Course Title	Duration (Hrs:Min)	Course Number	Course Description
Accounting Transactions and Books of Account	1:00	fin_03_a04_bs_enus	This course covers the key accounting skills of recording accounting transactions in a journal and then posting them into a ledger. You'll be guided through examples of appropriate general and special journals entries and you'll learn how to use general ledgers and subsidiary ledgers for a variety of transactions. Finally, you'll learn to analyze a transaction, record it in the appropriate journal, and then post it to the ledgers.
Addressing and Redistributing E-mail	1:00	comm_17_a02_bs_enus	This course covers the techniques for addressing and redistributing e-mails appropriately. Specifically, you will be introduced to the best practices for deciding who to send e-mails to, and how to flag e-mails appropriately. The course also covers proper etiquette for forwarding e-mails and using reply and reply all. Finally, the sensitivities of copying an e-mail over someone's head are addressed.
Administrative Professionals: Common Administrative Support Tasks	1:00	ad_01_a02_bs_enus	This course describes common administrative support tasks. Specifically, it covers the stages of the records management life cycle and details the different types of classification systems used for sorting records. The course also discusses the key tasks involved in arranging business travel, including considerations for international travel. Finally, the course describes the steps for planning and scheduling meetings, as well as the key techniques for recording meetings.
Administrative Professionals: Interacting with Others	1:00	ad_01_a04_bs_enus	This course addresses the skills administrative support professionals require to be able to interact effectively with others. Specifically, you will be introduced to the benefits of being a supportive colleague, including some best practices for doing so. You will also be introduced to techniques to use to ask for help from colleagues in a respectful and proactive way in order to accomplish your goals. Finally, the course covers some techniques to help you deal with criticism, including how to react to and act on it constructively.
Administrative Professionals: Maximizing Your Relationship with Your Boss	1:00	ad_01_a03_bs_enus	This course explores ways to build a partnership with your boss. Specifically, it covers ways of establishing and maintaining the elements of a true partnership, and shows how you can benefit personally from it. The course also covers approaches for dealing effectively with different management styles and techniques for successfully handling confrontations that may occur over the course of your partnership with your boss.
Administrative Professionals: Putting Your Best Foot Forward	1:00	ad_01_a05_bs_enus	This course introduces some best practices for making a good impression as an administrative professional. Specifically, you'll learn how to project a positive professional image by building credibility and maintaining authenticity. You'll also explore the importance of communicating honestly, respecting others, and having a positive outlook in order to create a positive work environment. Finally, you'll learn how to practice positive office politics to enable you to put your best foot forward as you make your mark in the organization.
American Work Culture and Values	1:00	pd_19_a01_bs_enus	This course describes the main values in American culture that influence behavior in the workplace. It explains the typical stages you go through when adjusting to a new culture – in this case, American work culture. And it provides guidelines that can help you respond constructively to the challenges you may face when working abroad in the United States.
Analyzing Financial Statements for Non-financial Professionals	1:00	fin_02_a06_bs_enus	This course presents and discusses many methods for analyzing financial statements from a non-financial professional's perspective. It determines and interprets the key profitability, efficiency, liquidity, and solvency ratios using scenarios. It also explains horizontal and vertical analysis of the financial statements using real life examples.
Anger Management Essentials: Managing and Controlling Anger	1:00	comm_30_a02_bs_enus	In this course, you'll learn how to handle your anger in a healthier, more balanced way. You'll also find out how to engage with angry people appropriately and effectively.
Anger Management Essentials: Understanding Anger	1:00	comm_30_a01_bs_enus	This course explores the different ways that people express anger and the common causes of anger in the workplace. It also describes how you can use anger positively in the workplace, and the resulting benefits when you do.
Applying Lean in Service and Manufacturing Organizations	1:00	oper_20_a06_bs_enus	This course will provide tips and strategies for creating a culture that embraces Lean and principles for implementing kaizen as part of that culture.
Auditing for Cash and Inventories	1:00	fin_06_a04_bs_enus	This course describes what auditors have to consider when auditing cash and inventories. It presents the methodology for auditing cash, which consists of listing the audit objectives for cash transactions and performing a series of tests on internal controls and on recording transactions to ensure these objectives are met. The course also describes how the risks related to inventories are identified. And it outlines the different types of tests that can be performed to determine whether the reporting of physical flow of inventories and their related costs is correct.
Auditing for Internal Control and Risk Assessment	1:00	fin_06_a02_bs_enus	The course also outlines how to select which internal control procedures to review in an audit and what actions to take based on the outcomes of this review, as well as how to assess internal control in an organization that uses the enterprise risk management (ERM) framework.

Course	Duration	Code	Description
Auditing the Revenue Cycle	1:00	fin_06_a03_bs_enus	This course examines the audit function related to the revenue cycle, specifically the auditing of sales data flow through the systems and processes that capture and record it. First, it looks at the objectives of the revenue transaction cycle audit. Then it describes the revenue cycle and how to perform control tests and substantive tests to assess how well the stated objectives are being met. The course ends with presenting the auditor's findings and recommendations to the audit committee and management.
Basic Accounting Principles and Framework	1:00	fin_03_a01_bs_enus	This course aims at familiarizing all learners with basic accounting principles and concepts that set the ground for more advanced learning in this area. You'll be introduced to key accounting terms and concepts such as key characteristics of accounting, the accounting equation, double entry bookkeeping, and basic accounting principles. This course also helps you recognize key characteristics of the International Financial Reporting Standards (IFRS) vis-à-vis the Generally Accepted Accounting Principles (GAAP).
Basic Business Math: Averages and Equations	1:00	fnd_01_a03_bs_enus	This course builds on the basic math that you learned in your school years, showing you how to apply those skills to some common business situations. It helps you to confidently calculate weighted and moving averages, as well as using equations in business through a series of real-life problems and examples.
Basic Business Math: Charts and Graphs	1:00	fnd_01_a04_bs_enus	This course builds on the basic math skills that you learned during your school years, showing you how to apply those skills to some common business situations. It helps you to understand how numerical data is represented in charts and graphs. And it shows you how to choose the right type of graph for a particular business situation, and apply good practice when using graphs and charts.
Basic Business Math: Percentages and Ratios	1:00	fnd_01_a02_bs_enus	This course builds on the basic math skills that you learned in your school years, showing you how to apply those skills to some common business situations. And it helps you to confidently use percentages and ratios in business through a series of real-life problems and examples.
Basic Business Math: Using Whole Numbers and Decimals	1:00	fnd_01_a01_bs_enus	This course builds on the basic math skills that you learned in your school years, showing you how to apply those skills to some common business situations. And it helps you to confidently use whole numbers and decimals in business through a series of real-life problems and examples.
Brand Management for Social Media and Wireless Technologies	1:00	mkt_03_a04_bs_enus	This course provides instruction on the benefits and potential risks associated with the use of social media and wireless technologies to promote a brand. It also explores how brand managers should approach branding across these platforms in order to improve brand visibility and ultimately brand success.
Building Lasting Customer-brand Relationships	1:00	mkt_03_a01_bs_enus	This course explores how customers connect with brands and provides an overview of actions you can take to develop a customer-brand relationship. It also outlines a methodology to analyze customer-brand connections and to make a connection at an emotional level by using brand stories.
Business Analysis and Requirements Life Cycle Management	1:19	ib_cbap_a04_it_enus	The requirements life cycle guides business analysts in managing requirements throughout their life span. The relationships between requirements and designs must be understood, traced, and approved to ensure solutions meet stakeholder needs. In this course, you'll learn about the tasks in the Requirements Life Cycle Management knowledge area. The course covers the components of each task, namely the inputs, elements, guidelines and tools, techniques, outputs, and stakeholders, as described in A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) version 3 by the International Institute of Business Analysis (IIBA®) Target Audience: Employees at any level wishing to develop and refine their business analysis skills
Business Analysis and Solution Evaluation	1:12	ib_cbap_a08_it_enus	After a solution has been partially or wholly implemented, a business analyst measures its effectiveness and ability to deliver the expected value to stakeholders. This involves measuring performance and identifying limitations or constraints that are keeping the solution from reaching its full value potential. The business analyst then recommends actions for overcoming any limitations. In this course, you'll learn about the Solution Evaluation knowledge area, including the tasks involved and their components as prescribed in A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) version 3 by the International Institute of Business Analysis (IIBA®). Target Audience: Employees at any level wishing to develop and refine their business analysis skills

Course	Duration	Code	Description
Business Analysis and Strategy Analysis	1:08	ib_cbap_a05_it_enus	Before the solution to a business problem can be implemented, a business analyst must perform a strategy analysis. This involves assessing the organization's current state, as well as its desired future state, to determine what the change strategy will look like. In addition, the business analyst must assess the risks of making proposed changes and decide whether the benefits outweigh the costs. In this course, you'll learn about tasks under the Strategy Analysis knowledge area as prescribed in A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide), Version 3.0 by the International Institute of Business Analysis (IIBA®). Target Audience: Employees at any level wishing to develop and refine their business analysis skills
Business Analysis Competencies: Personal Skills	1:08	ib_cbbp_a01_it_enus	Business analysts require a unique combination of competencies to successfully perform their work. In this course, you'll learn about underlying competencies, including analytical thinking and problem solving, interaction skills, and communication skills as prescribed in A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) v3 by the International Institute of Business Analysis (IIBA®). Target Audience: Employees at any level wishing to develop and refine their business analysis skills
Business Analysis Competencies: Professional Effectiveness	1:00	ib_cbbp_a02_it_enus	Business analysts require strong business knowledge and professional skills to be effective in their roles. In this course, you'll learn about competencies fundamental to business analysis, including behavioral characteristics, business knowledge, and understanding of tools and technology as prescribed in A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) v3 by the International Institute of Business Analysis (IIBA®). Target Audience: Employees at any level wishing to develop and refine their business analysis skills
Business Execution: Crafting a Business Strategy that Executes	1:00	mgmt_28_a02_bs_enus	This course covers the criteria for creating an executable strategy. It helps you to develop a strategy by demonstrating how to evaluate strategic initiatives and then prioritize, assign accountability, and translate those initiatives into short-term actionable targets. The course also shows you how to direct your organization's strategy by appropriately allocating resources to make those actions a reality. And it focuses on how to create a strategy that's planned, integrated, measurable, and supportable.
Business Execution: Linking Strategy to People and Operations	1:00	mgmt_28_a03_bs_enus	This course offers techniques for effectively communicating a common understanding of the mission, values, and vision that drives your strategy. You'll learn how to cascade balanced scorecard objectives to help employees understand how department strategy and their personal work connect to organizational goals. The course also explains the importance of incentives to achieve objectives and of evaluating organizational competencies to develop employees who can execute your organizational strategy.
Business Execution: Monitoring and Evaluating Initiatives	1:00	mgmt_28_a04_bs_enus	This course considers the importance of continually monitoring and evaluating strategy to ensure good execution. It looks at methods of monitoring the execution of strategy, such as actions plans, dashboards, strategic review meetings, and measuring employee engagement. And it demonstrates a four-step process for evaluating executed strategy and examines the methods of effectively revising strategy.
Business Execution: Understanding the Fundamentals	1:00	mgmt_28_a01_bs_enus	The course looks at the leadership behaviors that foster actionable strategy, as well as the value of selecting the right people for the right roles. It also considers how to create and manage a 'get it done' culture.
Business Grammar: Common Usage Errors	1:00	comm_20_a06_bs_enus	This course describes how to use commonly confused words correctly, including word pairs that sound alike and those that have related meanings. It also covers verbs that are often misused – for example, affect and effect or apprise and appraise. In addition, the course reviews some idiomatic combinations of verbs and prepositions that can be confusing.
Business Law and Ethics	1:00	stgy_07_a02_bs_enus	This course will clarify the relationship between ethics and law and explore how recognizing the ethics underlying the law can help you better manage legal issues you face in your duties. As a manager, understanding your responsibility to act ethically and legally is crucial in order to better protect your organization, your staff, and yourself.
Business Law and the Manager's Responsibilities	1:00	stgy_07_a03_bs_enus	This course will explore the impact and legal implications of your decisions at work. It will also outline your responsibility for the actions of your subordinates and familiarize you with basic legal issues, such as liability and whistleblowing. Finally, it will provide you with strategies you can use in your day-to-day responsibilities to help ensure that you're managing legally and safely.
Business Law Basic Concepts	1:00	stgy_07_a01_bs_enus	Through this course, you'll be made aware of some of the most common business law issues that can impact you in your daily activities.
Business Planning Essentials: Performing Key Analyses	1:00	stgy_10_a02_bs_enus	This course describes how to carry out an internal analysis, including the assessment of your organization's market strategy, resources, organizational structure, and financial position. It shows how understanding internal factors can guide you in writing a business plan that reflects the strengths and resources of the organization.

Course	Duration	Code	Description
Business Planning Essentials: Preparing a Business Plan	1:00	stgy_10_a01_bs_enus	This course describes what a business plan is, why you use it, and its main ingredients – opportunity, solution, execution, and outcomes. It also explains how to prepare to create your plan by defining your purpose clearly, doing proper research, and establishing goals.
Business Planning Essentials: Preparing for Implementation	1:00	stgy_10_a03_bs_enus	This course describes activities that help coordinate the implementation of business plans, including developing action plans, determining how the implementation should be measured and monitored, as well as how to assess outcomes. It details how to use an action planning process to facilitate business plan implementation. This process entails steps such as clarifying the outcomes you want, listing the actions necessary to achieve those outcomes, assigning responsibilities, and determining resources needed. Finally, the course explains how to develop a reporting and monitoring structure in order to help ensure a more streamlined implementation process.
Campus to Corporate: Developing a Professional Image	1:00	pd_22_a02_bs_enus	This course explains how you can show professionalism by your appearance and by following rules of conduct – for example, rules about using cell phones at work or about what you publish on social networking sites, even on your own time. It also offers guidance on the basics of how to communicate in a professional manner. Finally, it helps you recognize and avoid e-mail blunders that could diminish your professional image.
Campus to Corporate: Meeting New Expectations	1:00	pd_22_a01_bs_enus	Campus life is now behind you, and you are taking the first steps along your career path. The better you can adjust to the new expectations, the smoother and easier these steps will be. his course gives you an understanding of corporate culture so you'll have a better grasp of the new expectations. It also outlines how to manage your time and responsibilities in this new environment and how to demonstrate initiative. Finally, it explains the importance of building good professional relationships with your colleagues and shows you what you can do to foster these relationships.
Challenges of Facilitating	1:00	mgmt_31_a03_bs_enus	This course identifies ways to help prevent dysfunctional behavior by getting to know employees and establishing some ground rules. It also describes how to respond to objections and lack of commitment that may hinder work progress. It outlines a process for dealing with objections that includes clarifying what the objection is, summarizing it, and responding appropriately. Finally, the course covers techniques for facilitating productive conflict discussion that will encourage employees to agree on a solution.
Communicating during Difficult Times	1:00	mgmt_25_a01_bs_enus	This course explains the responsibilities of various leadership roles when communicating during challenging times. It then covers how to create a communication plan using a five-step process. Finally, it gives guidance and an opportunity to practice communicating with employees about hard strategic decisions arising from challenging business situations.
Communicating Successfully in the American Workplace	1:00	pd_19_a03_bs_enus	This course describes the typical characteristics of the American communication style. It also explains some nonverbal communication behavior you may encounter in an American work context, and it presents general guidelines for communicating effectively both verbally and nonverbally in a US work environment.
Compensation and Benefits: Organizational Responsibilities	1:00	hr_13_a03_bs_enus	This course outlines the importance of effective and ongoing employee communications regarding organizational compensation and benefits programs, as well as employee self-service technologies.
Control Project Communications (PMBOKÂ® Guide Fifth Edition)	1:00	proj_26_a02_bs_enus	This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations.
Controlling Changes and Closing a Project (PMBOKÂ® Guide Fifth Edition)	1:00	proj_20_a03_bs_enus	This course will equip project managers with the tools and techniques to manage project change in an integrated fashion and to close out phases and projects so that all aspects are brought to a controlled close.
Creating and Sustaining a Customer-focused Organization	1:00	cust_10_a02_bs_enus	To create a customer-focused organization, you need an in-depth understanding of what types of customer-focused tools and solutions are available. And you must know the level of customer focus that you're seeking to achieve. As a manager, you also need to know how to select the most appropriate implementation strategy that aligns with your organization's capabilities and its objectives. This will help you to create stronger, more valuable, and lasting relationships and experiences for your customers.
Cross-functional Strategic Management	1:00	mgmt_23_a02_bs_enus	This course defines organizational cross-functionality and its benefits. It helps you develop techniques to support a cross-functional strategy throughout your organization. And it shows you how different types of knowledge management systems can play a role in implementing that strategy.
Cross-functional Team Fundamentals	1:00	lead_10_a01_bs_enus	This course provides a fundamental understanding of what cross-functional teams are. It also details the advantages of using such teams and explains the kinds of situations where they're most or least appropriate.

Course	Duration	Code	Description
Customer Advocacy: Communicating to Build Trusting Customer Relationships	1:00	cust_11_a01_bs_enus	This course describes how to find out what customers value by using effective questioning techniques and then draw on this feedback to drive improvements in the customer experience. And the course outlines the importance of trust in the customer relationship and how a customer advocacy approach helps build trust. It also describes how to address customer complaints and problems in a way that builds trust. This entails viewing complaints as key opportunities for both resolving issues and providing customers with the tools and services they need in order to be successful.
Customer Advocacy: Enhancing the Customer Experience	1:00	cust_11_a02_bs_enus	This course outlines the importance of understanding the customer experience holistically and how every point of contact plays an important role in supporting a customer advocacy service model. It also describes how to enhance the customer experience in a way that drives retention and builds loyalty.
Customer Advocacy: Supporting Customer Advocacy	1:00	cust_11_a03_bs_enus	This course describes how to support customer advocacy efforts effectively in your organization. It explains how to communicate the goals and values that drive the customer advocacy approach, and how to create an environment that supports cooperation and coordination – two important elements in achieving success with customer advocacy.
Customer Service Confrontation and Conflict	1:00	cust_09_a05_bs_enus	This course explores typical trouble spots in dealing with angry customers, including reasons for customer dissatisfaction and things customer service people should refrain from saying or doing to avoid adding to the customer's frustration. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.
Customer-focused Interaction	1:00	cust_10_a03_bs_enus	This course provides insight into the role of social media and mobile technologies in supporting customer-focused service cultures. And it looks at how these technologies can generate a direct and positive impact on an organization's customer service levels and, ultimately, competitive position.
Delivering a Difficult Message with Diplomacy and Tact	1:00	comm_34_a03_bs_enus	This course explores the skills needed to help you effectively plan and deliver your difficult message. It helps you learn how to develop and frame your message by examining issues such as careful preparation, wording, and delivery. If you deliver your difficult message with diplomacy and tact, you can better manage any negative impact your message might have on you or your audience.
Developing a Brand Internally	1:00	mkt_03_a02_bs_enus	This course discusses the benefits associated with developing brands through internal engagement and provides instruction on how to approach and implement an internal brand development program. It also provides direction on how to measure and sustain internal branding efforts over time.
Developing a High-performance Organization	1:00	mgmt_23_a01_bs_enus	This course helps you assess your organization's potential for high performance in terms of its mission statement, strategy, performance measurement strategies, customer orientation, leadership, and culture.
Developing Learning Practices	1:00	lead_08_a03_bs_enus	This course delves into four key practices that augment and support organizational learning: planning for learning, building knowledge, diffusing knowledge, and applying knowledge in the organization. For each of these practices, the course outlines strategies and guidelines that help bolster the organization's learning culture and its competitiveness within its given market.
Developing Strong Customer Relationships	1:00	sale_01_a04_bs_enus	This course provides insight into how you can better understand your customers, build credibility, and position yourself for long-term success by building lasting and valuable business relationships.
Developing the Capacity to Think Strategically	1:00	stgy_08_a01_bs_enus	With the goal of helping you to develop your capacity to think strategically, this course describes what strategic thinking is – in particular, how it differs from operational thinking and strategic planning. It explores the personal traits of effective strategic thinkers, as well as some barriers to strategic thinking. And it describes ways you can help develop your capacity for thinking strategically by recognizing the importance of being creative, being prepared to deal with the complexity of different levels and views, and being aware of what's going on inside and outside your organization.
Developing the Strategic Thinking Skill of Seeing the Big Picture	1:00	stgy_08_a02_bs_enus	This course aims to help you develop this strategic thinking skill. It describes how the ideas of systems thinking can help you elevate your perspective, become skillful at making sense out of opposites and contradictions, and better understand cause and effect while managing your department. It also explains actions you can take to encourage big-picture thinking, such as aligning your department goals with those of the organization, considering how your actions and decisions affect a variety of stakeholders, and identifying and analyzing external factors. In addition, the course describes how understanding the organizational value chain can help you connect to the organization's strategy and strategic plans and, in turn, implement them more effectively.

Course	Duration	Code	Description
Documentation and Criteria Used for Business Analysis	1:09	ib_cbcp_a03_it_enus	Business analysts must develop a repository of common language to facilitate communication and strategically align activities and goals. In this course, you'll learn about a number of business analysis techniques included in the categories of documentation, business and user cases, and setting metrics and criteria as prescribed in A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) v3 by the International Institute of Business Analysis (IIBA®).
Effective Succession Planning: Determining a Talent Pool for Key Positions	1:00	lead_09_a02_bs_enus	In this course, you will learn about the process for determining the availability of talent. It covers the criteria for identifying key positions and the importance of planning for future key positions in your company. This involves ensuring you know what competencies are needed to perform the duties for key jobs by performing an analysis, competency identification, and a rating for each key position. The course also explores how performance appraisals alone are not enough to determine your talent pool.
Elements of a Cohesive Team	1:00	team_02_a03_bs_enus	This course introduces techniques for building a cohesive team and highlights how poor communication, a trust-deficient atmosphere, and a lack of cooperation among team members leads to failure of the team achieving its goals. This course covers what needs to happen in order to reach true unity and cohesiveness, which will in turn take the team to new heights.
Employee and Labor Relations: Behavioral and Disciplinary Issues and Resolution	1:00	hr_14_a02_bs_enus	This course examines some of the problematic behavior and performance situations and how an organization can work to improve them. The course then presents a process to initiate disciplinary action aimed at giving erring employees a chance to improve and to avoid undesirable employment litigations.
Engaging Top Performers	1:00	mgmt_33_a01_bs_enus	This course helps you recognize the characteristics of top performers and the benefits they bring to an organization. You'll learn how to improve your workplace so that it both attracts and meets the needs of top performers. Finally, the course discusses four communication styles, including the one typically used by top performers, so that you'll be able to recognize and adjust your own style to effectively communicate with top performers.
Essential Mentoring Techniques: Building and Maintaining Mentoring Relationships	1:00	mgmt_29_a03_bs_enus	In this course, you'll learn how to manage the mentor-mentee relationship and how to respond appropriately to issues that arise. The course examines how to give constructive feedback that enables mentees to solve their own problems. It also provides guidelines on how to deal with program issues such as too much formality and too little support. It explains how to address interpersonal issues in order to sustain a valuable mentoring relationship. Finally, it looks at the unique issues that might arise when mentors and mentees are involved in a virtual mentoring relationship.
Essential Mentoring Techniques: Designing and Initiating Mentoring Programs	1:00	mgmt_29_a02_bs_enus	This course explores how to set up a successful mentoring program by looking at the elements that are needed to design and implement an effective program. It covers how to prepare and plan your program so that participants are oriented and connected effectively. And it explores the criteria for matching mentees and mentors to create fruitful relationships. You will also learn the importance of personal development plans and how to set the learning process in motion so that mentees can achieve their objectives.
Essential Mentoring Techniques: Evaluating and Ending the Mentoring Program	1:00	mgmt_29_a04_bs_enus	This course considers how mentors can use self-assessment to identify and address skill gaps to maintain successful mentoring relationships. It also examines the qualitative and quantitative methods used to evaluate mentoring programs and how to assess the overall effectiveness of the program. Finally, the course provides guidelines on how to effectively end mentoring relationships when there are difficult circumstances or when the relationship has successfully completed its objectives.
Essential Mentoring Techniques: Mentoring Fundamentals	1:00	mgmt_29_a01_bs_enus	This course reviews the objectives of mentoring programs and the benefits offered to employees, mentors, and the organization as a whole. It explores the expectations and roles of mentors, coaches, and managers to understand the distinct advantages of mentor relationships. Finally, it looks at what makes a mentoring program successful, considering the various mentoring models and approaches and how each contributes to making a mentoring program a good experience for all involved.
Essential Skills for Professional Telephone Calls	1:00	comm_18_a01_bs_enus	This course introduces the essential skills for professional telephone usage. It covers best practices for making and receiving telephone calls, recording and leaving voice mail messages, and the etiquette guidelines for using cell phones.
Essentials of Interviewing and Hiring: Behavioral Interview Techniques	1:00	hr_06_a04_bs_enus	This course describes the characteristics of behavioral-based interviewing, how to develop behavioral-based questions, and then how to ask those questions effectively in an interview.
Essentials of Interviewing and Hiring: Conducting an Effective Interview	1:00	hr_06_a03_bs_enus	This course describes how to proceed with a face-to-face to interview. It covers how to open an interview well, what types of questions to ask, and how to close the interview.

Course	Duration	Code	Description
Essentials of Interviewing and Hiring: Preparing to Interview	1:00	hr_06_a02_bs_enus	This course covers key issues to consider when preparing to interview. It describes the importance of determining an interview structure, writing out some questions beforehand, and scheduling the interview effectively. It also identifies common interviewing errors. Finally, it describes how to avoid unfair practices when you interview candidates.
Essentials of Interviewing and Hiring: Screening Applicants for Interviewing	1:00	hr_06_a01_bs_enus	This course describes the key components of job descriptions and how to use them to screen resumes. You'll also learn how to identify red-flag issues in the resumes you are screening.
Essentials of Interviewing and Hiring: Selecting the Right Candidate	1:00	hr_06_a05_bs_enus	This course describes how to evaluate candidates using a structured and objective process. It also explains how to effectively check references and make an offer.
Establishing the Conditions for a Learning Culture	1:00	lead_08_a02_bs_enus	This course introduces various conditions that together facilitate a culture of learning. It examines the numerous obstacles that must be overcome before moving to a learning culture, including deeply engrained individual beliefs, systems of hierarchy, and lack of transparency. For each obstacle faced, the course introduces practical solutions to overcome it.
Evaluating and Sustaining Organizational Learning	1:00	lead_08_a04_bs_enus	This course examines ways in which learning can expand, grow, and continue to be part of an organization's future. It looks at ways in which learning can be measured, both on an individual level and on an organizational level. And it shows how learning can result in several possible positive outcomes, including greater employee engagement, quicker product roll out, and improved customer service. These and other changes brought about by learning must be measured to ensure that the worth of learning initiatives is quantifiable and visible to all key stakeholders.
Facilitating Collaborative Processes	1:00	mgmt_31_a02_bs_enus	This course describes how to support collaborative processes by drawing on the principles of facilitation. These principles include empowering employees to engage with work and take responsibility, encouraging them to be creative, sharing relevant information openly and honestly, and helping employees see connections between their work and the work of others.
First Steps for Turning Around a Performance Problem	1:00	mgmt_34_a02_bs_enus	This course identifies the benefits of dealing with minor performance problems and explains how to communicate with employees about performance discrepancies. It also demonstrates how you can help employees resolve situational problems in the workplace. And it shows how to put in place corrective measures for performance problems that are the result of the employee's unwillingness or inability to perform.
Forming Peer Relationships and Alliances at Work	1:00	pd_17_a03_bs_enus	This course explores how to leverage social and communication skills in building peer relationships. And it demonstrates how to build peer support networks and how to collaborate with peers toward a common goal.
Fundamentals of Organizational Behavior for the Individual	1:00	hr_08_a01_bs_enus	This course defines organizational behavior and identifies the variables and characteristics that influence an individual's attitudes and perceptions in the workplace, and how these can affect performance. And it shows how you can improve the attitudes, perceptions, and behaviors of employees at an individual level within your organization.
Fundamentals of Organizational Learning	1:00	lead_08_a01_bs_enus	This course introduces the concept of organizational learning, and its benefits to individual employees as well as the organization as a whole. It examines the role of training, knowledge management, and technology in facilitating organizational learning, and stresses the pivotal role of the learning culture. By exploring the essential elements and indicators of a pro-learning culture, the course prepares you to assess your current workplace and determine how conducive it is to learning.
Fundamentals of Organizations â€" Groups	1:00	hr_08_a02_bs_enus	Groups are a key component in any organization, so knowing how they function best is vital when trying to understand organizational behavior. Working in groups has key advantages for organizations, such as fostering creativity, pooling skills, and improving decision-making and performance. But groups aren't always effective, so it's important to identify what makes groups effective and learn how to deal with obstacles that groups encounter. In addition to explaining the characteristics of successful groups, this course provides guidance on how to address employee resistance to collaboration, priority conflict problems within groups, and various other conflicts within groups.
Getting Results without Direct Authority: Influencing Your Boss	1:00	comm_27_a04_bs_enus	In this course, you'll learn how to build influence with your boss by understanding his or her situation, and knowing what you can offer that benefits both your boss and you. You'll also find out how to influence your boss to get more responsibility or more direction when you need it.
Giving Constructive Criticism	1:00	comm_29_a02_bs_enus	This course starts by exploring the key differences, the effects, and the importance of giving constructive criticism as opposed to destructive criticism. You will then learn a three-step process for giving constructive criticism effectively and have a chance to practice using it in a RolePlay that simulates a realistic work scenario. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Course	Duration	Code	Description
Giving Feedback	1:00	comm_29_a01_bs_enus	The course starts by exploring the importance and purpose of feedback in general, and then discusses both positive and corrective feedback. You will also learn a three-step process for giving feedback, and will have a chance to practice giving feedback using this three-step process. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.
Handling Difficult Conversations Effectively	1:00	mgmt_36_a03_bs_enus	This course identifies the common challenges of difficult conversations and explores the strategies that can be used to handle them. Challenges can include a subject who's not willing to engage in conversation or who looks to place the blame on you. By using various strategies and techniques to overcome these challenges, you can keep the conversation on track, manage your emotions, and progress the conversation to produce positive outcomes.
Having a Difficult Conversation	1:00	mgmt_36_a02_bs_enus	This course explains the methods that can be used to have successful difficult conversations. These methods include sticking to an agenda, stimulating open dialogue, and connecting with the subject. It also explores how you can learn from the experience and share perspectives, find mutual understanding, and work with the subject to design an action plan.
Human Resource Development: Employee Training	1:00	hr_12_a02_bs_enus	This course examines human resources development theories and activities, used to help increase individual and organizational effectiveness. Learners are provided with direction on how to assess an organization's training needs and how to approach employee training and development activities in order to develop general, as well as specialized, training initiatives and programs.
Human Resource Development: Performance Appraisal and Talent Management	1:00	hr_12_a03_bs_enus	Overview
Human Resources Core Knowledge: Functions and Activities	1:00	hr_09_a02_bs_enus	This course examines performance appraisals and talent management. One of the most important aspects of human resource development is retaining and extracting the most value out of high-potential employees. Instruction on how to develop and evaluate performance management programs is provided as well as methods to evaluate performance. This course also provides instruction on how to develop and evaluate the performance evaluation process and talent management programs. Mentoring and coaching approaches used to help manage organizational talent are also discussed.
Human Resources Core Knowledge: Skills, Concepts, and Tools	1:00	hr_09_a01_bs_enus	This course examines key skills required in human resource professionals, including the ability to lead and motivate others. Human resources concepts and applications are also examined, as well as ethics and professional standards that every organization should follow. This course also provides insight into how to perform environmental scans, and discusses organizational structures as well as change management.
Identifying and Managing Customer Expectations	1:00	cust_10_a01_bs_enus	This course explores what customers value from a service perspective and how to identify their needs and expectations. It also examines how you can use customer relationship management tools to help identify and manage customer expectations in order to maintain competitive advantage.
Implementing and Assessing a Succession Planning Program	1:00	lead_09_a03_bs_enus	In this course, you'll learn the steps necessary to implement individual development plans, including how to formulate and develop learning objectives that close the gaps between present and future performance. And you'll explore how to assess your succession planning program and determine its success by using effective measurement criteria.
Initiating Succession Planning	1:00	lead_09_a01_bs_enus	This course explains the importance of succession planning and building a leadership talent pool from within that motivates employees, increases retention of employees, and fortifies your business against the loss of vital people. It outlines the steps needed to create an effective succession planning program, focusing on the first step of the process, initiating the program. This involves learning how to align it with the business strategy and how to promote it internally to gain commitment throughout the organization.
Internal Customer Service	1:00	cust_09_a04_bs_enus	This course explores who internal customers are, the expectations placed on serving internal customers, and how to treat your coworkers as you would your external customers. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.
Introduction to Auditing	1:00	fin_06_a01_bs_enus	This course helps you understand what auditing entails. It includes a description of the objectives and benefits of auditing to various parties, as well as the different types of audits that can be conducted by internal or external auditors. It describes the four phases of the general process for auditing, which are planning, gathering evidence, evaluating evidence, and issuing a report. And it outlines some general auditing standards to indicate what's required from the auditors in terms of skills and attitudes, as well as in terms of standards to meet at different stages of the auditing process.

Course	Duration	Code	Description
Introduction to Business Analysis	1:05	ib_cbap_a01_it_enus	This course provides an overview of business analysis and foundational terms and concepts used by business analysts who work in the field. It describes the six knowledge areas of business analysis as described in A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) v3.
IT Project Management Essentials: Executing IT Projects	1:00	proj_17_a03_bs_enus	This course describes strategies for maintaining a cohesive project team, outlines ways to communicate project information to different stakeholders, and describes how to keep quality on track during the execution phase of a project.
IT Project Management Essentials: Initiating and Planning IT Projects	1:00	proj_17_a02_bs_enus	This course describes how to initiate an IT project effectively. It then focuses on three key areas of planning – developing a work breakdown structure, schedule planning, and cost planning.
IT Project Management Essentials: Introduction to IT Project Management	1:00	proj_17_a01_bs_enus	This course describes how IT projects differ from other project types and points to the benefits of applying project management principles to IT projects. It provides an overview of the activities you carry out in each of the phases of an IT project and describes key project management tools.
IT Project Management Essentials: Managing Risks in an IT Project	1:00	proj_17_a05_bs_enus	This course describes the steps in a risk management process for IT projects – from identifying the risks and documenting them, to analyzing and developing appropriate and effective responses.
IT Project Management Essentials: Monitoring and Controlling IT Projects	1:00	proj_17_a04_bs_enus	This course describes how to monitor the progress of an IT project, analyze variances from the project plan, and control changes that may be requested during a project's life cycle.
IT Project Management Essentials: Testing Deliverables and Closing IT Projects	1:00	proj_17_a06_bs_enus	This course describes the closing activities for IT projects, covering how to test IT project deliverables to make sure they meet requirements, which activities help close an IT project effectively, and how to set up maintenance and support.
IT Strategy Essentials: Business and IT Strategy Alignment	1:00	stgy_06_a01_bs_enus	This course reviews the essential components of an IT-business aligned strategy. It also describes how to identify the level of IT and business alignment in your organization, and how to determine the value IT currently brings to your business in areas such as innovation, automation, and knowledge management. In addition, the course outlines ways you might improve alignment by, for example, developing an understanding of the role expected of IT and how that role affects budget, selection of technology, and IT governance.
IT Strategy Essentials: Creating an IT Strategy Plan	1:00	stgy_06_a02_bs_enus	This course describes steps in developing such a roadmap. It explains how to create an IT vision statement and strategic objectives that follow from that vision. It outlines a process for reviewing and improving the enterprise model and architecture so the strategic objectives can be achieved. In addition, the course describes how to analyze IT initiatives so that you are prioritizing those that lead to business success.
IT Strategy Essentials: Implementing an IT Strategy	1:00	stgy_06_a03_bs_enus	This course not only explains how to communicate your IT plans effectively to different stakeholders but also describes the key steps to take when executing the IT strategy. It points to the importance of developing a business case for each IT initiative, and the benefits of project management to help see the implementation through. The course also outlines some key steps in measuring a strategy, including how to use a balanced scorecard to measure strategy success.
Key Aspects of the American Work Environment	1:00	pd_19_a02_bs_enus	Relocating abroad to the United States can be a rewarding and exciting experience. However, going into an unfamiliar workplace environment can also raise a myriad of questions. Do I relate to my coworkers in a particular way now that I'm in a different culture? Do I manage my career in the same way as I would in my own country? Who do I turn to for support? This course addresses these questions by describing key aspects of the American workplace that you may be unfamiliar with. It covers how to deal effectively with the diversity you'll likely encounter in an American setting, what the expectations are for being a boss or subordinate in an American workplace, and how you can manage your career in a new environment. The course also explains the types of orientation and support programs you should take advantage of as you adjust to your role in an American organization.
Key Strategies for Managing Cross-functional Teams	1:00	lead_10_a02_bs_enus	This course explains the various development stages of cross-functional teams and the risks at each stage. It also identifies the key abilities a cross-functional leader should have and outlines best practices for cross-functional team success.
Leadership Essentials: Communicating Vision	1:00	lead_05_a02_bs_enus	This course provides a general introduction to vision communication, including its nature and its purpose. You will be guided through numerous techniques and methods for a leader to successfully communicate vision, such as personalizing and multiplying a clear message, communicating enthusiasm in an authentic way, and making the organization's vision the employees' own vision.
Leadership Essentials: Creating Your Own Leadership Development Plan	1:00	lead_05_a08_bs_enus	This course explores ways to assess yourself as a leader, establish a vision for the future, and identify obstacles to that vision. It also teaches practical approaches for setting development goals, objectives, and actions designed to move you toward your vision. Lastly, it provides useful criteria for evaluating a personal leadership development plan.

Course	Duration	Code	Description
Leadership Essentials: Leading Business Execution	1:00	lead_05_a05_bs_enus	This course provides you with techniques and strategies for executing business strategy, and more importantly, ideas on how to cultivate a culture that supports the active business execution needed to keep pace with today's fast-changing world. Specifically, the course will explore techniques for fostering a culture of business execution, one that leverages planning, people, and practice in an integrated approach to business execution.
Leadership Essentials: Motivating Employees	1:00	lead_05_a01_bs_enus	This course provides you with an understanding of why motivating strategies are important as a leader. It also provides you with practical techniques for encouraging motivation among employees in your organization.
Leading Teams: Dealing with Conflict	1:00	team_03_a07_bs_enus	This course offers you an understanding about what causes conflicts on a team and the important role of healthy communication in handling conflicts. It presents many best practice approaches to resolving conflicts and illustrates the tenets of principled negotiation. By learning the principles and strategies presented in this course, you will have the skills to keep your high-performance teams away from destructive patterns of conflict and on track to achieving their goals.
Leading Teams: Launching a Successful Team	1:00	team_03_a01_bs_enus	In this course, you'll learn techniques for setting up successful teams that can be applied to a variety of team environments. This course outlines the benefits of business teams and the importance of taking proactive measures to ensure a smooth transition during the initial phase of team formation. It reviews the five stages of team development and offers strategies for dealing with issues that may arise during the first stage, Forming. You'll learn strategies for selecting high-performing team members most suited for your project or team, as well as recommendations for performing proper introductions, clarifying team purpose and context, and making sure team members understand their responsibilities.
Leading Teams: Managing Virtual Teams	1:00	team_03_a08_bs_enus	This course offers leaders a framework for successfully leading virtual teams. It outlines the key competencies that members of virtual teams should possess and offers guidelines for specific virtual team activities, such as teleconferencing and decision making. It also highlights a variety of tools and technologies that are commonly used for collaboration on virtual teams and presents guidelines for knowing how to choose the right technologies for specific situations.
Leading Teams: Motivating and Optimizing Performance	1:00	team_03_a06_bs_enus	This course describes ways to optimize team performance and effectiveness through assessments and feedback. It outlines strategies for sustaining high performance, including using coaching to improve team performance and motivating through shared leadership.
Lean Tools and Techniques for Flow and Pull	1:00	oper_20_a03_bs_enus	This course will introduce the Visual Workplace and just-in-time management as ways to establish Lean in your organization. The course will present line balancing as a way of increasing throughput and ensuring that work is distributed equally among resources. It will also introduce the Lean concept of kanban, a signaling system that triggers restocking of supplies.
Listening Essentials: Improving Your Listening Skills	1:00	comm_28_a02_bs_enus	In this course, you'll discover how roadblocks such as distractions, emotions, and the way in which we communicate can influence the way we listen and receive messages. The course also covers strategies that you can use to avoid these roadblocks and improve your listening skills.
Listening Essentials: The Basics of Listening	1:00	comm_28_a01_bs_enus	This course will review the various types of listeners and the benefits of being able to listen effectively when communicating. The course also reviews some popular misconceptions about listening. Active listening techniques for improving your listening and maximizing your understanding are also covered.
Making a Positive Impression in an Internal Interview	1:00	pd_21_a02_bs_enus	Throughout this course you'll be shown how you can leverage your experience and internal knowledge to make a positive impression during your interview. Through techniques for meeting expectations and displaying your competence, you'll learn how to make a positive impression and connect with the interviewers' perspective. It's important to show them you're the right person for the challenges and responsibilities of the role, and it all starts with making a positive impression during your interview.
Management Essentials: Treating Your Direct Reports Fairly	1:00	mgmt_15_a06_bs_enus	This course focuses on what fairness means in the relationship between managers and their direct reports. It discusses the benefits of treating employees fairly. It also covers areas where showing fairness is most essential – for example, when dealing with different groups and individuals, when distributing information, and when applying standards. Finally, this course provides techniques that you can use in order to demonstrate fairness while managing your direct reports.
Management of People: Employee Engagement	1:14	hr_18_a02_bs_enus	In this course, you'll learn about key concepts and practices associated with employee engagement. You'll also learn how to assess engagement levels and look at measures to overcome behavioral and organizational issues to encourage employee engagement.

Course	Duration	Code	Description
Managing Experienced Managers	1:00	mgmt_23_a06_bs_enus	In this course, you'll learn about a range of techniques for investing in your managers to establish their long-term commitment to the organization. In particular, you'll learn how to develop their competencies and skills through coaching. Finally, you'll learn how to identify signs of underperformance in experienced managers and how to help them overcome whatever is hindering their performance.
Managing for Rapid Change and Uncertainty	1:00	mgmt_23_a03_bs_enus	This course examines the factors driving organizational change and shows how you can use a change management strategy to mitigate any potentially negative impact in your organization. It helps you prepare yourself and your team to meet the challenge of change and uncertainty. It also enables you to secure everyone's support while you're implementing change. And it gives you guidelines on how to embed the changes once they've been implemented.
Managing High Performers	1:00	mgmt_23_a04_bs_enus	This course helps you better understand what motivates high performers so you can use effective techniques to retain them and develop their full potential. It focuses on the importance of giving high performers challenging and meaningful work, autonomy, mentoring opportunities, and appropriate feedback.
Managing Internal Dynamics in a Cross-functional Team	1:00	lead_10_a03_bs_enus	This course explains how to head off interpersonal problems by facilitating open communication and handling meetings effectively. It also outlines how to resolve conflicts when they do arise in a cross-functional team.
Managing New Managers	1:00	mgmt_23_a05_bs_enus	This course covers the elements of an effective orientation program. It then illustrates some appropriate techniques for training new managers, such as job coaching, customer and supplier visits, and involvement in shared projects with other teams. Finally, it introduces a mentoring model so you can help new managers realize their leadership potential.
Managing Software Project Outsourcing: Dealing with Risks	1:00	proj_18_a04_bs_enus	This course explains how to assess risks by first identifying them and then determining how likely they are to occur and how significant an impact they would have. It describes the key issues to address in a risk control plan, including the risk responses to be applied and the people responsible for taking action. And it presents best practices for reducing risks in an outsourcing relationship.
Managing Software Project Outsourcing: Developing a Vendor Contract	1:00	proj_18_a02_bs_enus	This course describes key actions that can help you develop an effective vendor contract. It explains how to create a comprehensive request for proposal - one that's designed to get you the information you need about potential suppliers for your outsourced project. It also describes how to assess vendors, as well as how to negotiate the details of a contract and compose a clear and complete contract with your chosen vendor.
Managing Software Project Outsourcing: Preparing to Manage an Outsourced Project	1:00	proj_18_a01_bs_enus	This course focuses on a particular type of IT outsourcing – namely, software project outsourcing. It describes the areas in software development that are typically outsourced, and explains some of the models for outsourcing, including cloud computing. With the aim of helping to prepare the learner for managing an outsourced project, the course outlines the managerial implications of working on this type of project – for example, the need to shift from managing activities to managing outcomes and building cooperation and collaboration across the miles. It also describes how to define your needs and requirements through a statement of work and how to plan effective governance so that your project's objectives are met successfully.
Managing Software Project Outsourcing: Working with the Outsourced Team	1:00	proj_18_a03_bs_enus	The course also explains key issues to tackle during this transition phase, including training, knowledge transfer, and issue resolution. In addition, it describes how to communicate effectively with the outsourced team and how to address cultural and time zone issues so that you can develop and maintain a positive relationship with your team of outsourcers.
Managing Technical Professionals	1:00	mgmt_19_a03_bs_enus	Managing a team of technical professionals presents some unique challenges for even the most talented manager. Whether you have a technical background or not, you'll need to apply organizational, motivational, and leadership skills to address those challenges successfully. You'll also need to build a foundation of mutual respect and trust. In this course, you'll learn about the challenges of managing technical professionals, how to build trust with your technical team, and how to motivate technical professionals.
Managing the Dismissal of an Employee	1:00	mgmt_26_a02_bs_enus	This course covers how to prepare for the termination interview by forming your approach and creating a structure for the interview. It also provides you with guidelines to follow when conducting a termination interview and outlines the types of follow-up responsibilities that might be required.
Managing Workforce Generations: Introduction to Cross-generational Employees	1:00	mgmt_20_a01_bs_enus	Understanding people from different generations prepares managers for the challenges of generational diversity and is a crucial first step in creating a positive work environment. This course describes the common characteristics of the four main generations in the workforce – the Traditionals, Baby Boomers, Generation X, and the Millennial Generation. It also introduces the benefits of cross-generational teams.

Managing Workforce Generations: Working with a Multigenerational Team	1:00	mgmt_20_a02_bs_enus	This course also describes how to implement a mentoring program that takes advantage of the varying experiences and perspectives of multiple generations.
Managing Workforce Generations: Working with the 21st-century Generation Mix	1:00	mgmt_20_a03_bs_enus	This course describes best practices and successful techniques for managing Millennial and Generation X employees.
Managing Your Career: Creating a Plan	1:00	pd_10_a01_bs_enus	This course provides examples of roles in which you could use those strengths. It also provides tips on how to deal with any weaknesses that are holding you back.
Managing Your Career: Getting on the Right Track	1:00	pd_10_a02_bs_enus	This course also focuses on the benefits of having a promotion plan and the creation and implementation of an effective promotion plan. How to ask for assignments that will move your career forward is also covered. Because even when you're on the right track, keeping your career moving forward takes work.
Managing Your Career: Leveraging the Performance Appraisal	1:00	pd_10_a05_bs_enus	This course explains the value of learning how to manage the performance appraisal process on a year-round basis and tips for using formal and informal performance appraisal to the best advantage. The course also outlines how implementing periodic appraisal strategy can be used to move your career forward. Recognizing and controlling the damage of a bad appraisal is also covered.
Managing Your Career: Professional Networking Essentials	1:00	pd_10_a03_bs_enus	This course provides you with the essential communication skills required to establish a business network and includes strategies for building rapport with new contacts during networking opportunities. It also covers best practices for maintaining your network so that business contacts can help you achieve your career goals.
Managing Your Career: You and Your Boss	1:00	pd_10_a04_bs_enus	This course teaches strategies for building a strong professional relationship with your boss. It explains various ways you can become aligned with your boss and even how to give your boss constructive feedback.
Managing Your E-mail	1:00	comm_17_a03_bs_enus	This course introduces techniques for managing e-mail effectively. Tips for using folders and filters to organize e-mails for increased efficiency are addressed, and guidelines on what e-mails are OK to immediately delete are also covered. The course also provides direction on how to recover important information should you lose an e-mail.
Marketing Essentials: Introduction to Marketing	1:00	mkt_01_a01_bs_enus	This course provides key insight on marketing as a key business process, its link to overall corporate strategy and how online and social media marketing is changing the face of marketing by bringing companies and customers closer together than ever before through new technologies. The importance of marketing planning is also discussed including careful consideration of key concepts such as segmentation, targeting and positioning. This course will also address the traditional Marketing Mix, its evolution and its critical role in marketing planning and execution.
Marketing Essentials: Marketing and Ethics	1:00	mkt_01_a06_bs_enus	This course introduces the concept of ethics in marketing and its close connection to corporate responsibility. It also provides insight into how to ensure marketing practices are ethical, and outlines the benefits ethical marketing can generate for an organization and its corporate culture. You'll learn about societal marketing, the dangers associated with unethical and deceptive marketing practices, and how to build and sustain strong ethical marketing standards and practices within an organization. The course also addresses the growth of new communication technologies and how they have affected the way marketers reach their audiences. Finally, it looks at and how organizations can apply ethical marketing standards to e-marketing, as well as more traditional efforts.
Marketing Essentials: Planning and People	1:00	mkt_01_a02_bs_enus	This course focuses its attention on the importance of linking marketing activities to an organization's overall strategic objectives; and exactly how the planning process is carried out. The importance of recognizing the difference between marketing strategies and marketing tactics is also discussed, as well as how strategy and tactics should complement each other in any marketing activity. This course will also offer insight into key planning activities such as research, budgeting, development and evaluation. Finally, the importance of employee engagement and internal branding are also discussed as the key elements of the last P, people.
Marketing Essentials: Promotion	1:00	mkt_01_a05_bs_enus	This course will provide insight into how to design promotional strategies and campaigns that help expand existing markets and develop new customer relationships.
Meeting the Needs of Your Experts	1:00	mgmt_21_a01_bs_enus	This course explores what experts want from their managers and introduces strategies for providing the best possible work environment for them. It helps you understand the unique characteristics of the experts on your staff; recognize what they want from you, their manager; and apply techniques and strategies to meet their needs.

Course	Duration	Code	Description
Organizational Behavior: Dynamics of a Positive Organizational Culture	1:00	hr_08_a05_bs_enus	Culture is reflected in artifacts, patterns of acceptable behavior, and shared traditions, values, policies, attitudes, structures, and beliefs within any relatively stable organization. In this course, you'll learn how to foster a positive organizational culture. You'll first learn about the characteristics of a positive workplace culture and the benefits it offers. You'll consider the elements that drive the culture of an organization, such as autonomy and the degree of structure.
Organizational Budgeting Activities and the Master Budget	1:00	fin_05_a01_bs_enus	This course presents an overview of various budgeting activities in an organization and describes how best to organize these activities. The course also introduces the master budget, and its components, defines how it is prepared, and shows how various departmental budgets are organized within it.
Organizational Structure and Employee Behavior	1:00	hr_08_a04_bs_enus	In this course, you'll learn how to instill positive employee behavior within your organizational structure. You'll first learn about the elements of an organizational structure that can affect employee behavior and how those elements play out in different types of organizational structures – functional, divisional, and matrix. You'll also learn about the measures you can take to help ensure employees adapt to the organizational culture. And finally, you'll learn how to enrich the jobs of your employees by determining the best method of job redesign for an employee.
Overcoming Challenges of Managing Top Performers	1:00	mgmt_33_a03_bs_enus	In this course, you will learn about how to help your top performers overcome difficult behavior using a proven coaching process. This enables you to pinpoint key weaknesses in an objective way and involve your top performer in developing an effective action plan for addressing those weaknesses. This course provides you with a four-step process that will enable you to assist the top performer in completing a DISC core behavior style assessment. With this process, you can help your top performers to improve their interpersonal skills, such as listening, showing respect, compromising, and discussing ideas with tact and diplomacy.
Overcoming Challenges When Managing Experts	1:00	mgmt_21_a02_bs_enus	This course explores ways you can promote harmonious working relationships with your experts by using assertiveness, respect, and facilitation. It also shows how, by setting clear expectations and dealing with situations and employees fairly, you can overcome common challenges that managers face when working with expert employees. Because experts have a certain amount of control over work completion, the course explains how managers can deal with this control. And it presents specific management strategies for managing experts.
Overview of Project Management (PRINCE2Â®: 2009-aligned)	1:00	ib_prin_a01_it_enus	This course introduces you to PRINCE2 project management methodologies. The PRINCE2 methodology is recognized as an international standard for process-based project management. It is a widely used method for project management that has expanded beyond its origins in the UK public sector.
Performance Appraisal Essentials: 360-degree Appraisals	1:00	mgmt_17_a03_bs_enus	This course provides an overview of the steps involved in carrying out a 360-degree appraisal. It then focuses on two key steps: gathering feedback and delivering the feedback.
Performance Appraisal Essentials: Conducting Traditional Appraisals	1:00	mgmt_17_a02_bs_enus	This course describes ways to prepare for appraisal meetings, as well as how to carry out those meetings effectively by following certain steps and guidelines. In particular, it demonstrates what to do when an employee becomes emotional during an appraisal.
Performance Appraisal Essentials: Planning for Appraisals	1:00	mgmt_17_a01_bs_enus	This course explains why performance appraisals are important, describes how to develop an Employee Performance Plan, and outlines ways to monitor ongoing employee performance.
Performing with Others under Pressure	1:00	pd_24_a03_bs_enus	This course helps you develop skills you need to recognize your personal reaction to pressure and how it impacts your relationships with others. It shows how you can consciously control your interpersonal reactions when under pressure and how to avoid unnecessary tensions. And it details a step-by-step process you can use to stay in control when you're faced with a high-pressure interaction. This all enables you to recognize the importance of professional relationships, and it helps you to stay in control and make the right moves when you're performing with others under pressure.
Planning and Preparing an Operating Budget	1:00	fin_05_a02_bs_enus	This course presents some of the key activities required for planning and preparing an operating budget. It discusses key characteristics of the budget manual and calendar. It also introduces some qualitative and quantitative methods and how they are used to prepare an operating budget. Finally, the course walks you through the stages in the review and approval of the budget.
Preparing for a Difficult Conversation	1:00	mgmt_36_a01_bs_enus	This course introduces the essentials of difficult conversations, including an explanation of what they are and why they're difficult, how to manage the stress commonly associated with them, and how to prepare for and deal with them.
Preparing for an Internal Interview	1:00	pd_21_a01_bs_enus	This course explores three essential steps in preparing for an internal interview: improving your inside knowledge; assessing your skills, accomplishments, and values; and preparing strong answers to the questions you'll face in the interview.

Course	Duration	Code	Description
Preparing to Communicate Effectively at the 'C' Level	1:00	comm_31_a01_bs_enus	This course helps you shape and clarify your message, outlines the principles you should follow when approaching communications with senior executives, and provides important tips on how to build credibility with the "C" level. It also offers detailed guidance on how to approach and plan meetings with senior executives in order to ensure you are positioned for success.
Preparing to Dismiss an Employee	1:00	mgmt_26_a01_bs_enus	This course covers the benefits of being properly prepared when dealing with employee dismissals. It also provides the steps to help you dismiss an employee properly. The steps include providing clear expectations, giving warnings, making the final decision, and preparing a termination letter.
Preventing Problem Performance	1:00	mgmt_34_a04_bs_enus	This course explores how you can prevent problems using performance management activities such as communicating expectations and motivating for good performance. It also covers performance monitoring techniques, including employee self-monitoring, and shows you how to communicate about performance with your employees to achieve the best results.
Professional Networking Essentials: Developing Confidence	1:00	comm_38_a02_bs_enus	The reality is that while networking may seem intimidating or awkward at first, it's becoming a 'must have' for many in the modern professional environment. It requires confidence and sincerity. This course helps you develop that confidence by exploring the obstacles that deter you from networking. It enables you to enhance your presentation and conversation abilities. It also demonstrates how to prepare for effective networking and how to make a good first impression.
Professional Networking Essentials: Finding Opportunities To Make Connections	1:00	comm_38_a01_bs_enus	This course demonstrates the basics of establishing a relationship through networking. From choosing the proper venue to developing mingling skills for the real and virtual worlds, this course shows you how to make an impact on professional contacts and strategically develop a flourishing professional network.
Quality Management for Continuous Improvement	1:13	proj_24_a03_bs_enus	In this course, you'll learn about the tools and methodologies used for continuous quality improvement, such as Lean, Six Sigma, kanban, and value stream analysis.
Receiving Feedback and Criticism	1:00	comm_29_a03_bs_enus	This course starts by exploring the reactions that typically occur when a person receives corrective feedback or criticism. You will also learn an approach that you can use to help you receive feedback in a productive manner and then have a chance to practice receiving feedback using that approach.
Recognizing and Diagnosing Problem Performance	1:00	mgmt_34_a01_bs_enus	This course explains how you can remain alert to early warning signs of problems in your workplace. It enables you to determine the scope and urgency of problems when they occur. And it shows you how to diagnose root causes on your way to finding the best solution.
Reducing Waste and Streamlining Value Flow Using Lean	1:00	oper_20_a04_bs_enus	There are practical and simple strategies for dealing with each type of waste, thereby reducing harmful effects on a company and improving overall performance and quality. This course will introduce the learner to some of the Lean tools used for identifying wastes and streamlining the value flow and how these can be used in organizations.
Retaining Top Performers	1:00	mgmt_33_a02_bs_enus	This course provides strategies on how to motivate and reward top performers, including talent assessments, job redesign, and using appropriate recognition and compensation. Using these strategies is key to keeping your top performers from leaving. The course also provides tactics for motivating top performers with the aid of a self-assessment so that top performers receive appropriate opportunities, recognition, compensation, and levels of autonomy
Selecting Suppliers and Administering Contracts	1:00	oper_23_a03_bs_enus	This course discusses how to choose suppliers using the supplier evaluation and selection process. It explains how to create a supplier evaluation matrix, comprised of various predetermined criteria, and use the matrix to evaluate and select the best proposal.
Shaping the Direction of Customer Service in Your Organization	1:00	cust_09_a06_bs_enus	This course explores strategies used to shape the direction of customer service in your organization including defining moments of truth, the creation and implementation of quantifiable service standards and methods of evolving your customer strategy to meet the changing needs of your customers.
Statistics and Graphical Presentation in Six Sigma	1:00	oper_26_a04_bs_enus	This course provides basic statistical tools for describing, presenting, and analyzing data. It explores the process of preparing and presenting sample data using graphical methods and then making valid inferences about the population represented by the sample.
Strategic Alignment and Benefits Realization	1:19	proj_20_a05_bs_enus	As a project manager, your role is to ensure that each project starts out and remains in line with the company's strategic goals and delivers expected value. In this course, you'll learn how to analyze how your project will benefit the organization and bring value to stakeholders.
Strategies for Communicating with Tact and Diplomacy	1:00	comm_34_a02_bs_enus	This course provides techniques you can use to navigate through conversations in a way that shows sensitivity and respect for others. As well as exploring what you should say, the course shows you how you can use proper timing and delivery when conveying your message. This will enable you to deliver messages tactfully and diplomatically, without sacrificing your reputation or professional relationships.

Course	Duration	Course Code	Description
Strategies for Successful Employee Onboarding: An Introduction	1:00	mgmt_24_a01_bs_enus	This course introduces the concept of employee onboarding and demonstrates that it's a wise investment if properly executed. Onboarding programs rebuke the old adage that it is HR who deals with new hires. On the contrary, it's managers who should be deeply involved for the program to be successful. This course provides managers with an insight into their unique role and outlines the benefits they reap from properly onboarding new hires.
Strategies for Successful Employee Onboarding: Assessing Program Success	1:00	mgmt_24_a03_bs_enus	This course introduces key areas to focus on when evaluating your onboarding program, including how to assess new hire adjustment levels. The importance of soliciting feedback from participants is stressed, as well as the common issues that arise during onboarding. The course also reviews metrics for measuring the success of the actual program such as retention rates, employee satisfaction, and time to competency.
Strategies for Successful Employee Onboarding: Getting Started	1:00	mgmt_24_a02_bs_enus	This course introduces actions you can take before the new hire arrives. It then considers the activities that should take place in the ensuing days, weeks, and months. It is the manager – not HR – who's responsible for the onboarding program and who can make or break the process.
Strategies for Transitioning to Technical Management	1:00	mgmt_19_a02_bs_enus	This course describes strategies for establishing new relationships with former peers – a key part of making the transition into management. It also describes leadership styles you'll use in your role as manager and explains how understanding these different styles helps you deal with the many different kinds of situations and people you'll be expected to manage.
Succeeding in the American Workplace	1:00	pd_19_a04_bs_enus	This course describes effective workplace practices and behaviors related to these and other areas that can help you succeed in the American workplace.
Taking Action for Performing under Pressure	1:00	pd_24_a02_bs_enus	This course sets out some principles to help you avoid the dangers of overconfidence and overthinking, which can impair your performance when under pressure. It then teaches a technique for clarifying your perceptions in such situations and creating an action plan to optimize your performance under pressure.
Talent Management: Acquiring Talent	1:00	mgmt_18_a03_bs_enus	This course describes two approaches to talent acquisition – hiring internally and hiring from outside – and explains the best situations in which to use each. It provides examples of how to implement an effective talent recruiting strategy and outlines how to conduct interviews that result in the selection of talented individuals who fit in the organization.
Talent Management: Basics	1:00	mgmt_18_a01_bs_enus	This course helps clarify talent management's key role in helping an organization perform at its peak. It introduces and defines talent management, describing key concepts related to it. It also points to why effectively managing talent is so important. In addition, this course identifies the key activities associated with talent management and describes the roles played by managers in implementing a talent management strategy.
Talent Management: Developing and Engaging Talent	1:00	mgmt_18_a04_bs_enus	This course describes how to begin building employee commitment with an effective onboarding process that creates a positive first impression. It also covers how to create individual development plans that prepare employees for higher levels of responsibility and keep them challenged.
Talent Management: Planning	1:00	mgmt_18_a02_bs_enus	This course describes some of the challenges of managing talent, which you should keep in mind as you create your talent plan. It discusses how your talent needs are impacted by various factors in the organization. The course also describes the components of a talent plan – the road map for attracting and keeping the types of people your organization desires.
Talent Management: Retaining Talent	1:00	mgmt_18_a05_bs_enus	This course highlights the importance and benefits of putting effort into retaining talented individuals. It also covers ways to determine the causes of talent departure and effectively manage talent retention by using strategies that foster job satisfaction.
Techniques for Communicating Effectively with Senior Executives	1:00	comm_31_a02_bs_enus	This course provides direction on how to carry out executive-level communications in both formal and informal settings. It also explores different communications media and how they might be used to convey your message to senior executives.
Telecommuting Basics: Communication Strategies for the Remote Employee	1:00	pd_08_a02_bs_enus	This course provides you with an understanding of the importance of communication skills when working as a telecommuter and also covers how career advancement can be achieved while working in a remote environment. You will be introduced to key strategies that should be used for communications. The course demonstrates methods of maintaining presence in the office when not physically there and also deals with why trust is especially important between telecommuters and their colleagues and managers. You will discover how applying the principles of effective listening can improve the way you communicate.
Telecommuting Basics: Maximizing Productivity as a Remote Employee	1:00	pd_08_a01_bs_enus	This course provides an introduction to telecommuting, including helping you determine whether telecommuting is right for you, given the type of job you have and the tasks involved. It also provides information that will be useful for helping you set up your home office so you can be as productive as possible. You will learn about some of the challenges telecommuting presents, and some solutions that will help you create and maintain a productive remote work environment.

The Accounting Cycle and Accrual Accounting	1:00	fin_03_a03_bs_enus	This course teaches the essentials of the accounting cycle, chart of accounts, and accrual accounting method. It walks you through various stages in the accounting cycle, categories of accounts, and how they are organized in respective financial statements. Finally, it introduces the cash and accrual accounting methods and their differences with help of examples.
The Accounting Equation and Financial Statements	1:00	fin_03_a02_bs_enus	This course aims at familiarizing learners with the basic accounting equation and financial statements. You are introduced to the accounting equation and how given transactions affect the specific accounts using the debit and credit rule. This course also presents the key characteristics of financial statements and how they are related to each other.
The Balance Sheet	1:00	fin_03_a07_bs_enus	This course walks you through a Balance Sheet and its key components. It also illustrates how common transactions affect the Balance Sheet with the help of accounting examples. It also teaches you how to prepare a Balance Sheet and how the Balance Sheet interacts with other financial statements.
The Cash Flow Statement	1:00	fin_03_a08_bs_enus	This course discusses various aspects of Cash Flow Statements and walks the learner through the steps in preparing one using a business scenario. Learners are introduced to various components in a Cash Flow Statement and also shown how to calculate cash at the end of the accounting period.
The Education Industry Overview: Version 2	1:00	indo_01_a21_bs_enus	This course is designed to help learners understand key concepts, terminology, issues, and challenges associated with the education industry, and strategies employed to meet some of those challenges. It will identify the main sectors of the education Industry and its business drivers, and review the key aspects of the industry business model, its competitive environment, and the current trends in the industry.
The Impact of Situation and Style When Communicating with Diplomacy and Tact	1:00	comm_34_a01_bs_enus	In this course, you'll see how conversations with different people in different situations can impact how you deliver your message, in terms of respect and sensitivity. By exploring the impact of environment, relationships, and communication style, this course shows you how to recognize the delicacy of different situations. It also demonstrates how you can adjust or adapt your communication style to ensure you communicate with diplomacy and tact.
The Income Statement	1:00	fin_03_a06_bs_enus	This course aims to familiarize you with the Income Statement and give you an understanding of how it interacts with other financial statements. You'll be taken through the various components of the Income Statement and taught hands-on knowledge of how to calculate gross profit, operating income, and net income. Finally, the course presents how common business transactions affect the Income Statement and how it interacts with other financial statements.
The Voice of Leadership: Effective Leadership Communication Strategies	1:00	lead_13_a03_bs_enus	This course covers the role of communication in leadership and how leaders can effectively communicate their objectives to their teams. It considers the appropriate leadership communication styles that can be implemented for various leadership objectives and the communication skills needed to achieve these objectives.
The Voice of Leadership: Inspirational Leadership	1:00	lead_13_a01_bs_enus	This course examines what people look for in an inspiring leader. It steps through the behaviors that inspirational leaders exemplify, explaining how to develop these traits. Finally, it explores how to activate your inner greatness to become an extraordinary leader.
The Voice of Leadership: Self-assessment and Motivation	1:00	lead_13_a02_bs_enus	his course covers techniques leaders can use to carry out a self-assessment, such as reflective journaling, using surveys and checklists, and conducting 360-degree feedback. It also provides you with ways to increase your motivation, and manage your own learning, by creating a leadership development plan that enables you to cultivate your own leadership growth.
The Voice of Leadership: The Power of Leadership Messaging	1:00	lead_13_a04_bs_enus	This course covers the leadership attributes that shape messages and explains how to establish and maintain your credibility as a leader. It also outlines the qualities that make messages clear and credible, and it presents techniques that enable leaders to ethically deliver persuasive messages.
Thinking Like a CFO: Managing Risk	1:00	mgmt_30_a04_bs_enus	This course introduces you to a process for managing regulatory and financial risks in line with CFO priorities. It begins by focusing on general actions you can take to support CFO priorities for risk management and compliance. It then presents a method for identifying and categorizing risks your department could be facing. Next it teaches a ranking technique for prioritizing risks. Finally, it suggests an approach to developing a risk response plan for departmental risks.
Transitioning from Technical Professional to Management	1:00	mgmt_19_a01_bs_enus	This course outlines steps a technical professional can take to make the transition into management smoother. It also describes the qualities that successful technical professionals typically possess and how these qualities are useful in a management role. Finally, the course introduces key competencies that people moving into a management role may need to develop.

Course	Duration	Code	Description
Understanding Organizational Power and Politics	1:00	hr_08_a03_bs_enus	This course defines politics in relation to power and influence, distinguishes between negative and positive politicking, and gives instruction on how to be a politically constructive leader in your organization. More specifically, it provides guidance on using positive political actions to promote a course of action and get the best from employees.
Using Budgets for Management and Control	1:00	fin_05_a04_bs_enus	This course explores budget variance analysis as a tool for controlling and managing business activities in an organization. It presents some examples of effective management during the budgetary planning and control process. It also discusses various types of budget variances and how to identify some of the common ones, using appropriate examples. And it explores variances, their underlying causes, and which ones are worth investigating using a budgeted income statement.
Using E-mail and Instant Messaging Effectively	1:00	comm_17_a01_bs_enus	This course covers the basic requirements for using e-mail to communicate effectively. Specifically, you will be introduced to tried-and-true guidelines for e-mailing effectively, fundamental elements every e-mail should contain, and the importance of keeping e-mails concise. The course also covers the etiquette associated with using instant messaging programs as an extension of e-mail.
Using Facilitation Skills as a Manager	1:00	mgmt_31_a01_bs_enus	This course describes how to use facilitation skills to help others work more effectively. It explains how observation skills can help you understand how well people are working together and whether you may need to intervene to get things back on track. Another key facilitation skill covered in the course is using questions effectively to help others focus and engage in their work.
Using Lean for Perfection and Quality	1:00	oper_20_a02_bs_enus	This course will introduce many of the Lean tools used by organizations to strive for perfection and improve quality. You will be able to assess how 5S can be applied for organizing and standardizing a workplace. You will also learn the strategies for using Hoshin Kanri and the activities involved in the Jidoka process.
Using Progressive Discipline to Correct Problem Performance	1:00	mgmt_34_a03_bs_enus	This course establishes when it's appropriate to begin progressive discipline with an employee. It also demonstrates how to progress through the verbal and written warnings of the process, with guidelines for each stage.
Using Strategic Thinking Skills	1:00	stgy_08_a03_bs_enus	This course focuses on how to use strategic thinking skills, such as analyzing information effectively and thinking creatively. It describes steps that can help you formulate a mind-set that enhances strategic thinking. It also explains how to use information in a way that generates strategic insight. And the course explores how to assess trade-offs involved in taking a particular course of action and then make an appropriate decision in light of strategic issues.
Value Stream Mapping in Lean Business	1:00	oper_20_a05_bs_enus	This course will enable the learner to create and interpret both current and future-state value stream maps and to recognize how a value stream map is used to improve an organization's processes. An overview of value stream mapping in both the manufacturing and service industries will be presented.
Writing for Technical Professionals: Preparation and Planning	1:00	ib_wstp_a01_it_enus	This course explores steps writers should take when embarking on a new writing project.