

# Certificate In Management for Technical Professionals (CMTP)

*Essential Business Knowledge For Emerging Leaders*

**UCI** Paul Merage  
School of Business

Leadership for a Digitally Driven World™



Successful companies recognize that it is essential to enhance the performance of their high-potential, technical employees by offering knowledge and training in how companies operate, ultimately yielding broadened business perspectives, enriched cross-functional interactions, and better overall business decisions. This prestigious certificate program, offered by the Office of Executive Education at The Paul Merage School of Business, is specifically designed to provide this necessary business education for emerging leaders in all technical fields.

## **PARTICIPANT PROFILE:**

- Designed for technical professionals
- 3 to 5 years work experience
- High potential individuals across functions
- Past participant titles include individual contributor, team lead, manager, director

## **PROGRAM OBJECTIVES:**

Enable students to make an immediate impact on their organization by enhancing their knowledge of its non-technical dimensions and helping them to:

- View business as an integrated system and understand how their actions impact the whole
- Enrich their ability to operate cross-functionally
- Understand the authority, context, processes, and techniques by which companies set strategy, manage operations, evaluate performance, and make decisions
- Broaden business skills and perspectives and acquire new tools to complement a technical background
- Learn best practices from distinguished faculty, experienced industry professionals, and peers

## **PROGRAM PHILOSOPHY:**

The ancient parable of the blind men who are each aware of only one portion of the elephant originated on the Indian subcontinent and is known worldwide today.



The parable serves as a metaphor for the opportunity that CMTP students have to expand their perspectives and think strategically. Students who “remove their blindfolds” by increasing their understanding will be more effective and powerful participants in the growth of a healthy and successful enterprise.

To register or request information, visit [merage.uci.edu/CMTP](https://merage.uci.edu/CMTP) or contact Mollee Elniski at [melniski@uci.edu](mailto:melniski@uci.edu) or 949.824.5938.

## PROGRAM STRUCTURE:

- World-class Merage School faculty pair with highly experienced executive practitioners from global enterprises
- Program-specific Educational Container website enhances the learning experience
- Orientation, networking, and five full days of instruction over ten weeks (every other Friday)
- Two modules per program day
- Seventy hours of learning includes forty hours of classroom instruction
- Readings and assignments augment lectures, group exercises, and cases

## LEARNING MODULES:

 <b>Business Strategy</b> <ul style="list-style-type: none"><li>• Concepts, frameworks, and techniques</li><li>• Porter's Five Forces</li><li>• Overview of key strategic levers</li></ul>	 <b>Leadership &amp; Influence</b> <ul style="list-style-type: none"><li>• Role of leadership in technical organizations</li><li>• Principles &amp; tactics of influence</li><li>• Personal development of leadership skills</li></ul>	 <b>Global &amp; Cross-Cultural Negotiations</b> <ul style="list-style-type: none"><li>• Pervasive impact of culture</li><li>• Principles of inventive negotiation</li><li>• Negotiation processes</li><li>• Role of the negotiator</li></ul>	 <b>Professional Presence</b> <ul style="list-style-type: none"><li>• Self-awareness &amp; self-management</li><li>• Building your image &amp; brand</li><li>• Demonstrating leadership</li><li>• Handling pressure and confrontations</li></ul>	 <b>Operations/Supply Chain Management</b> <ul style="list-style-type: none"><li>• Strategy &amp; SCOR model</li><li>• Measurement, data, &amp; IT</li><li>• Logistics &amp; sourcing</li><li>• New product introduction</li><li>• Quality systems</li><li>• DFX</li></ul>
 <b>Finance for Non-Financial Managers</b> <ul style="list-style-type: none"><li>• Key financial metrics</li><li>• Importance of shareholder value</li><li>• Principles of budgeting (capital, operating, project)</li><li>• Financial decision-making</li><li>• Balance sheets and income statements</li></ul>	 <b>Critical Thinking &amp; Decision-Making</b> <ul style="list-style-type: none"><li>• Appraising information in uncertain environments</li><li>• Making smart choices (steps, modeling, risk, etc.)</li><li>• Psychology of decision-making and behavioral economics</li></ul>	 <b>Marketing</b> <ul style="list-style-type: none"><li>• Role of marketing in a technology company</li><li>• 4 Ps, brands, customer needs, profitability, product lifecycle</li><li>• Sales operations (channel strategy, forecasting, etc.)</li></ul>	 <b>Innovation/Product Development</b> <ul style="list-style-type: none"><li>• Innovation imperative</li><li>• Business model versus technological innovation</li><li>• Frameworks and processes for innovation and product development</li></ul>	 <b>Intrapreneurship</b> <ul style="list-style-type: none"><li>• Building on owner perspective</li><li>• Transforming bureaucrats into entrepreneurs</li><li>• Role of leaders in entrepreneurial companies</li><li>• Unleashing initiative</li></ul>

## EDUCATIONAL CONTAINER WEBSITE - INTERACTIVE RESOURCE:

### Pre-Work (2-4 hours)

- Introductory video
- Syllabus
- Learning objectives
- Pre-reading
- Assignments
- Online quiz

### Interactive Classroom Learning (4 hours)

- Academic faculty and executive practitioners co-design, co-teach
- Resources to enable transfer of learning to the workplace

### Post-Work

- Reference library
- Topical and timely articles
- Blog
- Online chats and discussions

## JOIN INDIVIDUALS FROM ORGANIZATIONS SUCH AS:

Alcon Laboratories  
Broadcom  
Edwards Lifesciences  
Glidewell Laboratories  
HireRight

Kareo  
Medtronic  
Meggitt  
MicroVention

Niagara Bottling LLC  
Parker Aerospace  
Rockwell Collins  
Western Digital

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To inquire about program dates, course fees, Subscriber Company discounts, and registration, visit [merage.uci.edu/go/CMTP](http://merage.uci.edu/go/CMTP) or contact Mollie Elniski at [melniski@uci.edu](mailto:melniski@uci.edu) or 949.824.5938.