



Business, Management & Legal

Small Business Management & Technology Certificate

Small businesses are the lifeblood of Los Angeles County with 15% more small businesses than New York City and double the number of Chicago. Even more important to you, and your small business, the financing normally requires mortgaging or second-mortgaging the owner's home, use of family savings and personal credit cards. It's double-trouble if a business doesn't succeed!

The Small Business Management & Technology Certificate is designed to improve small business leadership, decision-making, operations planning, marketing, regulatory compliance, risk management, financing, and long term profitability. The curriculum includes technology resources and examples to support the learning objectives of the certificate and courses.

Small Business Management & Technology Certificate

This 6-course on-line program is designed and monitored by leading Los Angeles based small business owners and lenders including the Small Business Administration District Director. Courses may be taken one by one or as part of a complete certificate program. UCLA Extension's mission is to help you overcome the stresses, needs and challenges of small businesses in order to help you succeed and take your business to higher levels of profitability

The instructors are recognized as small business experts and leaders in the content of their assigned courses. They include successful small business owners, financial managers, sales and marketing resources, attorneys, accountants, and administration managers/consultants and growth.

The Certificate Curriculum

REQUIRED COURSES

- X 497.610 Evaluate Your Business, Establish the Game Plan
- X 497.611 Financing & Controlling Your Small Business: Realistic Alternatives
- X 497.612 Creating & Implementing Your Marketing/Sales Strategy
- X 497.613 Your Organization, Staffing, Training & Leadership
- X 497.614 Legal Compliance & Negotiating Skills
- X 497.615 Building & Managing Your Strategic Growth Plan

In accordance with applicable Federal laws and University policy, the University of California does not discriminate in any of its policies, procedures, or practices on the basis of race, color, national origin, sex, sexual orientation, age, or disability. Inquiries regarding the University's equal opportunity policies may be directed to Office of Registrar, UCLA Extension, Suite 214, 10995 Le Conte Ave., Westwood; Voice/TDD: (310) 825-8845. For information on services for students with disabilities, or questions about accessibility, please call (310) 825-7851 (voice or TTY). Wheelchair accessible.



Course Descriptions

For course scheduling visit uclaextension.edu/SBM.

Evaluate Your Business, Establish the Game Plan

X 497.610 Management 4 units

Learn all aspects you need to create a solid first draft of your own business plan. This course begins with a comprehensive "situation analysis" of your (or your employer's) small business (or case study, if more applicable). You then learn the key components for creating an effective business plan: knowing your existing customers, targeting future customers, customer value formulation, Income statement and balance sheet forecasting, revenue forecasting methodologies, competitor assessment and emerging company/product/service competitors, and understanding the pitfalls of small business development. In addition, you look at building and planning an efficient business infrastructure (systems, technology, 3rd party software); small business finance, cash flow, debt, and financing alternatives; transitioning from personal guarantees and credit lines to a self-financing business model; effectively planning, hiring, and training staff with high potential; the legal aspects of organizing and managing a small business; negotiating skills; and setting day to day priorities with the business plan in mind. With these skills you can build a solid first draft of your business plan.

Financing & Controlling Your Small Business: Realistic Alternatives

X 497.611 Management 4 units

This course combines these 3 key topics for direct applications to your small business: Financial knowledge needed for the non-financial executive; accounting knowledge needed for the non-accounting executive; and financing alternatives available in today's financial marketplace for small business. The course includes such important subjects and applications as SBA (Small Business Administration) loans and guarantees; products tailored for exporters and importers; management and technology tools available; strengthening your businesses credit applications for lender review and evaluation; today's banking credit practices, tools, practices, and decision-making frameworks; how to effectively "engage the lenders"; early preparation of your firm's financial statements to obtain business credit as a replacement for personal credit and guarantees at the earliest possible time, and understanding key financial ratios and their implications for your business. Other key concepts include casting your financing plan in a format preferred by lenders, including clear assumptions of borrowing terms and costs; matching cash flows, interest expenses, and principal repayments; understanding the financial markets, their drivers, and their trends; contingency planning and "safety valves"; the trade credit products and their strengths and weaknesses, credit evaluation in the trade credit context; and tools, technology, and resources for financial planning.

Creating & Implementing Your Marketing/Sales Strategy

X 497.612 Management 4 units

This course aims at guiding you through the development of an effective marketing plan for your business. It includes key elements and assumptions necessary for application to your plan and focuses on your specific product/service/customer segment analysis. For a small business the marketing plan will need frequent (e.g. quarterly) revisions, updates and enhancements as the small business adapts to a real time stream of new information, customer inquiries, competitor moves and disappointments. For a small business marketing plans of necessity focus more on the near-term vs. long term positioning; targeting clients/client segments, awareness generation, effective messaging, high value alternatives for small marketing dollar expenses, building the sales process inside the company with limited resources, media alternatives, frequency and form of customer communications, realistic customer service standards for small business, customer retention plans. For a small business the marketing plan must lead quickly and directly to the sales plan and effective sales plan execution. Case studies are included to highlight best practices in small company marketing and sales. This course includes assessment of global marketing alternatives, international sales and sourcing issues/considerations, vendor and buyer credit qualification, import/export tools and resources available for helping build international capabilities.

Your Organization, Staffing, Training & Leadership

X 497.613 Management 4 units

Hiring for a small business is particularly challenging as few actions are more important but hiring the right person/people, training, and making the new hire(s) productive is often a part-time undertaking. The hiring decision begins to build additional legal, expense, insurance and benefits costs structures further pressuring both employer and employee for effective performance. This course moves through best practices in the organization planning process (job definition, linkages to business growth/efficiencies, successful working relationships), Internet and technical resources available, effective search, compensation determination, screening, reference checking, employment practices, "standardized" manuals quickly available for adaptation, effective interviewing, training, monitoring, evaluation. Best practices for owner-employee relationship building, departmental coordination/teamwork, and employee self/owner appraisals are included.

Legal Compliance & Negotiating Skills

X 497.614 Management 4 units

The first part of the course focuses on preferred legal structures for a small business as well as a survey of all available business structures; Key Federal, State (particularly California), and Local regulations; Liability protection provided by "must have" insurance policies; risk mitigation; basics of contract law. The second part of the course aims at increasing your negotiating skills with initial self-assessment, role playing, and case studies. Students role play on specific small business related cases with self and instructor critiques. Communication skill building, effective presenting and stakeholder messaging receive priority attention.

Building & Managing Your Strategic Growth Plan

X 497.615 Management 4 units

Courses X 497.610 - X 497.614 provide the basis for building/rebuilding all the elements of your business plan. Each class is dedicated to one or more components of sharpening your business planning skills including construction of key checkpoints and milestones. This course requires each student to select build a 3-year growth plan for a specific business given a beginning template. Each class will focus on one section of the growth plan beginning with a detailed description of the present business including revenue segments, expenses, organization, key clients, marketplace served, financial structure/performance/ratios and balance sheet. Initial classes include data accumulation and interpretation, growth alternatives identified, market drivers (including pricing and competitor expectations), risk evaluation, market position sustainability, key trends (environment, competitor, regulatory, technology, product/service life cycle, other), operating and financial model building, financing alternatives, and risk/return expectations.



Advisory Board

The members of the Small Business Management & Technology Certificate Advisory Board are distinguished leaders in the field. Their role is to advise and guide the academic content of the certificate and courses.

Joanna Bruno – Founder and President of J.R. Bruno & Associates

Isaac Garcia – Co-founder and Chief Executive Officer of Central Desktop

Elizabeth Ghaffari – President of Champion Boards®

Jenny Paige – President & Creative Director at Media Well Done®

Victor Parker – Los Angeles District Director, U.S. Small Business Administration

Susan Pignotti – President, Network Magic Unlimited

Linda Suh – President and CEO, Cloud B

Dale Van Dellen – Chairman of the Board, Account Control Technology

General Information

Enrolling in a Certificate

To officially enroll in this certificate and be assured of completing the program under its current requirements, an Application for Candidacy and nonrefundable application fee must be submitted by the completion of the third course in the program. Enroll online at uclaextension.edu/SBM.

Grading

All courses to be applied toward this certificate must be taken for a letter grade; a grade of “C” or better is required for all of the courses. If you receive a grade below these requirements, you must repeat the course.

Course Scheduling

To determine if a course(s) is being offered, see the quarterly schedule of courses in the UCLA Extension catalog or visit our website: uclaextension.edu/SBM.

Approximate Cost of the Program

For course fees please refer to our current catalog or visit uclaextension.edu.

All international student fees, living expenses, transportation, and parking are in addition to the above. *Note:* International students must submit an application to UCLA Extension’s International Student Office. For more information visit uclaextension.edu/iso.

Contact Us

For more information about this certificate, including course selection advisement, record maintenance, transcript evaluations, and problem resolutions, contact Greg Gonzales at (310) 206-1654; email: bamcertificate@uclaextension.edu.

Visit our website at uclaextension.edu/SBM.

Corporate and Custom Training

UCLA Extension offers custom-designed programs to meet the training needs of your company. We have partnered with companies and organizations around the world for over 25 years, including NASA, Boeing, Northrop Grumman, LAUSD, ITT, Metropolitan Transit Authority, Jet Propulsion Laboratory, and LADWP. Drawing on our resources as part of the world-renowned University of California, Los Angeles, as well as over 90 years’ experience building courses and curricula, we can collaborate with you to create customized educational programs at your location.

CONTACT OUR CORPORATE PROGRAMS UNIT

Learn how we can help your organization meet its professional development and corporate training objectives: customprograms@uclaextension.edu or (310) 206-4149.

Learn more about our custom-designed programs at uclaextension.edu/customprograms.