COMPETENCY-BASED CERTIFICATES

Powered by Leading Edge Learning^{SM}

CERTIFICATE IN THE FUNDAMENTALS OF BUSINESS MANAGEMENT

Example Certificate

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Written & Delivered By:

Customizing Your Certificate

Peregrine provides you with a portfolio of online, self-paced courses that you can use to easily create comprehensive certificate programs to meet the needs of your industry partners and workforce. Simply identify the certificate programs that align best with your needs and the Peregrine team will help you build your custom certificate from our selection of online cross-disciplinary modules.

There is no cost for adding our customizable certificate programs to your catalog of industry and workforce education offerings. We will work with you to determine the cost and create a revenue share agreement to help you generate additional revenue for your institution.

Certificate Program Delivery

You have the option of delivering the modules you select in an asynchronous, synchronous, or blended format. The modules are set up for asynchronous; however, you may want to include additional time for in-person time focused on discussion and practical workplace application.

For-credit Certificate Programs

The certificate programs you configure with the Leading Edge Learning^{SM} modules could be offered either for not-for-credit or for-credit. In addition, the Leading Edge Learning^{SM} modules are identified by learner hours, which could be translated into course time-on-task. For example, when using the guidelines of the Carnegie unit for determining semester credit, a total of 45 hours is required for one semester credit. There may be institution and programmatic accreditation requirements that you will need to consider.

Prior Learning Assessment

You can also use Prior Learning Assessment (PLA) to award credit towards specific courses, just as you would for other prior learnings and other transfer credits. Not every participant will want to apply the certificates towards credit hours and degree programs, but the option exists.

EXAMPLE: CERTIFICATE IN THE FUNDAMENTALS OF BUSINESS MANAGEMENT

The following Leading Edge Learning^{SM} modules are available in any combination for a *Certificate in The Fundamentals of Business Management*.

Accounting Fundamentals 3-5 learner hours
This module helps learners understand the foundations and fundamentals of business accounting, including basic financial statement analysis, analytical measures, corporate annual reports, capital investment analysis, internal controls, budgeting, and performance measures. This module is particularly well-suited for someone needing a comprehensive overview of the business accounting function.

Learning Outcomes
- Describe basic financial statement analytical procedures.
- Analyze financial statements to assess the solvency and profitability of a business.
- Summarize the uses and limitations of analytical measures.
- Describe the purpose and contents of corporate annual reports.
- Evaluate capital investment proposals using the following methods: average rate of return, cash payback, net present value, and internal rate of return.
- Describe factors that complicate capital investment analysis.
- Explain the capital rationing process.
- Summarize transactions for a corporation's first and second period of operations.
- Describe the Sarbanes-Oxley Act of 2002 and its impact on internal controls and financial reporting.
- Explain the objectives and elements of internal control.
- Explain the use of a bank reconciliation in controlling cash.
- Describe the nature and objectives of budgeting.
- Interpret the basic variances for direct materials and direct labor.
- Describe examples of nonfinancial performance measures.

Business Ethics 3-5 learner hours
In all realms of the business world, ethics and ethical conduct must be the foundation for employee decisions. In this module, you will learn about organizational and ethical culture, ethical decision making, ethical leadership, global perspectives and issues of business ethics,

and the development of business ethics culture. This module is appropriate for learners who have or will have workplace responsibilities that hinge on ethics and ethical conduct.

Learning Outcomes
- Examine the historical foundations and evolution of business ethics.
- Restate evidence that ethical value systems support business performance.
- Describe a comprehensive framework for ethical decision making in business.
- Identify leadership styles and habits that promote an ethical culture.
- Discuss the role of culture as a factor in business ethics.
- Examine the role of corporate governance in structuring ethics and social responsibility in business.
- Restate the steps involved in implementing a stakeholder perspective in social responsibility and business ethics.
- Recognize the keys to successful ethics training, including program types and goals.
- Examine the ways that ethical standards are monitored, audited, and enforced.

Business Finance Fundamentals 3-5 learner hours
Financial managers must be able to convert relevant accounting and tax information into meaningful and actionable information for organizational decision-making. This module includes instruction on a financial statement and cash flows, planning for growth and control, debt management, financial instruments, capital budgeting, and returns.

Learning Outcomes
- Describe how financial professionals use accounting information to analyze cash flows
- and financial performance.
- Identify and examine four major financial statements.
- Explain how popular financial ratios are used to analyze financial performance.
- Explain how detailed operating plans can project inflows and outflows of cash.
- Discuss how strategic plans can help firms project earnings over one or two years.
- Explain the types of debt.
- Recognize the features and characteristics of equity.
- Explain the cost of money and how it is determined.
- Describe how government actions and business activity affect interest rates.
- Discuss how the level of interest rates affect the values of stocks and bonds.
- Identify how a firm chooses between two or more acceptable investments when only one can be purchased.
- Recognize how risk is incorporated in capital budgeting analysis.

Business Integration and Strategic Management 3-5 learner hours

Managers must be able to conduct decision-making within an often complex, ambiguous, and evolving business landscape. In this module, learners learn about strategic leadership, strategic decision-making, building competitive advantage, multifunctional management, and strategy.

Learning Outcomes

- Explain the basic concepts of strategy —competitive advantage, mission, vision, objectives, and core competencies.
- Identify and appreciate the significance of the five-step strategic management process.
- Analyze an organization using SWOT and analyze an industry using the five forces model.
- Identify the various growth strategies available to firms.
- Explain the need for change and the role of strategic leadership in organizational change.
- Explain the distinction between internal and external customers.
- Define segmentation, targeting, and positioning concepts.
- Understand the relationship between customer service and customer loyalty.
- Identify the components of service quality and apply the elements of value to a given product or service.
- Define balanced scorecard, strategy maps, and activity-based costing.
- Explain the role of supply chains in organizational success.
- Explain performance management from a system framework.
- Explain the PDCA model for continuous improvement.
- Apply today's tools of six sigma, lean, and poka-yoke to continuous improvement initiatives.
- Define the components of the value chain and explain the importance of value chain integration.
- Define integrated business planning and the role of ERP in business integration.

Human Resources Management 3-5 learner hours

In many small to medium-sized companies and nonprofit organizations, the human resource function is an additional job responsibility, often for the business owner or other senior leader. Linking strategy with human capital is key to organizational success. In this module, learners learn the essentials of Human Resource Management (HRM), job analysis and recruiting strategies, employee training and development, career management, compensation plans, compliance in the workplace and fair treatment.

Learning Outcomes

- Describe the critical elements of Human Resource Management (HRM) and the importance to organizational success.
- Define HRM competencies, functions, and framework, including recruitment, employee training and development, performance management, compensation management, and employee relations.
- Describe methods of job evaluation and designing pay plans that are fair and equitable.
- Explain the essential elements of open and honest communications, fair treatment, ethical workplaces, and discipline.
- Apply the appropriate laws relating to all functions of Human Resource Management and the main obligations employers and employees have for complying with them.

Information Systems Management 3-5 learner hours

In the modern business environment, many employees have specific roles and responsibilities related to information management systems, technology, and data systems. This module provides a comprehensive overview of the IT function with specific instruction on information systems, business hardware and software, networks and telecommunications, and information-based decision-support systems. emphasis on business integration.

Learning Outcomes

- Describe the uses of current information management technologies, such as databases, communication protocols, and cloud computing.
- Identify the value added to data by being processed into information to support problem-solving, decision-making, and knowledge management.
- Examine the importance of risk and opportunity assessment, change management, and understanding practical frameworks for resolving business challenges.
- Recognize how decision support systems and expert systems are used in various domains and the value added by incorporating machine learning and artificial intelligence into business processes.

- Describe current deliberations concerning privacy, corporate, legal, and ethical responsibility in modern society.
- Explain the difference between applications and operating system software.
- Describe various networking protocols and wireless technologies, as well as internet services.
- Understand the role of governance, risk and compliance, and appropriate project management in the building and managing of Information Management Systems.

Leadership Communication 3-5 learner hours

Rising to the challenge of leadership has so much to do with your ability to communicate clearly and effectively. Whether introducing new directives, setting standards, or pursuing goals, the ability to connect, engage, and convey a message can make all the difference in your success. The principles of leadership communications are useful not only for improving workplace output and connection, but also for bringing increased happiness and satisfaction throughout your life.

Learning Outcomes
- Describe the importance of communication for effective leadership.
- Apply a proper communication medium for different situations.
- Give and receive feedback in a professional setting.
- Demonstrate techniques for communicating non-defensively.
- Differentiate between different modes of communication.
- Prepare and deliver effective presentations.
- Identify the potential barriers to effective communication and employ active listening to overcome these barriers.

Leading Teams 3-5 learner hours

Understanding the dynamics of effective team leadership means better output, happier and more inspired people, and a smoother workflow. This module outlines what learners need to understand to plan, build, and lead the most effective and productive teams possible. When a team is functioning at its best, something magical happens. Everyone is focused, everyone is excited, and the synergy between people grows exponentially. This can be called a team of trust, and the last section in this module looks specifically at that concept. When learners become a leader who can lead a team to this level, learners become the kind of leader who is most in demand: someone who leads others to realize their full potential.

Learning Outcomes
- Describe the characteristics of effective teams.
- Describe the different types of teams.
- Identify the four stages in Tuckman's model of team development.
- Discuss the five dysfunctions of teams and how to address each as the team leader.
- Identify behaviors and actions used to improve team performance.

- Describe the team problem-solving method and how to develop a team of trust.

Legal Environment of Business 3-5 learner hours

The legal environment of business is much more than simple compliance with the law; it is also about understanding the legal frameworks in which a business operates so that compliance can be achieved and maintained. In this module, learners come to understand the critical concepts behind how businesses are formed and structured from a legal perspective, trade laws and regulations, contracts, and compliance issues related to sales and product liability.

Learning Outcomes

- Explain the sources of the laws that govern business and why those laws exist.
- Compare and contrast court systems at the federal, state, and local levels.
- Demonstrate the importance of not only following the laws that govern business, but the importance of ethics in conducting business.
- Identify the elements of a contract and recognize their importance.
- Compare and contrast the different types of business organizational structures.
- Explain the importance of laws and regulation in the global business environment.

Operations/Production Management 3-5 learner hours

Synchronizing organizational efforts to produce and maintain the quality of the goods and services is the essential function of the production or operations manager. In this module, you will learn about operations strategy, supply chain management, quality controls and systems, improving quality, and project management.

Learning Outcomes

- Discuss the importance of operations/supply chain management.
- Identify and explain supply chain strategy in single organizations and across multiple organizations.
- Define the meaning of quality and the components of quality in goods and services.
- Describe commonly used quality management approaches and steps in implementing them.
- Describe the three sources for quality improvement: customer feedback, benchmarking, and employee feedback.
- Describe and interpret qualitative and quantitative quality improvement tools.
- Explain the role of the project manager.
- Describe various project management tools and techniques.
- Review how to execute projects successfully and how to avoid risks and failure.

Technology in the Workplace 12-15 learner hours

Today's employees are expected to be able to leverage existing digital technologies ethically and efficiently to solve problems, complete tasks, and accomplish goals. Employees must adapt to new and emerging technologies to meet organizational needs. Taking advantage of technologies designed to enable collaborative workplaces to thrive is a key task in assuring a fluid work environment. This module develops the learner's knowledge and skills related to the effective, efficient, and ethical use of technology in the workplace.

Learning Outcomes

- Discuss the depth and breadth of technology in today's workplaces.
- Apply technology in the workplace in an ethical and acceptable manner.
- Identify appropriate uses of enterprise-wide tools, including communication, productivity, accounts payable, knowledge management, and security technologies.
- Compare and contrast the nature of different operating systems and their application in the workplace.
- Identify ways to leverage technology in the workplace.
- Apply business automation concepts and principles in a business environment.