Old State Capitol Plaza, Ste. 333, Springfield, IL 62701-1377, [www.ibhe.org](http://www.ibhe.org). **Indiana:** Fully authorized by the Indiana Commission for Postsecondary Proprietary Education. AC-0188. Indianapolis Campus: 7999 Knue Rd., Stes. 100 & 500, Indianapolis, IN 46250; Northwest Indiana Campus: 8401 Ohio St., Merrillville, IN 46410. **Ohio:** Registration Number 1154320. Cleveland Main Campus: 3401 Enterprise Pkwy., Ste. 250, Beachwood, OH 44122. **Oklahoma: University of Phoenix is accredited by the Higher Learning Commission (<http://hlcommission.org>). For more information about University of Phoenix accreditations and licensures, please visit [http://www.phoenix.edu/about\\_us/accreditation.html](http://www.phoenix.edu/about_us/accreditation.html). College credit granted by University of Phoenix. Transferability of credit is at the discretion of the receiving institution. It is the student's responsibility to confirm whether or not credits earned at University of Phoenix will be accepted by another institution of the student's choice.** **Puerto Rico:** University of Phoenix operates under a renewal license granted by the Puerto Rico Council on Education. **South Carolina:** Licensed by the South Carolina Commission on Higher Education. South Carolina Campus: 1001 Pinnacle Point Dr., Columbia, SC 29223. **Tennessee:** Knoxville Campus: 10133 Sherrill Blvd., Ste. 120, Knoxville, TN 37932; Memphis Campus: 65 Germantown Ct., Ste. 100, Cordova, TN 38018; Nashville Campus: 616 Marriott Dr., Ste. 150, Nashville, TN 37214. Chattanooga Learning Center: 1208 Pointe Centre Dr., Chattanooga, TN 37421; Clarksville Learning Center: 141 Chesapeake Dr., Clarksville, TN 37040; Murfreesboro Learning Center: 2615 Medical Center Pkwy., Murfreesboro, TN 37129. **Virginia:** University of Phoenix is certified to operate by the State Council of Higher Education for Virginia (SCHEV). Richmond — Virginia Beach Campus, 9750 W. Broad St., Glen Allen, VA 23060.