CONTINUING EDUCATION
ON CAMPUS. ONLINE.

Over 1,200 courses and seminars for personal and professional development
conted.ucalgary.ca
Get started making your world a better place.

Review this program guide to see what interests you. Then, check conted.ucalgary.ca for more details and to register.
how to register

1 Select your courses.

2 Check for prerequisites.

3 If admitted into a certificate or diploma program, log in to your account to ensure the course applies to your program. Remember, you can apply for Certificate Admission at any time.

4 Register online, by phone, in person or by mail.

   Online
   Available 24/7
   conted.ucalgary.ca

   In Person
   8:30 am – 4:30 pm weekdays
   University of Calgary
   Continuing Education
   Energy Resources Research
   Building (ERRB)
   N140, 3512 - 33 St NW
   Calgary, AB

   Telephone
   8:30 am – 4:30 pm weekdays
   403.220.2866
   1.866.220.4992
   (Toll free outside of Calgary and within North America)

   By Mail
   University of Calgary
   Continuing Education
   2500 University Drive NW
   Calgary, AB, T2N 1N4

   Extended office hours
   Winter 2020: January 6 - 24, 8 am to 6 pm, M-F

5 Pay course fees with VISA, MasterCard, American Express, Visa Debit, cheque or money order.

6 Receive confirmation by email.

7 Log in to your account to find the class location or — if it is an online course — to check when it opens.

8 Visit the Student Welcome Guide at conted.ucalgary.ca/students to find all the practical information you need to succeed as a Continuing Education student, including eligibility requirements and deadlines for grants, funding and scholarships.
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Expand your mind... on Saturdays

In these unique classes, UCalgary academics bring compelling topics to the Calgary community. For current courses see page 11. For course details and instructor bios go to conted.ucalgary.ca/oneday

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Flexible Learning

On campus. Downtown. Online.

All courses, certificate and diploma programs have been developed with part-time learners in mind, making it possible for you to pace your learning to fit your life. Visit conted.ucalgary.ca/elearn for details.

COURSE DELIVERY
Courses are offered in a variety of formats including classroom, online, blended (partially in the classroom and partially online) and self-directed online.

TAKING COURSES IN THE CLASSROOM
Main Campus
2500 University Drive NW

Downtown Campus
906 8th Avenue SW

Continuing Education courses are held at UCalgary’s main and downtown campuses at times that are convenient for adult learners. Occasionally, courses may be offered at off-campus locations.

AT HOME STUDY
In most certificate or diploma program classroom courses, students are expected to complete readings and assignments between classes. The number of hours needed for at-home study will vary. However, if your course includes one three-hour class each week, you should plan on spending an additional three hours per week outside of class. Please take this into account when enrolling in multiple courses at one time.

TAKING COURSES ONLINE
Learning online takes the learning experience out of the traditional classroom and on to the Internet.

Most of Continuing Education’s online courses are instructor-led, interactive courses. Students work within scheduled start- and end-dates and observe set time lines for learning activities and assignments.

For most courses, students are free to choose when they go online during the week. However, some courses require that students attend online classes on designated dates and at designated times.

Some technology courses use a virtual machine (VM), which enables students to access course software applications, from any computer or tablet that has an Internet connection. Self-directed online technology courses are self-paced and involve an artificial intelligence platform for grading.

ONLINE COURSE WORKLOAD
For courses that allow you to choose when you will go online, plan to log in to the university’s online learning software — Desire2Learn (D2L) — three to four times per week in order to keep pace with the class. Plan on studying and working approximately six hours per week per course. Please take this into account when enrolling in multiple courses at one time.

UNCERTAIN ABOUT ONLINE LEARNING?
Before taking your first instructor-led, interactive online course, you will be required to take BMC 352 Learning Online. This course is your chance to practise online learning in a safe environment.

BMC 352 LEARNING ONLINE
Discover more about yourself as an online learner in a supportive environment and ultimately determine if online learning is for you. Compare your current skills, habits and technical knowledge against what’s typically required for success in Continuing Education online courses. Whatever your starting point, you will develop and improve your abilities to connect, communicate and collaborate with others online.

COURSE: BMC 352 | 10 Hours | $185

Note: New sections of this course are added regularly as demand requires. For an up-to-date list of current sections, visit conted.ucalgary.ca/learningonline
Within three years of immigrating to Canada, Gurmeet Sidhu — a recent UCalgary Continuing Education graduate — moved from a supervisory position at one of Canada’s largest grocery chains, to a more senior management role. He credits his speedy success to his certificate program: Professional Management specializing in Strategic Management.

“When I moved to Canada, I had a Master’s of Education and a PhD in applied linguistics. My challenge was to either upgrade my education, or start working,” says Gurmeet. “Because work is needed to pay the bills, I went to work, and I was fortunate enough to get a position at Loblaw.”

In 2005, Gurmeet discovered Continuing Education. While working, he enrolled in courses that would help him understand the Canadian business environment. He strategically chose learning that would give him the skills required to be successful in a management role.

After six months, he had completed two courses and the company moved him into a senior supervisor position. Gurmeet could see the benefit of continuing his learning and the value of gaining a credential so he enrolled in a Professional Management Certificate program.

Three-quarters of the way through his program, Gurmeet was promoted to a site manager position. He was required to take the company’s in-house courses for management staff, which resulted in a break from his Continuing Education classes. After completing the company courses, Gurmeet returned to Continuing Education to complete his certificate.

“I think the program really contributed to my success, giving me the skills, confidence and network required for the type of job I was doing,” he says. “It shifted my mindset too. I was moving from teaching to business, and in a business leadership position you need certain attributes to be successful. This program helped me attain those.”

Gurmeet views his course instructors as excellent examples of successful business leaders. “They are executives at some of the major companies in Calgary and would describe to the class how they handled real business problems.”

Gurmeet says he continues to learn and grow in his new field and he encourages his staff to take Continuing Education courses so they too can enjoy more success.

Being taught by experienced and successful business executives gives you the mindset of a business leader.”

Gurmeet Sidhu, Graduate Certificate in Professional Management specializing in Strategic Management
Stacey Page, Graduate Certificate in Visual Design specializing in Art Theory and Practice

View her story online at conted.ucalgary.ca/stories

Personal Development

Take courses with like-minded people who want to learn a new language, discover the artist within, enhance their well-being, or learn more about history, current events and today’s hot topics.
Sometimes, you just want to learn for the sake of learning!

These next few pages of Continuing Education’s Winter - Summer Program Guide are intended as an easy way for you to find courses for personal development and interest. The lists on these pages include courses that start between January 1 and August 31, 2020.

Professional development programs that lead to certificates, diplomas and designations start on page 14. Courses in these programs can be taken for personal development as well. In most cases, you do not need to be accepted into a certificate or diploma program to take a course.

### ACADEMIC PREPARATION

[conted.ucalgary.ca/academicprep](conted.ucalgary.ca/academicprep)

#### ACADEMIC EXAM PREPARATION — GRADUATE

Are you seeking admission to an MBA program? The GMAT preparation test prepares you to meet today’s high admission standards.

<table>
<thead>
<tr>
<th>Course Title</th>
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<th>Hours</th>
<th>Fee</th>
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<td>ADL 901</td>
<td>26</td>
<td>$1,095 + GST*</td>
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*Early bird fee $995 (30 days prior to course start date).

#### ACADEMIC PREPARATION — UNDERGRADUATE

These courses are for students planning to seek admission to a UCalgary faculty. Information on the university’s admission requirements is obtained from Recruitment and Admissions, or faculty offices. Textbooks can be purchased at the Bookstore.

<table>
<thead>
<tr>
<th>Course Title</th>
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<tr>
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<td>UPG 240</td>
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<td>English 2</td>
<td>UPG 222</td>
<td>60</td>
<td>$545</td>
<td>p97</td>
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<tr>
<td>Math Fundamentals</td>
<td>UPG 010</td>
<td>70</td>
<td>$545</td>
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<td>Math 1</td>
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<td>Math 2B NEW</td>
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<td>$475</td>
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**ART**

canteed.ucalgary.ca/art

See pages 54 - 56 for a full selection of art courses that may be taken on their own or for credit toward the Certificate in Visual Design; or, the Certificate in Visual Design with specializations in Art Theory and Practice, Interior Design, or Photography.

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Course#</th>
<th>Hours</th>
<th>Fee</th>
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<td>Artist Series: Abstract Painting with Jesse Stilwell</td>
<td>ART 328</td>
<td>6</td>
<td>$150 + GST</td>
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<td>Artist Series: En Plein Air Painting with TBD</td>
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<tr>
<td>Artist Series: Portrait Drawing with Vahe Tokmajyan</td>
<td>ART 330</td>
<td>6</td>
<td>$150 + GST</td>
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<tr>
<td>Artist Series: Still Life Painting with Megan Dyck</td>
<td>ART 331</td>
<td>6</td>
<td>$150 + GST</td>
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</table>

**ENGLISH AS A SECOND LANGUAGE (ESL): PART-TIME**

canteed.ucalgary.ca/eslparttime

UCalgary Continuing Education offers full- and part-time programs in English as a Second Language (ESL). Full-time study is available to international students and landed immigrants. Information on the full-time English Language Program can be found at ucalgary.ca/esl

Courses listed here are offered on evenings and weekends for students who wish to pursue their studies on a part-time basis. These classes are perfect for adults, at any level, who want to improve their English for personal, work, or academic reasons.

Transferability to Certificate Programs: Some ESL courses can be used for credit hours (maximum 30) toward select Continuing Education certificates including: Professional Management (all specializations); Environmental Management; Human Resource Management, and Marketing.

It is possible to receive 20 credit hours for ENL 415 Pronunciation or 30 credit hours for ENL 410 ESL 4, ENL 510 ESL5, or ENL430 TOEFL Preparation.

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Course#</th>
<th>Hours</th>
<th>Fee</th>
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<td>English Pronunciation</td>
<td>ENL 415</td>
<td>30</td>
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<td>ESL Part Time Placement Test – Daytime</td>
<td>ENL 099</td>
<td>2</td>
<td>$35</td>
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<tr>
<td>ESL Part Time Placement Test – Evening</td>
<td>ENL 099</td>
<td>3</td>
<td>Free</td>
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<tr>
<td>ESL 1</td>
<td>ENL 110</td>
<td>60</td>
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<tr>
<td>ESL 2</td>
<td>ENL 210</td>
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<td>p98</td>
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<tr>
<td>ESL 3</td>
<td>ENL 310</td>
<td>60</td>
<td>$525</td>
<td>p99</td>
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<td>ESL 4</td>
<td>ENL 410</td>
<td>60</td>
<td>$525</td>
<td>p99</td>
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<tr>
<td>ESL 5</td>
<td>ENL 510</td>
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<tr>
<td>TOEFL Test Preparation</td>
<td>ENL 430</td>
<td>60</td>
<td>$500</td>
<td>p121</td>
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</table>
**INTERIOR DESIGN**
conted.ucalgary.ca/interiordesign

See page 55 for a full selection of interior design courses that may be taken on their own or for credit toward the Certificate in Visual Design; or, the Certificate in Visual Design with specializations in Art Theory and Practice, Interior Design, or Photography.

**LANGUAGES OF THE WORLD**
conted.ucalgary.ca/languages

Languages of the World include American Sign Language and an array of international languages. In all languages, beginners start in Level 1.

Students of French and Spanish may choose to take courses for credit toward levelled certificates in French Language and Culture or Spanish Language and Culture. For more information on these programs, go to pages 30 and 51.

**Placement**: If you have experience in a language, you may consult with a student advisor to determine your appropriate starting level. Call 403.220.2866.

*Note: One week prior to start, classes with insufficient enrolment may be cancelled. To help us run as many classes as possible, please register early. Additional language courses may be added based on student interest. For the most up-to-date list of scheduled courses, please check [conted.ucalgary.ca/languages](http://conted.ucalgary.ca/languages)*

### AMERICAN SIGN LANGUAGE

<table>
<thead>
<tr>
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<tr>
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<td>36</td>
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<td>Sign Language 102</td>
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<td>36</td>
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<tr>
<td>Sign Language 202</td>
<td>ASL 202</td>
<td>36</td>
<td>$395</td>
<td>p117</td>
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### INTERNATIONAL LANGUAGES

<table>
<thead>
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<tr>
<td>Arabic 2</td>
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<td>20</td>
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<td>French 1</td>
<td>FRE 100</td>
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<td>$345</td>
<td>p100</td>
</tr>
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<td>French 2</td>
<td>FRE 102</td>
<td>40</td>
<td>$395</td>
<td>p101</td>
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<tr>
<td>French 3</td>
<td>FRE 103</td>
<td>40</td>
<td>$395</td>
<td>p101</td>
</tr>
<tr>
<td>French 4</td>
<td>FRE 104</td>
<td>40</td>
<td>$395</td>
<td>p101</td>
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<tr>
<td>French 6 (Français pré-avancé)</td>
<td>FRE 145</td>
<td>40</td>
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<td>French 7 (Français avancé)</td>
<td>FRE 146</td>
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<tr>
<td>French Conversation</td>
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<td>German 1</td>
<td>GER 110</td>
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<td>$295 + GST</td>
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Get creative with interior design and make your home a beautiful space.

Improve your memory and critical thinking skills by learning a new language.
<table>
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<tr>
<th>Course</th>
<th>Code</th>
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<td>German 3</td>
<td>GER 310</td>
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<tr>
<td>Italian 1</td>
<td>ITA 101</td>
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<td>A First Encounter with Quantum Mysteries with Christoph Simon, PhD</td>
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<td>Art of the Northern Renaissance and the Dutch Golden Age with Marina Fischer, MA</td>
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<td>Everything You Need to Know About Alberta Politics with Paul Fairie, PhD</td>
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<tr>
<td>Everything You Need To Know About American Politics NEW with Paul Fairie, PhD</td>
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<tr>
<td>Great Artists of the Italian Renaissance with Marina Fischer, MA</td>
<td>FIF 632</td>
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<td>I’m Biased and So Are You: Exploring Unconscious Bias NEW with Valerie Pruegger, PhD</td>
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<tr>
<td>Making Sense of Equalization and Fiscal Transfers in Canada NEW with Trevor Tombe, PhD</td>
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<tr>
<td>Philosophy of Money with David Dick, PhD</td>
<td>FIF 620</td>
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<td>Shakespeare’s Villains NEW with Michael Ulyot, PhD</td>
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<td>Supporting Positive Mental Health in Children and Adolescents NEW with Gabrielle Wilcox, PhD</td>
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<td>6</td>
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<tr>
<td>The Vietnam War: Generals and Generations, 1954-1975 with Matt Bucholtz, PhD</td>
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<tr>
<td>Walking With Wild Dogs with Shelley Alexander, PhD</td>
<td>FIF 636</td>
<td>6</td>
<td>$75 + GST</td>
<td>p122</td>
</tr>
</tbody>
</table>

This unique learning opportunity brings university academics to the community. Engaging and affordable, One Day @ UCalgary courses are presented Saturdays at the main campus.
These courses span a wide range of general interest topics including ancient history, mental health and wellness, the arts, personal finance, religion, politics, retirement, and more.

<table>
<thead>
<tr>
<th>Course Title</th>
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<td>Artist Series: Abstract Painting with Jesse Stilwell</td>
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<td>Artist Series: Portrait Drawing with Vahe Tokmajyan</td>
<td>ART 330</td>
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<tr>
<td>Artist Series: Still Life Painting with Megan Dyck</td>
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<td>Dead Men Do Tell Tales! Introduction to Forensic Anthropology with Milan Gillespie, MSc</td>
<td>HUM 408</td>
<td>15</td>
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<td>Evenings With The Calgary Philharmonic with Matthew Heller</td>
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<td>Let’s Talk About Death: The Sociology of Dying and Death in Canada NEW with Courtney Petruik</td>
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<tr>
<td>Mindfulness Meditation with Malynne O’Connor or Shirley McMillan</td>
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<td>12</td>
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<tr>
<td>Personal Financial Planning: Meeting Your Goals NEW with Michael O’Brien CFP</td>
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<tr>
<td>Positive Psychology: The Role Your Strengths Play in Your Happiness with Josephine Tite</td>
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<td>12</td>
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<tr>
<td>Post-Confederation Canadian History with Judith Hinshaw, PhD</td>
<td>FIF 246</td>
<td>20</td>
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<td>with Jeremy Hexham</td>
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<tr>
<td>Secrets of Ancient Technology: How did they do it?</td>
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<tr>
<td>with Patrick Carmichael, PhD</td>
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<tr>
<td>The British Monarchy From 1066</td>
<td>FIF 251</td>
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<tr>
<td>with Judith Hinshaw, PhD</td>
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<tr>
<td>The Rising Influence of Chinese Canadians</td>
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<tr>
<td>with Lloyd Sciban</td>
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**PHOTOGRAPHY**
conted.ucalgary.ca/photography

Explore your creative side. Rediscover photography.

See page 56 for more photography courses that may be taken on their own or for credit toward the Certificate in Visual Design; or, the Certificate in Visual Design with specializations in Art Theory and Practice, Interior Design, or Photography.

<table>
<thead>
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<th>Course Title</th>
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<td>Cellphone Videography NEW</td>
<td>PHO 131</td>
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</table>

**WRITING**
conted.ucalgary.ca/writing

Refine and polish your writing skills.

These courses are taken for general interest. Many more writing courses are available and may be taken on their own or for credit toward the Certificates in Professional Writing or the Certificate in Creative Writing.

See course lists on pages 24 and 47.

<table>
<thead>
<tr>
<th>Course Title</th>
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<td>Correct and Clear! Grammar, Punctuation and Style Clinic</td>
<td>WRI 205</td>
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<td>p93</td>
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<tr>
<td>Editing for Structure NEW</td>
<td>WRI 121</td>
<td>15</td>
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<tr>
<td>Grammar, Punctuation and Spelling: A Quick Review NEW</td>
<td>WRI 113</td>
<td>10</td>
<td>$195 + GST</td>
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</table>
Professional Development

Certificate, Diploma and Designation Programs

Daniel Wolfe, Graduate Certificate in Marketing

View his story online at conted.ucalgary.ca/stories
More than 45 Certificate, Diploma, and Designation Programs

Continuing Education’s many diverse programs of study are listed here, complete with course requirements. Find additional details by following the URL under the program title. To help you plan ahead, the terms during which a course is scheduled are indicated in the course lists. For descriptions, dates and times of fall courses, go to the page indicated.

GETTING STARTED
In most programs, you can take courses first and enrol in the program later. When you are ready to enrol, you can apply for credit for those courses that you have successfully completed and meet program requirements.

TRANSFERABILITY
On completion of one certificate or diploma program, a student may choose to pursue another. In some cases, it is possible to transfer a limited number of hours between programs. The number of hours varies by program and depends on the courses taken. For details, go to the web page for the certificate program(s) you have completed to see what may be possible for you.

UNDERSTANDING YOUR PROGRAM REQUIREMENTS
Certificate and diploma requirements shown in this publication or at conted.ucalgary.ca are the requirements that a new student must follow to graduate. Because programs are reviewed and updated on a regular basis, the requirements listed here may be different from previous or future years. For you to successfully complete a program, you must meet the requirements that are locked in and noted on your student record when you are admitted to the program. Once you have been admitted — to be sure you are always choosing courses that can be credited toward your program — it is best to view the requirements outlined in your account.

LADDERING TOWARD A DEGREE
It is possible to use some certificate programs as a stepping stone towards an undergraduate degree if you can meet the faculty’s entrance requirements for undergraduate students.

Some 300-hour Continuing Education certificate programs can be applied to a Minor in Workplace Learning, which will be accepted by UCalgary’s Faculty of Arts, Faculty of Science and Faculty of Kinesiology.

For more information go to conted.ucalgary.ca/degreeminor

ADULT AND COMMUNITY EDUCATION

Hours: 110 | Online conted.ucalgary.ca/cal

This certificate program meets the growing need for program facilitation, leadership, coordination and instructional design for adult or community educators. Students in this program learn to respond creatively to adult learning needs in their work or community.

This short-format certificate is best suited to students who already have significant experience in the field of adult learning. New and aspiring professionals would be better served to take the 300-hour Certificate in Adult Learning specializing in Adult and Community Education (page 16).

REQUIRED COURSES
The Adult and Community Education Certificate is a 110-hour program made up of three core courses. Before taking your first course, you are required to take BMC 352 Learning Online.

Core Courses | 110 Hours

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
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<tr>
<td>ADL 129</td>
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<td></td>
<td>$625</td>
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<tr>
<td>ADL 110</td>
<td>30</td>
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<td>$525</td>
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<tr>
<td>ADL 123</td>
<td>40</td>
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<td>$625</td>
<td>p100</td>
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</table>

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<tr>
<td>ADL 110</td>
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<tr>
<td>ADL 123</td>
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<td>$625</td>
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**ADULT LEARNING**

Hours: 300 • Online  
conted.ucalgary.ca/cal

Whether you are upgrading qualifications or developing new skills, the Certificate in Adult Learning can take your career to the next level by exploring the history, theory, and numerous practical and technological applications of adult learning and its related career paths.

Students choose one of the following four specializations:
- Adult and Community Education
- Career and Academic Advising
- e-Learning
- Workplace Learning

The Adult and Community Education, e-Learning, and Workplace Learning specializations can also be completed as shorter certificates. These are ideal for those who already have a foundation in adult learning and are looking to expand their expertise. See pages 15, 26, and 56.

If your focus is Career and Academic Advising, a new expanded Career Development and Academic Advising Certificate is offered. See page 21.

**REQUIRED COURSES**
Each of these specialized certificates is a 300-hour program. Students must take 120 hours of core courses, as well as the specialization courses. To fulfill the 300-hour requirement, students take additional courses from Adult Learning Optional Courses. You are required to take BMC 352 Learning Online as your first course.

<table>
<thead>
<tr>
<th>Core Courses for all Specializations</th>
<th>120 Hours</th>
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<tbody>
<tr>
<td>Course#</td>
<td>Hours</td>
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<tr>
<td>Adults as Learners</td>
<td>ADL 106</td>
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<tr>
<td>Creating Programs in Adult Education</td>
<td>ADL 128</td>
</tr>
<tr>
<td>Facilitating Adult Learning</td>
<td>ADL 122</td>
</tr>
</tbody>
</table>

**Adult Learning Specializations: Choose one**

**Certificate in Adult Learning Specializing in Adult and Community Education**
This specialization meets the growing need in program facilitation, leadership, coordination, and instructional design. Learn to respond creatively to adult learning needs in your work or community.

Core Courses: 120 Hours  
Specialization Courses: 110 Hours  
Optional Courses: Minimum 70 Hours

<table>
<thead>
<tr>
<th>Specialization Courses</th>
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<tbody>
<tr>
<td>Designing Learning</td>
<td>ADL 129</td>
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<tr>
<td>Diversity in Adult Learning</td>
<td>ADL 110</td>
</tr>
<tr>
<td>Field of Adult and Community Education</td>
<td>ADL 123</td>
</tr>
</tbody>
</table>
Certificate in Adult Learning Specializing in Career and Academic Advising
This program is intended for advisors working in secondary or post-secondary academic institutions, or career, employment, and immigration agencies. Students learn the foundation, communication and assessment skills needed to facilitate, motivate and work successfully with a diverse population. Please note that ADL 221 is required for the Certified Career Development Professional (CCDP) designation.

Core Courses: 120 Hours
Specialization Courses: 120 Hours
Optional Courses: Minimum 60 Hours

Specialization Courses | 120 hours

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
<th>Credits</th>
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<td>Assessment Practice in Career Development</td>
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<td>$525</td>
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<tr>
<td>Career Development Foundations</td>
<td>ADL 210</td>
<td>30</td>
<td>$525</td>
<td>p89</td>
</tr>
<tr>
<td>Diversity in Adult Learning</td>
<td>ADL 110</td>
<td>30</td>
<td>$525</td>
<td>p95</td>
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<tr>
<td>Ethics for Career Development Professionals</td>
<td>ADL 221</td>
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<td>$275</td>
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<tr>
<td>Helping Skills in Career and Academic Advising</td>
<td>ADL 211</td>
<td>30</td>
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<td>Student Advising Foundations</td>
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<td>30</td>
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</table>

Certificate in Adult Learning Specializing in e-Learning
Designed to meet the growing need for adult educators, designers and administrators for just-in-time delivery in educational and business settings, this program provides knowledge and techniques in facilitation, coordination, instructional design and e-Learning technologies.

Core Courses: 120 Hours
Specialization Courses: 110 Hours
Optional Courses: Minimum 70 Hours

Specialization Courses | 110 hours

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
<th>Credits</th>
<th>Fee</th>
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<tbody>
<tr>
<td>Designing Learning</td>
<td>ADL 129</td>
<td>40</td>
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<tr>
<td>e-Learning: Principles and Practice</td>
<td>ADL 121</td>
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<td>$625</td>
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<tr>
<td>Teaching Online</td>
<td>ADL 136</td>
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</table>

Certificate in Adult Learning Specializing in Workplace Learning
This specialization develops the knowledge and skills needed to contribute to a rapidly changing and challenging workplace, and will be of special interest to human resource and other organizational staff who are pivotal in creating tomorrow’s dynamic work environment.

Core Courses: 120 Hours
Specialization Courses: 140 Hours
Optional Courses: Minimum 40 Hours

Specialization Courses | 140 hours

<table>
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<td>ADL 127</td>
<td>30</td>
<td>$525</td>
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<tr>
<td>Field of Adult and Community Education</td>
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<tr>
<td>Learning in the Workplace</td>
<td>ADL 107</td>
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<td>Organizational Learning</td>
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### Adult Learning Optional Courses

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<td>Assessment Practice in Career Development</td>
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<td>Career Development Foundations</td>
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<tr>
<td>Change Management Theory and Application</td>
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<tr>
<td>Diversity in Adult Learning</td>
<td>ADL 110</td>
<td>30</td>
<td>$525</td>
<td>p96</td>
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<tr>
<td>e-Learning: Principles and Practice</td>
<td>ADL 121</td>
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<td>Employment Counselling Toolkit for Career Development Practitioners</td>
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<td>Ethics for Professional Practice</td>
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<tr>
<td>Evaluating Program Outcomes</td>
<td>ADL 119</td>
<td>30</td>
<td>$525</td>
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</tr>
<tr>
<td>Field of Adult and Community Education</td>
<td>ADL 123</td>
<td>40</td>
<td>$625</td>
<td>p100</td>
</tr>
<tr>
<td>Helping Skills in Career and Academic Advising</td>
<td>ADL 211</td>
<td>30</td>
<td>$525</td>
<td>p103</td>
</tr>
<tr>
<td>Learning in the Workplace</td>
<td>ADL 107</td>
<td>40</td>
<td>$625</td>
<td>p107</td>
</tr>
<tr>
<td>Learning Online</td>
<td>BMC 352</td>
<td>10</td>
<td>$185</td>
<td>p4</td>
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<tr>
<td>Organizational Learning</td>
<td>ADL 124</td>
<td>30</td>
<td>$525</td>
<td>p112</td>
</tr>
<tr>
<td>Student Advising Foundations</td>
<td>ADL 220</td>
<td>30</td>
<td>$525</td>
<td>p119</td>
</tr>
<tr>
<td>Teaching Online</td>
<td>ADL 136</td>
<td>30</td>
<td>$525</td>
<td>p120</td>
</tr>
<tr>
<td>Technical Writing and Documentation</td>
<td>WRI 215</td>
<td>30</td>
<td>$595</td>
<td>p121</td>
</tr>
<tr>
<td>Train the Trainer 1</td>
<td>ADL 139</td>
<td>20</td>
<td>$525</td>
<td>p121</td>
</tr>
<tr>
<td>Virtual Classroom Strategies</td>
<td>ADL 115</td>
<td>30</td>
<td>$525</td>
<td>p122</td>
</tr>
</tbody>
</table>
BUSINESS ANALYSIS
Hours: 240 • Online
conted.ucalgary.ca/ba

A successful IT project begins with a detailed analysis of business requirements. A business analyst plays a crucial role in this process by working with business and technology stakeholders to identify needs for business change and implementation of technologies to support business goals and objectives.

This Certificate in Business Analysis program will prepare you to actively support the delivery of successful IT projects. You will learn how to clearly identify business needs and project requirements and how to work collaboratively with business and IT stakeholders.

The program includes courses that leverage the concepts of the International Institute of Business Analysis (IIBA™) Business Analysis Body of Knowledge and include some key topics such as collaboration, testing and quality assurance, and requirements analysis and design. Upon successful completion of the certificate, you will have a toolkit of practices and knowledge that will support you in your day-to-day work.

Note: The IIBA recognizes writing as a necessary skill in this field. Students are therefore expected to have university-level English writing skills including grammar, vocabulary, and basic writing experience. If you need to brush up on these skills, we recommend WRI 150 Writing in the Workplace be taken at the beginning of the program.

REQUIRED COURSES
This is a 240-hour program. Students must complete 120 hours of core courses and 120 hours of optional courses.

<table>
<thead>
<tr>
<th>Core courses</th>
<th>120 Hours</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Process Management</td>
<td>ICT 763</td>
<td>30</td>
<td>✔</td>
<td>$825</td>
<td>p89</td>
<td></td>
</tr>
<tr>
<td>Elicitation and Collaboration</td>
<td>ICT 761</td>
<td>30</td>
<td>✔</td>
<td>$825</td>
<td>see web</td>
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</tr>
<tr>
<td>Requirements Analysis and Design</td>
<td>ICT 762</td>
<td>30</td>
<td>✔</td>
<td>$825</td>
<td>p116</td>
<td></td>
</tr>
<tr>
<td>Solution Evaluation and Testing</td>
<td>ICT 764</td>
<td>30</td>
<td>✔</td>
<td>$825</td>
<td>p118</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Optional Courses</th>
<th>120 Hours</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agile Software Development</td>
<td>ICT 716</td>
<td>30</td>
<td>✔</td>
<td>$825</td>
<td>p86</td>
<td></td>
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<tr>
<td>Business Analysis Planning</td>
<td>ICT 227</td>
<td>30</td>
<td>✔</td>
<td>$825</td>
<td>see web</td>
<td></td>
</tr>
<tr>
<td>Business Intelligence Introduction</td>
<td>ICT 700</td>
<td>30</td>
<td>✔</td>
<td>$975</td>
<td>p89</td>
<td></td>
</tr>
<tr>
<td>Data Modeling for IT Projects</td>
<td>ICT 287</td>
<td>30</td>
<td>✔</td>
<td>$825</td>
<td>p94</td>
<td></td>
</tr>
<tr>
<td>Gathering Requirements for BI Projects</td>
<td>ICT 705</td>
<td>30</td>
<td>✔</td>
<td>$975</td>
<td>p101</td>
<td></td>
</tr>
<tr>
<td>Program Strategy for BI Projects</td>
<td>ICT 773</td>
<td>30</td>
<td>✔</td>
<td>$975</td>
<td>p114</td>
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</tr>
<tr>
<td>Writing in the Workplace</td>
<td>WRI 150</td>
<td>40</td>
<td>✔</td>
<td>$795</td>
<td>p123</td>
<td></td>
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</tbody>
</table>

THIS CERTIFICATE IS PERFECT IF YOU:
› Work — or aspire to work — as a business analyst
› Enjoy problem solving and collecting insights to propose innovative business solutions
› Work at a program or project level analyzing and modeling the organization’s business processes and identifying opportunities to improve them
BUSINESS INTELLIGENCE AND ANALYTICS

Hours: 240 • In Class, Online
conted.ucalgary.ca/bi

Business Intelligence (BI) is the field of combining data, technology, business processes and analytics to optimize business decisions and drive success. BI has become a technological priority for organizations, and BI tools, approaches and methods are quickly becoming valued skill sets. Turning your data into valuable information is no longer a luxury — it is a necessity for our ever-changing markets.

The Certificate in Business Intelligence and Analytics focuses on the four pillars of the BI Body of Knowledge: people, process, technology and data. The four core courses will provide you with the fundamental knowledge and exposure to the technologies and processes essential to any BI project. You will learn to execute each stage of a project, from requirements gathering, to actual development of your solution, to exposing the data within your organization.

By choosing from an array of optional courses, you can tailor your certification to meet your specific needs.

REQUIRED COURSES
This is a 240-hour program. Students must complete 120 hours of core courses and 120 hours of optional courses.

<table>
<thead>
<tr>
<th>Core Courses</th>
<th>120 Hours</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Intelligence Introduction</td>
<td>ICT 700</td>
<td>30</td>
<td>llll</td>
<td>$975</td>
<td>p89</td>
<td></td>
</tr>
<tr>
<td>Data Analysis and Presentation</td>
<td>ICT 707</td>
<td>30</td>
<td>llll</td>
<td>$975</td>
<td>p94</td>
<td></td>
</tr>
<tr>
<td>Data Preparation and Dimensional Modeling</td>
<td>ICT 706</td>
<td>30</td>
<td>llll</td>
<td>$975</td>
<td>p94</td>
<td></td>
</tr>
<tr>
<td>Gathering Requirements for BI Projects</td>
<td>ICT 705</td>
<td>30</td>
<td>llll</td>
<td>$975</td>
<td>p101</td>
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</tbody>
</table>

Optional Courses | 120 Hours

<table>
<thead>
<tr>
<th>Optional Courses</th>
<th>120 Hours</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agile Project Management: The Basics</td>
<td>BMC 348</td>
<td>7.5</td>
<td>l</td>
<td>$385</td>
<td>see web</td>
<td></td>
</tr>
<tr>
<td>Data Modeling for IT Projects</td>
<td>ICT 287</td>
<td>30</td>
<td>lll</td>
<td>$825</td>
<td>p94</td>
<td></td>
</tr>
<tr>
<td>Program Strategy for BI Projects</td>
<td>ICT 773</td>
<td>30</td>
<td>lll</td>
<td>$975</td>
<td>p114</td>
<td></td>
</tr>
<tr>
<td>Relational Databases Fundamentals</td>
<td>ICT 128</td>
<td>30</td>
<td>lll</td>
<td>$825</td>
<td>p116</td>
<td></td>
</tr>
<tr>
<td>Visual Analytics</td>
<td>ICT 774</td>
<td>30</td>
<td>lll</td>
<td>$975</td>
<td>p122</td>
<td></td>
</tr>
</tbody>
</table>

Additional Courses NEW
If you are interested in this program, you may also be interested in the following courses. These courses do not apply to the Certificate in Business Intelligence and Analytics.

<table>
<thead>
<tr>
<th>Additional Courses</th>
<th></th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Python Level 1</td>
<td>ICT 781</td>
<td>30</td>
<td>lll</td>
<td>$825 + GST</td>
<td>p115</td>
<td></td>
</tr>
<tr>
<td>Python Level 2: Python for Data Analysis</td>
<td>ICT 782</td>
<td>30</td>
<td>lll</td>
<td>$825 + GST</td>
<td>p115</td>
<td></td>
</tr>
<tr>
<td>Python for Machine Learning NEW</td>
<td>ICT 783</td>
<td>30</td>
<td>lll</td>
<td>$1,119 + GST</td>
<td>p115</td>
<td></td>
</tr>
</tbody>
</table>
CAREER DEVELOPMENT AND ACADEMIC ADVISING

Hours: 200 • Online coned.ucalgary.ca/advising

Providing information, advice and guidance to help individuals navigate transitions in education, work and life-balance is vibrant and rewarding work. This certificate is intended for advisors working in career, employment, or immigration agencies, and academic/student services staff in secondary or post-secondary institutions.

New and aspiring advisors, or those looking for more in-depth knowledge and skills in facilitating learning, would be better served to take the 300-hour Certificate in Adult Learning with a specialization in Career and Academic Advising (page 17).

This certificate aligns with the new education criteria for the Certified Career Development (CCDP) designation.

REQUIRED COURSES
This is a 200-hour program. All students complete 100 hours of core courses and a minimum of 60 hours of specialization courses. The remaining 40 hours can be taken from the specialization or optional courses. Before taking your first course, you are required to take BMC 352 Learning Online.

Core Courses | 100 Hours

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Development Foundations</td>
<td>ADL 210</td>
<td>30</td>
<td></td>
<td>$525 p89</td>
</tr>
<tr>
<td>Diversity in Adult Learning</td>
<td>ADL 110</td>
<td>30</td>
<td></td>
<td>$525 p95</td>
</tr>
<tr>
<td>Ethics for Career Development Professionals</td>
<td>ADL 221</td>
<td>10</td>
<td></td>
<td>$275 p95</td>
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<tr>
<td>Helping Skills in Career and Academic Advising</td>
<td>ADL 211</td>
<td>30</td>
<td></td>
<td>$525 p103</td>
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</tbody>
</table>

Specialization Courses | 60 - 100 Hours

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adults as Learners</td>
<td>ADL 106</td>
<td>40</td>
<td></td>
<td>$625 p86</td>
</tr>
<tr>
<td>Assessment Practice in Career Development</td>
<td>ADL 212</td>
<td>30</td>
<td></td>
<td>$525 p87</td>
</tr>
<tr>
<td>Employment Counselling Toolkit for Career Development Practitioners</td>
<td>ADL 215</td>
<td>30</td>
<td></td>
<td>$525 p99</td>
</tr>
<tr>
<td>Student Advising Foundations</td>
<td>ADL 220</td>
<td>30</td>
<td></td>
<td>$525 p119</td>
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</tbody>
</table>

Optional Courses | 0 - 40 Hours

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coaching: Inspiring Excellence in Others</td>
<td>BMC 106</td>
<td>15</td>
<td></td>
<td>$425 see web</td>
</tr>
<tr>
<td>Communicating Interculturally</td>
<td>BMC 273</td>
<td>20</td>
<td></td>
<td>$495 p91</td>
</tr>
<tr>
<td>Evaluating Program Outcomes</td>
<td>ADL 119</td>
<td>30</td>
<td></td>
<td>$525 see web</td>
</tr>
<tr>
<td>Human Behaviour in Organizations</td>
<td>BMC 172</td>
<td>40</td>
<td></td>
<td>$625 p103</td>
</tr>
<tr>
<td>Management Communications: Interpersonal Skills</td>
<td>BMC 206</td>
<td>40</td>
<td></td>
<td>$625 p108</td>
</tr>
<tr>
<td>Social Media Essentials</td>
<td>BMC 312</td>
<td>15</td>
<td></td>
<td>$425 p117</td>
</tr>
<tr>
<td>Train the Trainer 1</td>
<td>ADL 139</td>
<td>20</td>
<td></td>
<td>$525 p121</td>
</tr>
</tbody>
</table>

TERM: ● WINTER, JANUARY TO MARCH 2020 ● SPRING/SUMMER, APRIL TO AUGUST 2020 ● FALL, SEPTEMBER TO DECEMBER 2020
CHANGE MANAGEMENT

Hours: 200 • In Class, Online
conted.ucalgary.ca/change

Change management is a systematic process for leading people, projects and organizations through transition. This program will provide the theory and practice necessary to effectively lead incremental and radical change.

Students learn the various aspects of change management, and how to support people through change while, at the same time, working towards delivering the organization’s planned results.

Students will learn how to assess organizational readiness and change impact, then move on to formulating change management strategies and plans that fit within a project management framework.

REQUIRED COURSES
This is a 200-hour program. Students must complete 120 hours of core courses and 80 hours of optional courses.

Core Courses | 120 Hours

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change Management Theory and Application</td>
<td>BMC 358</td>
<td>20</td>
<td>● ●</td>
<td>$445 p90</td>
</tr>
<tr>
<td>Change Strategy and Planning</td>
<td>BMC 359</td>
<td>20</td>
<td>● ●</td>
<td>$445 p90</td>
</tr>
<tr>
<td>Evaluating and Sustaining Change</td>
<td>BMC 361</td>
<td>20</td>
<td>●</td>
<td>$445 p99</td>
</tr>
<tr>
<td>Human Behaviour in Organizations</td>
<td>BMC 172</td>
<td>40</td>
<td>● ●</td>
<td>$625 p103</td>
</tr>
<tr>
<td>Managing Change Implementation</td>
<td>BMC 360</td>
<td>20</td>
<td>● ●</td>
<td>$445 p108</td>
</tr>
</tbody>
</table>

*We recommend taking BMC 358, BMC 359, BMC 360, and BMC 361 in sequential order.

Change Management Optional Courses | 80 Hours

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication Strategies for Leading Groups</td>
<td>BMC 214</td>
<td>20</td>
<td>●</td>
<td>$495 p91</td>
</tr>
<tr>
<td>Conflict Management</td>
<td>BMC 212</td>
<td>20</td>
<td>● ●</td>
<td>$495 p92</td>
</tr>
<tr>
<td>Emotional Intelligence: The Leader’s Advantage</td>
<td>BMC 115</td>
<td>15</td>
<td>●</td>
<td>$425 p97</td>
</tr>
<tr>
<td>Employee Communications</td>
<td>BMC 242</td>
<td>20</td>
<td>●</td>
<td>$445 see web</td>
</tr>
<tr>
<td>Leadership Fundamentals</td>
<td>BMC 174</td>
<td>40</td>
<td>●</td>
<td>$625 p106</td>
</tr>
<tr>
<td>Learning Online</td>
<td>BMC 352</td>
<td>10</td>
<td>● ●</td>
<td>$185 p4</td>
</tr>
<tr>
<td>Project Management: Level I</td>
<td>BMC 299</td>
<td>40</td>
<td>● ● ●</td>
<td>$745 p114</td>
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<tr>
<td>Stakeholder Engagement</td>
<td>BMC 357</td>
<td>20</td>
<td>●</td>
<td>$445 p119</td>
</tr>
<tr>
<td>Writing in the Workplace</td>
<td>WRI 150</td>
<td>40</td>
<td>● ●</td>
<td>$795 p123</td>
</tr>
</tbody>
</table>

THIS CERTIFICATE IS PERFECT IF YOU:

➢ Want to enhance your professional toolkit
➢ Want to help you and your staff navigate change, while meeting the organization’s needs
➢ Would like to pave your way for career advancement
CONFLICT RESOLUTION
Days: 11, 12, 36 or 40 • In Class
conted.ucalgary.ca/conflictresolution

Offered in collaboration with the Justice Institute of British Columbia (JIBC) – Centre for Conflict Resolution and Centre for Leadership, Continuing Education offers the Certificate in Conflict Resolution with specializations in Negotiation, Mediation/Third Party Intervention and Family Mediation.

Two shorter programs — the Associate Certificate in Workplace Conflict and the Associate Certificate in Conflict Coaching — are also offered. Courses from these programs can be used for credit toward the larger certificates.

Go online for detailed information on registration, courses, and learning paths.

Associate Certificate in Workplace Conflict | 11 days
Learn to recognize, understand and resolve conflict more effectively, and build more productive relationships with clients and colleagues.

Core Courses | 11 days

<table>
<thead>
<tr>
<th>Course #</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conflict Dynamics in Groups</td>
<td>PDS 229</td>
<td>14</td>
<td>$460</td>
<td>p92</td>
</tr>
<tr>
<td>Foundations of Collaborative Conflict Resolution: Workplace Focus</td>
<td>PDS 002</td>
<td>21</td>
<td>$645</td>
<td>p100</td>
</tr>
<tr>
<td>Negotiation Skills Level 1</td>
<td>PDS 185</td>
<td>21</td>
<td>$645</td>
<td>p112</td>
</tr>
<tr>
<td>Resolving Conflict on the Front Line: Demonstrating Leadership at Work</td>
<td>PDS 009</td>
<td>21</td>
<td>$645</td>
<td>p116</td>
</tr>
</tbody>
</table>

Assessment: Associate Certificate in Workplace Conflict

Associate Certificate in Conflict Coaching NEW | 12 days
Learn how to help others resolve their intra- and interpersonal conflicts more effectively and build more productive relationships. Discuss practical, effective methods for reducing conflict and creating strategies for sustainable resolutions. These courses focus on the workplace but can be applied to other settings.

Core Courses | 12 Days

<table>
<thead>
<tr>
<th>Course #</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conflict Coaching Level 1 NEW</td>
<td>PDS 238</td>
<td>21</td>
<td>$665</td>
<td>see web</td>
</tr>
<tr>
<td>Conflict Coaching Level 2 NEW</td>
<td>PDS 239</td>
<td>21</td>
<td>$665</td>
<td>p91</td>
</tr>
<tr>
<td>Dealing with Anger</td>
<td>PDS 007</td>
<td>21</td>
<td>$645</td>
<td>p95</td>
</tr>
<tr>
<td>Foundations of Collaborative Conflict Resolution: Workplace Focus</td>
<td>PDS 002</td>
<td>21</td>
<td>$645</td>
<td>p100</td>
</tr>
</tbody>
</table>

Assessment: Associate Certificate in Coaching

Certificate in Conflict Resolution Specializing in Negotiation | 36 Days
Explore the broad field of Conflict Resolution, with an emphasis on negotiation skills.

Certificate in Conflict Resolution Mediation/Third Party Intervention | 36 Days
This program is designed for people who perform mediation and third-party intervention in their jobs and for those already in, or hoping to begin, private practice as mediators/interveners.

Certificate in Conflict Resolution Family Mediation | 40 Days
This program provides quality education and training in mediation within a family context that may be applied towards the minimum training requirements of Family Mediation Canada for certification as a Family Relations Mediator.
CREATIVE WRITING
Hours: 200 • Online
conted.ucalgary.ca/writing

Are you motivated to put pen to paper and begin, or continue, your creative writing endeavours? If so, this Creative Writing Certificate may be perfect for you. Explore writing and editing in various genres as well as publishing and promoting your written work. Through this interactive, evaluative program, give and receive supportive peer review and receive rich instructor feedback. In the Final Project course, a published author will mentor you in your writing.

Students are expected to have university-level English writing skills including grammar, vocabulary, and basic writing experience. For those needing these skills, WRI 110 Writing Well should be taken at the beginning of the program and credited as an option. Two creative writing samples are required at the time of certificate application. There is a non-refundable fee for this assessment.

A Professional Writing Certificate with specializations in Business and Technical Writing, and Marketing and Public Relations is also offered (page 47). For non-credit writing courses see page 13.

REQUIRED COURSES
This is a 200-hour program. Students complete 110 hours of core courses, at least one genre course, and another two courses chosen from genre or optional courses. WRI 140 Creative Writing Exploration must be taken before any genre course and WRI 500 Creative Writing Final Project can only be taken after all other courses are completed.

<table>
<thead>
<tr>
<th>Core Courses</th>
<th>110 Hours</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copy Editing and Proofreading</td>
<td>WRI 120</td>
<td>30</td>
<td></td>
<td>$595</td>
<td>p92</td>
<td></td>
</tr>
<tr>
<td>Creative Writing Exploration</td>
<td>WRI 140</td>
<td>30</td>
<td></td>
<td>$595</td>
<td>p93</td>
<td></td>
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<tr>
<td>Creative Writing Final Project</td>
<td>WRI 500</td>
<td>40</td>
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<td>$1,055</td>
<td>p93</td>
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<tr>
<td>Learning Online</td>
<td>BMC 352</td>
<td>10</td>
<td></td>
<td>$185</td>
<td>p4</td>
<td></td>
</tr>
</tbody>
</table>

| Genre Courses | 30 – 90 Hours | |
|---------------|---------------|
| Writing a Novel: First Draft | WRI 460 | 30 |  | $595 | p123 |
| Writing Creative Non-Fiction | WRI 430 | 30 |  | $595 | p123 |
| Writing Short Fiction | WRI 450 | 30 |  | $595 | p123 |

| Optional Courses | 0 – 60 Hours | |
|------------------|--------------|
| Document Design | WRI 220 | 30 |  | $595 | p96 |
| Publishing and Promoting Your Work | WRI 330 | 30 |  | $595 | see web |
| Writing Effective Online Content | WRI 350 | 30 |  | $595 | p123 |
| Writing Effective Proposals for Grants and Funding | WRI 290 | 30 |  | $595 | p123 |
| Writing Tools | WRI 320 | 30 |  | $595 | p123 |
| Writing Well | WRI 110 | 30 |  | $595 | p123 |

THIS CERTIFICATE IS PERFECT IF YOU:
› Write — or aspire to write — fiction or creative non-fiction for children or adults
› Want to transition from corporate or journalistic writing to creative writing
› Would like to learn from published authors
› Enjoy online learning

THIS CERTIFICATE IS PERFECT IF YOU:
› Write — or aspire to write — fiction or creative non-fiction for children or adults
› Want to transition from corporate or journalistic writing to creative writing
› Would like to learn from published authors
› Enjoy online learning
DATABASE ADMINISTRATION

Hours: 120 • In Class, Online
conted.ucalgary.ca/database

Microsoft SQL Server is a powerful, enterprise class database platform that is designed to store and retrieve all types of data quickly and efficiently. It includes tools that allow for the rapid development of SQL program code, enterprise server administration and powerful, data-driven reports. Microsoft SQL Server is the backbone for thousands of industry leading software applications including Microsoft SharePoint and SAP.

In the Certificate in Database Administration program, using Microsoft SQL Server, you will learn how to design, develop, administer and troubleshoot Microsoft SQL databases and servers.

REQUIRED COURSES
This is a 120-hour program made up of four core courses.

<table>
<thead>
<tr>
<th>Core Courses</th>
<th>120 Hours</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Microsoft SQL Server Administration Level 1</td>
<td>ICT 680</td>
<td>30</td>
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<td>$975</td>
<td>p110</td>
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<tr>
<td>Microsoft SQL Server Administration Level 2</td>
<td>ICT 681</td>
<td>30</td>
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<td>$975</td>
<td>p111</td>
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<tr>
<td>Microsoft SQL Server Development Level 1</td>
<td>ICT 678</td>
<td>30</td>
<td></td>
<td>$925</td>
<td>p111</td>
<td></td>
</tr>
<tr>
<td>Microsoft SQL Server Development Level 2</td>
<td>ICT 679</td>
<td>30</td>
<td></td>
<td>$925</td>
<td>p111</td>
<td></td>
</tr>
</tbody>
</table>

THIS CERTIFICATE IS PERFECT IF YOU:

› Want to learn Microsoft SQL Server development and administration skills
› Want to learn about management, back up and availability of data produced and utilized by organizations
› Aspire to work with databases — creating, designing and optimizing
**DIGITAL MARKETING**

**NEW**

*Hours: 100 • Online*

[conted.ucalgary.ca/marketing](http://conted.ucalgary.ca/marketing)

As a digital marketing professional, you are responsible for the development, implementation and measurement of digital campaigns to promote your company’s product or service. You play a major role in enhancing brand recognition and ultimately drive purchasing behaviours. In this program you will explore digital marketing strategies, execution, evaluation and optimization of paid, owned and earned media across multiple digital channels including: search engine optimization, online advertising, content marketing and social media. It is recommended that the students possess knowledge of the Marketing field prior to enrolling in this program.

**REQUIRED COURSES**

This is a 100-hour certificate program. Students must complete 100 hours of core courses.

<table>
<thead>
<tr>
<th>Core Courses</th>
<th>100 Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Course#</strong></td>
<td><strong>Hours</strong></td>
</tr>
<tr>
<td>Digital Content Management <strong>NEW</strong></td>
<td>BMC 381</td>
</tr>
<tr>
<td>Digital Marketing Analysis <strong>NEW</strong></td>
<td>BMC 383</td>
</tr>
<tr>
<td>Digital Promotion and Optimization <strong>NEW</strong></td>
<td>BMC 384</td>
</tr>
<tr>
<td>Digital Social Platforms <strong>NEW</strong></td>
<td>BMC 382</td>
</tr>
<tr>
<td>Foundations of Digital Marketing</td>
<td>BMC 380</td>
</tr>
</tbody>
</table>

**E-LEARNING**

*Hours: 110 • Online*

[conted.ucalgary.ca/cal](http://conted.ucalgary.ca/cal)

E-Learning is a key strategy for individual and organizational success. The Certificate in e-Learning program is designed to meet the growing need for adult educators, designers and administrators for just-in-time delivery in both educational and business settings. In this program, you will gain knowledge and techniques in facilitation, coordination, instructional design and e-learning technologies.

This short-format certificate is the perfect professional development opportunity for those with significant work experience in the field. New and aspiring professionals would be better served to take the 300-hour Certificate in Adult Learning specializing in e-Learning (page 17).

**REQUIRED COURSES**

This is a 110-hour program made up of three core courses. Before taking online courses, you must take BMC 352 Learning Online.

<table>
<thead>
<tr>
<th>Core Courses</th>
<th>110 Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Course#</strong></td>
<td><strong>Hours</strong></td>
</tr>
<tr>
<td>Designing Learning</td>
<td>ADL 129</td>
</tr>
<tr>
<td>E-Learning: Principles and Practice</td>
<td>ADL 121</td>
</tr>
<tr>
<td>Teaching Online</td>
<td>ADL 136</td>
</tr>
</tbody>
</table>
EMERGING LEADERS

Hours: 98 • In Class
conted.ucalgary.ca/emerging

The Certificate for Emerging Leaders program helps leaders of all levels of experience deal with the constant changes in today’s fast-paced workplace. The focus is on building skills in the areas of: building relationships, coaching, communication, personal effectiveness, and professional skills.

**CORE PROGRAM | 98 HOURS**

This is a 98-hour program. Students choose a minimum of one seminar from each of the five topic areas. Remaining hours can be chosen from any topic area. Within three months of completing the required hours, students must submit a Learning Journal Summary — a written summary of knowledge and skills learned in the program.

<table>
<thead>
<tr>
<th>Building Relationships</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Great Customer Relationships</td>
<td>BUS 166</td>
<td>7</td>
<td>● ●</td>
<td>$389 + GST</td>
<td>p62</td>
</tr>
<tr>
<td>Cultivating Diversity in the Workplace NEW</td>
<td>BUS 294</td>
<td>7</td>
<td>● ●</td>
<td>$389 + GST</td>
<td>p66</td>
</tr>
<tr>
<td>Developing a Healthy Organizational Culture and Team NEW</td>
<td>BUS 617</td>
<td>7</td>
<td>● ●</td>
<td>$389 + GST</td>
<td>see web</td>
</tr>
<tr>
<td>Developing High Performance Teams</td>
<td>BUS 281</td>
<td>7</td>
<td>● ●</td>
<td>$395 + GST</td>
<td></td>
</tr>
<tr>
<td>Energize Your Workplace: Inspiring and Motivating People</td>
<td>BUS 144</td>
<td>14</td>
<td>● ●</td>
<td>$629 + GST</td>
<td>p69</td>
</tr>
<tr>
<td>Leading to Engage Employees</td>
<td>BUS 278</td>
<td>7</td>
<td>● ●</td>
<td>$629 + GST</td>
<td>see web</td>
</tr>
<tr>
<td>Leading to Inspire: Discovering the Power of Purpose</td>
<td>BUS 286</td>
<td>14</td>
<td>● ●</td>
<td>$629 + GST</td>
<td>p73</td>
</tr>
<tr>
<td>Leading Yourself and Others Through Change</td>
<td>BUS 267</td>
<td>14</td>
<td>● ●</td>
<td>$629 + GST</td>
<td>p74</td>
</tr>
<tr>
<td>Leave a Lasting Impression and Increase Your Success</td>
<td>BUS 264</td>
<td>7</td>
<td>● ●</td>
<td>$409 + GST</td>
<td>p75</td>
</tr>
<tr>
<td>Skills for Effective Mentoring NEW</td>
<td>BUS 303</td>
<td>14</td>
<td>● ●</td>
<td>$629 + GST</td>
<td>p80</td>
</tr>
<tr>
<td>Successful Teams: How to Build Them</td>
<td>BUS 260</td>
<td>7</td>
<td>● ●</td>
<td>$389 + GST</td>
<td>p81</td>
</tr>
<tr>
<td>Team Survival Skills: Take it Outside!</td>
<td>BUS 199</td>
<td>7</td>
<td>● ●</td>
<td>$389 + GST</td>
<td>p82</td>
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<table>
<thead>
<tr>
<th>Coaching</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Becoming Empowered Through Coaching</td>
<td>BUS 288</td>
<td>14</td>
<td>● ●</td>
<td>$629 + GST</td>
<td>p62</td>
</tr>
<tr>
<td>Coach to Lead NEW</td>
<td>BUS 302</td>
<td>7</td>
<td>● ●</td>
<td>$389 + GST</td>
<td>p64</td>
</tr>
<tr>
<td>Coaching for Quality Performance</td>
<td>BUS 155</td>
<td>21</td>
<td>● ●</td>
<td>$835 + GST</td>
<td>p64</td>
</tr>
<tr>
<td>Coaching to Different Styles</td>
<td>BUS 287</td>
<td>14</td>
<td>● ●</td>
<td>$699 + GST</td>
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<table>
<thead>
<tr>
<th>Communication</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art of Giving and Receiving Feedback NEW</td>
<td>BUS 299</td>
<td>7</td>
<td>● ●</td>
<td>$389 + GST</td>
<td>p61</td>
</tr>
<tr>
<td>Confidence in Communication</td>
<td>BUS 219</td>
<td>7</td>
<td>● ●</td>
<td>$389 + GST</td>
<td>p65</td>
</tr>
<tr>
<td>Conquering Your Fear of Public Speaking</td>
<td>BUS 265</td>
<td>14</td>
<td>● ●</td>
<td>$629 + GST</td>
<td>p65</td>
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<tr>
<td>Dealing with the Difficult Conversation</td>
<td>BUS 128</td>
<td>7</td>
<td>● ●</td>
<td>$389 + GST</td>
<td>p67</td>
</tr>
<tr>
<td>Facilitation Skills</td>
<td>BUS 134</td>
<td>14</td>
<td>● ●</td>
<td>$629 + GST</td>
<td>p69</td>
</tr>
<tr>
<td>Good Writing is Good Business</td>
<td>BUS 258</td>
<td>7</td>
<td>● ●</td>
<td>$389 + GST</td>
<td>p71</td>
</tr>
<tr>
<td>Improving Communication at Work</td>
<td>BUS 188</td>
<td>7</td>
<td>● ●</td>
<td>$409 + GST</td>
<td>p71</td>
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<tr>
<td>Integrative Listening: The Leader’s Edge</td>
<td>BUS 279</td>
<td>14</td>
<td>● ●</td>
<td>$629 + GST</td>
<td>p72</td>
</tr>
</tbody>
</table>

**THIS CERTIFICATE IS PERFECT IF YOU:**

> Work — or aspire to work — in a leadership position
> Want to develop the ‘soft skills’ that employers value
> Plan to move on to the Certificate for Front Line Leaders
> Enjoy full-day immersive seminars

**TERM:**
- WINTER, JANUARY TO MARCH 2020
- SPRING/SUMMER, APRIL TO AUGUST 2020
- FALL, SEPTEMBER TO DECEMBER 2020
<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
<th>CRN</th>
<th>Fee</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leading with Confidence and Courage</td>
<td>BUS 240</td>
<td>7</td>
<td>$409 + GST</td>
<td>p74</td>
</tr>
<tr>
<td>Powerful Presentations</td>
<td>BUS 114</td>
<td>21</td>
<td>$785 + GST</td>
<td>p79</td>
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**Personal Effectiveness**

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
<th>CRN</th>
<th>Fee</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>Assertiveness: Choosing the Right Balance</td>
<td>BUS 285</td>
<td>7</td>
<td>$389 + GST</td>
<td>p61</td>
</tr>
<tr>
<td>Creative Conflict Resolution: Making the Most of Differences</td>
<td>BUS 112</td>
<td>7</td>
<td>$409 + GST</td>
<td>p66</td>
</tr>
<tr>
<td>Creative Negotiating</td>
<td>BUS 275</td>
<td>7</td>
<td>$429 + GST</td>
<td>p66</td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td>BUS 127</td>
<td>7</td>
<td>$429 + GST</td>
<td>p69</td>
</tr>
<tr>
<td>Get Organized! Improve Your Workflow and Boost Your Productivity</td>
<td>BUS 270</td>
<td>7</td>
<td>$389 + GST</td>
<td>p70</td>
</tr>
<tr>
<td>Leadership in Action</td>
<td>BUS 271</td>
<td>7</td>
<td>$389 + GST</td>
<td>p73</td>
</tr>
<tr>
<td>Mastering Work and Life Satisfaction</td>
<td>BUS 282</td>
<td>14</td>
<td>$629 + GST</td>
<td>see web</td>
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<tr>
<td>Meeting the Challenge of Leadership</td>
<td>BUS 140</td>
<td>14</td>
<td>$629 + GST</td>
<td>p76</td>
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<tr>
<td>Mental Toughness: Training for Success</td>
<td>BUS 130</td>
<td>14</td>
<td>$629 + GST</td>
<td>p76</td>
</tr>
<tr>
<td>Personal Effectiveness for High Performance Leaders</td>
<td>BUS 616</td>
<td>14</td>
<td>$629 + GST</td>
<td>p78</td>
</tr>
<tr>
<td>Social Intelligence: Transform Relationships</td>
<td>BUS 301</td>
<td>7</td>
<td>$389 + GST</td>
<td>p80</td>
</tr>
<tr>
<td>Strategic Leadership</td>
<td>BUS 210</td>
<td>7</td>
<td>$389 + GST</td>
<td>see web</td>
</tr>
<tr>
<td>Work Smarter, Not Harder: Driving Results at Work</td>
<td>BUS 296</td>
<td>7</td>
<td>$389 + GST</td>
<td>p83</td>
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</table>

**Professional Skills**

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
<th>CRN</th>
<th>Fee</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting for Non-Financial Managers</td>
<td>BUS 154</td>
<td>14</td>
<td>$659 + GST</td>
<td>p61</td>
</tr>
<tr>
<td>Building Trust in the Work Environment</td>
<td>BUS 173</td>
<td>7</td>
<td>$389 + GST</td>
<td>p62</td>
</tr>
<tr>
<td>Correct and Clear Grammar, Punctuation and Style Clinic</td>
<td>WRI 205</td>
<td>15</td>
<td>$325 + GST</td>
<td>p93</td>
</tr>
<tr>
<td>Cultivating a Growth Mindset: Dealing with Roadblocks and Failure</td>
<td>BUS 297</td>
<td>7</td>
<td>$389 + GST</td>
<td>p66</td>
</tr>
<tr>
<td>Cultivating Diversity in the Workplace</td>
<td>BUS 294</td>
<td>7</td>
<td>$389 + GST</td>
<td>p67</td>
</tr>
<tr>
<td>Effective Writing in the Workplace</td>
<td>BUS 266</td>
<td>14</td>
<td>$629 + GST</td>
<td>p68</td>
</tr>
<tr>
<td>Financial Analysis and Planning for Non-Financial Managers</td>
<td>BUS 120</td>
<td>14</td>
<td>$659 + GST</td>
<td>p70</td>
</tr>
<tr>
<td>Fundamentals of Supervision</td>
<td>BUS 146</td>
<td>21</td>
<td>$919 + GST</td>
<td>p70</td>
</tr>
<tr>
<td>Getting Things Done Through Influence</td>
<td>BUS 138</td>
<td>7</td>
<td>$389 + GST</td>
<td>p71</td>
</tr>
<tr>
<td>Implementing Change</td>
<td>BUS 233</td>
<td>7</td>
<td>$389 + GST</td>
<td>see web</td>
</tr>
<tr>
<td>Introduction to Consulting Skills Within an Organization</td>
<td>BUS 295</td>
<td>14</td>
<td>$389 + GST</td>
<td>p72</td>
</tr>
<tr>
<td>Kick-Start your Creative Thinking at Work</td>
<td>BUS 618</td>
<td>7</td>
<td>$389 + GST</td>
<td>p73</td>
</tr>
<tr>
<td>Overview of Strategic Planning</td>
<td>BUS 257</td>
<td>7</td>
<td>$389 + GST</td>
<td>p77</td>
</tr>
<tr>
<td>Project Management for the Non-Profit Sector</td>
<td>BUS 300</td>
<td>14</td>
<td>$629 + GST</td>
<td>p114</td>
</tr>
<tr>
<td>Project Planning: Hit the Ground Running</td>
<td>BMC 322</td>
<td>7.5</td>
<td>$385 + GST</td>
<td>p114</td>
</tr>
<tr>
<td>Social Intelligence: Transform Relationships</td>
<td>BUS 301</td>
<td>7</td>
<td>$389 + GST</td>
<td>p80</td>
</tr>
<tr>
<td>The Decisive Leader</td>
<td>BUS 284</td>
<td>7</td>
<td>$389 + GST</td>
<td>p82</td>
</tr>
<tr>
<td>Time Management</td>
<td>BUS 111</td>
<td>7</td>
<td>$389 + GST</td>
<td>p82</td>
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</table>


<table>
<thead>
<tr>
<th>Course Title</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toxic Workplaces: Strategies to Create Healthy Environments</td>
<td>BUS 211</td>
<td>7</td>
<td></td>
<td>$389</td>
<td>GST</td>
</tr>
<tr>
<td>Writing Winning Proposals</td>
<td>BUS 245</td>
<td>7</td>
<td></td>
<td>$389</td>
<td>GST</td>
</tr>
</tbody>
</table>

### Learning Journal Summary

**Certificate for Emerging Leaders - Assessment**

- BUS 197
- on demand
- -

### ENVIRONMENTAL MANAGEMENT

**Hours: 300 • In Class, Online**

**conted.ucalgary.ca/environment**

Gain the most recent specialized knowledge and skills needed for effective practice in this dynamic field. Explore uniquely Canadian problems within a global perspective. Learn systems, processes, tools, strategies, risk management techniques and legal requirements that help you assess and manage air, water, soil and waste. This program blends theory and practice while focusing on the need for sustainable development and the use of market-driven solutions.

### REQUIRED COURSES

This is a 300-hour program made up of 150 hours of core courses and 150 hours of optional courses.

#### Core Courses | 150 Hours

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auditing of HSE Management Systems and Compliance</td>
<td>BMC 281</td>
<td>30</td>
<td>☀</td>
<td>$550</td>
<td>p87</td>
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<tr>
<td>Ecosystems: Functions and Impacts</td>
<td>BMC 274</td>
<td>30</td>
<td>☀</td>
<td>$550</td>
<td>p96</td>
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<tr>
<td>Environmental Law</td>
<td>BMC 112</td>
<td>30</td>
<td>☀</td>
<td>$550</td>
<td>p98</td>
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<tr>
<td>Environmental Stewardship and Sustainability</td>
<td>BMC 169</td>
<td>30</td>
<td>☀</td>
<td>$550</td>
<td>p98</td>
</tr>
<tr>
<td>Introduction to Environmental Management</td>
<td>BMC 129</td>
<td>30</td>
<td>☀</td>
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</table>

#### Optional Courses | 150 Hours

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
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<tbody>
<tr>
<td>Corporate Social Responsibility</td>
<td>BMC 279</td>
<td>20</td>
<td>☀</td>
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<td>Environmental Impact Assessments and Reporting</td>
<td>BMC 265</td>
<td>30</td>
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<td>p98</td>
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<tr>
<td>Environmental Site Assessment</td>
<td>BMC 153</td>
<td>40</td>
<td>☀</td>
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<td>p98</td>
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<tr>
<td>GIS: Introduction to Geo-Information Systems</td>
<td>BMC 304</td>
<td>30</td>
<td>☀</td>
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<tr>
<td>Learning Online</td>
<td>BMC 352</td>
<td>10</td>
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<tr>
<td>Management Tools and Techniques for Environmental Issues</td>
<td>BMC 116</td>
<td>30</td>
<td>☀</td>
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<tr>
<td>Occupational Hygiene: The Basics</td>
<td>BMC 197</td>
<td>40</td>
<td>☀</td>
<td>$630</td>
<td>p112</td>
</tr>
<tr>
<td>Oil Sands: Overview, Environmental Impacts, and Regulations</td>
<td>BMC 298</td>
<td>30</td>
<td>☀</td>
<td>$550</td>
<td>p112</td>
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<tr>
<td>Renewable Energy Technologies</td>
<td>BMC 262</td>
<td>30</td>
<td>☀</td>
<td>$550</td>
<td>p116</td>
</tr>
<tr>
<td>Stakeholder Engagement</td>
<td>BMC 357</td>
<td>20</td>
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<tr>
<td>Waste Management Systems</td>
<td>BMC 259</td>
<td>30</td>
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<tr>
<td>Water Quality</td>
<td>BMC 246</td>
<td>30</td>
<td>☀</td>
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<td>see web</td>
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</tbody>
</table>

**THIS CERTIFICATE IS PERFECT IF YOU:**

- Work — or aspire to work — in the environmental sector
- Are a university or college graduate wanting to build on your education
- Are a professional trained in another country, looking for the Canadian industry perspective and a valued credential
FRENCH LANGUAGE AND CULTURE

Hours: 140 or 280 • In Class
conted.ucalgary.ca/french

The French Language and Culture certificates provide university recognition for programs of study in French as a Second Language (FSL). Two certificate levels are offered. Before enrolling in this certificate, students must complete the course FRE 100 French 1 or its equivalent. If you have previous knowledge of French and would like to begin at a higher level than French 1, you must have a placement interview.

REQUIRED COURSES
This program includes two certificate levels. Level 1 is 140 hours. Level 2 is an additional 140 hours for a total of 280 hours.

French Language and Culture — FSL Foundations | 140 Hours
This certificate is ideal for new learners of French. It provides students with a solid base of grammar and oral skills required for communication in French.

Prerequisite: FRE 100 French 1, or equivalent

Core Courses

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>FRE 102</td>
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<td>● ● ●</td>
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<td>p101</td>
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<td>FRE 103</td>
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<td>● ● ●</td>
<td>$395</td>
<td>p101</td>
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<tr>
<td>FRE 104</td>
<td>40</td>
<td>● ● ●</td>
<td>$395</td>
<td>p101</td>
</tr>
<tr>
<td>FRE 113</td>
<td>20</td>
<td>● ● ●</td>
<td>$225</td>
<td>p101</td>
</tr>
</tbody>
</table>

French Language and Culture — FSL Intermediate | 140 Hours
This certificate builds on the French language skills acquired in the FSL Foundations Certificate, or through previous learning. You will continue to improve your grammar, expand vocabulary and further develop oral skills necessary to communicate fluently in French.

Prerequisite: Certificate in French Language and Culture — FSL Foundations, or equivalent

Core Courses

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>FRE 105</td>
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<td>●</td>
<td>$395</td>
<td>see web</td>
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<tr>
<td>FRE 145</td>
<td>40</td>
<td>●</td>
<td>$395</td>
<td>p101</td>
</tr>
<tr>
<td>FRE 146</td>
<td>20</td>
<td>●</td>
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<td>p101</td>
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<tr>
<td>FRE 111</td>
<td>20</td>
<td>●</td>
<td>-</td>
<td>see web</td>
</tr>
</tbody>
</table>

*Students may take this course twice in lieu of the elective course.

Elective Course

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>FRE 520</td>
<td>20</td>
<td>on demand</td>
<td>$100</td>
<td>see web</td>
</tr>
</tbody>
</table>

THIS CERTIFICATE IS PERFECT IF YOU:

➢ Would like to gain French fluency for personal or career development
➢ Like the motivation of a structured program
➢ Seek a credential for career advancement
➢ Enjoy classroom interaction

30 FOR MORE INFORMATION ON COURSES AND PROGRAMS, GO TO CONTED.UCALGARY.CA OR CALL 403.220.2866
This certificate program provides the essential knowledge and skills required to build the front-end of web pages and websites for personal or business purposes. You will learn to code, speak the technical language, and implement designs using HTML, CSS and JavaScript — a mix of programming and layout tools that power visuals and interactions on the web.

The Front-End Web Development Certificate will be of interest to web designers who need to understand HTML, CSS and JavaScript to implement designs or make edits and updates to a website, and it will provide value to web developers who are building applications.

This Certificate in Front-End Web Development is one of two web design and development certificates available through Continuing Education. The other is the Certificate in Integrated Digital Media (page 37).

REQUIRED COURSES
This is a 120-hour certificate program. Students must complete 120 hours of core courses.

<table>
<thead>
<tr>
<th>Core Courses</th>
<th>120 Hours</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>HTML5 and CSS3</td>
<td>ICT 580</td>
<td>30</td>
<td>Winter</td>
<td>$825</td>
<td>p103</td>
<td></td>
</tr>
<tr>
<td>HTML5 and CSS3 with jQuery</td>
<td>ICT 581</td>
<td>30</td>
<td>Winter</td>
<td>$825</td>
<td>p103</td>
<td></td>
</tr>
<tr>
<td>JavaScript Advanced</td>
<td>ICT 443</td>
<td>30</td>
<td>Winter</td>
<td>$825</td>
<td>p105</td>
<td></td>
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<tr>
<td>JavaScript and the DOM</td>
<td>ICT 442</td>
<td>30</td>
<td>Winter</td>
<td>$825</td>
<td>p105</td>
<td></td>
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</table>
Front line leaders are those who supervise the teams that are responsible for the day-to-day operations within an organization. For sustainable growth and optimum operations, appropriate and effective front line leadership is a critical factor contributing to the overall success of an organization.

The Certificate for Front Line Leaders provides the knowledge, skills and tools first-line supervisors need to be effective leaders. The program is built around four categories of seminars: Leading Self, Leading Others, Leading Business Operations and Leading across Business Units.

**CORE PROGRAM | 120 HOURS**

Students choose a minimum of one seminar from each of the four topic areas. Remaining hours can be chosen from any topic area. Within three months of completing the required hours, students must complete a 20-hour independent final assessment — a reflective journal of knowledge and skills learned in the program.

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Your Leadership Presence</td>
<td>BUS 627</td>
<td>7</td>
<td>$389 + GST</td>
<td>p63</td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td>BUS 127</td>
<td>7</td>
<td>$429 + GST</td>
<td>p69</td>
</tr>
<tr>
<td>Influence Without Authority</td>
<td>BUS 628</td>
<td>14</td>
<td>$629 + GST</td>
<td>p72</td>
</tr>
<tr>
<td>Leading with Empathy and Authenticity</td>
<td>BUS 647</td>
<td>7</td>
<td>$389 + GST</td>
<td>p74</td>
</tr>
<tr>
<td>Meeting the Challenge of Leadership</td>
<td>BUS 140</td>
<td>14</td>
<td>$649 + GST</td>
<td>p76</td>
</tr>
<tr>
<td>Mental Toughness: Training for Success</td>
<td>BUS 130</td>
<td>14</td>
<td>$629 + GST</td>
<td>p76</td>
</tr>
<tr>
<td>Personal Brand: Building a Recognizable Brand</td>
<td>BUS 632</td>
<td>7</td>
<td>$389 + GST</td>
<td>p78</td>
</tr>
<tr>
<td>Personal Effectiveness for High Performance Leaders NEW</td>
<td>BUS 616</td>
<td>14</td>
<td>$629 + GST</td>
<td>p78</td>
</tr>
<tr>
<td>Personal Transition Through Change</td>
<td>BUS 625</td>
<td>7</td>
<td>$409 + GST</td>
<td>p78</td>
</tr>
<tr>
<td>Productivity Skills and Tools for Managers NEW</td>
<td>BUS 646</td>
<td>7</td>
<td>$389 + GST</td>
<td>p79</td>
</tr>
<tr>
<td>Stress Less: Managing What's On Your Mind</td>
<td>BUS 207</td>
<td>7</td>
<td>$389 + GST</td>
<td>p81</td>
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</table>

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
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<tbody>
<tr>
<td>Asserting Yourself in Conflict Situations</td>
<td>PDS 004</td>
<td>14</td>
<td>$460 + GST</td>
<td>p87</td>
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<tr>
<td>Developing a Healthy Organizational Culture and Team</td>
<td>BUS 617</td>
<td>7</td>
<td>$389 + GST</td>
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<tr>
<td>Effective Workplace Relationships</td>
<td>BUS 624</td>
<td>7</td>
<td>$449 + GST</td>
<td>p68</td>
</tr>
<tr>
<td>Foundations of Collaborative Conflict Resolution: Workplace Focus</td>
<td>PDS 002</td>
<td>21</td>
<td>$645 + GST</td>
<td>p100</td>
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<tr>
<td>Fundamentals of Supervision</td>
<td>BUS 146</td>
<td>21</td>
<td>$919 + GST</td>
<td>p70</td>
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<tr>
<td>Kick-Start your Creative Thinking at Work</td>
<td>BUS 618</td>
<td>7</td>
<td>$389 + GST</td>
<td>p73</td>
</tr>
<tr>
<td>Leading Yourself and Others Through Change</td>
<td>BUS 267</td>
<td>14</td>
<td>$629 + GST</td>
<td>p74</td>
</tr>
<tr>
<td>Negotiation Skills for Working Professionals</td>
<td>BUS 648</td>
<td>7</td>
<td>$389 + GST</td>
<td>p77</td>
</tr>
<tr>
<td>Powerful Professionals: Consulting Skills for Leaders within Organizations NEW</td>
<td>BUS 649</td>
<td>14</td>
<td>$629 + GST</td>
<td>p79</td>
</tr>
<tr>
<td>Workplace Politics: Step up to Conflict</td>
<td>BUS 633</td>
<td>7</td>
<td>$389 + GST</td>
<td>p83</td>
</tr>
<tr>
<td>Course Description</td>
<td>Code</td>
<td>Duration</td>
<td>Price</td>
<td></td>
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<tr>
<td>-------------------</td>
<td>------</td>
<td>----------</td>
<td>-------</td>
<td></td>
</tr>
<tr>
<td><strong>Leading Business Operations</strong></td>
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<tr>
<td>Accounting for Non-Financial Managers</td>
<td>BUS 154</td>
<td>14</td>
<td>$659 + GST</td>
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<tr>
<td>Effective Decision Making in a Complex Environment</td>
<td>BUS 635</td>
<td>7</td>
<td>$409 + GST</td>
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<tr>
<td>Financial Analysis and Planning for Non-Financial Managers</td>
<td>BUS 120</td>
<td>14</td>
<td>$659 + GST</td>
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<tr>
<td>Managing Complex Projects for Front Line Leaders</td>
<td>BUS 631</td>
<td>14</td>
<td>$389 + GST</td>
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<tr>
<td>Managing Difficult Stakeholders NEW</td>
<td>BUS 639</td>
<td>7</td>
<td>$389 + GST</td>
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<tr>
<td>Managing Your Employee Life Cycle Effectively</td>
<td>BUS 636</td>
<td>7</td>
<td>$389 + GST</td>
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<tr>
<td>Operational Management for Front Line Leaders</td>
<td>BUS 629</td>
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<tr>
<td>Supervisor or Leader: Which would you like to be?</td>
<td>BUS 637</td>
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<table>
<thead>
<tr>
<th>Course Description</th>
<th>Code</th>
<th>Duration</th>
<th>Price</th>
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<tbody>
<tr>
<td><strong>Leading Across Business Units</strong></td>
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<tr>
<td>Business Acumen: Lead with Strategic Business Analysis Tools and Resources</td>
<td>BUS 641</td>
<td>14</td>
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<tr>
<td>Business Acumen: Systems Thinking to Solve Organizational Challenges NEW</td>
<td>BUS 642</td>
<td>14</td>
<td>$629 + GST</td>
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<tr>
<td>Business Case Development: Frameworks and Templates</td>
<td>BUS 640</td>
<td>14</td>
<td>$629 + GST</td>
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<tr>
<td>Managing the Hostile Individual</td>
<td>PDS 236</td>
<td>14</td>
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<table>
<thead>
<tr>
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<th>Code</th>
<th>Duration</th>
<th>Price</th>
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<tbody>
<tr>
<td>**Final Assessment</td>
<td>20 Hours**</td>
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<tr>
<td>Final Assessment for Certificate for Front Line Leaders</td>
<td>BUS 700</td>
<td>20</td>
<td>$90 + GST</td>
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</table>

**TERM:** ● WINTER, JANUARY TO MARCH 2020 ● SPRING/SUMMER, APRIL TO AUGUST 2020 ● FALL, SEPTEMBER TO DECEMBER 2020
The Certificate in Graphic Design combines art principles and industry standard design software techniques in Photoshop, InDesign and Illustrator to provide the essential knowledge and skills required to begin designing and building professional graphics.

This program provides you with a solid foundation in core design areas such as two-dimensional design, typography, colour, and drawing, as well as digital drawing and design. You will learn to create effective print and web-based designs to get the audience’s attention and get the intended message across.

Through applied projects and assignments, this program will challenge you to develop creative solutions to hands-on design problems aimed at preparing you for industry-related design experiences, and helping you build a portfolio.

This certificate will be of value to those interested in the graphic design industry, working in advertising, branding and corporate identity, signage, web design, and other related areas.

### REQUIRED COURSES

The Certificate in Graphic Design is a 240-hour program. Students are required to complete 180 hours of core courses and 60 hours of optional courses.

#### Core Courses | 180 hours

<table>
<thead>
<tr>
<th>Course</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adobe Illustrator</td>
<td>ICT 437</td>
<td>30</td>
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<td>$825</td>
<td>p85</td>
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<tr>
<td>Adobe InDesign</td>
<td>ICT 578</td>
<td>30</td>
<td></td>
<td>$825</td>
<td>p85</td>
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<tr>
<td>Adobe Photoshop</td>
<td>ICT 436</td>
<td>30</td>
<td></td>
<td>$825</td>
<td>p85</td>
</tr>
<tr>
<td>Drawing 1</td>
<td>ART 314</td>
<td>30</td>
<td></td>
<td>$425</td>
<td>p96</td>
</tr>
<tr>
<td>Graphic Design</td>
<td>ART 320</td>
<td>30</td>
<td></td>
<td>$425</td>
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<tr>
<td>History of Design</td>
<td>ART 102</td>
<td>30</td>
<td></td>
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</table>

#### Optional Art Courses | 30 hours

<table>
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<tr>
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<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Branding: What Designers Need to Know</td>
<td>ART 317</td>
<td>30</td>
<td></td>
<td>$425</td>
<td>p88</td>
</tr>
<tr>
<td>Typography</td>
<td>ART 316</td>
<td>30</td>
<td></td>
<td>$425</td>
<td>see web</td>
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</table>

#### Optional Application Software Courses | 30 hours

<table>
<thead>
<tr>
<th>Course</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adobe Illustrator Advanced</td>
<td>ICT 665</td>
<td>30</td>
<td></td>
<td>$825</td>
<td>p85</td>
</tr>
<tr>
<td>Adobe Photoshop Advanced</td>
<td>ICT 664</td>
<td>30</td>
<td></td>
<td>$825</td>
<td>p85</td>
</tr>
</tbody>
</table>
HUMAN RESOURCE MANAGEMENT

Hours: 300• In Class, Online conted.ucalgary.ca/hr

In a dynamic and ever-changing job market, organizations rely on human resource professionals to help recruit, manage, and develop their employees. This certificate gives you theoretical and practical insight into the field of human resources as well as current, employer-valued perspectives. You will learn essential skills for business management and apply the core competencies of organizational effectiveness: staffing, employee and labour relations, compensation, development and training, health and safety, and HR systems management.

This certificate will be of value to individuals contemplating a career change or new to the human resources field; human resource professionals who want to expand their knowledge and skills; front line managers, supervisors and administrators who implement human resource policies and programs; and, anyone preparing for their Chartered Professional in Human Resources (CPHR) designation.

REQUIRED COURSES
The Human Resource Management Certificate is a 300-hour program. Students are required to complete three core courses comprising 120 hours plus 180 hours of optional courses.

Core Courses | 120 Hours

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Management</td>
<td>BMC 205</td>
<td>40</td>
<td>• • •</td>
<td>$625 p89</td>
</tr>
<tr>
<td>Human Behaviour in Organizations</td>
<td>BMC 172</td>
<td>40</td>
<td>• • •</td>
<td>$625 p103</td>
</tr>
<tr>
<td>Human Resource Management*</td>
<td>BMC 165</td>
<td>40</td>
<td>• • •</td>
<td>$625 p104</td>
</tr>
</tbody>
</table>

Note: It is recommended that students take BMC 165 Human Resource Management before taking any Optional Human Resource Management Courses.

Optional Human Resource Management Courses | 180 Hours

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td>Building a Positive Workplace</td>
<td>BMC 355</td>
<td>20</td>
<td>• •</td>
<td>$495 p88</td>
</tr>
<tr>
<td>Change Management Theory and Application</td>
<td>BMC 358</td>
<td>20</td>
<td>• •</td>
<td>$445 p90</td>
</tr>
<tr>
<td>Coaching: Inspiring Excellence in Others</td>
<td>BMC 106</td>
<td>15</td>
<td>•</td>
<td>$425 see web</td>
</tr>
<tr>
<td>Communicating Interculturally</td>
<td>BMC 273</td>
<td>20</td>
<td>• •</td>
<td>$495 p91</td>
</tr>
<tr>
<td>Compensation: Design and Practice</td>
<td>BMC 198</td>
<td>30</td>
<td>• •</td>
<td>$525 p91</td>
</tr>
<tr>
<td>Conducting Effective Interviews</td>
<td>BMC 328</td>
<td>20</td>
<td>• • •</td>
<td>$495 p91</td>
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<tr>
<td>Conflict Management</td>
<td>BMC 212</td>
<td>20</td>
<td>• • •</td>
<td>$495 p92</td>
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<td>Developing a Talent Management Strategy</td>
<td>BMC 369</td>
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<td>Employee Benefits</td>
<td>BMC 230</td>
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<td>$525 p97</td>
</tr>
<tr>
<td>Employee Development and Training</td>
<td>BMC 354</td>
<td>30</td>
<td>• • •</td>
<td>$525 p97</td>
</tr>
<tr>
<td>Employee Relations: Policy Design and Documentation</td>
<td>BMC 192</td>
<td>20</td>
<td>• •</td>
<td>$495 p97</td>
</tr>
<tr>
<td>Ethics for Professional Practice</td>
<td>ADL 213</td>
<td>30</td>
<td>• •</td>
<td>$525 p99</td>
</tr>
<tr>
<td>Health and Safety Management Systems: The Basics</td>
<td>BMC 104</td>
<td>30</td>
<td>• • •</td>
<td>$550 p103</td>
</tr>
</tbody>
</table>

This certificate is perfect if you:

› Work — or aspire to work — in the HR field and seek a solid foundation of knowledge
› Want to build on your university degree
› Implement HR policies and programs in your day-to-day work
› Are preparing for the CPHR designation
<table>
<thead>
<tr>
<th>Course</th>
<th>Code</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Programming Level 1</td>
<td>ICT 710</td>
<td>30</td>
<td>⚫</td>
<td>⚫</td>
<td>$825</td>
</tr>
<tr>
<td>Computer Programming Level 2</td>
<td>ICT 711</td>
<td>30</td>
<td>⚫</td>
<td>⚫</td>
<td>$825</td>
</tr>
<tr>
<td>Computer Programming Level 3</td>
<td>ICT 712</td>
<td>30</td>
<td>⚫</td>
<td></td>
<td>$825</td>
</tr>
<tr>
<td>Data Modeling for IT Projects</td>
<td>ICT 287</td>
<td>30</td>
<td>⚫</td>
<td></td>
<td>$825</td>
</tr>
<tr>
<td>Relational Databases Fundamentals</td>
<td>ICT 128</td>
<td>30</td>
<td>⚫</td>
<td></td>
<td>$825</td>
</tr>
</tbody>
</table>

The Certificate in IT Fundamentals provides a solid foundation of skills and knowledge that will allow you to progress to more advanced computer and business technology courses and programs of study.

This certificate is perfect if you:

- Work — or aspire to work — in the programming field
- Want to establish a foundation in C# language for the .NET framework
- Are considering moving on to:
  - .NET Application Development
  - Business Analysis
  - Business Intelligence and Analytics

Required Courses

This is a 120-hour certificate program made up of four core courses, selected from a list of five.
INTEGRATED DIGITAL MEDIA

Hours: 240 • In Class, Online
conted.ucalgary.ca/digitalmedia

The Certificate in Integrated Digital Media incorporates design principles along with tools, techniques and technologies to help students design, create, and publish a variety of digital media content for today’s multi-platform electronic devices.

Learn the latest software tools used in the communications industry such as Adobe Photoshop, Illustrator, and InDesign along with markup and style sheets languages such as HTML and CSS3 to help you design and create media content, web environments or user interfaces applying a design interaction process that combines design and function.

REQUIRED COURSES
This is a 240-hour program: 120 hours of core courses and 120 hours of optional courses.

Core Courses | 120 Hours

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adobe Illustrator</td>
<td>ICT 437</td>
<td>30</td>
<td></td>
<td>$825 p85</td>
</tr>
<tr>
<td>Adobe InDesign</td>
<td>ICT 578</td>
<td>30</td>
<td></td>
<td>$825 p85</td>
</tr>
<tr>
<td>Adobe Photoshop</td>
<td>ICT 436</td>
<td>30</td>
<td></td>
<td>$825 p85</td>
</tr>
<tr>
<td>User Experience Design</td>
<td>ICT 564</td>
<td>30</td>
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<td>$825 p122</td>
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</tbody>
</table>

Optional Courses | 120 Hours

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adobe Illustrator Advanced</td>
<td>ICT 665</td>
<td>30</td>
<td></td>
<td>$825 p85</td>
</tr>
<tr>
<td>Adobe Photoshop Advanced</td>
<td>ICT 664</td>
<td>30</td>
<td></td>
<td>$825 p85</td>
</tr>
<tr>
<td>HTML5 and CSS3</td>
<td>ICT 580</td>
<td>30</td>
<td></td>
<td>$825 p103</td>
</tr>
<tr>
<td>HTML5 and CSS3 with jQuery</td>
<td>ICT 581</td>
<td>30</td>
<td></td>
<td>$825 p103</td>
</tr>
<tr>
<td>JavaScript and the DOM</td>
<td>ICT 442</td>
<td>30</td>
<td></td>
<td>$825 p105</td>
</tr>
<tr>
<td>Marketing and Sales for Entrepreneurs</td>
<td>BMC 373</td>
<td>20</td>
<td></td>
<td>$495 p108</td>
</tr>
<tr>
<td>Marketing Principles</td>
<td>BMC 167</td>
<td>40</td>
<td></td>
<td>$595 p108</td>
</tr>
<tr>
<td>WordPress Fundamentals</td>
<td>ICT 693</td>
<td>30</td>
<td></td>
<td>$825 see web</td>
</tr>
<tr>
<td>Writing Effective Online Content</td>
<td>WRI 350</td>
<td>30</td>
<td></td>
<td>$595 p123</td>
</tr>
</tbody>
</table>

Additional Courses

If you are interested in this program, you may also be interested in the following courses.

This course does not apply to the Certificate in Integrated Digital Media.

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cross-platform App Development</td>
<td>ICT 694</td>
<td>90</td>
<td></td>
<td>$1,499 + GST p94</td>
</tr>
</tbody>
</table>
In collaboration with Lean Six Sigma, UCalgary Continuing Education facilitates Lean Six Sigma Green Belt Certification. Green Belts are individuals who have been trained to lead a process improvement team using the Six Sigma improvement methodology and Lean principles. Green Belts can assist Lean Six Sigma Black Belts with improvement projects, or lead their own.

Explore Lean Six Sigma’s globally-recognized methodology. Learn how to improve processes, reduce costs and cycle time, and improve overall quality. Learn how to apply problem-solving and statistical methodologies combined with Lean tools to achieve improvement processes. This program has been designed to meet the needs of management personnel in manufacturing, engineering, maintenance, technical, quality and other support areas.

Students choose between an intensive learning path, or a modular learning path, that spans a longer period of time.

### Green Belt Intensive Learning Path Courses | 86 Hours

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lean Six Sigma for Green Belts: Foundations</td>
<td>PDS 240</td>
<td>35</td>
<td>● ● ●</td>
<td>$2,795 + GST</td>
</tr>
<tr>
<td>Lean Six Sigma for Green Belts: Statistical Methods</td>
<td>PDS 241</td>
<td>15</td>
<td>● ●</td>
<td>$995 + GST</td>
</tr>
<tr>
<td>Lean Six Sigma for Green Belts: Quality Improvement Project</td>
<td>PDS 242</td>
<td>36</td>
<td>● ●</td>
<td>$645 + GST</td>
</tr>
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</table>

### Green Belt Modular Learning Path Courses | 57 Hours

<table>
<thead>
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<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Execution Systems: Introduction to Lean Six Sigma</td>
<td>PDS 243</td>
<td>7</td>
<td>●</td>
<td>$495 + GST</td>
</tr>
<tr>
<td>Lean Six Sigma: Analyze Phase</td>
<td>PDS 246</td>
<td>7</td>
<td>●</td>
<td>$495 + GST</td>
</tr>
<tr>
<td>Lean Six Sigma: Control Phase</td>
<td>PDS 248</td>
<td>7</td>
<td>●</td>
<td>$495 + GST</td>
</tr>
<tr>
<td>Lean Six Sigma: Define Phase</td>
<td>PDS 244</td>
<td>7</td>
<td>●</td>
<td>$495 + GST</td>
</tr>
<tr>
<td>Lean Six Sigma: Improve Phase</td>
<td>PDS 247</td>
<td>7</td>
<td>●</td>
<td>$495 + GST</td>
</tr>
<tr>
<td>Lean Six Sigma: Measure Phase</td>
<td>PDS 245</td>
<td>7</td>
<td>●</td>
<td>$495 + GST</td>
</tr>
<tr>
<td>Lean Six Sigma for Green Belts: Statistical Methods</td>
<td>PDS 241</td>
<td>15</td>
<td>● ●</td>
<td>$995 + GST</td>
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</tbody>
</table>

### Optional Course* | 36 Hours

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change Management Theory and Application</td>
<td>BMC 358</td>
<td>20</td>
<td>●</td>
<td>$495</td>
</tr>
<tr>
<td>Developing High Performance Teams</td>
<td>BUS 281</td>
<td>7</td>
<td>●</td>
<td>$395</td>
</tr>
<tr>
<td>Facilitation Skills</td>
<td>BUS 134</td>
<td>14</td>
<td>● ●</td>
<td>$629</td>
</tr>
<tr>
<td>Leadership in Project Management</td>
<td>BMC 290</td>
<td>40</td>
<td>● ●</td>
<td>$745</td>
</tr>
<tr>
<td>Lean Six Sigma for Green Belts: Quality Improvement Project*</td>
<td>PDS 242</td>
<td>36</td>
<td>● ●</td>
<td>$645 + GST</td>
</tr>
<tr>
<td>Powerful Presentations</td>
<td>BUS 114</td>
<td>21</td>
<td>●</td>
<td>$785</td>
</tr>
<tr>
<td>Project Management: Level I</td>
<td>BMC 299</td>
<td>40</td>
<td>● ●</td>
<td>$745</td>
</tr>
</tbody>
</table>

*Students who wish to sit for third-party accreditation exams must complete the optional course PDS 242.
**MARKETING**

Hours: 300 • In Class, Online  
[conted.ucalgary.ca/marketing](conted.ucalgary.ca/marketing)

Globalization and new technologies have changed the face of marketing. Today’s professionals need a working knowledge of traditional media channels, social media, digital marketing and visual design.

The Marketing Certificate program prepares you to plan, execute and evaluate compelling marketing campaigns. Learn how to translate ideas into sales using a variety of strategies and media channels. Explore emerging technologies and best practices. Learn from marketing professionals who understand how to be leaders in this constantly changing profession.

This program will be of value to those new to the field or contemplating a career change; marketing, PR and other professionals who want to expand their knowledge; and business owners who market their own products and services.

A new Digital Marketing Certificate is also offered (page 26).

**REQUIRED COURSES**

This is a 300-hour program made up of 120 hours of core courses and 180 hours of optional courses.

<table>
<thead>
<tr>
<th>Core Courses</th>
<th>100 Hours</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Management</td>
<td>BMC 205</td>
<td>40</td>
<td>Winter</td>
<td>$625</td>
<td>p89</td>
<td></td>
</tr>
<tr>
<td>Marketing Principles*</td>
<td>BMC 167</td>
<td>40</td>
<td>Winter</td>
<td>$595</td>
<td>p108</td>
<td></td>
</tr>
<tr>
<td>Metrics and Measurement</td>
<td>BMC 313</td>
<td>20</td>
<td>Winter</td>
<td>$445</td>
<td>p109</td>
<td></td>
</tr>
</tbody>
</table>

*It is recommended that students take BMC 167 Marketing Principles before taking any optional Marketing courses.

<table>
<thead>
<tr>
<th>Optional Marketing Courses</th>
<th>110 – 200 Hours</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td>Corporate Event Planning</td>
<td>BMC 292</td>
<td>20</td>
<td>Winter</td>
<td>$445</td>
<td>p93</td>
<td></td>
</tr>
<tr>
<td>Customer Service Excellence</td>
<td>BMC 185</td>
<td>15</td>
<td>Winter</td>
<td>$445</td>
<td>p94</td>
<td></td>
</tr>
<tr>
<td>Data Analytics for Digital Communications</td>
<td>BMC 365</td>
<td>20</td>
<td>Winter</td>
<td>$495</td>
<td>p94</td>
<td></td>
</tr>
<tr>
<td>Digital Content Management</td>
<td>BMC 381</td>
<td>20</td>
<td>Winter</td>
<td>$495</td>
<td>p95</td>
<td></td>
</tr>
<tr>
<td>Digital Marketing Analysis</td>
<td>BMC 383</td>
<td>20</td>
<td>Winter</td>
<td>$495</td>
<td>see web</td>
<td></td>
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<tr>
<td>Digital Promotion and Optimization</td>
<td>BMC 384</td>
<td>20</td>
<td>Winter</td>
<td>$495</td>
<td>see web</td>
<td></td>
</tr>
<tr>
<td>Digital Social Platforms</td>
<td>BMC 382</td>
<td>20</td>
<td>Winter</td>
<td>$495</td>
<td>p95</td>
<td></td>
</tr>
<tr>
<td>Foundations of Digital Marketing</td>
<td>BMC 380</td>
<td>20</td>
<td>Winter</td>
<td>$495</td>
<td>p100</td>
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<tr>
<td>Learning Online</td>
<td>BMC 352</td>
<td>10</td>
<td>Winter</td>
<td>$185</td>
<td>p4</td>
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<tr>
<td>Social Media Essentials</td>
<td>BMC 312</td>
<td>15</td>
<td>Winter</td>
<td>$425</td>
<td>p117</td>
<td></td>
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<tr>
<td>Social Media Strategies</td>
<td>BMC 314</td>
<td>15</td>
<td>Winter</td>
<td>$425</td>
<td>p117</td>
<td></td>
</tr>
<tr>
<td>Strategic Selling</td>
<td>BMC 294</td>
<td>20</td>
<td>Winter</td>
<td>$445</td>
<td>p119</td>
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</tr>
</tbody>
</table>

**TERM:**  
- **WINTER, JANUARY TO MARCH 2020**  
- **SPRING/SUMMER, APRIL TO AUGUST 2020**  
- **FALL, SEPTEMBER TO DECEMBER 2020**
Optional Management Courses* | 0 – 90 Hours

<table>
<thead>
<tr>
<th>Course</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adobe Illustrator</td>
<td>30</td>
<td>☀ ☀</td>
<td>$825</td>
<td>p85</td>
</tr>
<tr>
<td>Adobe InDesign</td>
<td>30</td>
<td>☀ ☀</td>
<td>$825</td>
<td>p85</td>
</tr>
<tr>
<td>Adobe Photoshop</td>
<td>30</td>
<td>☀ ☀ ☀</td>
<td>$825</td>
<td>p85</td>
</tr>
</tbody>
</table>

*See complete list at conted.ucalgary.ca/marketing

**.NET APPLICATION DEVELOPMENT**

Hours: 240 • In Class, Online conted.ucalgary.ca/dotnet

.NET Framework is a software development framework that runs in the Microsoft Windows environment and is widely used in the industry. It includes a large class library and an Integrated Development Environment (IDE) called Visual Studio. One great feature of the .NET Framework is that it allows integration of several programming languages to develop Windows forms and web applications. C# is arguably the most popular language used by the .NET Framework.

Taking the Certificate in .Net Application Development program will enable you to develop a solid understanding of object-oriented programming concepts and troubleshooting skills that are readily transferable to other programming environments. You will learn to apply modern software development methods, with an emphasis on Agile Software Development. Using C# programming language, and the tools provided by the Microsoft .NET Framework, you will design and create a variety of desktop and web applications by combining your own code with the classes provided by the .NET library. You will develop knowledge and skills in the areas of C#, web programming, ASP.NET and ASP.NET MVC, and database connectivity.

**REQUIRED COURSES**

This is a 240-hour program made up of 120 hours of core courses and 120 hours of optional courses.

Core Courses | 120 Hours

<table>
<thead>
<tr>
<th>Course</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agile Software Development</td>
<td>ICT 716</td>
<td>30</td>
<td>☀ ☀</td>
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</tr>
<tr>
<td>Computer Programming Level 1</td>
<td>ICT 710</td>
<td>30</td>
<td>☀ ☀ ☀</td>
<td>$825</td>
</tr>
<tr>
<td>Computer Programming Level 2</td>
<td>ICT 711</td>
<td>30</td>
<td>☀ ☀ ☀</td>
<td>$825</td>
</tr>
<tr>
<td>Computer Programming Level 3</td>
<td>ICT 712</td>
<td>30</td>
<td>☀ ☀ ☀</td>
<td>$825</td>
</tr>
</tbody>
</table>

Optional Courses | 120 Hours

<table>
<thead>
<tr>
<th>Course</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Advanced Web Applications with ASP.NET and C#</td>
<td>ICT 715</td>
<td>30</td>
<td>☀</td>
<td>$825</td>
</tr>
<tr>
<td>HTML5 and CSS3</td>
<td>ICT 580</td>
<td>30</td>
<td>☀ ☀ ☀</td>
<td>$825</td>
</tr>
<tr>
<td>JavaScript and the DOM</td>
<td>ICT 442</td>
<td>30</td>
<td>☀ ☀</td>
<td>$825</td>
</tr>
<tr>
<td>Relational Databases Fundamentals</td>
<td>ICT 128</td>
<td>30</td>
<td>☀ ☀ ☀</td>
<td>$825</td>
</tr>
</tbody>
</table>
**OCCUPATIONAL HEALTH AND SAFETY (OHS)**

Hours: 200 or 400 or 800 • In Class, Online [conteed.ucalgary.ca/ohs](conteed.ucalgary.ca/ohs)

How we manage workplace health and safety issues is critical to workers, organizations, and the environment itself. Organizations are highly motivated to avoid the huge costs associated with health and safety accidents and mishaps. Legislation requiring employer compliance creates change and challenge for occupational health and safety (OHS) professionals who must act in the roles of motivator, change leader, and enforcer.

Employers are looking for people who can identify, evaluate, and communicate information about workplace conditions that may have an adverse impact on human health. They need people who have the knowledge and skills to plan and implement strategies to control and manage potential problems, and motivate proactive behaviour change.

The Occupational Health and Safety program is made up of two certificates and one diploma. Courses may be taken in any order, as long as any prerequisites have been met.

**The Occupational Health and Safety Fundamentals Certificate | 200 Hours**

This program is designed for individuals who are aspiring to, or already working in, roles such as front line service providers, administrative support, and junior OHS technicians.

**The Occupational Health and Safety Advanced Certificate | 400 Hours**

This program is made up of 200 hours from the Fundamentals Certificate plus 200 hours of advanced level courses. This level provides further training and professional development for individuals who support mid-level and technical tasks within the OHS skill set.

- The OHS Advanced certificate aligns with the Canadian Registered Safety Technician (CRST) certification.

**The Occupational Health and Safety Diploma | 800 Hours**

This program is made up of 400 hours from the Advanced Certificate program plus 400 hours of diploma level courses. The diploma program provides the advanced training and professional development required for those in positions supporting senior levels and demanding management related tasks.

- The OHS Diploma courses fulfill the 60 credit requirement of the Canadian Registered Safety Professional (CRSP)© certification and is approved by the Board of Canadian Registered Safety Professionals (BCRSP).

### OHS Fundamentals Certificate | 200 Hours

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business and Leadership for HSE Professionals</td>
<td>BMC 213</td>
<td>40</td>
<td>🌶️ 🌶️</td>
<td>$630</td>
</tr>
<tr>
<td>Fire Prevention and Safety</td>
<td>BMC 285</td>
<td>40</td>
<td>🌶️ 🌶️</td>
<td>$630</td>
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<tr>
<td>Hazard Assessment and Risk Management</td>
<td>BMC 143</td>
<td>20</td>
<td>🌶️ 🌶️</td>
<td>$495</td>
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<tr>
<td>Health and Safety Management Systems: The Basics</td>
<td>BMC 104</td>
<td>30</td>
<td>🌶️ 🌶️</td>
<td>$550</td>
</tr>
<tr>
<td>Occupational Hygiene: The Basics</td>
<td>BMC 197</td>
<td>40</td>
<td>🌶️ 🌶️</td>
<td>$630</td>
</tr>
<tr>
<td>Regulations, Roles, and Responsibilities for HSE Professionals</td>
<td>BMC 317</td>
<td>30</td>
<td>🌶️ 🌶️</td>
<td>$550</td>
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</tbody>
</table>
OHS Advanced Certificate | 400 Hours
These courses may be taken in any order for credit toward the OHS Advanced Certificate. Certificate students are advised to review their own program to ensure any prerequisites have been met for selected courses.

<table>
<thead>
<tr>
<th>Course</th>
<th>Code</th>
<th>Credits</th>
<th>Fee</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accident Theory and Incident Investigation</td>
<td>BMC 201</td>
<td>30</td>
<td>$550</td>
<td>p85</td>
</tr>
<tr>
<td>Alcohol and Drugs in the Workplace</td>
<td>BMC 363</td>
<td>30</td>
<td>$550</td>
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<tr>
<td>Ergonomics</td>
<td>BMC 199</td>
<td>30</td>
<td>$550</td>
<td>p98</td>
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<tr>
<td>Importance of Human Factors</td>
<td>BMC 283</td>
<td>20</td>
<td>$495</td>
<td>p104</td>
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<tr>
<td>Industrial Safety Processes</td>
<td>BMC 295</td>
<td>40</td>
<td>$630</td>
<td>p104</td>
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<tr>
<td>Integrated Workplace Health Management</td>
<td>BMC 183</td>
<td>20</td>
<td>$495</td>
<td>p104</td>
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<tr>
<td>Stress and Fatigue Management</td>
<td>BMC 350</td>
<td>30</td>
<td>$550</td>
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OHS Diploma | 800 hours
These courses may be taken in any order for credit toward the OHS Diploma. Diploma students are advised to review their own program to ensure any prerequisites have been met for selected courses.

<table>
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<th>Fee</th>
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<td>Auditing of HSE Management Systems and Compliance</td>
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<td>30</td>
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<tr>
<td>Business Management</td>
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<td>p89</td>
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<td>Change Management Theory and Application</td>
<td>BMC 358</td>
<td>20</td>
<td>$445</td>
<td>p90</td>
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<tr>
<td>Disability Management: An Integrative Approach</td>
<td>BMC 309</td>
<td>30</td>
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<tr>
<td>Emergency Response</td>
<td>BMC 218</td>
<td>20</td>
<td>$495</td>
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<td>Ethics for Professional Practice</td>
<td>ADL 213</td>
<td>30</td>
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<td>p99</td>
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<tr>
<td>Human Behaviour in Organizations</td>
<td>BMC 172</td>
<td>40</td>
<td>$625</td>
<td>p103</td>
</tr>
<tr>
<td>Management Communications: Interpersonal Skills</td>
<td>BMC 206</td>
<td>40</td>
<td>$625</td>
<td>p108</td>
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<tr>
<td>Operational Risk Management</td>
<td>BMC 368</td>
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<td>Project Management: Level I</td>
<td>BMC 299</td>
<td>40</td>
<td>$745</td>
<td>p114</td>
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<td>Strategic Planning</td>
<td>BMC 161</td>
<td>40</td>
<td>$625</td>
<td>p119</td>
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</tbody>
</table>
OFFICE APPLICATIONS

Does your work require proficiency in Microsoft Office?

Make your everyday tasks easier by taking your skills to a higher level and gain a valuable credential for your resume. Offices around the world use Microsoft’s Word, Excel, PowerPoint, Access, Project, Visio, and Macros and VBA products.

CORE PROGRAM | 10 Courses | 140 Hours
A minimum of one course must be chosen from each of: Access, Excel, PowerPoint and Word. The remaining six courses may be taken from any stream, including optional courses.

<table>
<thead>
<tr>
<th>Word</th>
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<th>Hours</th>
<th>Term</th>
<th>Fee</th>
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<td>ICT 414</td>
<td>14</td>
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<th>One course required</th>
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<td>14</td>
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<td>Microsoft Excel Level 2</td>
<td>ICT 416</td>
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<td>Microsoft Excel Level 3</td>
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<td>14</td>
<td>●</td>
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<th>Term</th>
<th>Fee</th>
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<th>Hours</th>
<th>Term</th>
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<tr>
<td>Microsoft Access Level 1</td>
<td>ICT 420</td>
<td>14</td>
<td>●</td>
<td>$575</td>
<td>p109</td>
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<td>ICT 421</td>
<td>14</td>
<td>●</td>
<td>$575</td>
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Optional Courses

<table>
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<th>Fee</th>
<th>Details</th>
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<td>ICT 780</td>
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<td>$575</td>
<td>p94</td>
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<tr>
<td>Microsoft Macros and VBA Level 1</td>
<td>ICT 427</td>
<td>14</td>
<td>●</td>
<td>$625</td>
<td>p110</td>
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<tr>
<td>Microsoft Macros and VBA Level 2</td>
<td>ICT 428</td>
<td>14</td>
<td>●</td>
<td>$625</td>
<td>p110</td>
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<tr>
<td>Microsoft Outlook Levels 1 and 2</td>
<td>ICT 454</td>
<td>14</td>
<td>●</td>
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<td>$575</td>
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<td>ICT 457</td>
<td>14</td>
<td>●</td>
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TERM: ● WINTER, JANUARY TO MARCH 2020 ● SPRING/SUMMER, APRIL TO AUGUST 2020 ● FALL, SEPTEMBER TO DECEMBER 2020
PROFESSIONAL MANAGEMENT

Hours: 300 • In Class, Online
conted.ucalgary.ca/management

Are you hoping to move into management, enhance your business knowledge and skills, change employment, or build on your degree? Examine key principles of business and their interrelationships in local, national and global world settings and learn key management skills that foster communication, teamwork and problem solving in the workplace. Choose from six streams:

- General
- Economic Developers
- Professional Engineers and Geoscientists (PEG)

- Specializing In Construction Management
- Specializing In Risk Management
- Specializing In Strategic Management

REQUIRED COURSES

Each of these certificates is a 300-hour program. In General, PEG, or Economic Developers streams, students complete 120 hours of core courses and choose 180 hours from optional courses. Students in specialization programs complete 120 hours of core courses, 120 hours of specialization courses and 60 hours of optional courses.

Core Courses | 120 Hours

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Management</td>
<td>BMC 205</td>
<td>40</td>
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<td>$625</td>
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<tr>
<td>Human Behaviour in Organizations</td>
<td>BMC 172</td>
<td>40</td>
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<td>$625</td>
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</table>

And 40 hours from one of the following:

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Communication for Internationally Trained Professionals</td>
<td>BMC 316</td>
<td>40</td>
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<tr>
<td>Management Communications: Interpersonal Skills</td>
<td>BMC 206</td>
<td>40</td>
<td></td>
<td>$625</td>
</tr>
</tbody>
</table>

Professional Management Streams: Choose one

Certificate in Professional Management — General

Tailor this program to meet your needs. Complete it online or in the classroom.

Core Courses: 120 Hours
Optional Courses: 180 Hours

Certificate in Professional Management — Economic Developers

Designed exclusively for members of Economic Developers Alberta (EDA), this program combines EDA’s Community Economic Development courses with Continuing Education’s management courses. This program prepares you for the EcD professional designation exam, and can be achieved completely online or in the classroom.

Core Courses: 120 Hours
Optional Courses: 180 Hours

Certificate in Professional Management — Professional Engineers and Geoscientists (PEG)

Are you a practising engineer who wants to broaden your management and leadership skills? In this program, learn core business concepts that will enhance your career and give you an edge in today’s competitive workplace. This certificate can only be awarded after membership in APEGA is confirmed.

Core Courses: 120 Hours
Optional Courses: 180 Hours

THIS CERTIFICATE IS PERFECT IF YOU:

Work — or aspire to work — in management, and seek learning that can lead to:

- A general management credential
- A general management credential for APEGA or EDA members
- A specialized management credential in the fields of:
  - Construction management
  - Risk management
  - Strategic management
Certificate in Professional Management Specializing In Construction Management
Develop competencies to effectively manage construction projects. Focus on legal, regulatory and technical aspects. Develop skills and knowledge needed in business, management, and interpersonal relations.

Core Courses: 120 Hours
Specialization Courses: 120 Hours
Optional Courses: Minimum 60 hours

Specialization Courses | 120 hours

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
<th>Hours</th>
<th>Notes</th>
<th>Fee</th>
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<tbody>
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<td>Construction Costing</td>
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<td>Control Systems In Construction Projects</td>
<td>BMC 243</td>
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<td>Project Management: Level I</td>
<td>BMC 299</td>
<td>40</td>
<td></td>
<td>$745</td>
<td>p114</td>
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</tbody>
</table>

Certificate in Professional Management specializing In Risk Management
Focus on the process of analyzing and minimizing exposure to risk while conserving an organization’s human, financial, and physical assets. Courses can be used toward the Canadian Risk Management (CRM) designation, which is recognized by the Risk and Insurance Management Society, Inc.

Core Courses: 120 Hours
Specialization Courses: 120 Hours
Optional Courses: Minimum 60 Hours

Specialization Courses | 120 hours

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
<th>Hours</th>
<th>Notes</th>
<th>Fee</th>
<th>Location</th>
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<tbody>
<tr>
<td>Risk Assessment and Treatment</td>
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<td>Risk Financing</td>
<td>BMC 182</td>
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<td>$625</td>
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<tr>
<td>Risk Management Principles and Practices</td>
<td>BMC 327</td>
<td>40</td>
<td></td>
<td>$625</td>
<td>p116</td>
</tr>
</tbody>
</table>

Certificate in Professional Management specializing In Strategic Management
Investigate strategic directions for your organization or department by anticipating trends and preparing for future opportunities. Learn how to establish an organization’s overall goals and objectives, as well as the policies and activities that are formulated, implemented and controlled to achieve them.

Core Courses: 120 Hours
Specialization Courses: 120 Hours
Optional Courses: Minimum 60 Hours

Specialization Courses | 120 hours

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
<th>Hours</th>
<th>Notes</th>
<th>Fee</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>Business Finance</td>
<td>BMC 103</td>
<td>40</td>
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<td>$625</td>
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<tr>
<td>Business Strategy</td>
<td>BMC 160</td>
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<tr>
<td>Economics for Business</td>
<td>BMC 171</td>
<td>40</td>
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<td>$625</td>
<td>p96</td>
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<tr>
<td>Strategic Planning</td>
<td>BMC 161</td>
<td>40</td>
<td></td>
<td>$625</td>
<td>p119</td>
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<tr>
<td>Optional Courses</td>
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<td>Fee</td>
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<td>Accounting Fundamentals</td>
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<td>Change Management Theory and Application</td>
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<td>Economics for Business</td>
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<td>Ethics for Professional Practice</td>
<td>ADL 213</td>
<td>30</td>
<td>$525</td>
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<td>Leadership Fundamentals</td>
<td>BMC 174</td>
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<td>Marketing Principles</td>
<td>BMC 167</td>
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<td>Project Management: Level I</td>
<td>BMC 299</td>
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<td>$745</td>
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<td>Starting a New Business <strong>NEW</strong></td>
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<td>BMC 161</td>
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<td>Sustainability: What is it and Why is it Important?</td>
<td>BMC 364</td>
<td>40</td>
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<td>WRI 150</td>
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<td>$795</td>
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PROFESSIONAL WRITING
Hours: 200 • Online
conted.ucalgary.ca/writing

Are you a professional who writes in business, industry, education, engineering, science, medicine or elsewhere? Are you a researcher looking to apply your clinical or research expertise to writing? Are you a technical writer, copywriter, corporate writer, proposal writer, web writer or other writer?

Writing is a core job competency in most careers, and with new technologies often requiring an abundance of writing, solid writing skills are sought after now more than ever before. If you want to gain valuable writing skills, a Professional Writing Certificate may be perfect for you. Students choose one of two specializations: Business and Technical Writing; or, Marketing and Public Relations.

Learn and improve numerous skills from basic to more advanced writing including grammar, copy editing, proofreading, understanding your audience, writing proposals, and specific techniques related to your field of work. This online, flexible and interactive program will allow you to learn the theory behind your writing, write practice documents and receive feedback from your instructors and peers.

Students are expected to have university-level English writing skills including grammar, vocabulary, and basic writing experience. For those needing these skills, WRI 110 Writing Well should be taken at the beginning of the program.

A Creative Writing Certificate program is also offered (page 24). For non-credit writing courses see page 13.

REQUIRED COURSES
Each specialization is a 200-hour program. Students take 110 hours of core courses, 60 hours of specialization courses and one optional course of 30 hours. It is recommended that core courses be taken first starting with BMC 352 Learning Online.

<table>
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<th>Core Courses</th>
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<tbody>
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<tr>
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<tr>
<td>Learning Online</td>
<td>BMC 352 10</td>
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<tr>
<td>Writing in the Workplace</td>
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<tr>
<td>Writing Well</td>
<td>WRI 110 30</td>
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Professional Writing Specializations: Choose one

Certificate in Professional Writing specializing in Business and Technical Writing

Core Courses: 110 Hours
Specialization Courses: 60 Hours
Optional Courses: Minimum 30 hours

<table>
<thead>
<tr>
<th>Specialization Courses</th>
<th>60 Hours</th>
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</thead>
<tbody>
<tr>
<td>Course# Hours Term</td>
<td>Fee</td>
</tr>
<tr>
<td>Document Design</td>
<td>WRI 220 30</td>
</tr>
<tr>
<td>Technical Writing and Documentation</td>
<td>WRI 215 30</td>
</tr>
</tbody>
</table>

THIS CERTIFICATE IS PERFECT IF YOU:
› Would like to practise and improve your business writing skills
› Enjoy online learning
› Work — or aspire to work — as a corporate writer and seek a solid credential in the fields of:
• Business and Technical Writing
• Marketing and Public Relations
Certificate in Professional Writing specializing in Marketing and Public Relations

Core Courses: 110 Hours
Specialization Courses: 60 Hours
Optional Courses: Minimum 30 hours

Specialization Courses | 60 Hours

<table>
<thead>
<tr>
<th>Course Description</th>
<th>Code</th>
<th>Hours</th>
<th>Fee</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copywriting — Words that Sell</td>
<td>WRI 240</td>
<td>30</td>
<td>$595</td>
<td>p92</td>
</tr>
<tr>
<td>Strategic Writing for Public Relations and Marketing</td>
<td>WRI 230</td>
<td>30</td>
<td>$595</td>
<td>see web</td>
</tr>
</tbody>
</table>

Professional Writing Optional Courses | 30 Hours

<table>
<thead>
<tr>
<th>Course Description</th>
<th>Code</th>
<th>Hours</th>
<th>Fee</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copywriting — Words that Sell</td>
<td>WRI 240</td>
<td>30</td>
<td>$595</td>
<td>p92</td>
</tr>
<tr>
<td>Publishing and Promoting Your Work</td>
<td>WRI 330</td>
<td>30</td>
<td>$595</td>
<td>see web</td>
</tr>
<tr>
<td>Strategic Writing for Public Relations and Marketing</td>
<td>WRI 230</td>
<td>30</td>
<td>$595</td>
<td>see web</td>
</tr>
<tr>
<td>Writing Effective Online Content</td>
<td>WRI 350</td>
<td>30</td>
<td>$595</td>
<td>p123</td>
</tr>
<tr>
<td>Writing Effective Proposals for Grants and Funding</td>
<td>WRI 290</td>
<td>30</td>
<td>$595</td>
<td>p123</td>
</tr>
<tr>
<td>Writing Tools</td>
<td>WRI 320</td>
<td>30</td>
<td>$595</td>
<td>p123</td>
</tr>
</tbody>
</table>
PROJECT MANAGEMENT FUNDAMENTALS


This program will prepare you to move into a project management role. You will learn the competencies required to move a project through the project life cycle phases of conceptualization, initiation, planning, execution, control, and closing, the principles of project management, quality management, procurement management, dynamic leadership and the best practices used in different industry sectors.

REQUIRED COURSES

The Project Management Fundamentals Certificate is a 200-hour program. Students are required to take 165 hours of core courses and 35 hours of optional courses and seminars.

<table>
<thead>
<tr>
<th>Core Courses</th>
<th>165 Hours</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership in Project Management</td>
<td>BMC 290 40</td>
<td>Winter</td>
</tr>
<tr>
<td>Procurement and Contract Management</td>
<td>BMC 301 15</td>
<td>Winter/Summer</td>
</tr>
<tr>
<td>Project Management: HR and Communication</td>
<td>BMC 302 15</td>
<td>Winter/Summer</td>
</tr>
<tr>
<td>Project Management: Level I</td>
<td>BMC 299 40</td>
<td>Winter/Summer</td>
</tr>
<tr>
<td>Project Management: Level II</td>
<td>BMC 266 40</td>
<td>Winter/Summer</td>
</tr>
<tr>
<td>Project Quality Management</td>
<td>BMC 300 15</td>
<td>Winter/Summer</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Management Optional Courses and Seminars</th>
<th>35 Hours</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Agile Project Management: Planning and Techniques</td>
<td>BMC 366 15</td>
<td>Winter/Summer</td>
</tr>
<tr>
<td>Agile Project Management: The Basics</td>
<td>BMC 348 7.5</td>
<td>Winter/Summer</td>
</tr>
<tr>
<td>Agile Software Development</td>
<td>ICT 716 30</td>
<td>Winter/Summer</td>
</tr>
<tr>
<td>Avoiding Construction Disputes</td>
<td>BMC 220 20</td>
<td>Winter/Summer</td>
</tr>
<tr>
<td>Certified Associate in Project Management (CAPM)* Exam Prep</td>
<td>BMC 367 24</td>
<td>Winter/Summer</td>
</tr>
<tr>
<td>Change Management Theory and Application</td>
<td>BMC 358 20</td>
<td>Winter/Summer</td>
</tr>
<tr>
<td>Learning Online</td>
<td>BMC 352 10</td>
<td>Winter/Summer</td>
</tr>
<tr>
<td>Managing Risk in Projects</td>
<td>BMC 345 15</td>
<td>Winter/Summer</td>
</tr>
<tr>
<td>Microsoft Project Levels 1 and 2</td>
<td>ICT 582 14</td>
<td>Winter/Summer</td>
</tr>
<tr>
<td>Program Strategy for BI Projects</td>
<td>ICT 773 30</td>
<td>Winter/Summer</td>
</tr>
<tr>
<td>Project Management Professional (PMP)* Exam Preparation</td>
<td>BMC 308 40</td>
<td>Winter/Summer</td>
</tr>
<tr>
<td>Project Planning: Hit the Ground Running</td>
<td>BMC 322 7.5</td>
<td>Winter/Summer</td>
</tr>
</tbody>
</table>
REAL ESTATE DEVELOPMENT

Hours: 126 • In Class
conted.ucalgary.ca/realestate

Real estate development requires expertise in management, finance, urban planning, design, project management and architecture. The Real Estate Development Certificate incorporates all of these disciplines. Students gain insight into the development process for various types of properties, including residential, commercial, and industrial.

Learn from instructors who are academics and professionals with extensive real-life experience in this demanding field. Their local perspective on real estate development will provide you with a realistic and practical understanding of the complexities of real estate development in Calgary and beyond.

The courses focus on principles, as well as the specialized knowledge and skills required on a daily basis in the world of development. Classes provide hands-on experience through real-world simulations, case studies, and projects that give you a true sense of the workplace.

REQUIRED COURSES
This is a 126-hour program. Students are required to take 54 hours of core courses and 72 hours of optional courses.

Core Courses | 54 Hours

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real Estate Development and Finance</td>
<td>CPE 119</td>
<td>18</td>
<td>●●</td>
<td>$589</td>
<td>p115</td>
</tr>
<tr>
<td>Real Estate Development and the Planning Process</td>
<td>CPE 118</td>
<td>18</td>
<td>●</td>
<td>$589</td>
<td>p115</td>
</tr>
<tr>
<td>Real Estate Marketing</td>
<td>CPE 112</td>
<td>18</td>
<td>●●</td>
<td>$589</td>
<td>p115</td>
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</tbody>
</table>

Optional Courses | 72 Hours

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Real Estate Development</td>
<td>CPE 206</td>
<td>18</td>
<td>●</td>
<td>$589</td>
<td>see web</td>
</tr>
<tr>
<td>Mixed-Use Real Estate Development</td>
<td>CPE 185</td>
<td>18</td>
<td>●</td>
<td>$589</td>
<td>p111</td>
</tr>
<tr>
<td>Real Estate Law</td>
<td>CPE 111</td>
<td>18</td>
<td>●●</td>
<td>$589</td>
<td>p115</td>
</tr>
<tr>
<td>Sales Management and Strategies in Real Estate Development</td>
<td>CPE 150</td>
<td>18</td>
<td>●</td>
<td>$589</td>
<td>see web</td>
</tr>
</tbody>
</table>

THIS CERTIFICATE IS PERFECT IF YOU:

▷ Work — or aspire to work — in the real estate development field
▷ Work in a related field such as banking, government or architecture, and would like:
  • Insight into the development process
  • Local perspectives, and
  • Hands-on experience

MAKE YOUR WORLD A BETTER PLACE... (WHAT BENEFITS IMPROVE A STUDENT’S WORLD HERE?)

› Expand on your experience with further knowledge in your field
› Formalize your experience and expertise with a certificate

THIS CERTIFICATE IS PERFECT IF YOU:

› Work — or aspire to work — in the real estate development field
› Work in a related field such as banking, government or architecture, and would like:
  • Insight into the development process
  • Local perspectives, and
  • Hands-on experience
SPANISH LANGUAGE AND CULTURE

Hours: 120 or 250 • In Class
conted.ucalgary.ca/spanish

Currently, some 350 million people speak Spanish, making it the fourth most commonly spoken language in the world. Whether you want to learn Spanish to enhance your travel experience, for career or educational purposes, or simply because you have a passion for the language and culture, the Spanish Language and Culture Certificate program may be right for you.

REQUIRED COURSES
This program includes two certificate levels. Level 1 is 120 hours of instruction; Level 2 is an additional 130 hours for a total of 250 hours.

SPANISH LANGUAGE AND CULTURE CERTIFICATE — LEVEL 1 | 120 Hours
Level 1 is designed for individuals with little or no background in Spanish. You learn the foundations of the language by focusing on all four skills: reading, writing, speaking and listening. By the end of the program, you should have a solid base of oral and written skills for communicating in Spanish.

Prerequisite: SPA 101 Spanish 1, or equivalent

Core Courses | 120 Hours

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPA 102</td>
<td>30</td>
<td>D</td>
<td>$325</td>
<td>p118</td>
</tr>
<tr>
<td>SPA 103</td>
<td>30</td>
<td>D</td>
<td>$345</td>
<td>p118</td>
</tr>
<tr>
<td>SPA 104</td>
<td>30</td>
<td>D</td>
<td>$345</td>
<td>p118</td>
</tr>
<tr>
<td>SPA 410</td>
<td>30</td>
<td>D</td>
<td>$345</td>
<td>p118</td>
</tr>
</tbody>
</table>

SPANISH LANGUAGE AND CULTURE CERTIFICATE — LEVEL 2 | 250 Hours
Level 2 builds on the skills acquired in the Level 1 Certificate. You will continue to improve your grammar, build vocabulary, and further develop conversational abilities. By the end of the program, you should be able to communicate fluently at an intermediate level and have a solid understanding of cultural aspects. In addition to courses, this level includes an experiential learning component that can include activities in academic, cultural, social, or fine arts settings.

Prerequisite: Spanish Language and Culture Certificate—Level 1

Core Courses | 130 Hours

<table>
<thead>
<tr>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPA 105</td>
<td>30</td>
<td>D</td>
<td>$375</td>
<td>p118</td>
</tr>
<tr>
<td>SPA 106</td>
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<td>SPA 907</td>
<td>30</td>
<td>D</td>
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<tr>
<td>SPA 420</td>
<td>30</td>
<td>D</td>
<td>$375</td>
<td>p118</td>
</tr>
<tr>
<td>SPA 119</td>
<td>10</td>
<td>on demand</td>
<td>$100</td>
<td>see web</td>
</tr>
</tbody>
</table>
TEACHING SECOND LANGUAGES

Opportunities abound in teaching second languages. If you are teaching or want to teach second languages in Canada or abroad, these flexible certificate programs are ideal for you. These programs offer an innovative curriculum delivered by university-calibre experts.

This program offers two certificate levels. In the Level 1 program, two specializations are available: Teaching English as a Second Language (TESL) or Teaching International and Heritage Languages (TIHL).

If you are a new or aspiring teacher looking for immediate classroom application, here or abroad, start with a Level 1 certificate. Students who want to gain a more in-depth understanding of language theory and expand upon practical classroom skills move on to the Level 2 certificate.

If your first language is not English, you must satisfy UCalgary English Language Proficiency requirements. See conted.ucalgary.ca/english

REQUIRED COURSES

The Teaching Second Language Level 1 Certificate specializing in TESL or TIHL is made up of 130 hours of core courses. Students in the TESL specialization may choose to take the optional practicum course to meet the TESL Canada Standard 1 requirement.

The Teaching Second Language Level 2 program is an additional 120 hours of core courses for a total of 250 hours. Students may also choose to take an optional practicum course to meet the TESL Canada Standard 2 requirement (an additional 20, 30, or 50 hours).

Teaching Second Language Certificate — Level 1 | 130 hours

This program gives you the fundamentals of teaching second languages, classroom basics and knowledge of teaching skills and systems allowing you to work in the field with confidence.

Teaching Second Language — Level 1 Specializations: Choose one

<table>
<thead>
<tr>
<th>Teaching Second Language Certificate — Level 1 specializing in Teaching English as a Second Language (TESL)</th>
<th>130 hours</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linguistic Structures</td>
<td>TSL 108</td>
<td>30</td>
<td></td>
<td></td>
<td>$575</td>
<td>p107</td>
</tr>
<tr>
<td>Teaching Reading, Writing and Grammar — ESL</td>
<td>TSL 131</td>
<td>30</td>
<td></td>
<td></td>
<td>$575</td>
<td>p120</td>
</tr>
<tr>
<td>Teaching Speaking and Listening — ESL</td>
<td>TSL 132</td>
<td>30</td>
<td></td>
<td></td>
<td>$575</td>
<td>p120</td>
</tr>
<tr>
<td>TSL Fundamentals</td>
<td>TSL 120</td>
<td>40</td>
<td></td>
<td></td>
<td>$675</td>
<td>p122</td>
</tr>
</tbody>
</table>

Optional Course* | 20 Hours

| Teaching Practicum (20 hours) — ESL | TSL 109 | 20 | | | $800 | p120 |

*One practicum is required for TESL Canada certification

THIS CERTIFICATE IS PERFECT IF YOU:

› Teach — or aspire to teach — ESL in Canada or abroad
› Are pursuing TESL Canada Standard 1 or 2 Certification
› Are a teacher of a heritage language, looking for a foundation of knowledge
› Enjoy online learning
### Teaching Second Language Certificate — Level 1 specializing in Teaching International and Heritage Languages (TIHL) | 130 Hours

<table>
<thead>
<tr>
<th>Course Description</th>
<th>Code</th>
<th>Credit Hours</th>
<th>Fee</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linguistic Structures</td>
<td>TSL 108</td>
<td>30</td>
<td>$575</td>
<td>p107</td>
</tr>
<tr>
<td>Teaching Reading, Writing and Grammar — IHL</td>
<td>TSL 133</td>
<td>30</td>
<td>$575</td>
<td>p120</td>
</tr>
<tr>
<td>Teaching Speaking and Listening — IHL</td>
<td>TSL 134</td>
<td>30</td>
<td>$575</td>
<td>p121</td>
</tr>
<tr>
<td>TSL Fundamentals</td>
<td>TSL 120</td>
<td>40</td>
<td>$675</td>
<td>p122</td>
</tr>
</tbody>
</table>

### Teaching Second Language Certificate — Level 2 | 250 Hours

After completing a Teaching Second Language Level 1 certificate program, students take the following core courses for a total of 250 hours.

#### Core Courses | 120 Hours

<table>
<thead>
<tr>
<th>Course Description</th>
<th>Code</th>
<th>Credit Hours</th>
<th>Fee</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture in Language Teaching</td>
<td>TSL 226</td>
<td>30</td>
<td>$575</td>
<td>p94</td>
</tr>
<tr>
<td>Language Assessment and Materials</td>
<td>TSL 225</td>
<td>30</td>
<td>$575</td>
<td>p106</td>
</tr>
<tr>
<td>Second Language Acquisition NEW</td>
<td>TSL 224</td>
<td>30</td>
<td>$575</td>
<td>see web</td>
</tr>
<tr>
<td>TSL Methodology</td>
<td>TSL 223</td>
<td>30</td>
<td>$575</td>
<td>p122</td>
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</table>

#### Optional Courses* | 0 – 50 Hours

<table>
<thead>
<tr>
<th>Course Description</th>
<th>Code</th>
<th>Credit Hours</th>
<th>Fee</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching Practicum (20 hours) — ESL</td>
<td>TSL 109</td>
<td>20</td>
<td>$800</td>
<td>p120</td>
</tr>
<tr>
<td>Teaching Practicum (30 hours) — ESL</td>
<td>TSL 1118</td>
<td>30</td>
<td>$1,200</td>
<td>p120</td>
</tr>
</tbody>
</table>

*One practicum is required for TESL Canada certification

#### Additional Courses NEW

Continue your professional development in teaching second languages with these additional courses. **These courses do not apply to the TSL certificates.**

<table>
<thead>
<tr>
<th>Course Description</th>
<th>Code</th>
<th>Credit Hours</th>
<th>Fee</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching English for Academic Purposes NEW</td>
<td>TSL 137</td>
<td>20</td>
<td>$525</td>
<td>p119</td>
</tr>
<tr>
<td>Teaching Language with Music and Poems NEW</td>
<td>TSL 138</td>
<td>7</td>
<td>$295</td>
<td>p120</td>
</tr>
<tr>
<td>Teaching Language with Technology NEW</td>
<td>TSL 135</td>
<td>20</td>
<td>$525</td>
<td>p120</td>
</tr>
</tbody>
</table>
VISUAL DESIGN
Hours: 250 • In Class
conted.ucalgary.ca/visualdesign

If you work in a visually creative field, the Certificate in Visual Design could be an ideal addition to your resume. This flexible program can be tailored to meet your own specific needs. Students gain a basic understanding of design principles and valuable practical knowledge.

Students can choose a general certificate program that spans many aspects of design, including interior design and decorating, photography, graphic design, and fine art. Those looking for a more focused program can choose a specialization in Art Theory and Practice, Interior Design, or Photography.

At a professional level, this program is an excellent opportunity for individuals who already have some design knowledge and experience, but would like to expand that foundation, and formalize it within a certificate framework. At a personal level, this program will appeal to those interested in gaining knowledge and skills that can be applied to their creative interests, such as fine arts, home decorating and design, or photography.

Students must choose one of four certificate programs:
• Visual Design
• Visual Design specializing in Art Theory and Practice
• Visual Design specializing in Interior Design
• Visual Design specializing in Photography

For non-credit photography courses see page 13.

REQUIRED COURSES
This 250-hour program is made up of four core courses and 130 hours of optional courses.

<table>
<thead>
<tr>
<th>Core Courses for all programs</th>
<th>120 Hours</th>
<th>Course#</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colour Theory 1</td>
<td>ART 321</td>
<td>30</td>
<td>●●●</td>
<td>$425</td>
<td>p91</td>
<td></td>
</tr>
<tr>
<td>Design Principles</td>
<td>ART 103</td>
<td>30</td>
<td>●●</td>
<td>$425</td>
<td>p95</td>
<td></td>
</tr>
<tr>
<td>Drawing 1</td>
<td>ART 314</td>
<td>30</td>
<td>●●●</td>
<td>$425</td>
<td>p96</td>
<td></td>
</tr>
<tr>
<td>History of Design</td>
<td>ART 102</td>
<td>30</td>
<td>●●●</td>
<td>$425</td>
<td>p103</td>
<td></td>
</tr>
</tbody>
</table>

Visual Design Programs: Choose One

Certificate in Visual Design | 250 hours

Core Courses: 120 Hours
Optional Courses: 130 hours from any specialization on pages 55 and 56.
### Certificate in Visual Design specializing in Art Theory and Practice | 250 hours

Core Courses: 120 Hours  
Specialization Courses: Minimum 80 hours  
Optional Courses: Minimum 50 hours from any specialization

#### Art Theory and Practice Specialization Courses | Minimum 80 Hours

<table>
<thead>
<tr>
<th>Course</th>
<th>Code</th>
<th>Units</th>
<th>Fee</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>Abstract Painting</td>
<td>ART 323</td>
<td>30</td>
<td>$425</td>
<td>see web</td>
</tr>
<tr>
<td>Adobe Illustrator</td>
<td>ICT 437</td>
<td>30</td>
<td>$825</td>
<td>p85</td>
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<tr>
<td>Art History and Appreciation 1</td>
<td>ART 301</td>
<td>20</td>
<td>$345</td>
<td>see web</td>
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<tr>
<td>Art History and Appreciation 2</td>
<td>ART 310</td>
<td>20</td>
<td>$345</td>
<td>p86</td>
</tr>
<tr>
<td>Basic Sculpture in Clay</td>
<td>ART 313</td>
<td>30</td>
<td>$395</td>
<td>p87</td>
</tr>
<tr>
<td>Branding: What Designers Need to Know</td>
<td>ART 317</td>
<td>30</td>
<td>$425</td>
<td>p88</td>
</tr>
<tr>
<td>Colour Theory 2</td>
<td>ART 318</td>
<td>30</td>
<td>$395</td>
<td>see web</td>
</tr>
<tr>
<td>Contemporary Art: Origins and Themes</td>
<td>ART 326</td>
<td>30</td>
<td>$425</td>
<td>see web</td>
</tr>
<tr>
<td>Creative Acrylic Painting</td>
<td>ART 109</td>
<td>30</td>
<td>$425</td>
<td>p93</td>
</tr>
<tr>
<td>Drawing 2</td>
<td>ART 315</td>
<td>30</td>
<td>$425</td>
<td>p96</td>
</tr>
<tr>
<td>Graphic Design</td>
<td>ART 320</td>
<td>30</td>
<td>$425</td>
<td>see web</td>
</tr>
<tr>
<td>Typography</td>
<td>ART 316</td>
<td>30</td>
<td>$345</td>
<td>see web</td>
</tr>
</tbody>
</table>

### Certificate in Visual Design specializing in Interior Design | 250 hours

Core Courses: 120 Hours  
Specialization Courses: Minimum 80 hours  
Optional Courses: Minimum 50 hours from any specialization

#### Interior Design Specialization Courses | Minimum 80 Hours

<table>
<thead>
<tr>
<th>Course</th>
<th>Code</th>
<th>Units</th>
<th>Fee</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessorizing Interiors</td>
<td>INT 115</td>
<td>15</td>
<td>$295</td>
<td>see web</td>
</tr>
<tr>
<td>Architectural Photography</td>
<td>PHO 113</td>
<td>18</td>
<td>$345</td>
<td>p86</td>
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<tr>
<td>Bathroom and Kitchen Design</td>
<td>INT 123</td>
<td>20</td>
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<td>p87</td>
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<tr>
<td>Classical Interior Design</td>
<td>INT 126</td>
<td>20</td>
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<td>Colour For Homeowners</td>
<td>INT 105</td>
<td>10</td>
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<td>p91</td>
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<tr>
<td>Decorating as a Business</td>
<td>INT 124</td>
<td>30</td>
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<tr>
<td>History of Furniture</td>
<td>INT 109</td>
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<tr>
<td>Home Staging and Styling</td>
<td>INT 127</td>
<td>20</td>
<td>$345</td>
<td>p103</td>
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<tr>
<td>Interior Design — A Career!</td>
<td>INT 106</td>
<td>6</td>
<td>$345</td>
<td>p104</td>
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<tr>
<td>Interior Design — Lighting NEW</td>
<td>INT 129</td>
<td>20</td>
<td>$195</td>
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<tr>
<td>Interior Design — Residential</td>
<td>INT 101</td>
<td>20</td>
<td>$345</td>
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<tr>
<td>Interior Design: What’s Comin’ And Goin’</td>
<td>INT 107</td>
<td>16</td>
<td>$295</td>
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Certificate in Visual Design specializing in Photography | 250 hours

Core Courses: 120 Hours  
Specialization Courses: Minimum 80 hours  
Optional Courses: Minimum 50 hours from any specialization

Photography Specialization Courses | Minimum 80 Hours

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Course Code</th>
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<th>Term</th>
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<td>Adobe Photoshop</td>
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<td>Digital Photography — The Next Step</td>
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<td>Photography I — Digital</td>
<td>PHO 101</td>
<td>12</td>
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</table>

WORKPLACE LEARNING

Hours: 140 • Online  
conted.ucalgary.ca/cal

The Certificate in Workplace Learning helps you develop knowledge and skills to contribute to a rapidly changing and challenging workplace. This area will interest human resource and other organizational staff who are pivotal in creating tomorrow’s dynamic learning organization.

New and aspiring professionals would be better served to take the 300-hour Certificate in Adult Learning specializing in Workplace Learning (page 17).

REQUIREMENTS

The Workplace Learning Certificate is a 140-hour program made up of four core courses. Before taking your first online course you are required to take BMC 352 Learning Online.

Core Courses | 140 Hours

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Course Code</th>
<th>Hours</th>
<th>Term</th>
<th>Fee</th>
<th>Details</th>
</tr>
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<td>Collaborative Learning Teams</td>
<td>ADL 127</td>
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<td></td>
<td>$525</td>
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<td>Organizational Learning</td>
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<td></td>
<td>$525</td>
<td>p112</td>
</tr>
</tbody>
</table>
Looking to pivot your career and join Calgary’s tech talent?

UCalgary Continuing Education is at the front line of professional development. Reinvent yourself for the digital economy. Visit conted.ucalgary.ca/tech

**Big Data and Analytics**
- Business Intelligence
- Business Process Analysis
- Data Analysis
- Machine Learning
- Relational Databases
- Requirements Gathering
- Software Development
- Visual Analytics

**Web Development**
- Adobe Software
- Cross-platform App Development
- Design
- HTML and CSS
- JavaScript
- UX and UI

**Digital Marketing**
- Advertising
- Analytics
- Content Marketing
- Marketing Principles
- Marketing Strategy
- SEO
- Social Media
- Web Development

**IT Project Management**
- Agile
- CAPM® and PMP®
- Change Management
- Lean Six Sigma
- Microsoft Project
- Quality Management

**Coding**
- C# programming language
- .Net framework
- Python Series
- Visual Studio

**Soft Skills**
- Communications
- Facilitation
- Leadership
- Personal Effectiveness
- Writing
  ...and more
Accrediting Associations

Many of Continuing Education’s certificate programs are officially recognized by professional associations. In many cases, these organizations accept Continuing Education courses or certificate programs as credit toward their programs, or as continuing education units for designation maintenance. Following is a list of Continuing Education certificates and their accrediting associations. For detailed information, go to conted.ucalgary.ca/designations

Adult and Community Education
- Institute for Performance and Learning

Adult Learning specializing in
Adult and Community Education
- Institute for Performance and Learning

Adult Learning specializing in
Career and Academic Advising
- British Columbia Career Development Association
- Career Development Association of Alberta
- Canadian Counselling and Psychotherapy Association

Adult Learning specializing in
e-Learning
- Institute for Performance and Learning

Adult Learning specializing in
Workplace Learning
- Institute for Performance and Learning

Career Development and Academic Advising
- British Columbia Career Development Association
- Career Development Association of Alberta
- Canadian Counselling and Psychotherapy Association

Conflict Resolution Certificates (all programs)
- Justice Institute of British Columbia

e-Learning
- Institute for Performance and Learning

Human Resource Management
- Chartered Professionals in Human Resources of Alberta (CPHR Alberta)
- Canadian Payroll Association

Interior Design
- Decorators and Designers Association of Canada

Lean Six Sigma (LSS) Green Belt Certification
- International Association for Six Sigma Certification
- American Society for Quality (ASQ)

Occupational Health and Safety (OHS)
- Board of Canadian Registered Safety Professionals

Professional Management
- Economic Developers
  - Economic Developers Alberta

Professional Management
- General
  - Alberta Insurance Council
  - Canadian Institute of Traffic and Transportation
  - Canadian Institute of Management, Calgary Branch
  - Canadian Payroll Association
  - Association of Administrative Assistants

Professional Management — Professional Engineers and Geoscientists (PEG)
- Association of Professional Engineers and Geoscientists of Alberta

Professional Management specializing in Construction Management
- Alberta Insurance Council
- Canadian Institute of Management
- Canadian Institute of Quantity Surveyors

Professional Management specializing in Risk Management
- Risk and Insurance Management Society, Inc.
- Canadian Institute of Management, Calgary Branch
- Alberta Insurance Council
- Professional Quantity Surveyors

Project Management
- Project Management Institute
- Project Management Institute - Southern Alberta Chapter

Real Estate Development
- Canadian Home Builder’s Association — Calgary Region
- National Association for Industrial and Office Parks

Teaching English as a Second Language
- TESL Canada

Workplace Learning
- Institute for Performance and Learning
Why take a chance when investing in your people?

Let Continuing Education be your corporate training partner and help you develop your employees and leaders. We offer...

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• Access to hundreds of seminars that can be tailored to your unique needs
• Talented facilitators with real-world experience
• A UCalgary credential and more

Contact us at 403.220.2866 or online today... we are here to respond to your needs.

coted.ucalgary.ca/corporatetraining

Canada-Alberta Job Grant

This federal/provincial grant is a funding opportunity for employers to develop their workers to meet the company’s needs. For employees, the grant is an opportunity to access training that will develop the skills and knowledge they need for greater success in the workplace.

Through this grant, the government may contribute up to $10,000 per trainee, while employers must cover a minimum of one third of direct training costs. Applications are made by the employer. For assistance in completing the application for grant funding call 403.220.2866.
Business Seminars

These seminars may be taken on their own or for credit toward the Emerging Leaders (page 27) or Front Line Leaders (page 32) certificates.

Business seminars may also be tailored for your corporate training needs.
ACCOUNTING FOR NON-FINANCIAL MANAGERS

Shrinking budgets, fierce competition, along with limited time and resources are realities for most businesses. To meet these challenges you require a basic understanding of accounting and the type of information presented in financial statements. You need to evaluate financially how a new service or product might add value to the bottom line. You need to know why budgets and cash flow are critical to marketing and planning activities, and what to do in order to avoid or manage cash shortfalls. This seminar will help you make decisions and allocate resources to keep your organization ahead of the competition. A better understanding of financial statements will help you ask the right questions and allow you to speak the financial language of decision makers and investors. You will gain both a working knowledge of accounting basics and greater financial literacy.

Topics

- Accounting terminology and conventions
- The income statement, balance sheet and cash flow statement
- Financial statement analysis
- Evaluating new business activities or investments
- Cash flow forecasting
- The difference between cash flow and profitability
- Relationships between planning, marketing and accounting
- The budgeting process

COURSE: BUS 154 | 14 Hours | $659 + GST
021 | Apr 23 - 24 | RF | 8:30 am - 4:30 pm | Main
Instructor: Peggy L. Hedges, BSc, MBA, PhD

Certificate for Emerging Leaders topic area: Professional Skills
Certificate for Front Line Leaders topic area: Business Operations

ART OF GIVING AND RECEIVING FEEDBACK NEW

Has this ever happened to you? You tell a team member that the work they just completed is not quite right and needs some changes or corrections. Or, they promised to get something to you last week but they haven’t even started it. When you approach them they react with an excuse, blame or complain. One of the main reasons people make excuses and do not improve their performance is they didn’t receive the right feedback, in the right way or at the right time. It takes a great deal of skill to tell people that their work is not up to expectations — in a way that the person remains motivated, corrects the errors and works hard to improve. During this seminar participants will take part in group discussion, individual exercises and self reflection.

Formerly: BUS 145 Art of Giving and Receiving Criticism

Learning Outcomes

- Identify the benefits of giving performance-related feedback
- Examine the psychological defense mechanisms at play when feedback is provided
- Explore how to give and receive feedback and handle unexpected feedback
- Practise how to deliver and respond to feedback
- Create an outline for effectively giving feedback

COURSE: BUS 299 | 7 Hours | $389 + GST
001 | Feb 26 | W | 8:30 am - 4:30 pm | DT
Instructor: Lisa Holden Rovers, MSc, CPHR, PCC

Certificate for Emerging Leaders topic area: Communication

ASSERTIVENESS: CHOOSING THE RIGHT BALANCE

Balanced assertiveness is like salt in a sauce; too much or too little leaves a bad taste in your mouth. In right measure, it is the perfect contribution and harmonizer. Similarly, it is a key success factor in business. By becoming more aware of and sensitized to our own reactions, judgments, aspirations and tendencies, we develop greater ‘presence’. This leads to increased confidence, improved interpersonal capabilities, and better communication and outcomes. We discover that balanced assertiveness is a choice, a constant act of balancing, and a continuum that affects us moment-to-moment, and person-to-person. As leaders, it is a continuum we must become comfortable navigating. We will explore and shift perceptions of self and others as too passive or too intimidating; dissolve apprehensions about assertiveness and practise deliberately choosing and expressing more balanced responses.

Topics

- Assertiveness in practice
- Assertiveness and its application
- Balancing the blend of inquiry, perspective and equanimity, to choose and engage our desired response
- Explore a different way of thinking about strengths and weaknesses
- The practice of presence: perception + discernment = choice
- Mindful Change: a dynamic cycle of attitudinal and behavioural choice and change
- Behavioural tendencies in self and others (DiSC and other behavioural or personality assessments)

COURSE: BUS 285 | 7 Hours | $389 + GST
010 | Feb 28 | F | 8:30 am - 4:30 pm | Main
011 | May 8 | F | 8:30 am - 4:30 pm | DT
012 | Aug 19 | W | 8:30 am - 4:30 pm | DT
Instructor: Janice Kobelsky, CMA, FCMA

Certificate for Emerging Leaders topic area: Personal Effectiveness
BECOMING EMPOWERED THROUGH COACHING

We have all coached and been coached formally or informally. In most cases we can identify when these experiences have been pleasant or unpleasant, effective or ineffective. However, how much time and energy do we put into identifying these aspects of coaching and creating new practices to become a better coach? Coaching begins with awareness, and results in intentional action. Through this empowering seminar, learn to accurately assess where you are physically, emotionally and mentally. From that starting point, identify what has kept you from reaching your potential, and develop strategies to overcome those challenges. In the process, learn how to apply these strategies to the development of others, thereby establishing and enhancing your leadership capabilities. In short, you will be coached to become a better coach.

Topics
- Identifying the elements of coaching
- Appreciative Inquiry
- Utilizing coaching dispositions
- Language awareness
- Emotional Intelligence
- Mindfulness
- Engaging others in solutions
- Creating goals to enhance inspiration in self and others
- Positive Psychology

BUILDING GREAT CUSTOMER RELATIONSHIPS

Customer service staff play a critical role in building long-lasting relationships with customers. Whether it is face-to-face, on the phone, or via email; and whether it is with internal or external customers, every interaction can make or break that relationship. Having a great product or service is no longer enough. Today’s customers expect outstanding service, and providing outstanding service can give your business a competitive edge. In this highly interactive one-day seminar, you will focus on many important aspects of customer service, and will have the opportunity to practise and refine skills through case studies, role play scenarios, and other experiential activities.

Topics
- Defining who and what a customer is
- Identifying personal biases and assumptions that can influence customer interactions
- Methods for proactively managing stress
- Diffusing emotionally-charged situations and the importance of voice tone, word choice and body language
- Communication styles
- Communication techniques, including active listening, paraphrasing and mirroring
- Techniques for listening to customers, and ways to uncover hidden or unspoken needs
- How to exceed your customers’ expectations and build loyalty

BUILDING TRUST IN THE WORK ENVIRONMENT

Trust is the foundation for establishing effective communication, for motivating staff, for keeping customers and clients, and for establishing credibility. Thomas J. Watson, founder of IBM said: “The toughest thing about the power of trust is that it’s very difficult to build and very easy to destroy.” Today, increased generational and cultural diversity in the workplace has an impact on building and maintaining trust more than ever before.

Topics
- What trust is, and isn’t
- How trust develops
- The Trust Model; the four levels of trust
- Actions that build trust
- Actions that destroy trust
- Diagnosing your team and individual trust
- When trust is broken

COURSE: BUS 288 | 14 Hours | $629 + GST
006 | Feb 20 - 21 | RF | 8:30 am - 4:30 pm | DT
007 | May 4 - 5 | MT | 8:30 am - 4:30 pm | DT
Instructor: Gary Armstrong
Certificate for Emerging Leaders topic area: Coaching

COURSE: BUS 166 | 7 Hours | $389 + GST
018 | Feb 7 | F | 8:30 am - 4:30 pm | DT
019 | Jun 5 | F | 8:30 am - 4:30 pm | Main
Instructors: Dasa Chadwick, MA, DBA, CPHR and Nicole Tsui, BA, CPHR
Certificate for Emerging Leaders topic area: Building Relationships
BUILDING YOUR LEADERSHIP PRESENCE

Leadership is not just for those who have been given a specific role. We all want to and have the potential to make a positive difference on others and in the world. Most of us feel however, that we fall short. We think that somehow, the ability to impact others, to effectively influence, inspire and motivate others is a special gift given to some and not all. The reality is that this ability can be learned and developed. This seminar is designed to help front line leaders to explore and develop their own brand of charisma.

Learning Outcomes

· Identify and discuss the challenges and goals associated with expanding leadership presence
· Discuss and practise thinking and feeling strategies that unblock your potential for making a positive impact on others
· Explore empathy and how to use it to get the best from others
· Analyze how to express your words, voice, body and face to set the tone of an interaction and deliver a compelling message

BUSINESS ACUMEN: LEAD WITH STRATEGIC BUSINESS ANALYSIS TOOLS AND RESOURCES NEW

The Financial Times defines business acumen as the “keenness and speed in understanding and deciding on a business situation.” Managers with good business acumen are respected within their organizations because their decisions generate appropriate results and produce additional contributions to the overall company culture and performance. To create an effective business plan that tells a story about the current state of the business and forecasts the future state with realistic expectations, leaders need to have the right business analysis tools and acumen. Discuss business analysis tools and techniques that leaders can use to dissect, comprehend and make decisions about a business situation. Learn how to use frameworks to assess the current state of the business, evaluate risks, consider options, and determine a course of action.

Learning Outcomes

· Identify business analysis tools and techniques used by different organizations
· Explore frameworks to assess options, define a course of action and/or create solutions that address business needs
· Examine strategies to communicate the current state and justify the business decision to key stakeholders
· Analyze techniques that assess the current state and evaluate the risks impacting the business
· Develop a method to facilitate research, analyze, and map the organization’s abilities to achieve the envisioned future state

BUSINESS ACUMEN: SYSTEMS THINKING TO SOLVE ORGANIZATIONAL CHALLENGES NEW

Systems thinking is a holistic approach to problem solving. In practice, it means taking a step back to understand how different systems interact, and using that information to design more meaningful solutions. In this seminar, learn a unique approach to systems thinking as a method and tool for working with change, solving complex problems, and creating individual and team learning. Systems thinking expert, Peter Senge, defines systems thinking as both a thinking skill and a language for understanding and working with complexity. When you understand the complexity of a situation, you are better able to think and act in ways that produce desired results.

Learning Outcomes

· Identify the five disciplines of a learning organization
· Analyze the concepts of systems, systems thinking, complexity and their implications for the workplace
· Explain systems thinking archetypes
· Apply systems thinking to a challenging situation in your workplace
· Develop an action plan for using a system thinking approach at work

COURSE: BUS 627 | 7 Hours | $389 + GST
004 | Jan 31 | F | 8:30 am - 4:30 pm | DT
005 | Jul 17 | F | 8:30 am - 4:30 pm | DT
Instructor: Esther Hudson, BA, BEd, MAdEd, CPHR
Certificate for Front Line Leaders topic area: Leading Self

COURSE: BUS 641 | 14 Hours | $629 + GST
003 | Jun 10 - 11 | W | 8:30 am - 4:30 pm | DT
Instructor: Evelyn Brisibe, PhD, PMP, CBAP
Certificate for Front Line Leaders topic area: Leading and Collaborating Across Business Units
COACH TO LEAD
Most organizations need high-performing employees at all levels of their company but are faced with the challenges of inspiring excellence. Many leaders have discovered coaching to be an effective way to inspire their team and increase productivity. Coaching has consistently been proven to bring out the best in people — in performance, communications, team building and other workplace functions. In this seminar, you will examine a coaching framework including an introduction to the coach approach in leadership. Take part in group and individual exercises, develop practical skills to engage in coaching conversations including asking powerful questions and practicing active listening.

Learning Outcomes
- Identify the benefits of the coach approach to leadership
- Examine the core coaching skills and basic principles that guide a successful coach
- Explore a coaching framework that can be applied immediately in the workplace
- Recognize the importance of asking powerful questions
- Practise active and deep listening and explore the characteristics of each
- Create an action plan to immediately implement the coaching framework

COURSE: BUS 302 | 7 Hours | $389 + GST
001 | Jan 24 | F | 8:30 am - 4:30 pm | Main
002 | Jun 26 | F | 8:30 am - 4:30 pm | Main
Instructor: Lisa Dare, BSc, CPCC, PCC
Certificate for Emerging Leaders topic area: Coaching

BUSINESS CASE DEVELOPMENT: FRAMEWORKS AND TEMPLATES
A business case is an essential tool used to influence, sell ideas, set direction and foster alignment across an organization. The ultimate goal is to influence important stakeholders, secure funding or gain management approval. Knowing how to develop, write and present a business case is a vital skill for all business professionals. Business cases must meet specific requirements including solve the business problem, make financial sense, outline people resources and fit the organizational context. It must also outline the particular course of action required to achieve success. In this seminar, you will learn how to develop, write and present a business case for a target audience. You will also examine the criteria needed to write a compelling business case to achieve approval and secure buy-in.

Learning Outcomes
- Define the business case, its key elements and examine the framework needed to develop a successful business case
- Discover the techniques and criteria for solution analysis
- Explore key financial concepts and the impact on the development of the business case
- Analyze tactics to communicate, present and justify the business case to key stakeholders
- Recognize and apply the criteria needed to write a compelling business case for a particular project, program or solution

COURSE: BUS 640 | 14 Hours | $629 + GST
002 | Apr 27 - 28 | MT | 8:30 am - 4:30 pm | DT
Instructor: Abimbola Ifidon, BSc (Hons), CBAP, PMP, MBA, CIMP
Certificate for Front Line Leaders topic area: Leading and Collaborating Across Business Units

COACHING FOR QUALITY PERFORMANCE
Today’s rapidly changing workplace requires that leaders operate as performance coaches, providing vision, clear expectations, honest feedback, developmental opportunities and recognition. Leadership practices that encourage employee commitment, accountability, and empowerment are essential. Focus on practical coaching strategies for quality performance and work on your own real situations, develop practical skills and take steps to enhance your leadership effectiveness. Create a plan to implement your learning at work.

Topics
- Assessing your leadership behaviour
- Establishing and maintaining a coaching relationship
- Clarifying performance expectations
- Encouraging initiative, accountability, innovation, and empowerment
- Delegating to develop skills and capabilities
- Focusing on strengths
- Reinforcing quality results
- Reasons for poor performance
- Handling problem performance
- Ensuring change and follow-through
- Handling the discipline process
- Using performance review for development
- Ensuring mutual input and discussion in performance interviews
- Assisting the troubled employee
- Getting feedback on your leadership

COURSE: BUS 155 | 21 Hours | $835 + GST
035 | Mar 11 - 13 | WRF | 8:30 am - 4:30 pm | DT
Instructor: Heather Heasman, MSc
Certificate for Emerging Leaders topic area: Coaching
COACHING TO DIFFERENT STYLES
Perhaps you’ve noticed that individual employees respond differently to different types of instruction and feedback. Some may want specific directions and welcome objective feedback, while others may want just the opposite. To maximize satisfaction and productivity, it’s important to consider how effective your coaching approach may be with employees of different styles. This two-day seminar will help leaders, managers and coaches develop strategies to coach people with diverse styles. Using the power of Everything DiSC®, examine four behavioural styles and practise strategies to connect more effectively in coaching situations. Practise flexing and adjusting your coaching style so you can more effectively delegate, motivate and develop others.

Topics
- Fundamental coaching skills and principles
- Why it is important to coach to different styles
- Everything DiSC Styles and the preferences and priorities of your unique style
- How to recognize other people’s DiSC styles
- How to flex and adapt your coaching style when directing and delegating to different styles
- How to create a motivating environment for different styles
- Obstacles and strategies in each style’s development process
- Advocating and getting buy-in from your manager

CONFIDENCE IN COMMUNICATION
Have you ever wished you had responded differently to a situation? Are there conversations to which you could have contributed, but held back? This one-day seminar will help you examine what has stopped you in the past, as well as how to find the confidence you need to speak up in a timely, appropriate way. It’s time to change the way you’ve communicated in the workplace or at home by building more confidence in conversations. It’s time to ask yourself if you are in charge of your world, or if your world is in charge of you. It’s time to change your mind and tap into your unlimited strength.

Topics
- Leverage the gift of fear
- Combine goal setting with the power of intention
- Gain skills in negotiating difficult conversations
- Benefit from mental preparation and practice in communication
- Polish your professional presence
- Utilize risk evaluation and apply the best response
- Discover tactical breathing and guided imagery

CONQUERING YOUR FEAR OF PUBLIC SPEAKING
Public speaking consistently ranks high on top ten lists of our most common fears, yet it is something many of us have to do in both our professional and personal lives. This seminar will provide you with a safe, supportive, and non-judgmental environment for facing and conquering your fears, or growing the skills you already have. Learn the who, what, why, when, and how of public speaking as well as the importance of language, delivery and visual aids. Take advantage of this opportunity to practise your public speaking skills by doing two in-class presentations and mindfulness and awareness techniques that will allow you to quell any lingering panic you might feel. You will take the first steps in moving past paralysis and into the pleasure that public speaking offers. Some homework between classes will be required.

Topics
- Types of speeches
- Preparation
- Selecting a topic and purpose
- Analyzing the audience
- Gathering materials
- Supporting your ideas
- Outlining and organizing your speech
- Presentation techniques
- Language
- Delivery
- Visual aids

COURSE: BUS 287 | 14 Hours | $699 + GST
010 | May 7 - 8 | RF | 8:30 am - 4:30 pm | DT
Instructor: Lisa Holden Rovers, MSc, CPHR, PCC
Certificate for Emerging Leaders topic area: Coaching

COURSE: BUS 219 | 7 Hours | $389 + GST
026 | Jan 27 | M | 8:30 am - 4:30 pm | Main
027 | May 29 | F | 8:30 am - 4:30 pm | DT
028 | Jul 27 | M | 8:30 am - 4:30 pm | DT
Instructor: Lak Johal
Certificate for Emerging Leaders topic area: Communication

COURSE: BUS 265 | 14 Hours | $629 + GST
017 | May 2 - 9 | S | 8:30 am - 4:30 pm | Main
Instructor: Rebecca Walsh, BA, MA
Certificate for Emerging Leaders topic area: Communication
CREATIVE CONFLICT RESOLUTION: MAKING THE MOST OF DIFFERENCES

All organizations have conflict. Healthy organizations encourage conflict and deal with it in a positive, creative manner to reap the benefits of new ideas and improved relationships. This one-day seminar can help you, and your organization, develop a positive approach to conflict resolution. You will gain an understanding of how conflict affects individuals and teams in the workplace. You will examine your approach to dealing with conflict at work, and you will be introduced to, and assisted in, the development of alternative strategies. This seminar will benefit anyone wanting to understand and deal as effectively as possible with conflict.

Topics

- Sources of conflict: organizational dynamics and individual differences
- Creative Conflict Resolution Model: steps to take in resolving conflict
- Dealing with emotion, including anger, in conflict situations
- Essential communication skills for resolving conflict
- Using interests to develop creative solutions to conflict problems

COURSE: BUS 112 | 7 Hours | $409 + GST

032 | Feb 10 | M | 8:30 am - 4:30 pm | Main
Instructor: Nadine Ryan-Bannerman, MAdEd, ACC

Certificate for Emerging Leaders topic area: Personal Effectiveness

CREATIVE NEGOTIATING

Conflicts occur between management and labour, buyer and seller, between colleagues, and frequently, between managers in the same organization. Managers and employees may compete for financial and human resources; they may be in conflict over the policies and goals of the organization; or who has the authority to make decisions. Negotiation is a method to resolve conflict to reach an agreement that benefits both sides while recognizing that each side will protect its own self-interest. In this seminar, you will be introduced to the Creative Negotiating approach and steps in the negotiating process.

Topics

- Hard, soft and creative negotiating: what are the differences?
- Principles of Creative Negotiating
- Steps in the negotiating process
- Clarifying interests, issues and positions
- Measuring the outcomes of the negotiation
- Power in the negotiating relationship
- Alternatives to negotiating
- Communication skills in negotiating
- Dealing with your stakeholders

COURSE: BUS 275 | 7 Hours | $429 + GST

010 | May 4 | M | 8:30 am - 4:30 pm | DT
Instructor: Nadine Ryan-Bannerman, MEd (Adult Education), ACC

Certificate for Emerging Leaders topic area: Personal Effectiveness

CULTIVATING A GROWTH MINDSET: DEALING WITH ROADBLOCKS AND FAILURE

Truly successful people know how to approach and leverage failure to maximize learning. They have believed in themselves and their ability to grow and thrive beyond their limits. They see challenges as a natural part of the learning process. They work harder and smarter, helping them to learn and achieve more. They have a growth mindset. Using current research in organizational psychology and neuroscience, self-assessments and experiential games you will be challenged to increase your comfort level with risk, failure and learning. You will practise the skills that foster a growth mindset in yourself and in those you desire to influence and lead.

Learning Outcomes

- Identify the differences between a growth mindset versus a fixed mindset
- Examine how brain research into neuroplasticity supports a growth mindset
- Explore the personal meaning of failure, fear and risk
- Recognize how to leverage the four pillars of psychological capital: hope, self-efficacy, optimism and resilience to improve response to failure
- Practise a growth mindset in yourself and others

COURSE: BUS 297 | 7 Hours | $389 + GST

001 | Jan 31 | F | 8:30 am - 4:30 pm | Main
002 | Apr 27 | M | 8:30 am - 4:30 pm | Main
Instructor: Jennifer Christiaens

Certificate for Emerging Leaders topic area: Professional Skills
CULTIVATING DIVERSITY IN THE WORKPLACE

Research continues to demonstrate that diversity can be a great source of creativity and productivity. Hiring for diversity or promoting diverse practices is just a first step — organizations must create an inclusive work environment to be successful. This seminar provides an overview of the types of diversity, discusses differences and similarities, and explores the workplace expectations of all employees. Leave with specific strategies to communicate more effectively, address unproductive work attitudes, and engage in dialogue to foster inclusion and reap the benefits of diversity.

Learning Outcomes
- Identify elements of diversity and inclusion
- Examine most common types of diversity
- Explore attitudes about diversity including unconscious bias
- Investigate profiles and strengths of diverse groups
- Recognize strategies to work more effectively in diverse environments
- Analyze factors that support an inclusive workplace culture
- Dissect accountabilities and behaviours of leaders in fostering inclusive workplaces

COURSE: BUS 294 | 7 Hours | $389 + GST
001 | Mar 5 | R | 8:30 am - 4:30 pm | Main
002 | May 11 | M | 8:30 am - 4:30 pm | Main
Instructor: Dasa Chadwick, MA, DBA, CPHR
Certificate for Emerging Leaders topic area: Professional Skills

DEALING WITH THE DIFFICULT CONVERSATION

The difficult conversation is stressful; it feels like an invisible minefield. It could be about telling someone that you are upset; giving bad news; or telling your manager, co-worker, or family member that they have done something that distresses you. The problem with these difficult conversations is that we spend more time worrying about them than engaging in them. This seminar presents ways to handle difficult discussions with skill and confidence. Learn an assertive, yet respectful method for discussing concerns with others. This method works well for giving constructive feedback, getting your views heard in tense situations, and encouraging others to change behaviour. Practise the method in a friendly environment using sample situations or your own challenges. Build awareness of success factors and bear-traps in difficult conversations, gain tools for engaging in difficult conversations and develop greater clarity about what not to say, as well as what to say and how to say it and learn how to change the behaviour of others by what you say and do.

Topics
- A special kind of listening
- Headspace talk for success or sabotage
- Perspective: who and what is this all about?
- Success factors: before you begin, during, and after
- Turning up the heat: what to do in open conflict
- The model: walk-through and practise
- Topics from participants

COURSE: BUS 128 | 7 Hours | $389 + GST
039 | Apr 21 | T | 8:30 am - 4:30 pm | DT
Instructor: Ann Perodeau, BA, MA
Certificate for Emerging Leaders topic area: Communication

DEVELOPING HIGH PERFORMANCE TEAMS

Many factors can affect the performance of a team. Changes in team members, new leaders, reorganization, and new requirements can all create pressure and result in lower productivity, confusion and conflict. This seminar will provide the knowledge and skills required for both leaders and team members to build and maintain high performance teams. These are teams where results are supported by effective team decision making and communication as well as individual accountability and alignment. Learn how to diagnose your team’s functional ability and plan and deliver focused improvement strategies. As a result you will be able to put your team on the road to high performance and also develop your skill as a leader.

Topics
- Review a high performance team model
- Fundamental leadership practices to develop and maintain a productive and engaged team
- Team assessment tool to diagnose the dynamics of your team
- Team chartering tool to focus, align and engage your team
- Team challenges and strategies to address them

COURSE: BUS 281 | 7 Hours | $395 + GST
011 | Apr 17 | F | 8:30 am - 4:30 pm | Main
Instructor: Esther Hudson, BA, BEd, MAdEd, CPHR
Certificate for Emerging Leaders topic area: Building Relationships

FOR MORE INFORMATION ON COURSES AND PROGRAMS, GO TO CONTED.UCALGARY.CA OR CALL 403.220.2866
EFFECTIVE DECISION MAKING
IN A COMPLEX ENVIRONMENT

Effective decision making is an important skill to have in business, regardless of your position at work. Making decisions and solving issues are made easier when you have the right tools and processes at your disposal. In this seminar, learn how to assess and confront problems to make timely decisions. Bring value to your team, company and customers by applying proven problem-solving and decision-making techniques to achieve the best results for your business.

Learning Outcomes

· Explore the decision-making process and evaluate potential outcomes
· Identify common obstacles to effective problem solving and decision making
· Categorize the decision type and identify the important factors used to make a timely decisions
· Apply a consistent, logical process for decision making that helps establish the best outcomes

COURSE: BUS 635 | 7 Hours | $409 + GST
Instructor: Henry Senko, MBA, CTDP
Certificate for Front Line Leaders topic area: Leading the Business Operations

EFFECTIVE WORKPLACE RELATIONSHIPS

Effective workplace relationships are critical to individual and organizational success. They are influenced by our personal preferences, strengths, beliefs, triggers and organizational culture. We may mean well in our interactions, yet our intention and impact don’t always align. This seminar is designed to create more awareness of the key elements of effective and empowering relationships, and help front line leaders consciously choose the role they play in creating them.

Learning Outcomes

· Examine how to increase awareness of self and others
· Explore and understand the value of Emotional Intelligence
· Recognize the importance of relationship building skills such as empathy and healthy conflict approaches
· Develop an action plan for enhancing specific relationships (individual/team)

COURSE: BUS 624 | 7 Hours | $449 + GST
Instructor: Dianne Quinton, CPCC, PCC
Certificate for Front Line Leaders topic area: Leading Others

EFFECTIVE WRITING
IN THE WORKPLACE

From daily email demands to reports and proposals, clear written communication is the common currency of the workplace. Invariably, this communication takes place within a frenetic, fast-paced environment. Many in the workforce find their communication demands increasing exponentially, yet have no in-house support. This seminar is designed to provide that support. In a friendly and relaxed environment, you will practise your writing and editing skills, addressing key issues surrounding communication in the workplace.

Topics

· How can I become more flexible in the way I approach diverse writing challenges?
· Do I really need to understand grammar to become a better writer at work?
· How do I make my writing as concise and clear as possible?
· How can I confidently ‘fix’ sentences that don’t convey the meaning I want them to convey?
· How can I develop a written voice that is appropriate for a number of work-related situations?
· Is there an easy way to know what punctuation would be appropriate in specific sentences?
· What kinds of writing flaws should I be looking for when I proofread my writing and the written work of others?

COURSE: BUS 266 | 14 Hours | $629 + GST
Instructor: Peter Duthie, MA
Certificate for Emerging Leaders topic area: Professional Skills
EMOTIONAL INTELLIGENCE

Emotional Intelligence (EI, EQ) is said to be two times more important than our intellectual intelligence (IQ) or technical competence. Time Magazine says: “IQ gets you hired but EQ gets you promoted.” The terms of reference about what constitutes personal and professional competence have changed. Today, we need to integrate intellectual and emotional intelligence to make positive things happen in our lives, our families, and our organizations or communities. Dr. June Donaldson’s emotional intelligence model is called Emotional SMARTS®. It discusses the A, B, C, and D of staying emotionally smart; being grounded, centred, and focused, particularly during times of change, challenge, conflict, and uncertainty. “A” relates to awareness skills; “B” behaviours; “C” contact or connection skills; and “D” decision making — all critical life and work skills and competencies.

Topics

· Emotional SMARTS in terms of how you manage yourself and your interactions with others
· Four Emotional SMARTS cornerstones that form the foundation of emotional intelligence and wellness
· Individual performance in the 16 characteristics that underpin the four cornerstones
· Skills and competencies to enhance one’s Emotional SMARTS, both personally and professionally

COURSE: BUS 127 | 7 Hours | $429 + GST

Instructor: Dr. June Donaldson, MBA, EdD, Mediator/Arbitrator

Certificate for Emerging Leaders topic area: Personal Effectiveness

ENERGIZE YOUR WORKPLACE: INSPIRING AND MOTIVATING PEOPLE

“I have no idea how to motivate these people!” If you’ve uttered these words, you’re in good company and can benefit from a program that addresses this challenge head-on. People want more from work and their workplaces. Shifting values means that people want to make a difference, experience a high quality work life, and engage their deepest energies in pursuit of excellence at home and at work. They want great leadership, opportunities to develop mastery, to feel respected and appreciated, and to work in a robust community. They even want to have fun!

Topics

· What is an energized workplace?
· Six expectations of today’s employees
· Inspiration versus motivation: what’s the difference and why does it matter?
· Start with why: uncover personal reasons for showing up everyday
· Three keys to inspirational workplaces and leaders
· Practical strategies to create an energized workplace
· Ways to build and sustain personal energy
· Four pathways to building inspirational cultures
· Creating positive energy
· Build relationships and connection
· Recognition, appreciation and significance
· Ten questions to build accountability

COURSE: BUS 144 | 14 Hours | $629 + GST

Instructor: Tammy Robertson, MA

Certificate for Emerging Leaders topic area: Building Relationships

FACILITATION SKILLS

Facilitators help other people resolve issues or improve processes. This seminar is designed to improve the skills of people who are facilitating initiatives such as: the start-up of teams or project groups; regular meetings; the resolution of issues, such as conflict, low productivity, or poor morale; planning of projects and complex tasks; team building; process improvement; group feedback meetings, and other similar types of sessions. Prior to this seminar, questionnaires will be sent to students to determine specific needs and issues to discuss. By gaining an understanding of the mindset of a facilitator — in contrast to other leaders — you will become more effective in your facilitation role. This seminar will help you sharpen or acquire basic facilitation skills, and increase your confidence through practice and feedback. Through facilitation clinics, you will learn approaches to difficult situations.

Topics

· The role of the facilitator and how it changes in different situations
· Basic tools for facilitation
· Use of structured tools for process improvement, decision making, improving quality, and other tasks
· Facilitating the start up of teams
· Facilitating conflict resolution
· Prevention of problems as a basic facilitation approach
· Dealing with problems once they occur

COURSE: BUS 134 | 14 Hours | $629 + GST

Instructor: George Campbell, BComm, MA (Adult Ed)

Certificate for Emerging Leaders topic area: Communication
FINANCIAL ANALYSIS AND PLANNING FOR NON-FINANCIAL MANAGERS

This two-day seminar introduces managers and other professionals to the basic components of financial literacy, and to the measures of financial health and value creation. The focus is on interpreting, understanding and projecting financial statements, and project valuations. Cases, exercises and real life examples will be used throughout this seminar. Content is based on the assumption that students have some exposure to finance and accounting in the private sector. (Only private sector finance will be covered.)

Topics
- Financial statement interrelationships
- Sources and uses of cash
- EBITDA, return on equity and other returns on investment
- Liquidity and leverage risk measures/ratios
- Break-even analysis
- Discounted cash flows
- Shareholder value created

COURSE: BUS 120 | 14 Hours | $659 + GST
Instructor: Peggy L. Hedges, BSc, MBA, PhD
Certificate for Emerging Leaders topic area: Professional Skills
Certificate for Front Line Leaders topic area: Leading the Business Operations

FUNDAMENTALS OF SUPERVISION

This seminar examines the positions of manager/supervisor, and views the manager’s functions as vital to the overall growth and effectiveness of the organization. Gain an understanding of managing, as well as a positive way of evaluating and monitoring your own performance, productivity, and effectiveness. Lectures, discussions, role-playing, and case study activities will be used. You will experiment with leadership approaches and receive feedback. Students will be required to complete an INSIGHTS® Discovery instrument prior to the seminar.

Topics
- Managerial/supervisory roles required for organizational success
- Developing managerial and supervisory skills to increase staff productivity
- Developing interpersonal skills
- Managing group performance
- Effective leadership styles (includes evaluation of leadership styles of participants through confidential and personal feedback)
- Discipline in organizations; when not to establish rules
- Motivation and leadership in combination
- Performance management
- Self-concept and the importance of positive reinforcement

COURSE: BUS 146 | 21 Hours | $919 + GST
Instructor: Kathleen M. McAuley, BBA, MCE
Certificate for Emerging Leaders topic area: Professional Skills

GET ORGANIZED! IMPROVE YOUR WORKFLOW AND BOOST YOUR PRODUCTIVITY

Keeping up with constant demands on your time, attention and energy takes its toll. The typical office worker will experience up to 170 interactions or distractions per day and has a backlog of 200-300 hours of incomplete work. Many are overwhelmed by too many responsibilities, emails and interruptions. Multi-tasking in an effort to stay afloat never allows people to step off this treadmill long enough to get organized. Instead, they try to solve everything by working faster and longer in a world that shows no signs of slowing down. Effective workflow is about the art of choices, actions, attention and energy, balanced with a workflow system that will support you as you navigate through the day. This seminar offers strategies and solutions to eliminate productivity roadblocks, leading to better self-management and productivity.

Topics
- Self-evaluation in 11 key areas of productivity
- Designing a workflow system to manage files both paper and electronic
- Creating a task management system
- Taming the chaos in your Inbox
- Best practices for better work habits
- Self care and how it affects personal productivity

COURSE: BUS 270 | 7 Hours | $389 + GST
Instructor: Georgina Forrest, CPO®
Certificate for Emerging Leaders topic area: Personal Effectiveness

TO REGISTER: PAGE 3 | CAMPUS: MAIN, DOWNTOWN (DT), ONLINE OR OFF CAMPUS (OFF) | DAYS: MTWRFSU
GETTING THINGS DONE THROUGH INFLUENCE

Discover the power of strategic influence, with or without the power of position. Learn the principles of ethical influence. Return to your workplace with greater confidence in your leadership and influencing ability.

Topics
- Defining your objectives. What do you want to make happen?
- Effective influencing skills, with or without legitimate ‘power’
- Establishing effective networks
- Identifying and developing strategic allies
- Getting others on-side
- Creating an exchange framework to facilitate adoption of your ideas and initiatives
- Strategies for partnering with your boss
- What to do when influencing doesn’t work

COURSE: BUS 138 | 7 Hours | $389 + GST
031 | Feb 4 | T | 8:30 am - 4:30 pm | DT
Instructor: Fred Jacques, PhD, CPHR

Certificate for Emerging Leaders topic area: Professional Skills

GOOD WRITING IS GOOD BUSINESS

Writing is a necessary skill in nearly every job. Most of us didn’t go to school to become writers, but we often spend 40% of our work day writing email messages, reports and proposals. In this seminar, you will learn practical, easy-to-apply tips and tricks for effective business writing. You will develop the skills required to write effectively: know your audience; define your purpose; deliver crisp, concise communication; and get results using various types of documents. You will be able to apply these techniques in everyday writing, whether you are writing email messages or complex technical reports.

Learning Outcomes
- Plan and organize documents appropriately for the audience and purpose
- Develop clear and concise documents that get results
- Recognize the ten most distracting writing errors
- Use a five-step editing checklist to fine-tune every document

COURSE: BUS 258 | 7 Hours | $389 + GST
018 | May 6 | W | 8:30 am - 4:30 pm | Main
Instructor: Julie Vouri, BSc, MBA

Certificate for Emerging Leaders topic area: Communication

IMPROVING COMMUNICATION AT WORK

What is your preferred communication style: get-to-the-point, fact based, analytical, or warm, chatty and personal? Do you prefer work conversations that are direct, deal with the main issue and move on? Or, do you prefer to warm up a bit first, establish rapport, and then move into the topic at hand? Communication style can be as much a foreign language as any other spoken language. In this powerful one day seminar, using DiSC®, you will learn about communication styles most commonly used at work, identify your own preferred style, and discuss strategies and tips to understand and communicate more effectively with those whose styles are different than yours.

Topics
- The DiSC communication style model
- Determining your own communication style preferences
- Identifying other communication style preferences
- Increasing your communication style flexibility

Please note that your DiSC profile must be completed in advance of this course. An email with instructions will go out to registrants one week before the course start date.

COURSE: BUS 188 | 7 Hours | $409 + GST
020 | Apr 3 | F | 8:30 am - 4:30 pm | DT
Instructor: Lisa Holden Rovers, MSc, CPHR, PCC

Certificate for Emerging Leaders topic area: Communication
INTEGRATIVE LISTENING: THE LEADER’S EDGE

Listening is the cornerstone of effective communication, and is a core practice of leadership that helps us engage, encourage and lead people. Integrative listening is more than active listening, and goes beyond hearing or rephrasing. The goal and the leader’s responsibility is to achieve and sustain integrity — defined literally as completeness — through skilful listening. It requires an outer or strategic leadership focus, which is about being able to listen in the context of the larger picture, other dynamics, desired results, productivity, and performance. This seminar is based on the premise that each and every encounter requires us to listen all over again with a clear and unencumbered focus. Learn to facilitate leadership through listening; to understand listening as a foundational leadership skill for engagement, empowerment, productivity and inspired accountability.

Topics
- Exploring listening behaviours
- Multi-dimensionality of listening
- ‘Speed-of-life’ tools and strategies to enhance integrative listening skills
- Improving listening effectiveness
- Facilitating leadership through listening

COURSE: BUS 279 | 14 Hours | $629 + GST
008 | Jun 1 - 8 | M | 8:30 am - 4:30 pm | Main
Instructor: Janice Kobelsky, CMA, FCMA
Certificate for Emerging Leaders topic area: Communication

INTRODUCTION TO CONSULTING SKILLS WITHIN AN ORGANIZATION

To be a successful consultant, you need to be an expert in your field and at the same time be able to build strong relationships with a diverse group of internal and external stakeholders. Most organizations invest time, money and effort in training their employees on products and technology, but fail when it comes to training employees on how to be consultants. In this seminar discover the importance of engaging with internal or external clients, building strong relationships, communicating effectively and managing client expectations. Examine the essential skills every consultant needs and design an action plan for both internal and external clients.

Learning Outcomes
- Identify and assess the qualities and attributes of a consultant
- Examine the roles of an internal and external consultant
- Review and clarify client and organization goals, and set expectations
- Analyze how to build strong relationships with clients, including techniques to guide clients through the consulting process
- Develop a consulting action plan

COURSE: BUS 295 | 14 Hours | $629 + GST
002 | Jun 25 - 26 | RF | 8:30 am - 4:30 pm | DT
Instructor: Margaret Miyagishima, BA, MS, CPHR, PCC
Certificate for Emerging Leaders topic area: Professional Skills
LEADERSHIP IN ACTION
The constantly shifting context of today’s business world demands a new approach to leadership. This new style of leading and managing requires in-the-moment approaches to relationships, work and change. You will explore the dynamic between planning and the in-the-moment leadership of others in execution of that plan. This highly experiential seminar is based on leading edge methods for leadership action and concentrates on teamwork, building relationships, and problem solving through structured practice. Acceptance, cooperation, supportive behaviour, interactive listening, and the ability to take forward-moving action on a given task are the rules of the game. It is a new and required approach to the successful navigation of complexity and change.

Topics
· The leadership demands of complexity and change
· Exploration and practice to develop skills in:
  · Dealing with mistakes
  · Increasing awareness and listening
  · Saying “yes and” as an approach to problem solving and innovation
  · Building teamwork and collaboration
  · Inspiring, leading and following

COURSE: BUS 271 | 7 Hours | $389 + GST
007 | May 4 | M | 8:30 am - 4:30 pm | Main
Instructor: Esther Hudson, BA, BEd, MAdEd, CPHR
Certificate for Emerging Leaders topic area: Professional Skills
Certificate for Front Line Leaders topic area: Leading Others

LEADING TO INSPIRE: DISCOVERING THE POWER OF PURPOSE
Have you ever spotted that motivational magic that occurs when an organization — and the people within it — have a clearly defined purpose? When teams and individuals are able to articulate meaningful, direction-setting purpose, it engages their desire to contribute and enlivens their actions. In fact, the truest work of leadership is to identify and harness the power of purpose. Without purpose-driven leadership, teams can drift; but with it, vision, mission, values, goals and measures take on laser-like focus and the potential for excellence. Through this seminar, learn to discern and enliven the power of purpose so that everyone benefits — you, your team and your organization.

Topics
· Achieve greater insight into your own, your team’s or your company’s purpose – your ‘why’. Be able to clarify and articulate what that is
· Discover how to engage, empower and elevate yourself and others through the power of clear purpose
· Understand how to instill a sense of inspired accountability among those you lead and/or work with
· Explore how to create alignment between your own and others’ aspirations — particularly when they differ
· Share, discuss, and expand leadership experiences, with live coaching and opportunity for in-the-moment feedback, application and experience

COURSE: BUS 286 | 14 Hours | $629 + GST
005 | Apr 27 - May 4 | M | 8:30 am - 4:30 pm | DT
Instructor: Janice Kobelsky, CMA, FCMA
Certificate for Emerging Leaders topic area: Building Relationships

FOR MORE INFORMATION ON COURSES AND PROGRAMS, GO TO CONTED.UCALGARY.CA OR CALL 403.220.2866
LEADING WITH CONFIDENCE AND COURAGE

Tap into your inner intelligence! And leave this highly experiential seminar strongly grounded in your confidence as a leader. Imagine having the courage to navigate shifting parameters, difficult situations and multiple priorities in a dynamic and compelling manner. Discover the relationship between intent and impact. Learn and practise productive communication skills and practical tools that will prepare you for powerful conversations. You will be introduced to strategies to accelerate trust in your workplace relationships, and enhance the congruency of your leadership presence. You will also explore five modes for dealing with conflict, and increasing your self-awareness and understanding around your preferred method. Think about and come prepared to discuss your real-life situations and challenges. You will have the opportunity to prepare to deal with these and will leave equipped with an action and accountability plan.

**Topics**
- Learn and practise effective communication skills
- Explore ways to accelerate trust
- Discover and practise some key dispositions of leaders
- Practical tools that can help you prepare for powerful conversations
- The relationship between intent and impact
- Learn your preferred method for dealing with conflict, and increase your self-awareness and understanding of these issues

**COURSE: BUS 240 | 7 Hours | $409 + GST**
014 | Apr 28 | T | 8:30 am - 4:30 pm | Main
**Instructor:** Maureen Motter-Hodgson, BEd, MEd, CPCC

Certificate for Emerging Leaders topic area: Communication

LEADING WITH EMPATHY AND AUTHENTICITY NEW

An authentic leader is an authentic person — a person of character, integrity, empathy and compassion. They are leaders driven by a desire to serve others. An authentic leader inspires creativity, motivates the team toward higher productivity and supports individuals through change by demonstrating and fostering a culture of empathy and authenticity. In this seminar discover the tools to enhance your self-awareness and uncover how to use the power of empathy and authenticity within your team.

**Learning Outcomes**
- Recognize the patterns, beliefs and values that support or inhibit authenticity
- Examine the research that identifies the benefits of empathetic and authentic leadership
- Identify the links between empathy, innovation and engagement
- Analyze key moments where empathy is critical
- Assess the tools involved to build trust within a team
- Develop an atmosphere of authenticity, empathy and growth

**COURSE: BUS 647 | 7 Hours | $389 + GST**
002 | May 22 | F | 8:30 am - 4:30 pm | DT
**Instructor:** Gillian Rasmussen

Certificate for Front Line Leaders topic area: Leading Self

LEADING YOURSELF AND OTHERS THROUGH CHANGE

While organizations have spent a great deal of time on the project implementation side of change, they still struggle with the human element. Organizational restructuring, company mergers and acquisitions, technology implementations, software upgrades, process improvements and other big changes in the workplace can result in unforeseen problems, as well as frustration, confusion and tension among staff. Recognizing that change is an inevitable part of today’s workplace, this seminar is an opportunity to discuss change and the best road to successful outcomes. The focus will be on minimizing the negative effects of change. You will walk away from this seminar equipped with new tools and strategies to help you plan, implement and reinforce your next change effort, greatly improving your chances for smooth and successful change.

**Topics**
- Types of change
- Change models
- Components of successful change initiatives
- Building resilience during change
- Planning and implementing successful change initiatives
- Techniques to identify and minimize resistance to change
- Reinforcing new behaviours and processes

**COURSE: BUS 267 | 14 Hours | $629 + GST**
015 | Feb 24 - 25 | MT | 8:30 am - 4:30 pm | DT
**Instructor:** Dasa Chadwick, MA, DBA, CPHR, Nicole Tsui, BA, CPHR

Certificate for Emerging Leaders topic area: Building Relationships
Certificate for Front Line Leaders topic area: Leading Others
LEAVE A LASTING IMPRESSION AND INCREASE YOUR SUCCESS

It’s been said that life is one long sales call. What do you think of that analogy? There is likely some merit to that statement and here’s why!

A great portion of your day is likely spent influencing others to do what you want them to do, see events as you see them, and ultimately support your idea, product or service. Most people support people they like, trust, and believe to be capable. Whatever your goals, the results you achieve in advancing your success starts with you, specifically how you present yourself and establish your credibility both personally and professionally. Knowing how to distinguish you — as well as your ideas, products, services and approach — from others will give you a competitive edge. Your ability to make your offerings memorable, and have them connect with your clients’ needs, wants and nice-to-have’s, will make your work less stressful, more collaborative, productive and fun. In this seminar, discover processes you can apply to brand your uniqueness in a way that leaves a lasting impression.

Topics

· Create a process to keep business development activities on track
· Tailor your business development approach to be of high value to the recipient and get to YES sooner versus later
· Achieve mutually desirable results in a respectful and timely manner
· Maximize your time, energy and effort in working with others
· Identify ways to add value and leverage your opportunity for the future

COURSE: BUS 264 | 7 Hours | $409 + GST
008 | Jun 12 | F | 8:30 am - 4:30 pm | DT
Instructor: Dr. June Donaldson, MBA, EdD, Mediator/Arbitrator

Certificate for Emerging Leaders topic area: Building Relationships

MANAGING COMPLEX PROJECTS FOR FRONT LINE LEADERS

Good projects or programs follow best practices and are aligned with regulatory templates or standards. Front line leaders need to ensure projects meet the needs of the decision makers or communicate key aspects of the project to the stakeholders. But managing complex projects require different project management strategies and techniques. Complex projects could be viewed as complex due to budget and team size, strategic perspective, stakeholder engagement, and the impact of teams responsible for project-based work, within a time span of one to five years. This seminar is designed to help front line leaders develop an understanding of concepts, methods, and techniques required to manage complex projects across organizations successfully. Participants will discover the difference between managing various projects from small, large to highly ambiguous projects.

Learning Outcomes

· Identify how large, complex and multiple projects need to be managed differently than smaller projects
· Review and define best practice framework for managing project complexity
· Examine approaches to stakeholder management and engagement in complex projects
· Discover project control mechanism and risk management process for complex projects
· Analyze management approaches for large and highly ambiguous projects

COURSE: BUS 631 | 14 Hours | $389 + GST
003 | May 1 | F | 8:30 am - 4:30 pm | DT
Instructor: Haruna Popoola, BTech, MSc, PMP

Certificate for Front Line Leaders topic area: Leading the Business Operations

MANAGING DIFFICULT STAKEHOLDERS

Engaging stakeholders and winning their support is crucial to the success of any organization. The ability to comprehend and manage stakeholders’ needs and expectations is important. Managers need to be able to identify the characteristics of difficult stakeholders whether they are clients, co-workers, or employees. Learn how to identify these characteristics and apply methods on how to manage difficult conversations while still maintaining the relationship through this process.

Learning Outcomes

· Diagnose the characteristics and tactics of difficult stakeholders
· Define a stakeholder engagement strategy that will build relationships, gain commitment and support from stakeholders
· Analyze a process for continuous communication with stakeholders
· Apply proven techniques to effectively engage with and influence key stakeholders

COURSE: BUS 639 | 7 Hours | $389 + GST
001 | Feb 25 | T | 8:30 am - 4:30 pm | DT
002 | Jun 12 | F | 8:30 am - 4:30 pm | Main
Instructor: Lak Johal

Certificate for Front Line Leaders topic area: Leading the Business Operations
MANAGING YOUR EMPLOYEE LIFE CYCLE EFFECTIVELY

From the recruitment phase to the exit interview, every employee follows a series of steps during their time within an organization. This is referred to as the "employee life cycle". Managing this life cycle effectively is critical for every organization. In this seminar, students will examine five stages within the employee life cycle: recruitment, on-boarding, development, retention, off boarding. Students will also identify key actions leaders need to take within each stage. Explore the tools and technologies used to centrally coordinate talent management activities within organizations. Learn how leaders can improve the employee life cycle.

Learning Outcomes

- Identify the different stages or end-to-end process within the employee life cycle
- Discover and identify helpful and practical resources to manage employees within each stage
- Examine and understand what stage each of their employees are within the life cycle
- Demonstrate an understanding of how to manage their direct reports using a variety of employee lifecycle management techniques
- Analyze the different tools or technologies that are used to centrally coordinate talent management activities within organizations
- Recognize how to improve existing employee life cycle

MEETING THE CHALLENGE OF LEADERSHIP

Based on the concept that leadership comes from the person — not the position — this seminar focuses on developing the leader in you. Using a practical and widely used model that is founded on the philosophy that any individual at any level occupying any position in any organization can be a leader, you will explore both the nature and practice of leadership. You will identify your strengths as a leader, learn the five key practices of successful leadership, and focus on continued development. There will be an emphasis on building self-confidence and applying your learning to your day-to-day professional life.

Topics

- The nature of leadership, and the difference between management and leadership
- The five key leadership practices: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart
- Practical applications of the five key practices
- Approaches and tools to ensure open and effective interpersonal communication
- Strategies for enabling and rewarding effective behaviour in others
- Leading with integrity to promote both personal and organizational values
- A personal best leadership development plan

MENTAL TOUGHNESS: TRAINING FOR SUCCESS

Every business needs people who are talented, driven and mentally tough. Research shows that mental toughness is the key to confidence, motivation and success any time your life gets difficult. Have you wondered how to remain persistent and confident when adversity hits? How to cope effectively when others are treating you poorly? How to motivate yourself to take action on difficult tasks? How to always perform well in presentations and meetings? Mental toughness practices enable you to master yourself mentally and emotionally. Become your own success coach so you can get the results you want in your job or life.

Topics

- Components of self-mastery and mental toughness
- Diagnose a challenge so you can conquer it
- Create unshakable confidence when you need it the most
- Conquer adversity
- Motivate yourself to take action on difficult tasks
- Perform flawlessly in high pressure presentations and meetings
- Persevere through difficult or boring work situations
NEGOTIATION SKILLS FOR WORKING PROFESSIONALS NEW

Would you like to be an effective negotiator? Whether negotiating with customers, suppliers or coworkers, the ability to negotiate effectively can be vital to the success of the organization and your career. Negotiation is not about manipulating but about finding solutions to disputes and reaching a mutual compromise. In this seminar, students examine effective negotiation strategies including how influence, power and authority affect the negotiation process and outcomes. Students practice various negotiation techniques through hands-on activities to gain confidence in applying them outside the classroom.

Learning Outcomes
- Identify the qualities of an effective negotiator
- Explore commonly used negotiation styles and how styles affect the negotiation process
- Examine strategies for analysis and preparing for negotiations
- Determine the information needed to negotiate effective outcomes
- Assess your style and how it affects the negotiation process
- Apply strategies to deal with difficult behaviours
- Practise and apply negotiation skills

COURSE: BUS 648 | 7 Hours | $389 + GST
002 | Mar 27 | F | 8:30 am - 4:30 pm | DT
Instructor: Nadine Ryan-Bannerman, MEd (Adult Education), ACC

Certificate for Front Line Leaders topic area: Leading Others

OPERATIONAL MANAGEMENT FOR FRONT LINE LEADERS

Managing operations is becoming an increasingly complex endeavor for front line leaders. This complexity can be attributed to a highly informed and sophisticated customer base, high expectations from upper management, and reliance on technology to enable the business. This seminar is designed to help front line leaders understand the common issues that impact how a business converts materials and labor into value-added products and services in the marketplace. Students will also explore common operational challenges, and how to identify and manage them.

Learning Outcomes
- Define what business operations means
- Identify and understand how the “big picture” translates into executable components within business operations
- Explore creative approaches used to manage business operations
- Discover how to break complex business operations into understandable components
- Identify root causes versus symptoms of problems and issues, identifying leading practices
- Analyze and explore the features and functionality of industry-standard ERPs (large and small). Identify how systems are designed to manage operations

COURSE: BUS 629 | 14 Hours | $629 + GST
005 | Mar 30 - 31 | MT | 8:30 am - 4:30 pm | DT
Instructor: Sheree Boyer, BA, PMP

Certificate for Front Line Leaders topic area: Leading the Business Operations

OVERVIEW OF STRATEGIC PLANNING

“If you don’t know where you’re going, you’ll probably end up someplace else.” This well-known expression illustrates why organizations need strategic plans. Strategic plans guide and map the desired future for organizations. In this seminar, learn the basic concepts and processes involved in strategic planning, understand why strategic planning is essential for the success of an organization, and realize that the key to making the plan work is a commitment to implementation.

Topics
- What is strategic planning?
- Difference between a vision and a mission
- How organizations develop a vision and a mission
- Importance of defining organizational values
- Gathering information for a strategic plan
- Deciding what to do and how to do it
- How organizations determine strategic objectives
- Importance of implementing your strategic plan

COURSE: BUS 257 | 7 Hours | $389 + GST
011 | Feb 27 | R | 8:30 am - 4:30 pm | Main
012 | Jun 1 | M | 8:30 am - 4:30 pm | DT
Instructor: Lisa Dare, BSc, CPCC, PCC

Certificate for Emerging Leaders topic area: Professional Skills
PERSONAL BRAND: BUILDING A RECOGNIZABLE BRAND

Your personal brand is linked to how you express and convey your skills, personality, and values. Building a recognizable brand and managing the reputation of this brand is key in order to obtain the right jobs, earn promotions, and develop your career within and outside an organization. This seminar is designed to examine certain techniques, tools and approaches to building a personal brand. Recognize the value in building a powerful (personal or leadership) brand that has organizational alignment and external appeal.

Learning Outcomes
· Examine how to deliver value as a leader through your actions and create trust in your abilities as a leader
· Discover how to communicate your brand statement and how to manage your brand reputation
· Recognize the value in building a powerful leadership brand that has organizational alignment and customer appeal
· Analyze how to use leadership branding effectively and implement your brand into your day-to-day life
· Create a personal branding plan that will guide personal and professional interactions

COURSE: BUS 632 | 7 Hours | $389 + GST
004 | Jun 15 | M | 8:30 am - 4:30 pm | DT
005 | Jul 15 | W | 8:30 am - 4:30 pm | DT
Instructor: Gabriela Santamaria, MBA
Certificate for Front Line Leaders topic area: Leading Self

PERSONAL EFFECTIVENESS FOR HIGH PERFORMANCE LEADERS

Though largely unseen, our legacy as leaders is being created daily through our vision, direction, decisions and the treatment of others. These actions can influence our organizational culture and have a positive impact on the people we lead. In this seminar, explore the dimensions of high performance leadership and how our daily actions and decisions, help influence and impact the performance of the organization and the individuals we lead.

Learning Outcomes
· Explore the characteristics of high performance leaders
· Gain insight into your own leadership, its effect on others, and results
· Identify tools and strategies to enhance your leadership competency and legacy
· Share and examine leadership experiences to identify best practices

COURSE: BUS 616 | 14 Hours | $629 + GST
002 | Mar 23 - 30 | M | 8:30 am - 4:30 pm | DT
Instructor: Janice Kobelsky, CMA, FCMA
Certificate for Emerging Leaders topic area: Personal Effectiveness
Certificate for Front Line Leaders topic area: Leading Self

PERSONAL TRANSITION THROUGH CHANGE

Change is inevitable. Some changes we like and welcome, others we are not as comfortable with. Many factors contribute to our ability to transition through change in a healthy way. With an enhanced understanding of the personal side of change, we can develop strategies to deal with change more effectively and contribute to a higher probability of change efforts succeeding. This seminar is designed to help front line leaders identify the different phases we go through when changes occur and explore how our beliefs and choices impact us and others.

Learning Outcomes
· Explore and understand the phases of transition and associated types of thinking, feelings, behaviours and needs
· Identify and apply skills helpful in dealing with change such as listening, asking open questions, utilizing empathy, dealing with resistance and asking for what you need
· Analyze the impact of stress and learn strategies to become more resilient during times of challenge and change
· Create an action plan for enhancing coping mechanisms and developing greater resiliency to support self and others

COURSE: BUS 625 | 7 Hours | $409 + GST
004 | Mar 20 | F | 8:30 am - 4:30 pm | DT
Instructor: Dianne Quinton, CPCC, PCC
Certificate for Front Line Leaders topic area: Leading Self

TO REGISTER: PAGE 3 | CAMPUS: MAIN, DOWNTOWN (DT), ONLINE OR OFF CAMPUS (OFF) | DAYS: MTWRFSU
POWERFUL PRESENTATIONS

The professionals most valued and sought after by organizations are those who can communicate ideas and values to colleagues and clients, instill enthusiasm for good ideas, influence others to support their projects, and persuade them to see alternate perspectives. Everyone has the power to influence the growth and direction of an organization by showing others why an idea can contribute to the organization’s development. This seminar shows you how to share your ideas and perspectives — to plan, prepare and deliver oral presentations that will reach specific audiences. A step-by-step approach to preparation and delivery of presentations will be followed by immediate practical application of each step. Participants will give and receive feedback, including video feedback. You may bring a job-related topic and relevant information for practicing presentation design and delivery. Some homework may be required. Enrolment is limited to ensure maximum individual attention.

Topics

- Analyzing your audience
- Defining the purpose of the presentation
- Preparing effective introductions
- Organizing the presentation
- Reinforcing impact through basic visual aids
- Handling question-and-answer sessions
- Speaking with confidence
- Developing rapport with your audience

COURSE: BUS 114 | 21 Hours | $785 + GST
033 | Mar 16 - 18 | MTW | 8:30 am - 4:30 pm | DT
034 | May 26 - 28 | TWR | 8:30 am - 4:30 pm | Main
Instructor: Donalda A. Cormier, BA, Med
Certificate for Emerging Leaders topic area: Communication

POWERFUL PROFESSIONALS: CONSULTING SKILLS FOR LEADERS WITHIN ORGANIZATIONS NEW

As a leader of business professionals, you play an essential role in the organization. Motivating, encouraging, guiding and at times being more directive are all part of the position. How can you best provide support and leadership to those professionals on the team as they provide service to others within the organization? This seminar is designed to provide students with the tools required to guide employees or teams towards stepping into a more consultative and strategic role. Discover how to utilize a five-step process designed to enhance effectiveness in applying not only technical skills but also critical interpersonal skills within organizations. As a leader, examine your role in guiding professionals on aligning their technical deliverables with the business needs of clients and the organization.

Learning Outcomes

- Identify the challenges of leading professionals in delivering their expertise
- Explore the tools required to guide employees or teams into a more strategic and consultative role
- Refine communication skills to obtain the desired outcome
- Recognize when and how to take a coach approach as a leader
- Analyze strategies for dealing with multiple/complex client systems

COURSE: BUS 649 | 7 Hours | $629 + GST
001 | Mar 18 - 19 | WR | 8:30 am - 4:30 pm | DT
Instructor: Georgina Forrest, CPO®
Certificate for Front Line Leaders topic area: Leading Self

PRODUCTIVITY SKILLS AND TOOLS FOR MANAGERS NEW

Good leadership is critical for efficient productivity and efficient productivity is critical for good leadership. Managers and business leaders face a unique set of challenges when it comes to productivity and time management. Not only must they manage themselves, but they must also train, develop and manage the work of others. This seminar focuses on the time management and productivity challenges specific to those accountable for their team.

Learning Outcomes

- Identify productivity strengths and weaknesses using the Smart Productivity® Assessment tool
- Explore how to think strategically about productivity, tasks and time management
- Determine how to make better choices for managing the workday hours
- Implement various structures to help manage email volume
- Apply practical time management skills for scheduling, planning and prioritizing work
- Examine self-care practices to help enhance personal productivity

COURSE: BUS 646 | 7 Hours | $389 + GST
002 | Mar 13 | F | 8:30 am - 4:30 pm | DT
Instructor: Margaret Miyagishima, BA, MS CPHR, PCC
Certificate for Front Line Leaders topic area: Leading Others

FOR MORE INFORMATION ON COURSES AND PROGRAMS, GO TO CONTED.UCALGARY.CA OR CALL 403.220.2866
PROJECT MANAGEMENT FOR THE NON-PROFIT SECTOR

A good project manager will manage people and resources to get key tasks completed, in the right time, the right way and with the right resources. Project management within the non-profit sector is very common yet many staff struggle in this area because of a lack of exposure to the basic principles or tools. Understanding how to lead and manage a project is an essential competency that can help you manage your stakeholders and lead your non-profit organization towards sustainable growth. In this seminar, you will identify key stages within the project management process such as how to manage projects and activities effectively including preparation, planning, implementation and evaluation/reporting.

Learning Outcomes

- Identify key stages within the project management process such as how to manage projects and activities effectively including preparation, planning, implementation and evaluation/reporting
- Examine how to create effective stakeholder engagement plans and strategies
- Recognize and apply the concepts of project management in a non-profit context
- Create and learn how to draft project plans with clear goals, work plans and evaluation strategies

COURSE: BUS 300 | 14 Hours | $629 + GST
004 | Apr 1 - 2 | WR | 8:30 am - 4:30 pm | Main
Instructor: MacDonald Oguike
Certificate for Emerging Leaders topic area: Professional Skills

SKILLS FOR EFFECTIVE MENTORING NEW

Organizations that embrace mentoring as an important part of their culture have proven to be extremely effective in engaging employees, recognizing and developing their potential and building their learning capacity. In this seminar, you will be introduced to a mentoring model that incorporates coaching skills and strategies designed to enhance your mentoring presence. Using real workplace situations, explore the skills required to establish and maintain an effective mentoring relationship. You will take part in individual and group exercises to discover the framework needed to mentor and coach people effectively, with a focus on establishing, nurturing and excelling the mentoring relationship.

Learning Outcomes

- Identify the mentoring framework that incorporates coaching principles
- Examine the difference between coaching and mentoring
- Explore how to establish mentoring relationships, create a structured plan with a timeline and specific deliverables
- Recognize techniques to acknowledge, champion, nurture and facilitate effective mentoring interactions
- Practise effective dialogue and feedback techniques that can be applied in a mentoring context
- Assess different approaches to end a mentoring relationship or transition to other growth opportunities

COURSE: BUS 303 | 14 Hours | $629 + GST
001 | Mar 26 - 27 | RF | 8:30 am - 4:30 pm | DT
002 | Jun 18 - 19 | RF | 8:30 am - 4:30 pm | DT
Instructor: Beverly Bourque, CPCC, ACC
Certificate for Emerging Leaders topic area: Professional Skills

SOCIAL INTELLIGENCE: TRANSFORM RELATIONSHIPS

Social Intelligence (SI) is mostly learned and is developed from experiences with people and learning from successes and failures in social contexts. It is more commonly referred to as “tact,” “common sense,” or “street smarts.” Many people tend to value Intelligence Quotient (IQ) and Emotional Intelligence (EQ), but our “social intelligence” equally affects our relationships and is a much bigger part of our lives. In this seminar discover how social intelligence is an essential aspect of self-awareness and can help make you a well-rounded individual. Examine strategies to improve your social intelligence in specific settings.

Learning Outcomes

- Identify different elements of social intelligence (SI) that help cultivate social awareness, recognize other’s intentions and communicate more profoundly
- Explore how SI can be applied to developing socially intelligent leaders who demonstrate social facility and are adept at resolving conflict
- Examine potential barriers to forming and sustaining social bonds; learn how to nurture more successful, dynamic and meaningful relationships and contacts
- Recognize how different social cues impact our ability to interact with others effectively and to network in social situations
- Analyze how SI can benefit you in both your professional and personal life
- Utilize SI strategies to create positive connections and increase your influence in various situations

COURSE: BUS 301 | 7 Hours | $389 + GST
001 | Jan 30 | R | 8:30 am - 4:30 pm | DT
002 | May 1 | F | 8:30 am - 4:30 pm | DT
003 | Aug 27 | R | 8:30 am - 4:30 pm | DT
Instructor: Beverly Bourque, CPCC, ACC
Certificate for Emerging Leaders topic area: Professional Skills
STRESS LESS: MANAGING WHAT’S ON YOUR MIND

Do you have headaches, or tight neck and shoulders? Do you feel anxious, irritable and frustrated at home or at work? Do you use caffeine and other habits to cope with everyday demands? Are you lashing out at others, or conversely, withdrawing from your life? If you have answered yes to any of these questions, or would like to prevent these and other threats to your wellness, you will benefit from this seminar. Thriving in uncertain and demanding times takes a concentrated effort. You must learn how to control stress. Managing stress is no longer a soft skill. It is critical to your optimal performance at home or in the office.

Topics

- Choosing healthy coping strategies and eliminating unhealthy strategies
- Negative and positive dialogue
- Goals and action plans
- Relationship dynamics
- Physical, emotional and behavioural indicators of stress
- Balancing the stresses of varying perspectives with utilizing them to propel relationships forward
- Journaling to manage anxiety
- Conflict resolution management
- Communication strategies to express needs, wants, observations and thoughts for conflict management
- Leadership qualities that can alleviate stress reactions

SUCCESSFUL TEAMS: HOW TO BUILD THEM

Why do some teams seem to naturally work well together and others require more effort? What can a leader do to build and maintain a strong team? The leader’s challenge begins with recognizing the diversity within a team and inspiring all members toward a common cause. Even with a highly functional team, it is important for you to determine what is working and what is not. In this seminar, discuss how to identify common issues. Then, refine your skills to address these issues. Learn key elements of a strong and successful team, and discover how to apply principles to enhance these elements in your own team situation.

Topics

- What is a strong team?
- Key dysfunctions of a team
- Fostering trust
- Managing conflict and encouraging debate
- Gaining commitment and accountability
- Creating a results orientation
- Effective communication
- Motivation and engagement
- Strengths and weaknesses
- Embracing diversity and bridging the generations
- Leading with heart and authenticity

SUPERVISOR OR LEADER: WHICH WOULD YOU LIKE TO BE?

In this seminar discover what distinguishes a leader from a supervisor by examining your current approach to leadership and determine if you have the skills of the leader you wish to be. Learn to identify ways to enhance two-way communications with your team and establish benchmarks to analyze your leadership performance. You will learn how to focus your attention on individuals and recognize what they need from you.

Learning Outcomes

- Discover what distinguishes a leader from a supervisor
- Learn how effective honest conversations encourage growth and improve communications
- Develop active listening skills and the discipline to apply those skills when addressing team members’ concerns and perspectives
- Analyze and use a log system to track your employees’ performance with the goal of writing quality, detailed performance assessments
- Develop processes to regularly and consistently recognize good work among your team members

COURSE: BUS 207 | 7 Hours | $389 + GST
026 | Feb 21 | F | 8:30 am - 4:30 pm | DT
Instructor: Tammy Robertson, MA

Certificate for Emerging Leaders topic area: Personal Effectiveness

COURSE: BUS 260 | 7 Hours | $389 + GST
026 | Apr 3 | F | 8:30 am - 4:30 pm | DT
Instructor: Lak Johal

Certificate for Front Line Leaders topic area: Leading the Business Operations
TEAM SURVIVAL SKILLS: TAKE IT OUTSIDE!

Grab your coat and hat, let’s go outside! This seminar invites you to challenge your leadership capacity while participating in activities in an outdoor setting. By experimenting, taking risks and having fun in a facilitated, safe and experiential learning environment, metaphors for workplace dynamics are created, offering immediate feedback loops, opportunities for self-reflection, and potential for increasing self-awareness of leadership patterns and dynamics. Building understanding of your leadership style, the styles of others, and how they best interact increases your capacity for effective self-leadership in response to the daily challenges faced while working in groups, both at home and in the workplace.

Topics
- What makes a strong leader
- Creative problem-solving
- Risk taking
- Group strategic thinking
- Dealing with change and uncertainty
- Understanding and working with leadership styles
- Cooperative team performance interactions

THE DECISIVE LEADER

Making decisions is one of the main functions of a leader, and the quality of those decisions is one of the primary ways a leader’s effectiveness is judged. It is common for leaders to panic and either rush into a poor decision or become paralyzed and not make one at all. The Question, Factors, Options, Planning (QFOP) model for decision making is simple to use and provides a framework to make better decisions. Learn how to use the model by working through examples, then discuss how to communicate decisions to your supervisor or team. Both deliberate and rapid decisions will be covered, as well as how to ensure lessons are incorporated from previous similar decisions. As a leader, give yourself the best possible chance to make decisions that are as good as they can be.

Topics
- An introduction to decision making
- Differences between good and bad decisions
- Question, Factors, Options, Decision (QFOP) model for decision-making
- Quick decision-making model
- Case study and live example
- Presenting your decisions to others
- After action review process — how to make an even better decision next time

TIME MANAGEMENT

It is often difficult to devote sufficient time to the duties and responsibilities of one’s job. This seminar is designed to provide a portfolio of practical techniques for organizing your time to yield better results in the same amount of time, or the same results in less time. You will analyze your own time management problems, participate in experiential learning exercises that highlight effective time management techniques, and learn specific approaches to solving time management problems.

Topics
- How are you spending your time?
- Sharing of time management problems
- Analysis of time allocation
- General approaches to better time management
- Telephones
- Meetings
- Interruptions
- Specific approaches to specific problems
- Implementation

COURSE: BUS 199 | 7 Hours | $389 + GST
012 | May 29 | F | 8:30 am - 4:30 pm | Main
Instructor: Julia Szucs

Certificate for Emerging Leaders topic area: Building Relationships

COURSE: BUS 284 | 7 Hours | $389 + GST
009 | Mar 6 | F | 8:30 am - 4:30 pm | Main
010 | Jun 10 | W | 8:30 am - 4:30 pm | DT
Instructor: Stuart Carver, DSO, MA

Certificate for Emerging Leaders topic area: Professional Skills
TOXIC WORKPLACES: STRATEGIES TO CREATE HEALTHY ENVIRONMENTS

If you ask an individual to name a toxic employee in their workplace, it’s almost guaranteed that they will start to offer you a name. Actually, it may be more than just one person. Characterized by rising turnover, plummeting engagement, and losses in productivity and profits, toxic workplaces affect more than a company’s bottom line. This one-day seminar explores the characteristics of toxic workplaces; how these environments affect individuals, teams and organizations; and proven methods of cleaning up your workplace toxins.

Topics
- How are toxic workplaces formed?
- Toxic workplace self-assessment
- Effects of toxic workplaces on the health of individuals, teams and organizations
- Toxic workplace myths
- Ways to survive and thrive in a toxic environment

COURSE: BUS 211 | 7 Hours | $389 + GST
Instructor: Dasa Chadwick, MA, DBA, CPHR
Instructor: Steve Zanini

WORK SMARTER, NOT HARDER: DRIVING RESULTS AT WORK

Many professionals say they want to “work smarter, not harder” but without a clear plan and strategy for their day-to-day many people end up over-committed, overwhelmed and overworked. Working smarter is about developing a strategy that fits you and the work you do. It requires developing habits, tactics and tools that work with your work style and personality. It involves making conscious decisions about what you will do and how you will do it, and entails skillfully setting and upholding work boundaries. In this seminar, explore strategies to gain control of your commitments and to make time to do the work that really matters. Identify how to leverage your strengths and how to tailor productivity best practices to your work style. With a personal action plan in place you will be able to “work smarter” to achieve your desired results.

Learning Outcomes
- Discover how to invest in your time like money - to get the greatest return on your investment
- Identify how to achieve both professional and personal goals by planning effectively
- Tailor scheduling, planning and organization best practices to your personal style
- Review tactics that facilitate habit change and maximize your productivity
- Analyse how to manage resources effectively and efficiently
- Acquire the tools to manage expectations and to say ‘no’ when appropriate

COURSE: BUS 296 | 7 Hours | $389 + GST
Instructor: MacDonald Oguike

WORKPLACE POLITICS: STEP UP TO CONFLICT

How do we directly address conflict in a way that preserves or improves relationships, creates new opportunities, and increases productivity? This seminar provides a ten-step method for resolving conflict and provides a sound, logical roadmap for action. Conflict is inevitable: when people work together they bring differing perspectives, opinions, and motives that can lead to conflict. Conflict is not always bad: Many conflicts — when handled properly — can create an atmosphere of creativity and innovation. Conflict Management skills can be learned. While natural ability is helpful, we know these skills can be effectively developed and improved. This content is powered by The Center for Creative Leadership® (CCL) in collaboration with the University of Continuing Education.

Learning Outcomes
- Recognize and understand their own conflict “triggers”
- Understand how different values may contribute to conflict
- Practise active and passive positive responses to conflict in their workplace
- Apply the strategies to a workplace conflict situation

COURSE: BUS 633 | 7 Hours | $389 + GST
Instructor: Gillian Rasmussen

FOR MORE INFORMATION ON COURSES AND PROGRAMS, GO TO CONTED.UCALGARY.CA OR CALL 403.220.2866
Courses listed here are offered January 1 to August 31, 2020.

For additional information or to register, go to conted.ucalgary.ca
A FIRST ENCOUNTER WITH QUANTUM MYSTERIES
The 20th Century was a time of profound changes in our understanding of the physical world. While Einstein’s Theory of Relativity challenged our established notions of space, time and gravitation, the Quantum Revolution opened our eyes to a world of phenomena and apparent paradoxes — ones that we have no choice but to accept and make sense of! In this course you will have a first taste of counterintuitive mysteries and paradoxes. Bring your commonsense notions and watch them crumble under the weight of weird quantum phenomena!

COURSE: FIF 622 | 6 Hours | $75 + GST
007 | Mar 28 | S | 9:30 am – 4 pm | Main

ACCOUNTING FUNDAMENTALS
Gain an understanding of financial accounting principles and practices. Topics include internal controls and cash, receivables, property, merchandising, plant and equipment, goodwill and intangible assets. Learn to read financial statements, calculate financial ratios and apply this knowledge to management problems and decision-making.

COURSE: BMC 162 | 40 Hours | $625
061 | Jan 21 - Apr 14 | T | 6 - 9 pm | DT
062 | Feb 18 - May 18 | Online
063 | Jul 20 - Jul 24 | W | 6 - 9 pm | DT

ACCOUNTING FUNDAMENTALS LEVEL 2 NEW
Gain introductory skills in accounting for bonds, mortgages and capital leases. Identify cash flow from operating, investing and financing activities. Create a Cash Flow Statement, chart Cost-Volume-Profit Analysis, and build a Master Budget. Learn to make informed decisions about how to maximize profit and strengthen a company’s financial position using a variety of accounting tools.

COURSE: BMC 376 | 30 Hours | $525
001 | Jan 21 - Mar 24 | T | 6 - 9 pm | DT

ADOBE PHOTOSHOP ADVANCED
Explore the advanced application techniques and creative applications that Adobe Photoshop offers including: creating special effects, advanced layer techniques, professional portrait retouching, designing with multiple images, working with 3D images, creating Webpage navigation, wire framing and making GIF animations. This course is designed for those intermediate to advanced-level users who want to further their skills.

Prerequisite: ICT 436 Adobe Photoshop
COURSE: ICT 664 | 30 Hours | $825
015 | Jan 11 - Mar 21 | S | 9 am - 12 pm | Online
ADULTS AS LEARNERS
Explore the teaching and learning transaction, from the learner’s perspective, by researching and reflecting on both the current literature and your own experiential understanding of how adults learn. Come prepared to learn about yourself as a learner and to develop new sensitivities to the diversity in styles and needs through interaction with your classmates and the instructor.

COURSE: ADL 106 | 40 Hours | $625
035 | Jan 14 - Apr 7 | T | 6 - 9 pm | Main
036 | Jan 28 - Apr 6 | Online

ALCOHOL AND DRUGS IN THE WORKPLACE
Impairment of workers from alcohol and drugs is an issue that can negatively impact organizations, workers and their families, finances, productivity, client relations, public image, and more. Learn to navigate the evolving legal and social implications of alcohol and drug abuse in the workplace. Gain invaluable hands-on practice applying strategies to address and manage alcohol and drugs in the workplace, from policy creation and development to implementing and maintaining an organizational impairment management program.

COURSE: BMC 363 | 30 Hours | $550
006 | Jan 21 - Mar 30 | Online

ARABIC 1
Emphasis is on conversation, with some reading and writing. Learn basic communication skills in different contexts and Arabic grammar, the alphabet, Arabic script, the Arabic phonetic system, and basic information about Arabic culture and customs.

COURSE: ARA 101 | 20 Hours | $265 + GST
042 | Jan 28 - March 31 | T | 6 - 8 pm | Main

ARABIC 2
Building on Arabic 1, this course will introduce you to the Arabic script and further develop vocabulary, grammar and conversational skills.

Prerequisite: ARA 101 Arabic 1

COURSE: ARA 102 | 20 Hours | $265 + GST
032 | Jan 29 - Apr | W | 6 - 8 pm | Main

ARCHITECTURAL PHOTOGRAPHY
An introduction to practical and artistic elements of photographing exteriors and interiors of buildings. Lectures, demonstrations, critiques, and field exercises provide a practical foundation for making effective architectural photographs based on technical and aesthetic considerations. You need a DSLR camera in good working condition and to have a basic understanding of the manual settings on the camera.

COURSE: PHO 113 | 18 Hours | $275
013 | May 5 - 26 | T | 6:30 - 9:30 pm and
May 30 | S | 9 am - 4 pm | DT

ART AND ARCHITECTURE OF ANCIENT EGYPT
The beauty and mystery of ancient Egypt are one of the world’s most lasting legacies. You will be introduced to the history and development of ancient Egyptian art and architecture over a time span of almost 5,000 years – from 4,000 BCE to the Roman period and the arrival of Christianity. We will explore a wide range of topics, from royal monuments to private art, gender, religion and rituals, as well as the impact of ancient Egyptian art on ancient Greece, Rome and the modern western world.

COURSE: FIF 252 | 20 Hours | $315 + GST
002 | Jan 29 - Mar 18 | W | 1 - 3:30 pm | Main

ART HISTORY AND APPRECIATION 2
As a continuation of Art Appreciation I, investigate art from the 14th century to the 19th century. Focus on the contributions of important artists who typify major period styles such as early and high Renaissance in Italy, Northern Renaissance and Northern and Southern Baroque. Discuss important issues of modern and contemporary art.

COURSE: ART 310 | 20 Hours | $345
019 | Feb 4 - Apr 7 | T | 7 - 9 pm | Main

ART OF REFRAMING
In this intensive one-day skill-building course, you will learn to identify problematic conflict frames wherever and whenever they occur, and practise reframing that leads toward resolution. More than merely changing language, reframing can shift the entire perception of an approach to the conflict. As one of the most powerful tools available, reframing can be used effectively in every phase of conflict discussion.

Prerequisite: PDS 001 Foundations of Collaborative Conflict Resolution or PDS 002 Foundations of Collaborative Conflict Resolution: Workplace Focus and PDS 006 Mediation Skills Level I or PDS 185 Negotiation Skills Level I

COURSE: PDS 013 | 7 Hours | $245
012 | Jun 5 | F | 8:30 am - 4:30 pm | DT

ART OF THE NORTHERN RENAISSANCE AND THE DUTCH GOLDEN AGE
From the late 15th through the 17th century, Northern Europe experienced the flowering of an unprecedented golden age of art. The era is marked by great artists like van Eyck, Durer, Bosch, Rembrandt, Vermeer, Rubens, and by an explosion of new varieties of art and new types of patrons. In this course we will focus on the paintings, prints, and drawings created during this era in Flanders (present-day Belgium) and the Dutch Republic (present-day Netherlands).
We will examine the dynamic artistic traditions that emerged during this period of great political and religious crisis, and how art reacted and related to the changing world.

COURSE: FIF 635 | 6 Hours | $75 + GST
005 | May 30 | S | 9:30 am - 4 pm | Main

ARTIST SERIES: ABSTRACT PAINTING
Explore the freeing art form of abstract painting within a foundation of understanding its influences. Further your practice to paint freely by using line, shape, form and colour to create a composition that may be independent from visual references that are seen. A basic knowledge of painting techniques is recommended. Supplies included.

COURSE: ART 328 | 6 Hours | $150 + GST
002 | Apr 17 | F | 6 - 9 pm and
Apr 18 | S | 9 am - 12 pm | Main
ARTIST SERIES: EN PLEIN AIR PAINTING
Take your painting practice outdoors! En Plein Air Painting is a French term for painting landscapes outdoors. Explore concepts and approaches to landscape painting such as capturing light, atmosphere, shape and mood and by choosing compositions to challenge the artistic eye. A basic knowledge of painting techniques is recommended. Supplies included.

COURSE: ART 329 | 6 Hours | $150 + GST 002 | Jun 6 | S | 9 am - 4 pm | Main

FOR MORE INFORMATION ON COURSES AND PROGRAMS, GO TO CONTED.UCALGARY.CA OR CALL 403.220.2866

ARTIST SERIES: PORTRAIT DRAWING
Have you ever wanted to capture the essence of someone in a drawing? Portrait drawing is a skill that utilizes some basic knowledge of anatomy and knowledge of the correct proportions of the human head, with emphasis on creating form and space with your drawings. Explore different techniques with a variety of materials. A basic knowledge of drawing techniques is recommended. Supplies included.

COURSE: ART 330 | 6 Hours | $150 + GST 002 | May 22 | F | 6 - 9 pm and May 23 | S | 9 am - 12 pm | Main

ARTIST SERIES: STILL LIFE PAINTING
Apply some foundational painting skills to this introspective and quietly thought-provoking art form. Understanding concepts of form, shape and tonal qualities of objects will help guide your practice in painting Still Life forms. Historical references will provide the foundation to the knowledge gained within this experiential practice. A basic knowledge of painting techniques is recommended. Supplies included.

COURSE: ART 331 | 6 Hours | $150 + GST 002 | Apr 17 | F | 6 - 9 pm and Apr 18 | S | 9 am - 12 pm | Main

ASSERTING YOURSELF IN CONFLICT SITUATIONS
Whether you are negotiating an important issue, expressing your thoughts and feelings in a conflict or standing firm under pressure, the ability to assert yourself is crucial to reaching outcomes that work for you. In conflict situations, it can be especially difficult to maintain an assertive stance rather than overreacting or selling yourself short.

COURSE: PDS 004 | 14 Hours | $460 027 | Feb 11 - 12 | TW | 8:30 am - 4:30 pm | DT

ASSESSMENT PRACTICE IN CAREER DEVELOPMENT
Learn to skilfully manage the assessment process, as you master developing client profiles that describe relevant interests, skills, values and other personal factors. Emphasis is on using a variety of assessment techniques and guiding the client through the key steps in the career planning process as well as providing support for the career action plan.

COURSE: ADL 212 | 30 Hours | $525 021 | Mar 31 - May 25 | Online

AUDITING OF HSE MANAGEMENT SYSTEMS AND COMPLIANCE
Auditing is a management tool used by organizations to verify that the organization is meeting its external and internal obligations with regards to health, safety and the environment. This course explores the processes and procedures for various types of environmental health and safety audits, with an emphasis on auditing of regulatory compliance. Formerly: BMC 238 Environmental Health and Safety Auditing

COURSE: BMC 281 | 30 Hours | $550 034 | Feb 3 - 6 | MTWR | 8:30 am - 4:30 pm | DT

AVOIDING CONSTRUCTION DISPUTES
Review alternate contract strategies, types of claims presented by owners and contractors and the best practices for avoiding construction claims. Learn the importance of communication and documentation, analysis of claims and the means of quantification including productivity and delay analysis, change management and the means of resolving disputes.

COURSE: BMC 220 | 20 Hours | $625 018 | Jun 1 - 8 | MT | 8:30 am - 4 pm | DT

BASIC SCULPTURE IN CLAY
Work with clay and develop your artistic sense of sight and touch. Explore the hand modelling process for 3-D shapes, project ideas, and the human figure from live models. Improve your skills by learning about overall proportions, relationship between forms, and detailing in clay. Clay and modelling tools will be provided. Students will take home one of the sculptures they’ve created.

COURSE: ART 313 | 30 Hours | $395 009 | Jan 29 - Apr 1 | W | 6:30 - 9:30 pm | Main

BATHROOM AND KITCHEN DESIGN
The ensuite and kitchen are the top two selling features in homes today. Join in the process of designing fantastic bathrooms and kitchens while considering function and aesthetics by learning how to space plan. Two field trips are included for hands on learning. This is ideal learning for those who want a wealth of practical information and techniques to help with bathroom and kitchen design.

COURSE: INT 123 | 20 Hours | $345 016 | Apr 8 - May 13 | W | 7 - 9:30 pm and May 2 | S | 12 - 5 pm | Main

BIOLOGY 1
This is the first of two courses designed to prepare you for university entrance. Through the study of biology (life and living systems), learners are given an opportunity to explore and understand the natural world through the themes of diversity, energy, equilibrium, matter and systems. The major units developed in this course include energy and matter in the biosphere, ecosystem and population change, photosynthesis and cellular respiration, and human systems.

Prerequisite: Science 10 or equivalent

COURSE: UPG 110 | 39 Hours | $475 017 | Jan 13 - Apr 16 | MR | 6 - 7:30 pm | Main

BIOLOGY 2
This is the second of two courses designed to prepare you for university entrance. Through the study of biology (life and living systems), learners are given an opportunity to explore and understand the natural world through the themes of diversity, energy, equilibrium, matter and systems. The major units developed in this course are: nervous and endocrine systems; reproduction and development; cell division, genetics and molecular biology; and population and community dynamics.

Prerequisite: Biology 20, UPG 110 Biology I or equivalent

COURSE: UPG 210 | 39 Hours | $475 025 | Jan 14 - Mar 31 | T | 6 - 7:45 pm and Jan 18 - Mar 28 | S | 10 - 11:45 am | Main 026 | Apr 29 - Jun 10 | W | 6 - 9 pm and May 2 - Jun 13 | S | 11 - 4 pm | Main

FOR MORE INFORMATION ON COURSES AND PROGRAMS, GO TO CONTED.UCALGARY.CA OR CALL 403.220.2866

87
BOOT CAMP: THE BASICS OF GOOD WRITING
How about dedicating a week to transforming your writing? Your ability to write lean and persuasive documents that capture the reader’s attention, communicate your message clearly, and convey that you are a careful and respectful communicator is integral to your success. That’s why this boot camp is such a great career and personal investment for anyone who wants to review the basics of good writing. Plan to leave this course with some new skills that will make your writing sparkle. We start with the basics of grammar and punctuation, move on to style principles, and then review best processes and practices in business correspondence. The class concludes with an examination of some editing tools and techniques, and a review of resources that will help you continue to refine your writing skills.

COURSE: WRI 112 | 25 Hours | $475 + GST
004 | Jul 6 - 9 | MTWR | 9 am - 4 pm | DT

BRANDING: WHAT DESIGNERS NEED TO KNOW
Examine the basic principles of product and corporate identities and the process designers use to create brand identity programs. Explore and analyze a series of case studies for different brand models, and create, develop and execute a variety of brand collateral. Students will develop a comprehensive re-branding project that involves research, strategy, logo design and presentation, as well as the development and evolution of collateral to support the brand.

COURSE: ART 317 | 30 Hours | $425 + GST
006 | Jan 14 - Mar 17 | T | 6:30 - 9:30 pm | Main

BUILDING A POSITIVE WORKPLACE
Employee retention and engagement are key goals of HR and management. Creating a respectful workplace and acknowledging ethics, performance management and a healthy blend of work and life, will ensure organizational goals can be realized in a positive workplace. Examine the organization’s retention and engagement strategies in alignment with talent management practices and make suggestions for improvement.

COURSE: BMC 355 | 20 Hours | $495 + GST
005 | Mar 2 | MTW | 8:30 am - 4 pm | DT

BUILDING ADVANCED WEB APPLICATIONS WITH ASP.NET AND C#
Expand essential skills building web applications using Microsoft .NET technology acquired in the prerequisite course, ICT 713, into the areas of incorporating ADO.NET database programming into ASP.NET, programming and using web services, and exploring modern approaches to web programming with Ajax applications and ASP.NET MVC.

Prerequisite: ICT 713 Building Web Applications with Microsoft ASP.NET and C#

COURSE: ICT 715 | 30 Hours | $825 + GST
004 | Jan 16 - Mar 19 | R | 6 - 9 pm | Online

BUILDING RELIGIOUS AND CULTURAL INCLUSION IN THE WORKPLACE
This course is helpful for professionals working with diverse populations. Develop the awareness, knowledge, and skills needed to support religious diversity in the workplace and beyond. Learn through readings, reflection, discussion, case studies, and site visits to various sacred spaces in Calgary. Develop critical thinking and practical skills, gain an understanding of pluralism and religious diversity in Calgary, engage in religious literacy, and build confidence working with diverse communities. Learn practical applications by cultivating skills on religious and cultural competencies.

COURSE: BMC 362 | 40 Hours | $625 + GST
007 | May 11 - 15 | MTWRF | 8:30 am - 5 pm | DT
008 | Aug 10 - 18 | MTW | 8:30 am - 5 pm | DT

BUILDING YOUR COMMUNICATION TOOLBOX
Focus intensively on communication theory and skills that are the building blocks of mediating, negotiating or resolving interpersonal conflict. Skills are demonstrated and then you will have the opportunity to practise in short exercises involving conflict situations. Specific skills include non-defensive listening, questioning, reframing and assertive speaking.

COURSE: PDS 173 | 14 Hours | $460 + GST
027 | Apr 29 - 30 | WR | 8:30 am - 4:30 pm | DT

BUSINESS AND LEADERSHIP FOR HSE PROFESSIONALS
Health, safety and environment professionals need to understand: the way their businesses work; the management system and the roles of managers; the work of management in planning, organizing, leading and controlling work; organizational change, and how to deal with it. Further, they must be a skilled and competent trainer, and have a proper understanding of training methods, curriculum development and evaluation. Discuss the key aspects of organizational behaviour and business administration necessary to be an effective HSE professional in today’s workplace.

Prerequisite: BMC 104 Health and Safety Management Systems: The Basics

COURSE: BMC 213 | 40 Hours | $630 + GST
051 | Jan 21 - Apr 20 | Online
052 | Mar 5 - 7 | RFS | 8:30 am - 4:30 pm and
Mar 12 - 14 | RFS | 8:30 am - 4:30 pm | DT

BUSINESS COMMUNICATION FOR INTERNATIONALLY TRAINED PROFESSIONALS
Build self-awareness, cultural familiarity and interpersonal skills for communicating effectively in Canadian business settings. Learn how culture influences communication style and understand your own preferences for interacting with others. Gain insights into the hidden rules of preferred interaction in the Canadian workplace, practise flexibility in using a range of styles, and develop competencies for improving your job performance and career prospects. Note: Students can take BMC 206 Management Communications or BMC 316 Business Communication for Internationally Trained Professionals for certificate credit in designated programs.

COURSE: BMC 316 | 40 Hours | $625 + GST
012 | Jan 22 - Apr 15 | W | 6 - 9 pm | DT
BUSINESS FINANCE
Examine the key areas of business finance: discounted cash flow analysis, valuation procedures, capital budgeting, cost of capital, leasing, capital structure of the firm, financial rate analysis, and preparation of pro forma financial statements. Emphasis is on capital structure decisions that affect the financial management of the firm. Attention is given to the financial environment in which Canadian firms operate; its major institutional aspects; sources and forms of external financing; and trends and changes in financial market conditions.
Prerequisite: BMC 205 Business Management and BMC 162 Accounting Fundamentals

COURSE: BMC 103 | 40 Hours | $625
021 | Jan 28 - Apr 27 | Online

BUSINESS INTELLIGENCE INTRODUCTION
This course introduces students to the concepts, practices and tools used to successfully deploy business intelligence projects. Emphasis will be given to people and processes with an introduction to the technologies involved.

COURSE: ICT 700 | 30 Hours | $975
025 | Jan 16 - Mar 19 | R | 6 - 9 pm | Online
026 | Feb 24 - Mar 25 | MW | 6 - 9 pm | DT
027 | Apr 15 - Jun 17 | W | 6 - 9 pm | Online
028 | Jul 7 - Aug 6 | TR | 6 - 9 pm | Online

BUSINESS INVESTMENT ATTRACTION
Learn key concepts related to business and investment attraction in economic development. Cover community investment readiness; competitive advantage, how to select key target markets for investment attraction; working with site selectors; and, attracting foreign direct investment to help your community expand its economic base. Learn how to develop business investment strategies that will benefit your community.

COURSE: BMC 336 | 15 Hours | $395
013 | Mar 10 - Apr 13 | Online

BUSINESS LAW
If you are looking for a practical guide to understanding legal issues that often arise in the world of business and commercial transactions, this course is for you. Topics include the law of contract, the legal and practical structure of business organizations, agency and vicarious liability, the law of limitations, the law of negligence, and an overview of the legal system in Canada.

COURSE: BMC 117 | 40 Hours | $625
027 | Jan 22 - Apr 15 | W | 6 - 9 pm | DT

BUSINESS MANAGEMENT
Gain an overview of business management and the different facets and functions of business. Expand your understanding of the Canadian business environment and managing the modern enterprise in an ever-changing global economy.

COURSE: BMC 205 | 40 Hours | $625
277 | Jan 14 - Apr 13 | Online
278 | Jan 14 - Apr 13 | Online
279 | Jan 16 - Apr 9 | R | 6 - 9 pm | DT
280 | Feb 1 - Mar 7 | S | 8:30 am - 5 pm | DT
281 | Feb 3 - Mar 18 | MW | 6 - 9 pm | DT
282 | Apr 21 - Jul 20 | Online
283 | Apr 21 - Jul 20 | Online
284 | Apr 25 - May 30 | S | 8:30 am - 5 pm | DT
285 | Apr 28 - Jun 9 | TR | 6 - 9 pm | DT
286 | Aug 17 - 21 | MTWRF | 8:30 am - 5 pm | DT

BUSINESS PROCESS MANAGEMENT
This course introduces students to the Business Process Management (BPM) concepts, methodologies and techniques used to improve an organization’s operational performance and to reduce its costs and risks.

COURSE: ICT 763 | 30 Hours | $825
007 | Apr 20 - May 25 | MW | 6 - 9 pm | Online

BUSINESS RETENTION AND EXPANSION
Business retention and expansion (BR&E) is a primary economic development strategy that results in a healthy and thriving business community. Long-term BR&E programs are a means of connecting businesses with resources and opportunities that will improve their competitive position, market networks and ultimately their profitability.

COURSE: BMC 335 | 15 Hours | $395
014 | Feb 4 - Mar 9 | Online
015 | Jul 21 - Aug 24 | Online

BUSINESS STRATEGY
Develop your ability to solve business issues, while examining managerial strategy and practices in real-world settings. Learn to diagnose problems, analyze and evaluate solutions, and formulate action plans, all within a holistic policy framework. The focus is on managerial attitudes, as well as knowledge and skills.

COURSE: BMC 160 | 40 Hours | $625
023 | Feb 11 - May 11 | Online

CAREER DEVELOPMENT FOUNDATIONS
Discuss the major career development foundations that underlie the modern practice of advising. Explore the essential components leading to employee and student success and retention whether in the workforce or in higher education. Discuss important issues facing career practitioners as they strive to help individuals make life decisions.

COURSE: ADL 210 | 30 Hours | $525
025 | Jan 21 - Mar 16 | Online
026 | Apr 14 - Jun 8 | Online
027 | Jul 13 - 16 | MTWRF | 8:30 am - 4:30 pm | DT

CELLPHONE PHOTOGRAPHY
By applying fundamental photographic principles, fully exploiting the functionality of the cellphone camera, and using common applications, learn how to push your cellphone camera to its fullest potential.

COURSE: PHO 126 | 6 Hours | $145 + GST
006 | Mar 7 | S | 9 am - 4 pm | Main

CELLPHONE VIDEOGRAPHY
Using your cellphone to create quality video has never been easier. With cellphone technology improving all the time, your smartphone’s video capabilities and video quality have improved immensely. With a few inexpensive apps and tools we will explore how to create fun, compelling videos that tell your story and make it easy to share across social media channels.

COURSE: PHO 131 | 6 Hours | $145 + GST
001 | Feb 8 | S | 9:30 am - 4:30 pm | Main
CHANGING MANAGEMENT THEORY AND APPLICATION
In the 21st century, organizations and workplaces experience constant change. Changes in leadership, organizational structure, operational systems and business culture impact business outcomes and the individuals involved. In this introduction to change theory, the underlying human behaviour elements and organizational processes will be integral as the focus is on the people impacted by change and those leading and managing it. Learn organizational change strategies through different lenses and frameworks, and examine interventions and tools to plan and manage the change process. Learn technique and tactics to facilitate change within an organization, through engaged processes. Formerly: BMC 324 Change Management. Students who completed BMC 324 are exempt from taking BMC 358 Change Management Theory and Application.

COURSE: BMC 358 | 20 Hours | $445
014 | Jan 14 - Mar 2 | Online

CHANGE STRATEGY AND PLANNING
Examine readiness for change at both the organizational level and the stakeholders’ level. Discuss a framework for planning change while ensuring accountability measures are in place for everyone involved. Consider the risks and financial costs associated with change and how they should affect an organization’s change plan, while aligning it with the organization’s goals, strategies and culture.

COURSE: BMC 359 | 20 Hours | $445
008 | Feb 25 - Apr 13 | Online

CHEMISTRY 1
This is the first of two courses designed to prepare you for university entrance. The course covers several major concepts related to the nature of matter and the nature of a chemical reaction and chemical change. Major units include diversity of matter and chemical bonding, matter as solutions, acids and bases, forms of matter, gases and quantitative relationships in chemical changes.

Prerequisite: Science 10 or equivalent

COURSE: UPG 140 | 39 Hours | $475
018 | Jan 15 - Apr 15 | W | 6:30 - 8 pm and
Jan 18 - Apr 18 | S | 10:30 am - 12 pm | Main

CHEMISTRY 2
This is the second of two courses designed to prepare you for university entrance. The themes of changes, energy and systems are central to the course, and equilibrium and matter are subordinate themes. Specific units include thermo-chemical changes, chemical changes of organic compounds, electrochemical changes, and chemical equilibrium focusing on acid-base systems.

(Previously UPG 104 Introduction to Chemistry)

Prerequisite: Chemistry 20, UPG 140 Chemistry I or equivalent

COURSE: UPG 240 | 39 Hours | $475
033 | Jan 13 - Mar 30 | MR | 5:15 - 7 pm | Main
034 | Apr 28 - Jun 9 | T | 5:45 - 8:45 pm and
May 2 - Jun 13 | S | 9:30 am - 12:30 pm | Main

CLASSICAL INTERIOR DESIGN
Gain an overview of the influence of Greco-Roman artistic traditions on subsequent periods of European civilization. Classical interior design is based on order, symmetry and balance which relates to the ideals of the Greek and Roman empires. Learn the principles and foundations of these stylistic elements and examine the classical inheritance in a variety of selected masterpieces including painting, sculpture, architecture and furniture from the Greek and Roman times to the Neo-Classicism of the 18th and 19th centuries.

COURSE: INT 126 | 20 Hours | $345
005 | Mar 30 - Jun 1 | M | 6:30 - 9 pm | Main

CLUB DE LECTURA EN ESPAÑOL
Lea y comente, en idioma español, obras selectas de la literatura española y latinoamericana. Las lecturas incluirían cuentos, obras de teatro, fragmentos de novelas y poemas de diferentes épocas históricas. Mejore su capacidad de leer y entender textos escritos en español, al mismo tiempo que expande su vocabulario y sus habilidades de conversación. Además de desarrollar su competencia lingüística en el idioma español, adquiera una mejor comprensión de la historia española y latina, y de sus culturas.

Prerequisite: SPA 105 Spanish 5

COURSE: SPA 460 | 25 Hours | $295 + GST
007 | Jan 23 - Mar 26 | R | 6:30 - 9 pm | Main

COLLABORATIVE LEARNING TEAMS
We need new forms of knowledge, skills and work relations for sustainability in today’s rapidly-changing workplace. The concepts of collaborative learning and the learning organization are new and promising creative strategies that respond to this need. In this course, enhance your knowledge of innovative response strategies for changing workplaces and develop powerful collaboration skills that create positive team learning experiences for yourself and others.

COURSE: ADL 127 | 30 Hours | $525
016 | Apr 14 - Jun 8 | Online
COLOUR FOR HOMEOWNERS
Focus on exterior and interior colour for homeowners. No longer does colour in the home have to be an intimidating subject. Topics include: choosing colours for the home, living with colour, using colour to create space, creating focus areas, the psychology of colour, and modulating a colour palette from room to room. Tricks of the trade from initial planning to the completed room will be offered.

COURSE: INT 105 | 10 Hours | $195
028 | May 23 - 30 | S | 9 am - 3 pm | Main

COLOUR THEORY 1
Examine various colour theories, relationships, and phenomena within the context of two- and three-dimensional design. Effects of light, colour mixing, colour application, and colour dynamics are addressed. There are in-class and home assignments.

COURSE: ART 321 | 30 Hours | $425
018 | Jan 27 - Apr 6 | M | 6 - 9 pm | DT
019 | Apr 16 - Jun 18 | R | 6 - 9 pm | Main

COMMUNICATING INTERCULTURALLY
Through reflection, discussion and experiential activities: examine the notion of culture as a perceptual lens, explore cultural differences in values and communication styles, identify barriers to effective intercultural communication, and develop skills for bridging the language and culture divide. Formerly: ADL 120 Intercultural Skills for the Global Workplace.

COURSE: BMC 273 | 20 Hours | $495
014 | Aug 11 - 13 | TWR | 8:30 am - 4 pm | DT

COMMUNICATION STRATEGIES FOR LEADING GROUPS
Much of the work in organizations is done by small groups. Groups make decisions, plan, solve problems, share information and more. Learn tools and strategies to lead productive meetings, manage conflict, ensure that people’s time is well spent, and desired outcomes are achieved. Gain an understanding of group dynamics and process and how to bring creative energy to the art of leading groups with confidence.

COURSE: BMC 214 | 20 Hours | $495
020 | Jul 21 - 23 | TWR | 8:30 am - 4 pm | DT

COMPENSATION: DESIGN AND PRACTICE
Learn basic theory, concepts, techniques, and processes of wage and salary administration with a focus on practical applications. Topics include: job design and description, methods of job evaluation, wage and salary surveys, benefits, development of pay structures and policies, and linking performance to compensation.

COURSE: BMC 198 | 30 Hours | $525
044 | May 4 - Jun 8 | MR | 6 - 9 pm | DT

COMPUTER PROGRAMMING LEVEL 1
This course is the first in a series of three computer programming courses that introduces students to the fundamentals of the C# programming language, the Visual Studio Integrated Development Environment and the .NET framework. Students will also be introduced to the Software Development Lifecycle and Agile development methodologies.

COURSE: ICT 710 | 30 Hours | $825
028 | Jan 15 - Mar 18 | W | 6 - 9 pm | Main
029 | Feb 3 - Mar 9 | MW | 6 - 9 pm | Online
030 | Apr 14 - May 14 | TR | 6 - 9 pm | Online

COMPUTER PROGRAMMING LEVEL 2
This course is the second in a series of three computer programming courses that introduces students to the C# programming language, Visual Studio, the .NET framework, software development processes, and Agile methodologies. Preerequisite: ICT 710 Computer Programming Level 1

COURSE: ICT 711 | 30 Hours | $825
024 | Jan 16 - Mar 19 | R | 6 - 9 pm | Main
025 | May 26 - Jun 25 | TR | 6 - 9 pm | Online

COMPUTER PROGRAMMING LEVEL 3
This is the last course in a series of three computer programming courses that introduces students to the C# programming language, Visual Studio, the .NET framework, software development processes, and Agile methodologies. With additional work experience, students will be prepared to write the Microsoft C# Certification (Exam 70-483).

Prerequisite: ICT 711 Computer Programming Level 2 and ICT 710 Computer Programming Level 1

COURSE: ICT 712 | 30 Hours | $825
015 | Jan 11 - Mar 21 | S | 9 am - 12 pm | Online
016 | Jul 7 - Aug 6 | TR | 6 - 9 pm | Online

CONDUCTING EFFECTIVE INTERVIEWS
Learn the interview process and examine various effective interviewing techniques. Practice interviewing and preparing for an interview. Develop methods for tracking and evaluating interview responses. The emphasis is on practical application for Human Resource professionals and line managers. Formerly: BMC 105 Interviewing Techniques (30 hours)

COURSE: BMC 328 | 20 Hours | $495
014 | Mar 23 - 25 | MTW | 8:30 am - 4 pm | DT

CONFLICT COACHING LEVEL 2
This advanced coaching course will broaden and deepen your ability to coach others through challenging situations. Expanding your conflict coaching skill box, you will learn how to work with strong emotions related to conflicts, and examine the impact of face-saving, resistance, and power dynamics within the context of challenging conversations. Self-management, empathic responsiveness and accuracy, and attention to goals focus will be discussed as integral to creating effective resolutions.

Prerequisite: PDS 238 Conflict Coaching Level 1

COURSE: PDS 239 | 21 Hours | $665
003 | Mar 10 - 12 | TWR | 8:30 am - 4:30 pm | DT
CONFLICT DYNAMICS IN GROUPS
Conflict in a team situation is challenging and team members need strategies for positive resolutions. As an effective team member, you need to identify the dynamics at play in the team, and learn and practise strategies for intervening to move the group towards resolution. Through role-play, case analysis and discussion, you will build your understanding of group role functions and problematic behaviours that interfere with the function of the team. You will practise a collaborative conflict resolution process.

Prerequisite: PDS 001 Foundations of Collaborative Conflict Resolution or PDS 002 Foundations of Collaborative Conflict Resolution: Workplace Focus and PDS 185 Negotiation Skills Level I or PDS 006 Mediation Skills Level I

COURSE: PDS 229 | 14 Hours | $460
009 | Mar 3 - 4 | TW | 8:30 am - 4:30 pm | DT

CONFLICT MANAGEMENT
Learn how to deal effectively with the conflicts that are frequently part of workplace life. Gain an understanding of your conflict management style and develop strategies and skills to deal with individual and team conflict situations. Improve relationships and increase personal productivity. These are the results that effectively managed conflict can provide.

COURSE: BMC 212 | 20 Hours | $495
103 | Feb 13 - Mar 26 | R | 6 - 9 pm | DT
104 | Apr 14 - Jun 1 | Online
105 | Jul 7 - 28 | TW | 6 - 9 pm | DT

CONSTRUCTION COSTING
Learn the processes required to estimate the cost of construction projects from start to finish. This course covers the detailed steps involved in the tendering process including how to analyze the tender documents, the types of estimating methods used, the application of productivity factors, the calculation of job overheads, and the final assembly of the lump sum tender. An individual project will help you apply the concepts learned.

COURSE: BMC 110 | 40 Hours | $625
019 | Jan 28 - Apr 21 | T | 6 - 9 pm | DT

CONTROL SYSTEMS IN CONSTRUCTION PROJECTS
Project administrative personnel benefit from this overview of typical control systems in construction projects. Prepare for most aspects of office and site control by examining these topics: key roles of personnel, business management, financial control, cash management, loss control, contract forms and bidding strategies, operations, labour management, health and safety.

COURSE: BMC 243 | 40 Hours | $625
015 | May 4 - Jun 17 | MW | 6 - 9 pm | DT

COPY EDITING AND PROOFREADING
You will develop solid copy editing skills (clarity, correctness, conciseness, consistency) by learning to identify and correct content errors, problems in technical quality, style guide conformity and issues in language and thought. Then focus on proofreading skills including proofreaders’ marks, grammatical and spelling errors, and basic formatting. Topics may also include working with style sheets, proofing on screen versus proofing hard copy, and proofing electronically generated or scanned material for a variety of English-language texts. Learn through study, practice, peer and instructor feedback, and assignments. Access to a printer and a scanner or high quality camera device is required.

COURSE: WRI 120 | 30 Hours | $595
039 | Jan 21 - Mar 16 | Online
040 | Apr 7 - Jun 1 | Online
041 | Jul 21 - Sep 14 | Online

COPYWRITING—WORDS THAT SELL
Using words as tools, make the reader sit up and take notice so you can first communicate with, and then persuade and motivate, them. Then, acquire a foundation in the copywriting process, marketing strategies, and the principles of persuasion. Learn to write dynamic advertisements and sales and marketing brochures for products and services. Get instructor and peer feedback as you learn to write influential sales and marketing brochures, letters and other documents.

COURSE: WRI 240 | 30 Hours | $595
010 | Jan 28 - Mar 23 | Online

The instructors are academically strong and they have strong business acumen that helps students translate the learning to workplace scenarios.”

Karen Cunliffe, Graduate Certificate in Professional Management specializing in Risk Management
CORPORATE EVENT PLANNING
Understand the powerful role events can play in your organization. Recognize the key qualities of successful events including product launches, trade shows, conferences, and employee events. Gain strategic and practical event planning skills through a case study project. Topics include: audience research, locations, planning, display and booth designs, media and public relations, presentation materials, promotional items, event evaluation, and outside resources. Formerly: BMC 261 Special Event Planning
COURSE: BMC 292 | 20 Hours | $445 012 | Feb 29 - Mar 14 | S | 8:30 am - 4 pm | DT

CORPORATE SOCIAL RESPONSIBILITY
Corporate Social Responsibility (CSR) is the principle of businesses supporting communities and people. It is best demonstrated when CSR practices are used to build bridges between the business and community sectors that enable businesses to support social issues and interests. The challenge is often to find a balance between doing good and leveraging these practices to benefit business as well as the community and its constituents. This introductory course covers CSR methods, tools, principles and practices, and is for those interested in knowing what CSR is and how it is generally implemented and managed in an organization.
COURSE: BMC 279 | 20 Hours | $445 014 | Feb 11 - Mar 30 | Online

CORRECT AND CLEAR! GRAMMAR, PUNCTUATION AND STYLE CLINIC
Does the mention of a run-on sentence fill you with dread? Do your sentences cry out for more vitality and brevity? Are you interested in strategies that professional editors use to revise efficiently? Strong writers tune up their grammar and writing skills regularly. They know that good grammar and clear, dynamic writing are fundamental to successful and stylish writing. In this non-certificate course you will review the basics of grammar including parts of speech, sentence structure, common grammatical problems and solutions, and punctuation. Examine how to dramatically improve your writing by applying the principles of clarity, brevity, energy, and cohesion. This course is intended for native English speakers or high level second language speakers. Our English language policy can be found at: conted.ucalgary.ca/policies/list/english.jsp
COURSE: WRI 205 | 15 Hours | $325 - GST 010 | Apr 28 - 30 | TR | 8:30 am - 4:30 pm | DT

CREATING PROGRAMS IN ADULT EDUCATION
Take a comprehensive and systematic look at creating programs for adult learners. Program planning involves the thoughtful integration of many elements and issues to create a successful learning experience. Discover and apply the many parts of program planning in the creation of a work-related program. Sharing your ideas and experiences with your peers will be part of this collaborative learning experience.
COURSE: ADL 128 | 40 Hours | $625 034 | Mar 31 - Jun 8 | Online

CREATIVE ACRYLIC PAINTING
Explore a variety of acrylic painting techniques, and develop basic painting skills. You will work mainly from still-life, landscape, and photographs but will also experiment with abstraction. While similar to oil paints, acrylics are water-based and preferred for home-studio use.
COURSE: ART 109 | 30 Hours | $425 038 | Apr 17 - Jun 19 | F | 6 - 9 pm | Main

CREATIVE WRITING EXPLORATION
Give voice to your inner story teller. Examine various genres including fiction, creative non-fiction, poetry and drama through discussion, writing exercises and close reading of published work. Receive instructor and peer feedback consistent with your level of experience and comfort. The focus will be on generating ideas and learning the basics of the creative writing process.
COURSE: WRI 140 | 30 Hours | $595 023 | Jan 28 - Mar 23 | Online 024 | Jun 23 - Aug 17 | Online

CREATIVE WRITING FINAL PROJECT
Hone your writing and editing skills through writing, practise, peer discussion and 10 hours of mentorship with a published author. The work in progress will be a minimum of 10-15 pages and will also include a learning agreement describing the project and the direction of the work. The submission must be received at least one month prior to the course start date. You will enhance your skills and understanding of the writer’s craft specific to genre, and produce a small manuscript of approximately 40-50 pages maximum length. To register into this course, please call 403.220.2866.
Prerequisite: 160 hours of courses in the Creative Writing Certificate
COURSE: WRI 500 | 40 Hours | $1,055 015 | Apr 7 - Jun 22 | Online

CRIME IN THE WORKPLACE
Workplace crime has the potential to affect the success and vitality of organizations. Learn why and how crime can occur in the workplace and what motivates the workplace crime offender. Explore the various ways that crime can be either facilitated or inhibited by the actions of organizations. Using a risk management approach, you will discover how to define, select, and implement valid crime prevention techniques in your workplace.
COURSE: BMC 209 | 20 Hours | $445 017 | Apr 7 - May 25 | Online
CROSS-PLATFORM APP DEVELOPMENT NEW
Learn how to develop a mobile application (app) from conceptualization through to design, development and launch. In this online, self-paced course, you will explore how to build apps using the cross-platform Ionic’s framework while considering usability requirements across different Android, iOS, web-based platforms, as well as discover the technologies and design principles for mobile app development. Complete a final project involving publishing or selling the newly created app on various mobile stores. For the duration of the course you will have 24/7 access to course materials allowing you to save your progress and resume where you left off at any time. This course is for individuals who would like some hands on experience. No prior coding experience or prerequisites are required.

COURSE: ICT 694 | 90 Hours | $1,499 + GST
004 | Jan 1 - Jun 30 | Online
005 | May 1 - Oct 31 | Online

CULTURE IN LANGUAGE TEACHING
Knowing a second language also means knowing a second culture. Learn what the term culture means and the purpose of knowing a culture for second language learners. Study how to integrate culture and intercultural explorations into the learning experience. Finally, examine the influences of culture on teaching and learning in both multi- and mono-cultural contexts. Discuss theory and practical elements of integrating peoples of different cultures.

Prerequisite: Completion of TSL Level 1 - TESL courses or TSL Level 1 - TIHL courses

COURSE: TSL 226 | 30 Hours | $575
003 | Jun 30 - Aug 24 | Online

CUSTOMER SERVICE EXCELLENCE
Create customer loyalty by defining, managing, and enhancing the customer experience. Learn customer service skills and behaviours: how to link performance to customer requirements, model impeccable customer interactions, coach individuals, and develop your service team.

COURSE: BMC 185 | 15 Hours | $445
016 | Jun 19 - 20 | FS | 8:30 am - 4 pm | DT

CYBERCRIME PREVENTION
Cybercrime prevention encompasses the information security of any organization and its people. Learn how to minimize the risks associated with targeted attacks or unintended consequences of everyday online activity at work and at home. Explore phishing/ spearphishing, cyberbullying, hacking, malware, online identity in social networking, and issues around child exploitation. Gain knowledge that can help you do your part to maintain your organization’s information security and online safety, as well as your own.

COURSE: BMC 332 | 30 Hours | $495
006 | Jan 28 - Apr 6 | Online

DATA ANALYSIS AND PRESENTATION
In this course, students will learn to create useful analysis for the business within a functional reporting framework. Also, students will learn to gather the right requirements and ask the right business questions to create dashboards and reports for presenting the results of business analysis using the MAD framework.

COURSE: ICT 707 | 30 Hours | $975
013 | Feb 18 - Mar 19 | TR | 6 - 9 pm | Online
014 | Apr 15 - Jun 17 | W | 6 - 9 pm | DT

DATA ANALYSIS USING MICROSOFT EXCEL TOOLS
In a data-driven environment analyzing and displaying data is a core accountability. Learn to perform powerful data analysis and create stunning interactive visualizations using Excel Tools including Power Pivot, Power Query and Power View. Each tool has unique features for creating powerful analysis, display and presentation outputs needed for busy data analysts, business decision makers and information workers. This course is designed for analysts, managers, and decision makers who want to communicate and present quantitative analysis.

COURSE: ICT 780 | 14 Hours | $575
002 | Jun 19 - 26 | F | 8:30 am - 4:30 pm | DT

DATA ANALYTICS FOR DIGITAL COMMUNICATIONS
Whether you work with a large firm or small company, learn to analyze the performance of your digital marketing and communications campaigns in relation to overall strategic business objectives. You will focus on how digital channels must be integrated and evaluated to understand how each channel contributes to overall success in digital initiatives. Determine key performance indicators and benchmarks which can be used to understand the results of your digital tactics. Lastly, you will learn how to create visuals presentations which demonstrate your analysis, key findings and recommendations to clearly inform and make recommendations towards achieving business goals and objectives.

COURSE: BMC 365 | 20 Hours | $495
002 | Feb 11 - Mar 30 | Online

DATA MODELING FOR IT PROJECTS
This course will introduce students to the various skills and techniques that are used to model relational databases. Also, students will learn data modelling techniques and methodologies that are used to build the conceptual, logical and physical schemas in a technology agnostic manner that will define the data elements along with the structures and relationships between them.

COURSE: ICT 287 | 30 Hours | $825
013 | Jan 14 - Mar 17 | T | 6 - 9 pm | Online

DATA PREPARATION AND DIMENSIONAL MODELING
This course will help business and technical people, providing training and exposure that is necessary for both development and the effective use of common data systems.

Prerequisite: ICT 700 Business Intelligence Introduction and ICT 128 Relational Databases Fundamentals

COURSE: ICT 706 | 30 Hours | $975
012 | Jan 13 - Mar 23 | M | 6 - 9 pm | Online
DEAD MEN DO TELL TALES!
INTRODUCTION TO FORENSIC ANTHROPOLOGY
Fire, mass disasters, murder and missing persons are all contexts in which human remains are found and require the expertise of the forensic anthropologist. The skeleton retains valuable evidence that can be revealed through careful scientific examination. Learn how a forensic anthropologist, through the analysis of skeletal remains, determines the sex, age, race, height, personal habits, lifestyles and sometimes, cause of death. We will unravel the mysteries of forensics, and how forensic information is used in solving crimes.

COURSE: HUM 408 | 15 Hours | $275 + GST
002 | Jan 28 - Mar 3 | T | 6:30 - 9 pm | Main

DEALING WITH ANGER
This course builds on the material in Foundations of Collaborative Conflict Resolution and Foundations of Collaborative Conflict Resolution: Workplace Focus, and presents theory, skills and approaches for managing one’s own angry feelings and behaviours, and responding to anger in others. Topics such as anger triggers, self-management, defusing skills, the origins of personal expressions of anger and disengaging from angry encounters are explored. Emphasis is on self-awareness and skill development through small group exercises.

Prerequisite: PDS 001 Foundations of Collaborative Conflict Resolution or PDS 002 Foundations of Collaborative Conflict Resolution: Workplace Focus

COURSE: PDS 007 | 21 Hours | $645
019 | Jun 9 - 11 | TWR | 8:30 am - 4:30 pm | DT

DECORATING AS A BUSINESS
This overview of operating a small decorating business will inform and guide new or aspiring decorators who have little or no experience operating a small business. Review areas of employment in the decorating field, qualities that contribute to success as a self-employed decorator, marketing basics, gaining practical experience, and remaining motivated. Also discuss client relations, your own goals and how to achieve them.

COURSE: INT 124 | 30 Hours | $425
010 | Jan 30 - Apr 2 | R | 6 - 9 pm | Main

DESIGN PRINCIPLES
In this studio class, use various techniques and materials to explore the fundamentals of two-dimensional imagery and three-dimensional objects in space. Study design elements such as line, shape, form, unity, balance, colour, texture and space. Develop an understanding of design. A supply list is provided at the first class.

COURSE: ART 103 | 30 Hours | $425
042 | Jan 29 - Apr 1 | W | 6 - 9 pm | Main
043 | Apr 4 - Jun 20 | S | 6 - 9 pm | Main

DESIGN THINKING
Design thinking is a unique, non-linear approach to considering problems and produce innovative and thought-provoking solutions. Design thinking’s key strength is its emphasis on reframing to solving the right problem. Develop the design thinking mindset through the introduction of the human-centered design and creative problem-solving approach which offers the promise of new, more effective solutions.

COURSE: BMC 377 | 20 Hours | $495
001 | May 23 - Jun 6 | S | 8:30 am - 4 pm | DT

DESIGNING LEARNING
Discuss the basics of instructional design and how to effectively apply sound design principles to facilitate learning in face-to-face, online, group, and self-study contexts. Learn how to design learning activities that work, and learning assessments that will confirm that they worked. In this portfolio-based course, design a complete module of learning.

COURSE: BMC 377 | 20 Hours | $495
001 | May 23 - Jun 6 | S | 8:30 am - 4 pm | DT

DEVELOPING A TALENT MANAGEMENT STRATEGY
This course outlines the tactics and tools that human resource professionals can use to develop an effective talent management strategy. Review the talent management process including recruitment requirements and the employee life cycle. Identify connections with strategic business objectives and examine effective talent management strategies that can be applied to any organization.

COURSE: BMC 369 | 20 Hours | $495
002 | Mar 7 - 21 | S | 8:30 am - 4 pm | DT

DIGITAL CONTENT MANAGEMENT
This course will explore the principles of content development planning and management in the digital space with a modern application to leverage branding capabilities. By using best practices from traditional marketing channels, students will gain an overview of how to plan digital communications that are effective and relevant to audiences. Students will evaluate digital content and the effective use of interactive marketing tools across all platforms.

COURSE: BMC 381 | 20 Hours | $495
001 | May 26 - Jul 13 | Online

DIGITAL SOCIAL PLATFORMS
Explore how social media has profoundly changed both personal and professional communication. Apply strategies and methods to effectively manage this communication to optimize your marketing campaigns to engage and retain customers. Through discussions, identify best practices and the benefits of establishing a social media strategy within your organization.

COURSE: BMC 382 | 20 Hours | $495
001 | Jul 21 - Sep 7 | Online

DISABILITY MANAGEMENT:
AN INTEGRATIVE APPROACH
Disability management is most effective when integrated and embedded into the strategies and culture of an organization. This course introduces an interdisciplinary approach to the concepts and practices of disability management, and addresses how to design, implement, and market an effective disability management program.

COURSE: BMC 309 | 30 Hours | $550
019 | Jan 21 - Mar 30 | Online

DIVERSITY IN ADULT LEARNING
How does diversity impact our perspectives, our communication, our relationships, our value systems, our ethical practice, our classrooms and workplaces? How do we find the balance in supporting the richness of diversity and maintaining our own sense of self? Explore the intersecting issues of diversity as they shape educational and management practices in the workplace and community.

COURSE: ADL 110 | 30 Hours | $525
030 | Jan 7 - Mar 2 | Online
031 | Apr 28 - Jun 22 | Online
DOCUMENT DESIGN
Learn to successfully present user-friendly documents, starting with a brief overview of the four basic design principles, next learn about colour and font, and how choosing the right one can have a positive impact on your writing. Then apply these principles to numerous documents including creative writing, correspondence, brochures, reports, and websites through study, practice, peer and instructor feedback, and assignments.

Prerequisite: WRI 150 Writing in the Workplace or BMC 113 Business Writing Basics or WRI 130 Professional Writing Basics or WRI 120 Copy Editing and Proofreading or WRI 110 Writing Well

COURSE: WRI 220 | 30 Hours | $595
015 | Jan 21 - Mar 16 | Online

DRAWING 1
Build a strong foundation for any visual art discipline through drawing. This course is ideal for beginners, as well as those who have previous experience in visual arts. Learn basic knowledge in drawing. Study fundamental concepts and techniques, and draw from both still life and nude human figures using charcoal, pencil, and conté.

COURSE: ART 314 | 30 Hours | $425
031 | Jan 31 - Apr 3 | F | 6:30 - 9:30 pm | Main
032 | Apr 17 - Jun 19 | F | 6:30 - 9:30 pm | Main
033 | Jun 8 - 13 | MTWRFS | 10 am - 4 pm | Main

DRAWING 2
Enhance your drawing skills by studying and practising techniques in still life, posture and figure drawing. Refine your competencies by using shadow and light to create 3D objects on paper, learning further about the anatomical structure of the human figure and drawing facial features with exact proportions and gestures. Working from mannequins, cast portraits and live models will greatly improve your techniques in drawing.

COURSE: ART 315 | 30 Hours | $425
008 | Feb 4 - Apr 7 | T | 6:30 - 9:30 pm | Main

DUTCH 2
Continue to build conversational skills in Dutch by focusing on important phrases, sentence structures and vocabulary.

Prerequisite: DUT 100 Dutch 1 or equivalent

COURSE: DUT 200 | 20 Hours | $265 - GST
012 | Jan 22 - Mar 11 | W | 6:30 - 9 pm | Main

E-LEARNING: PRINCIPLES AND PRACTICE
Learn about the field of e-learning and the principles, philosophies, models, approaches, technologies, and delivery modes used by practitioners of e-learning. Explore the various needs that e-learning practices can meet and the best ways to effectively implement e-learning to meet those needs.

COURSE: ADL 121 | 40 Hours | $625
030 | Apr 21 - Jun 29 | Online

ECOLOGICAL DEVELOPMENT: ESTABLISHING THE FOUNDATION
The function of economic development is often complex, and understanding your role in the process will be key both to the success of your career, and to the overall success of economic development in your community. There is no one way to do community economic development so each community, organization or volunteer will approach it differently. This course will provide you with a good foundation of knowledge, tools and resources for working within community economic development and with elected officials, economic development practitioners, and stakeholders.

COURSE: BMC 325 | 15 Hours | $395
015 | Apr 28 - Jun 1 | Online

ECONOMICS FOR BUSINESS
Why do the values of the Canadian dollar and the American dollar differ? Is the GST a bad tax? Why is it so difficult to find a job sometimes? Should medical care be free of charge to all residents of Canada? These questions, essential to everyday living, are best answered through an understanding of economics. Discuss basic economic principles by applying them to everyday events and issues. Course includes relevant economic information that will help you make better and more informed personal and business decisions.

COURSE: BMC 171 | 40 Hours | $625
035 | Apr 21 - Jul 20 | Online

ECOSYSTEMS: FUNCTIONS AND IMPACTS
Functional ecosystems are the basis for our health, social, and economic wellbeing. This course focuses on current environmental issues and introduces fundamental knowledge about ecosystem functioning to better understand the underlying reasons for the challenges our growing world population is facing. Understanding ecosystem functioning and the factors limiting their development and resilience when disturbed by human activities is essential for their sustainable use and appropriate management. In-class discussions and case studies will be used to directly apply learned concepts. This course includes a half-day field trip to an area near Calgary. Formerly: BMC 245 Environmental Systems, BMC 263 Ecosystems: From Impact to Ethics

COURSE: BMC 274 | 30 Hours | $550
024 | Apr 7 - Jun 15 | Online

EDITING FOR STRUCTURE
Structural editing, also known as substantive editing, is the first step of the editing process. Structural editors organize content into a logical sequence to help writers clearly convey their argument or goal and meet the needs of their audience. They look at how the content is organized, if there is anything missing and suggest improvements in a way that builds a positive relationship with clients and writers. These skills are important for editors and writers of all types including creative, non-fiction, technical and professional writing. This course uses real-world examples and activities to walk you through this first part of the editing process. You will learn practical tips on ways to reorganize a text or document.

COURSE: WRI 121 | 15 Hours | $295 + GST
001 | Feb 4 - Mar 9 | Online

EMERGENCY PLANNING FOR INDUSTRY
Learn industry standards and accepted practices for developing an emergency response plan. Topics include: potential hazard identification, risk analysis, and response planning.

COURSE: BMC 200 | 20 Hours | $445
016 | Jan 28 - Mar 16 | Online
### EMERGENCY RESPONSE
Emergency preparedness and response are growing concerns within all industries operating in North America and overseas. Fires and explosions, building and crane collapse, natural disasters, chemical spills, and terrorist attacks can disturb or destroy a company’s operations for extended periods of time. Learn the five main aspects involved in emergency preparedness and response: recognition of vulnerabilities, development of plans, implementation, response, and post-incident analysis. We will use lectures, case studies, and take home assignments to assist you in incorporating an effective and specific plan for your place of work.

**COURSE:** BMC 218 | **20 Hours | $495**  
020 | Apr 7 - May 25 | Online

### EMOTIONAL INTELLIGENCE: THE LEADER’S ADVANTAGE
Good leaders use their emotional intelligence to increase their personal and interpersonal effectiveness. Emotional intelligence can be learned, developed, and enhanced. Discover your EQ, learn how to relate concepts and competencies of emotional intelligence to leadership effectiveness, and create practical strategies to foster your emotional intelligence in the workplace.

**COURSE:** BMC 115 | **15 Hours | $495**  
034 | Jul 27 - 28 | MT | 8:30 am - 4:30 pm | DT

### EMPLOYEE BENEFITS
This survey course of employee benefit programs includes design and funding as well as current issues and directions. Contribute to the class through your own experience from employment or research. Topics include: survivor plans, disability plans, medical and dental plans, preventive health plans, retirement plans, planning incentives, taxation of benefits, flexible benefits, and benefits communication.

**COURSE:** BMC 230 | **30 Hours | $525**  
044 | Jan 14 - Mar 25 | Online  
045 | Aug 10 - 14 | MTRF | 8:30 am - 4:30 pm | DT

### EMPLOYEE DEVELOPMENT AND TRAINING
A strategic learning and development culture supports performance improvement planning and employee development. It builds employee retention and loyalty, and promotes employee engagement and organizational growth. Learn how to plan, develop and implement a training and development program that benefits employees and organizations alike.

**COURSE:** BMC 354 | **30 Hours | $525**  
010 | Apr 14 - Jun 22 | Online  
011 | Jul 7 - Aug 6 | TR | 6 - 9 pm | DT

### EMPLOYEE RELATIONS: POLICY DESIGN AND DOCUMENTATION
A practical guide to hiring, performance, promotions and demotions, discipline and terminating employees in a non-union environment. Learn the steps needed and the documentation required to manage employees within legal requirements. You will be aware of the relevant legislation impacting the Alberta workplace, be able to develop policies and understand the role of proper documentation relating to employees.

**COURSE:** BMC 192 | **20 Hours | $495**  
018 | Apr 21 - Jun 8 | Online

### EMPLOYMENT COUNSELLING TOOLKIT FOR CAREER DEVELOPMENT PRACTITIONERS
As career development practitioners, clients look to us for sound strategies that yield results for their job search. This course focuses on tools and approaches for locating and securing employment for our clients in the changing labour market. The focus is on developing strategies for career development practitioners to use with clients in both individual and group settings. Topic areas include: skills profiling and work search preparation; web-based work search and social media strategies; networking; resume and cover letter preparation; interview preparation, techniques and job offer negotiations; referrals to community resources.

**COURSE:** ADL 215 | **30 Hours | $525**  
002 | Feb 11 - Apr 6 | Online

### ENGLISH 2
This course is designed to prepare students for university entrance. The course focuses on the study of literature and non-print media with the writing of longer essays. Students will learn research and documentation methods needed for academic essays.

**Prerequisite:** English 20-1 or equivalent

**COURSE:** UPG 222 | **60 Hours | $545**  
007 | Jan 14 - Mar 23 | Online  
008 | Jan 15 - Mar 25 | W | 5:30 - 8:30 pm and  
Jan 18 - Mar 21 | S | 9:30 am - 12:30 pm | Main  
009 | Apr 1 - Jun 10 | W | 5:30 - 8:30 pm and  
Apr 4 - Jun 13 | S | 9:30 am - 12:30 pm | Main

### ENGLISH PRONUNCIATION
If you have moderate pronunciation difficulties, this course provides you with a detailed and systematic study of the sounds and patterns of Canadian English. The focus is not only on effective speech production and auditory discrimination, but also on improved oral presentation techniques.

**Prerequisite:** ENL 310 ESL 3, or placement test

**COURSE:** ENL 415 | **30 Hours | $325**  
038 | Jan 25 - Apr 4 | S | 9 am - 12 pm | Main  
039 | Apr 25 - Jul 4 | S | 9 am - 12 pm | Main

### ENTREPRENEURSHIP FINANCE NEW
Successful businesses understand business finances such as cash flow and handling credit, which is necessary for growth. This course is designed to position entrepreneurs and small business owners, towards financial success in the early or growth stage of the small business. Students will examine and evaluate the business’s credit position, sources of external funding and the overall financial health of the small business.

**COURSE:** BMC 374 | **20 Hours | $495**  
001 | May 26 - Jul 13 | Online

### TOOLS AND APPROACHES OF EMPLOYMENT COUNSELLING NEW
This workshop focuses on various tools and approaches of employment counselling. Participants will learn to use a variety of assessment tools to create practical strategies to foster their job search. A variety of strategies will be used to assist participants in identifying their strengths, skills, and competencies, and in using them to develop effective job search strategies.

**COURSE:** BMC 192 | **20 Hours | $495**  
018 | Apr 21 - Jun 8 | Online

### TOOLS AND APPROACHES OF EMPLOYMENT COUNSELLING TOOLKIT NEW
This workshop focuses on various tools and approaches of employment counselling. Participants will learn to use a variety of assessment tools to create practical strategies to foster their job search. A variety of strategies will be used to assist participants in identifying their strengths, skills, and competencies, and in using them to develop effective job search strategies.

**COURSE:** BMC 192 | **20 Hours | $495**  
018 | Apr 21 - Jun 8 | Online

### TOOLS AND APPROACHES OF EMOTIONAL INTELLIGENCE NEW
This workshop focuses on various tools and approaches of emotional intelligence. Participants will learn to use a variety of assessment tools to increase their personal and interpersonal effectiveness. A variety of strategies will be used to assist participants in identifying their strengths, skills, and competencies, and in using them to develop effective emotional intelligence strategies.

**COURSE:** BMC 115 | **15 Hours | $495**  
034 | Jul 27 - 28 | MT | 8:30 am - 4:30 pm | DT

### TOOLS AND APPROACHES OF EMOTIONAL INTELLIGENCE TOOLKIT FOR LEADERSHIP NEW
This workshop focuses on various tools and approaches of emotional intelligence. Participants will learn to use a variety of assessment tools to increase their personal and interpersonal effectiveness. A variety of strategies will be used to assist participants in identifying their strengths, skills, and competencies, and in using them to develop effective emotional intelligence strategies.

**COURSE:** BMC 115 | **15 Hours | $495**  
034 | Jul 27 - 28 | MT | 8:30 am - 4:30 pm | DT

### TOOLS AND APPROACHES OF EMPLOYEE BENEFITS NEW
This workshop focuses on various tools and approaches of employee benefits. Participants will learn to use a variety of assessment tools to create practical strategies to foster their job search. A variety of strategies will be used to assist participants in identifying their strengths, skills, and competencies, and in using them to develop effective employee benefits strategies.

**COURSE:** BMC 230 | **30 Hours | $525**  
044 | Jan 14 - Mar 25 | Online  
045 | Aug 10 - 14 | MTRF | 8:30 am - 4:30 pm | DT
ENVIRONMENTAL IMPACT ASSESSMENTS AND REPORTING
Discover the importance of Environmental Impact Assessments (EIA) as a tool to assist in meeting the goals of sustainable development. Examine EIA procedures as practiced currently under the provincial (Alberta) and federal (Canadian Environmental Assessment Agency) regulatory processes. Understand the importance of new and emerging developments on the EIA process in Alberta, including use of third-party reviewers (the 3PC initiative), efforts towards development of standardized Terms of Reference (ToRs) and the shifting of focus to cumulative effects assessments. Gain practical skills on the various steps required to put together an EIA report. The course utilizes a mix of lectures, in-class exercises, break-outs sessions and large group discussions.

COURSE: BMC 265 | 30 Hours | $550
012 | Apr 7 - Jun 15 | Online

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ENVIRONMENTAL LAW
Through case studies, regulatory proceedings, and litigation and legislation, learn about environmental law and how it is implemented in Alberta. Topics include: national and provincial environmental legislation, including the Alberta Environmental Enhancement and Protection Act, Alberta Water Act, the Canadian Environmental Protection Act and the Canadian Environmental Assessment Act; due diligence, civil liability, and environmental litigation and prosecution; as well as topical examinations of air and water, agriculture, biotechnology, biodiversity and conservation, carbon and climate issues, and environmental aspects of energy regulation for hydrocarbons, electricity and oil sands.

COURSE: BMC 112 | 30 Hours | $550
029 | Jan 21 - Mar 30 | Online

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ENVIRONMENTAL SITE ASSESSMENT
Learn the theory and practical application of the principles of environmental site assessment (Phase I and Phase II). Explore a variety of techniques used to assess environmental impacts relating to site disturbance, contamination, and other stressors. The collection of data to achieve a specific purpose and methods for ensuring data quality are emphasized. Data interpretation and factors affecting data reliability are covered in detail, along with the correct use of sampling equipment. Other topics include: environmental management measures, including risk assessment, due diligence and regulatory methods. Case studies and in-class simulations make the course principles come alive.

COURSE: BMC 153 | 40 Hours | $630
013 | Jan 21 - Mar 31 | T | 6 - 9 pm and Feb 1 | S | 8:30 am - 4:30 pm | Main

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ENVIRONMENTAL STEWARDSHIP AND SUSTAINABILITY
Many argue that environmental responsibility is a cornerstone for building just, equitable and sustainable societies. Others argue that preserving stable and balanced ecosystems is humanity’s primary obligation to both the planet and succeeding generations. The issue of sustainability touches upon economic, political, scientific and social realities. This course examines emerging sustainability trends and their implications. You will be encouraged to re-examine your attitudes towards both the environment and the future.

COURSE: BMC 169 | 30 Hours | $550
027 | Feb 7 - 8 | FS | 8:30 am - 5 pm and Feb 21 - 22 | FS | 8:30 am - 5 pm | DT

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ERGONOMICS
Ergonomics is the science that addresses human performance and well-being in relation to the tasks that are being completed, the equipment used, and the environment in which work is being completed. In this introductory ergonomics course, you will learn about the prevention of occupational illness and injury by making changes to the design of work and workplaces.

COURSE: BMC 199 | 30 Hours | $550
028 | Jan 21 - Mar 30 | Online

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ESL PART TIME PLACEMENT TEST
All new students must take a placement test before registering in an ESL course. Test format is multiple choice with listening and grammar sections. Please note that course sections are filled on a first-come, first-served basis.

COURSE: ENL 099 | 3 Hours | Free
009 | Jan 14 | T | 6 - 9 pm | Main
010 | Apr 14 | T | 6 - 9 pm | Main

COURSE: ENL 099 | 2 Hours | $35
011 | Jan 7 | T | 9 - 11 am | Main
012 | Jan 17 | F | 1 - 3 pm | Main
013 | Apr 9 | R | 9 - 11 am | Main
014 | Apr 17 | F | 1 - 3 pm | Main
015 | May 27 | W | 9 - 11 am | Main
016 | Jul 28 | T | 9 - 11 am | Main

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ESL 1
Those with basic English skills can benefit from this grammar review. Students will improve their conversational skills, pronunciation, intonation, and fluency. This course covers the most important parts of speech, vocabulary, and idioms at a low intermediate level.

COURSE: ENL 110 | 60 Hours | $525
028 | Jan 28 - Apr 2 | TR | 6:30 - 9:30 pm | Main
029 | Apr 28 - Jul 2 | TR | 6:30 - 9:30 pm | Main

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ESL 2
Those with limited English who wish to move to a more advanced level should take this course. You will develop conversational skills and verbal fluency. The course covers grammar, including: verb tenses, adjectives, modals, gerunds, spelling, idioms, vocabulary, listening, reading and writing.

Prerequisite: ENL 110 ESL 1, or placement test

COURSE: ENL 210 | 60 Hours | $525
029 | Apr 25 - Jul 2 | TR | 6:30 - 9:30 pm | Main
030 | Apr 28 - Jul 2 | TR | 6:30 - 9:30 pm | Main

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TO REGISTER: PAGE 3 | CAMPUS: MAIN, DOWNTOWN (DT), ONLINE OR OFF CAMPUS (OFF) | DAYS: MTWRFSU
ESL 3
This course is for students with a good working knowledge of English. Oral skills are practised through conversation and pronunciation exercises. Includes a review of speech, especially verb structures, noun clauses, listening comprehension, spelling, idioms, vocabulary, reading and writing.
Prerequisite: ENL 210 ESL 2, or placement test

COURSE: ENL 310 | 60 Hours | $525
046 | Jan 25 - Apr 4 | S | 9 am - 4 pm | Main
047 | Jan 28 - Apr 2 | TR | 6:30 - 9:30 pm | Main
048 | Apr 28 - Jul 2 | TR | 6:30 - 9:30 pm | Main

ESL 4
This course is for the student who demonstrates a high level of competence in the placement test. Includes grammar, a review of all parts of speech, and an introduction to new vocabulary and idiomatic expressions. Conversation, pronunciation, and correction are part of every class.
Prerequisite: ENL 310 ESL 3, or placement test

COURSE: ENL 410 | 60 Hours | $525
050 | Jan 25 - Apr 4 | S | 9 am - 4 pm | Main
051 | Jan 28 - Apr 2 | TR | 6:30 - 9:30 pm | Main
052 | Apr 28 - Jul 2 | TR | 6:30 - 9:30 pm | Main

ESL 5
This high-level, demanding course is designed for the very advanced learner of English. Focus on perfecting English skills, gaining a deeper knowledge of the finer points of grammar, levels of language, conversation and idioms. Some writing, spelling and vocabulary for particular situations may also be discussed. Be prepared to be corrected and challenged in every class.
Prerequisite: ENL 410 ESL 4, or placement test

COURSE: ENL 510 | 60 Hours | $525
033 | Jan 28 - Apr 2 | TR | 6:30 - 9:30 pm | Main
034 | Apr 28 - Jul 2 | TR | 6:30 - 9:30 pm | Main

ETHICS FOR CAREER DEVELOPMENT PROFESSIONALS
In your role as a career practitioner or student advisor, you are faced with ethical issues on an ongoing basis. Review key ethical principles and their consideration in professional conduct and client relationships. Examine a Code of Ethics and learn to apply a decision-making model in resolving ethical dilemmas in your workplace.

COURSE: ADL 221 | 10 Hours | $275
005 | Feb 25 - Mar 16 | Online
007 | Jun 2 - 22 | Online

ETHICS FOR PROFESSIONAL PRACTICE
A solid sense of your own professional ethical standards allows you to live an authentic life and be more confident about the choices you make. In your role as an educator, manager, advisor or other professional, this study of ethics will address professional ethical issues by exploring different ethical theories and approaches to decision making. You will learn the elements of logical discussion and debate as well as cognitive biases that can create flaws in our own thinking. Whether you are faced with a personal ethical dilemma or a disagreement with colleagues, you will be better prepared to analyze the issue and apply ethical reasoning to create a satisfactory conclusion.

COURSE: ADL 213 | 30 Hours | $525
013 | Feb 4 - Mar 30 | Online

EVALUATING AND SUSTAINING CHANGE
To sustain any change initiative, stakeholders have to truly adopt the change. Discuss methods for reinforcing new behaviours and processes and establishing guidelines that lead to a change-friendly culture that promotes growth. Focus equally on the crucial phases of managing a change process including completion of change management efforts, evaluation of expected outcomes, and reporting. Explore methods for monitoring and measuring change results. Learn how to apply current models of reporting to stakeholders and discuss how to communicate plans for sustaining change.

COURSE: BMC 361 | 20 Hours | $445
006 | Mar 10 - Apr 27 | Online
007 | Jun 13 - 27 | S | 8:30 am - 4 pm | DT

EVALUATION OF CANADIAN OIL AND GAS PROPERTIES
In this 12-week course, review the methods used in preparing economic evaluations of oil and gas reserves and undeveloped properties. Discuss the use of evaluations. Review uncertainties associated with the recovery of reserves, development of unproven properties, procedures that account for the risk associated with oil and gas assets, and the resulting recommendation for adjustments to the value of these assets.

COURSE: BUS 100 | 24 Hours | $1,099 + GST
034 | Jan 16 - Apr 2 | R | 5 - 7 pm | DT

EVENINGS WITH THE CALGARY PHILHARMONIC
Offered in cooperation with the Calgary Philharmonic Orchestra. Through listening, lecture, discussion, guest musicians and attendance at select CPO concerts, examine the making and development of classical music with the aim of deepening your understanding and appreciation of this music genre. Orchestral masterpieces studied may include the works of Barber, Beethoven, Rachmaninoff, Tchaikovsky, Mozart, Strauss, Mahler, Prokofiev, Handel and Bach. Through four preview sessions, the course offers a layman’s introduction to four concerts and attendance at those concerts. Course fee includes the price of concert tickets, orchestra seating. Check course section for concert dates. CPO season ticket holders please call to register at a reduced rate.

COURSE: HUM 405 | 8 Hours | $195 + GST and $133 + GST for tickets*
030 | Classes: Feb 10, 24, Mar 2, 16
M | 7 - 9 pm | Main
Concerts: Feb 15, 29, March 7, 21
031 | Classes: Mar 30, Apr 14, May 4, 25
M | 7 - 9 pm | Main
Concerts: April 3, 18, May 9, 30
*CPO season ticket holders only pay the course fee of $195 + GST
EVERYTHING YOU NEED TO KNOW ABOUT ALBERTA POLITICS
The course will cover everything you need to know to easily follow provincial politics in Alberta. What powers do provincial governments actually have? What is the relationship between Alberta’s government, municipalities and the federal government? Why do Albertans vote the way they do? Other topics include, provincial sales tax, Daylight Saving Time, equalization, and energy policy.

COURSE: FIF 637 | 6 Hours | $75 - GST
003 | Apr 4 | $ | 9:30 am - 4 pm | Main

EVERYTHING YOU NEED TO KNOW ABOUT AMERICAN POLITICS - NEW
American politics often looks fantastical, sometimes featuring epic battles between rival candidates, at other times looking chaotic and disorganized. Is American politics the greatest in the world, or just the greatest show on Earth? What’s actually going on? We’ll discuss some of the important questions of US politics including: How did Donald Trump end up as president? How does the US system differ from Canada? Why does America only seem to have two political parties? How does the electoral college work? Why do Americans vote the way they do? Why does American politics seem so polarized? What does recent political science scholarship say about American democracy?

COURSE: FIF 642 | 6 Hours | $75 - GST
002 | Feb 1 | $ | 9:30 am - 4 pm | Main

FACILITATING ADULT LEARNING
Discover new knowledge and skills for creating and maintaining resonance in teaching and learning situations of all kinds. Develop new skills through guided practice and by listening and responding to the voices of authors, researchers, fellow learners and teachers. Learn to identify, analyze and plan for diversity in behaviours. Emphasis will be placed on finding your own identity and integrity as an educator to develop a reflective practice.

COURSE: ADL 122 | 40 Hours | $625
035 | Jan 14 - Mar 23 | Online
036 | Apr 21 - Jun 29 | Online

FIELD OF ADULT AND COMMUNITY EDUCATION
Join us to explore the history and philosophies that moulded adult and community education. Also, reflect on your own history and philosophy to discover coherence in life and educational practice.

COURSE: ADL 123 | 40 Hours | $625
021 | Jan 21 - Mar 30 | Online

FIRE PREVENTION AND SAFETY
Learn basic fire chemistry and behaviour, how fires start, and how they can be prevented, detected, controlled and extinguished. Gain crucial information about fire and building codes and related standards and organizations. Other fire safety and prevention topics include: basic principles of building construction and design; the critical elements of a fire safety program and plan; fire detection and suppression equipment and systems; the handling and control of dangerous/hazardous goods in the workplace; employer and employee responsibilities, liabilities and due diligence; and Fire Code enforcement. Formerly: BMC 173 Fire Prevention and Safety 30 Hours

COURSE: BMC 285 | 40 Hours | $630
014 | Jan 21 - Apr 20 | Online
015 | Jun 2 - Aug 31 | Online

FOUNDATION OF COLLABORATIVE CONFLICT RESOLUTION: WORKPLACE FOCUS
Dealing effectively with workplace conflicts is a key competency for success in any job. This foundation course offers you effective and practical tools for resolving conflicts collaboratively in the workplace. Through examination of the sources of conflict attitudes and beliefs, conflict styles, and the role of assumptions and emotions, you will gain an overview of conflict dynamics and collaboration strategies. This highly participatory course emphasizes self-awareness and understanding through structured exercises and simulations.

COURSE: PDS 002 | 21 Hours | $645
040 | Jan 21 - 23 | TWR | 8:30 am - 4:30 pm | DT
041 | Apr 7 - 9 | TWR | 8:30 am - 4:30 pm | DT
042 | May 5 - 7 | TWR | 8:30 am - 4:30 pm | DT

FOUNDATIONS OF DIGITAL MARKETING
This course is an introduction to the foundations of digital marketing. Students will be introduced to digital engagement to increase brand awareness, create leads, and ultimately drive purchase behaviour. The course will introduce leading tools and techniques, and demonstrate best practices in digital marketing. We will also discuss the effects of digital marketing on traditional media. Formerly: BMC 329 Digital Marketing

COURSE: BMC 380 | 20 Hours | $495
001 | Apr 1 - May 19 | Online

FOUNDATIONS OF PERSONAL FINANCIAL MANAGEMENT
Make smart decisions with your money by looking at the big picture and gain a solid overview of topics such as the financial planning process, owning versus leasing a vehicle, retirement accounts, pension plans, investment concepts and advice, taxation, estate planning topics and various types of insurance.

COURSE: PIW 112 | 15 Hours | $325
023 | Feb 18 - Mar 17 | T | 6 - 9 pm | Main

FRENCH 1
This course is designed for beginners in a French language class. Conversation topics cover the alphabet, numbers and dates. Main grammar points covered: gender of nouns, adjectives and articles, present tense of some regular and irregular verbs, formal and informal forms of address, reflexive verbs.

COURSE: FRE 100 | 40 Hours | $345
176 | Jan 14 - Mar 19 | TR | 6:30 - 8:30 pm | Main
177 | Jan 15 - Apr 1 | W | 6 - 8:30 pm and
Jan 25, Feb 22, Mar 21 | S | 9 am - 12:20 pm | Main
178 | Apr 15 - Jun 24 | WM | 6:30 - 8:30 pm | Main
179 | Apr 14 - Jun 23 | T | 6:15 - 9 pm and
Apr 25, May 23, Jun 20 | S | 9 am - 12:20 pm | Main
180 | Jul 7 - Aug 27 | TR | 6 - 8:30 pm | Main
FRENCH 2
This course is designed for students who have some basic knowledge of the French language. Students should be comfortable saying basic phrases and forming simple sentences in the present tense. Conversation topics cover situations in the workplace, at the restaurant, store, airport, etc. Main grammar points include pronouns, adjectives and adverbs, and the past tense with auxiliary verbs to have and to be.
Prerequisite: FRE 100 French 1 or equivalent
COURSE: FRE 102 | 40 Hours | $395
118 | Jan 13 - Mar 23 | MW | 6:30 - 8:30 pm | Main
119 | Jan 14 - Mar 31 | T | 5:30 - 8 pm and
| Jan 25, Feb 22, Mar 21 | S | 9 am - 12:20 pm | DT
120 | Apr 14 - Jun 18 | TR | 6:30 - 8:30 pm | Main

FRENCH 3
Continue to explore verbs in the present tense including some irregular forms, expand your knowledge of the past tense and learn to juggle articles and pronouns, comparatives and superlatives. Vocabulary use and role-playing will ensure that your next trip to a francophone region is a success.
Prerequisite: FRE 102 French 2 or equivalent
COURSE: FRE 103 | 40 Hours | $395
074 | Jan 14 - Mar 19 | TR | 6:30 - 8:30 pm | Main
075 | Apr 15 - Jun 24 | WM | 6:30 - 8:30 pm | Main

FRENCH 4
Conversation topics cover a large range of social situations, workplace telephone calls, descriptions of emotions and state of mind, and discussions regarding political, social and artistic topics. The main grammar points introduced are direct object pronouns, relative pronouns, future tense and negative expressions.
Prerequisite: FRE 103 French 3 or equivalent
COURSE: FRE 104 | 40 Hours | $395
049 | Jan 13 - Mar 23 | MW | 6:30 - 8:30 pm | Main

FRENCH 6 (FRANÇAIS PRÉ-AVANCÉ)
Enrichissez votre vocabulaire par l’étude de textes variés tout en continuant à améliorer votre grammaire. À la fin du cours, l’étudiant pourra s’exprimer de façon fluide sur une variété de sujets et pourra discuter de concepts abstraits sans chercher ses mots.
Prerequisite: FRE 105 French 5 or equivalent
COURSE: FRE 145 | 40 Hours | $395
019 | Jan 20 - Mar 30 | MW | 6:30 - 8:30 pm | Main
GOVERNMENT RELATIONS
The actions and decisions of various levels of governments in Canada impact organizations in positive and negative ways. In this overview course, you will explore what drives government decision making and learn communications methods to attempt to influence government. You will learn how to communicate effectively with government and how to build coalitions to influence government, all geared to help achieve results for you and your organization.
COURSE: BMC 223 | 30 Hours | $495
014 | Feb 4 - Apr 13 | Online

GREAT ARTISTS OF THE ITALIAN RENAISSANCE
No era of artistic achievement is as renowned as the Renaissance, and 15th-century Italy is the centre of this cultural explosion. We will study these key artists and their contributions to art history including mathematical perspective, rediscovery of the classical elements, and their relentless search for the perfection of balance and harmony. Along with the aesthetic and stylistic qualities of the works, we will discuss the historical, political, and religious context in which this art was created.
COURSE: FIF 632 | 6 Hours | $75 - GST
004 | Apr 18 | 5 | 9:30 am - 4 pm | Main

GRAMMAR, PUNCTUATION AND SPELLING: A QUICK REVIEW NEW
Most of us learned the basic rules of grammar, punctuation and spelling in elementary school and have since forgotten many of these rules. Our digitized world also allows us to communicate without proper attention to good writing. A well-written document — in business and our personal lives — is a reflection of our attention to detail and can mean the difference between getting and keeping a job. In this short graded course we will review the basic rules of language and spelling, identify the proper use of punctuation, and focus on common mistakes and writing dilemmas, and how to avoid them.
COURSE: WRI 113 | 10 Hours | $195 - GST
002 | Feb 18 - Mar 9 | Online
003 | Apr 14 - May 4 | Online

HARASSMENT INVESTIGATIONS
Harassment complaints are an increasing liability against corporations. Although many complaints may be handled on an informal level, inappropriate handling of a complaint can cause significant problems including morale, credibility and legal issues. An effective process can ensure that complaints are properly handled, investigated and resolved. Learn about the issues of harassment, and an effective investigative process to follow.
COURSE: BMC 194 | 20 Hours | $445
029 | May 5 - Jun 22 | Online

HAZARD ASSESSMENT AND RISK MANAGEMENT
A key aspect of any occupational health and safety program is the proper identification of any hazards that exist at the workplace, and the associated risk of injury or illness if a worker is exposed to the hazard. In this introductory course, you will learn the reasons why proper hazard identification is an important contributor to a successful occupational health and safety program, as well as practical tools to conduct workplace hazard assessments. The relationship between common hazards and risk of common occupational injuries, such as work-related back injuries or electrical burns, and illnesses, such as occupational cancers, will be explored in detail using practical examples.
Prerequisite: BMC 104 Health and Safety Management Systems: The Basics
COURSE: BMC 143 | 20 Hours | $495
043 | Feb 4 - Mar 23 | Online
044 | Apr 20 - 22 | MTW | 8:30 am - 4:30 pm | DT

In these classes, whether it’s online or in person, the instructors really value feedback and engagement. You hear from everyone, not just the expert, and it deepens the conversation.”

Kate Power, Graduate Certificate in Human Resources Management

TO REGISTER: PAGE 3 | CAMPUS: MAIN, DOWNTOWN (DT), ONLINE OR OFF CAMPUS (OFF) | DAYS: MTWRFSU
COURSE: BMC 104 | 30 Hours | $550
090 | Jan 28 - Apr 6 | Online
091 | Feb 11 - Apr 14 | T | 6 - 9 pm | DT
092 | Jun 23 - Aug 31 | Online
093 | May 1 - 2 | FS | 8:30 am - 5 pm and
May 8 - 9 | FS | 8:30 am - 5 pm | DT

COURSE: ADL 211 | 30 Hours | $525
036 | Jan 14 - Mar 9 | Online
037 | Mar 10 - May 4 | Online
038 | May 5 - Jun 29 | Online

COURSE: BMC 375 | 20 Hours | $495
001 | Mar 7 - 21 | S | 8:30 am - 4 pm | DT

COURSE: INT 127 | 20 Hours | $345
005 | Feb 25 - Mar 31 | T | 6 - 8:30 pm and
Mar 21 | S | 12 - 5 pm | Main

COURSE: BMC 356 | 30 Hours | $525
006 | Jan 28 - Apr 6 | Online

COURSE: ICT 580 | 30 Hours | $825
030 | Jan 13 - Feb 12 | MW | 6 - 9 pm | Online
031 | May 19 - Jun 18 | TR | 6 - 9 pm | Online
032 | Jul 6 - Aug 10 | M | 6 - 9 pm | Online

COURSE: ICT 581 | 30 Hours | $825
016 | Feb 24 - Mar 25 | MW | 6 - 9 pm | Online
017 | Apr 28 - May 28 | TR | 6 - 9 pm | Online

COURSE: BMC 172 | 40 Hours | $625
233 | Jan 14 - Apr 13 | Online
234 | Jan 21 - Apr 14 | T | 6 - 9 pm | DT
235 | Jan 28 - Apr 27 | Online
236 | Feb 22 - Mar 21 | S | 8:30 am - 5 pm | DT
237 | Feb 25 - Apr 7 | TR | 6 - 9 pm | DT
238 | Apr 21 - Jul 20 | Online
239 | Apr 21 - Jul 20 | Online
240 | Jun 8 - 12 | MTWRF | 8:30 am - 5 pm | DT
241 | May 26 - Aug 24 | Online
242 | Jul 27 - 31 | MTWRF | 8:30 am - 5 pm | DT

COURSE: ICT 442 JavaScript and the DOM and ICT 580 HTML5 and CSS3

COURSE: ICT 580 | 30 Hours | $825
030 | Jan 13 - Feb 12 | MW | 6 - 9 pm | Online
031 | May 19 - Jun 18 | TR | 6 - 9 pm | Online
032 | Jul 6 - Aug 10 | M | 6 - 9 pm | Online

COURSE: ICT 581 | 30 Hours | $825
016 | Feb 24 - Mar 25 | MW | 6 - 9 pm | Online
017 | Apr 28 - May 28 | TR | 6 - 9 pm | Online

COURSE: BMC 102 | 30 Hours | $425
040 | Jan 30 - Apr 2 | R | 6 - 9 pm | Main
041 | Apr 9 - Jun 11 | R | 6 - 9 pm | Main

COURSE: ART 102 | 30 Hours | $425
023 | Jan 14 - Apr 13 | Online
024 | Jan 21 - Apr 14 | T | 6 - 9 pm | DT
025 | Jan 28 - Apr 27 | Online
026 | Feb 22 - Mar 21 | S | 8:30 am - 5 pm | DT
027 | Feb 25 - Apr 7 | TR | 6 - 9 pm | DT
028 | Apr 21 - Jul 20 | Online
029 | Apr 21 - Jul 20 | Online
030 | Jun 8 - 12 | MTWRF | 8:30 am - 5 pm | DT
031 | May 26 - Aug 24 | Online
032 | Jul 27 - 31 | MTWRF | 8:30 am - 5 pm | DT

COURSE: ICT 581 | 30 Hours | $825
016 | Feb 24 - Mar 25 | MW | 6 - 9 pm | Online
017 | Apr 28 - May 28 | TR | 6 - 9 pm | Online

COURSE: BMC 104 | 30 Hours | $550
090 | Jan 28 - Apr 6 | Online
091 | Feb 11 - Apr 14 | T | 6 - 9 pm | DT
092 | Jun 23 - Aug 31 | Online
093 | May 1 - 2 | FS | 8:30 am - 5 pm and
May 8 - 9 | FS | 8:30 am - 5 pm | DT

COURSE: ADL 211 | 30 Hours | $525
036 | Jan 14 - Mar 9 | Online
037 | Mar 10 - May 4 | Online
038 | May 5 - Jun 29 | Online

COURSE: BMC 375 | 20 Hours | $495
001 | Mar 7 - 21 | S | 8:30 am - 4 pm | DT

COURSE: INT 127 | 20 Hours | $345
005 | Feb 25 - Mar 31 | T | 6 - 8:30 pm and
Mar 21 | S | 12 - 5 pm | Main

COURSE: BMC 356 | 30 Hours | $525
006 | Jan 28 - Apr 6 | Online
HUMAN RESOURCE MANAGEMENT
This course discusses the primary functions of human resources management in organizations, encompassing the full employment lifecycle, from recruitment to departure. Key topic areas include strategies to identify and secure the best talent, managing employees' career paths throughout their tenure, providing appropriate monetary and non-monetary compensation, and addressing organizational factors that enhance the employment experience.

COURSE: BMC 165 | 40 Hours | $625
140 | Jan 14 - Apr 13 | Online
141 | Jan 21 - Apr 14 | T | 6 - 9 pm | DT
142 | Feb 3 - 7 | MT | 8:30 am - 5 pm | DT
143 | Jun 8 - 12 | MT | 8:30 am - 5 pm | DT
144 | May 26 - Aug 24 | Online

HUMAN RESOURCES INFORMATION MANAGEMENT
Human Resource (HR) departments are accountable for housing and using vast amounts of data that are needed to support human resource and business processes, enable business unit decisions and inform strategic planning. Explore issues around the definition, collection, and use of an electronic HR strategy (e-HR) and related information to improve information flow within and across organizational boundaries.

Prerequisite: BMC 165 Human Resource Management

COURSE: BMC 208 | 15 Hours | $425
018 | Apr 4 - 11 | S | 8:30 am - 4 pm | DT

I'M BIASED AND SO ARE YOU: EXPLORING UNCONSCIOUS BIAS
When was the last time a stereotype popped into your mind? If you are like most people it happens all the time, which doesn't make you a racist, sexist or ageist, etc. It means your brain is working properly, noticing patterns, and making generalizations. In this course we will learn what unconscious – or implicit – bias is, how to unlearn it when it does not serve you, and how bias impacts our behavior as well as the systems of bias and discrimination. We will also explore strategies to counter our biases and how we can serve as allies in creating a more inclusive and welcoming community around us.

COURSE: FIF 645 | 6 Hours | $75 + GST
001 | Feb 8 | S | 9:30 am - 4 pm | Main

IMPORTANCE OF HUMAN FACTORS
This course is an overview of human factors, the study and understanding of interactions between people and their environments. Key areas covered include psychology, workplace design, fatigue, error, and engineering as they relate to health, profit and loss, performance, and liability. Examine and learn from models and plans that reduce the negative impacts and enhance the positive aspects of human factors.

COURSE: BMC 283 | 20 Hours | $495
016 | Feb 4 - Mar 23 | Online

INDUSTRIAL SAFETY PROCESSES
Identify safety hazards and controls related to industrial work activities and processes including material handling, manufacturing techniques, electrical safety and welding. Gain basic knowledge of common safety issues related to confined spaces, fall protection, hand and power tools, automated systems and more! While the course does focus on the industrial work environment, most of the issues addressed in the course can be related to other occupational settings. This course will assist students preparing to write the examination for the Canadian Registered Safety Professional (CRSP) designation.

Prerequisite: BMC 104 Health and Safety Management Systems: The Basics

COURSE: BMC 295 | 40 Hours | $630
013 | Jun 2 - Aug 31 | Online

INTEGRATED WORKPLACE HEALTH MANAGEMENT
Learn how organizations can create a work environment that supports employee health, safety and engagement while reducing disability and associated risk. Topics include: leadership and the work environment, stress management, employee assistance programs, health promotion, workers compensation and disability management/return-to-work processes.

Prerequisite: BMC 104 Health and Safety Management Systems: The Basics

COURSE: BMC 183 | 20 Hours | $495
016 | Feb 4 - Mar 23 | Online
017 | Apr 16 - 18 | RFS | 8:30 am - 4:30 pm | DT

INTERIOR DESIGN — A CAREER!
Get the information you need about various career options and opportunities. Topics include: understanding interior design, personal options, setting goals, business opportunities, dealing with clients, remuneration, areas of specialization, educational options, and reference material.

COURSE: INT 106 | 6 Hours | $105
031 | Mar 28 | S | 9 am - 4 pm | Main

INTERIOR DESIGN — LIGHTING NEW
Lighting is an important and exciting element of interior design. The elements that come together when the right lighting is realized can transform a room into a seamless combination of functionality and style. Explore lighting functions, colour temperature, colour rendering, types of lamps and fixtures and lighting trends. Read a basic residential electrical plan and design a layered lighting plan. Apply your new knowledge on a site visit to a lighting showroom.

COURSE: INT 129 | 6 Hours | $195
001 | Feb 4 - 11 | T | 6 - 9 pm | Main

INTERIOR DESIGN — WHAT’S COMIN’ AND GOIN’
Through field trips, explore various facets of the interior design world. Find out what trends are coming and going quickly, and what styles are here to stay. Visit show homes to grasp new ideas and tour the marketplace to see what is available. You must provide your own transportation to designated locations. Two classes are held at the university.

COURSE: INT 107 | 16 Hours | $295
026 | Jan 29 - Feb 19 | Mar 4 - 18 | W | 7 - 9 pm and Mar 14 | S | 12 - 4 pm | Main

INTRODUCTION TO ENVIRONMENTAL MANAGEMENT
Environmental management is the integration of environmental science and management. Discuss aspects and impacts, such as the pressures and responses of human activities on the natural environment. Tools and techniques for environmental management, as they apply to organizations and companies, are introduced. Examine the reasons and strategies for resource conservation, pollution prevention and environmental protection.

COURSE: BMC 129 | 30 Hours | $550
044 | Jan 21 - Mar 30 | Online
INVESTING FOR SUCCESS LEVEL 1
This interactive and engaging course will cover important principles for successful investing, as well as current market conditions and investment considerations. Topics include: capital markets, picking stocks, investment strategies, mutual funds, and taxation.

COURSE: PIW 132 | 15 Hours | $345 + GST
015 | Jan 27 - Mar 9 | M | 6 - 8:30 pm | DT
016 | Mar 30 - May 11 | M | 6 - 8:30 pm | DT

INVESTING FOR SUCCESS LEVEL 2
Explore further the securities markets and learn pricing and trading concepts for different types of financial instruments. A basic understanding of stocks, bonds and mutual funds will be assumed. Topics covered include pricing and trading techniques in fixed income, equity, derivatives, and modern portfolio theory. Discuss the benefits and challenges associated with portfolio construction. This course is intended for students who have taken PIW 132 Investing for Success Level 1 (formerly: Personal Investment Strategies) or equivalent. Formerly: PIW 136 Personal Investment Strategies: Advanced.

COURSE: PIW 142 | 15 Hours | $345 + GST
007 | Jan 28 - Mar 3 | T | 6 - 8:30 pm | DT

ITALIAN 1
Learn basic vocabulary, key phrases and introductory grammar as tools for basic interactive competence (oral and written). This course provides the appropriate foundation for progressing to higher levels.

COURSE: ITA 101 | 30 Hours | $295 + GST
053 | Jan 14 - Mar 31 | T | 6:30 - 9 pm | Main
054 | Apr 8 - Jun 17 | W | 6:15 - 9 pm | Main

ITALIAN 2
Build on knowledge acquired in Level 1. Continue to expand vocabulary, grammar knowledge, and oral skills through interactive and practical dialogues.

Prerequisite: ITA 101 Italian 1

COURSE: ITA 102 | 30 Hours | $325 + GST
046 | Jan 15 - Apr 1 | W | 6:30 - 9 pm | Main

ITALIAN 3
Level 3 introduces more complexity in verb tenses and works at expanding practical oral skills through maximum immersion in the Italian language.

Prerequisite: ITA 102 Italian 2

COURSE: ITA 103 | 30 Hours | $325 + GST
026 | Jan 14 - Mar 31 | T | 6:30 - 9 pm | Main

ITALIAN 5 NEW
A continuation of Italian 4, this course builds language abilities to a higher level of fluency. Starting with a full review of Italian grammar, develop your communicative skills and cultural awareness. This class is conducted in Italian.

COURSE: ITA 105 | 30 Hours | $325 + GST
001 | Jan 16 - Apr 2 | R | 6:30 - 9 pm | Main

ITALIAN CONVERSATION
Practise speaking and listening skills to enhance your fluency in Italian. Develop conversational strategies, review grammar, and reinforce vocabulary and key expressions through role play, games and group activities.

COURSE: ITA 250 | 20 Hours | $275 + GST
005 | Apr 14 - Jun 16 | T | 6:30 - 8:30 pm | Main

JAPANESE 1
This introduction to the basic structure of the Japanese language emphasizes oral proficiency, with some reading and writing (Hiragana). This course is for those with little or no background in Japanese.

COURSE: JPN 101 | 20 Hours | $265 + GST
053 | Jan 29 - Mar 18 | W | 6:30 - 9 pm | Main
054 | Apr 16 - Jun 4 | R | 6:30 - 9 pm | Main

JAPANESE 2
This introduction to the basic structure of the Japanese language emphasizes oral proficiency, with some reading and writing in Katakana. Continuation of Japanese 1.

Prerequisite: JPN 101 Japanese 1

COURSE: JPN 102 | 20 Hours | $265 + GST
042 | Jan 28 - Mar 17 | T | 6:30 - 9 pm | Main

JAPANESE 3
This introduction to the basic structure of the Japanese language emphasizes oral proficiency, with some reading and writing including some Kanji. Continuation of Japanese 2.

Prerequisite: JPN 102 Japanese 2

COURSE: JPN 103 | 20 Hours | $285 + GST
012 | Apr 14 - Jun 2 | T | 6:30 - 9 pm | Main

JAVASCRIPT ADVANCED
Explore JavaScript design patterns and some of the more popular framework libraries like JQuery as well as HTML5 JavaScript API. Improve your understanding of the object-oriented capabilities of JavaScript and learn how they can make your code more modular, maintainable, and efficient. This course is for individuals who want to expand their JavaScript skills to improve the efficiency and quality of their web applications and code.

Prerequisite: ICT 442 JavaScript and the DOM and ICT 580 HTML5 and CSS

COURSE: ICT 443 | 30 Hours | $825
015 | Jan 13 - Feb 12 | MW | 6 - 9 pm | Online
016 | Apr 14 - May 14 | TR | 6 - 9 pm | Online

JAVASCRIPT AND THE DOM
Learn how to write JavaScript and DOM scripting code from scratch. Build a strong foundation of basic concepts through introduction theories and hands-on programming practise. This course is for individuals who work in front-end web development. This includes web designers who use HTML and CSS and would like to build rich Internet applications as well as server-side developers who use languages like PHP, ASP.NET or Ruby on Rails and would like to add JavaScript programming to their skill sets.

Prerequisite: ICT 580 HTML5 and CSS

COURSE: ICT 442 | 30 Hours | $825
021 | Feb 18 - Mar 19 | TR | 6 - 9 pm | Online

KOREAN 1
This is an introductory course in spoken and written Korean. Course includes dialogues, grammatical explanations and vocabulary building exercises and uses the Hangueul alphabet.

COURSE: KOR 101 | 20 Hours | $265 + GST
029 | Apr 16 - Jun 18 | R | 6:30 - 8:30 pm | Main
030 | Jan 23 - Mar 26 | R | 6:30 - 8:30 pm | Main
KOREAN 2
This course is a continuation of Korean 1. It includes spoken and written Korean dialogues, grammatical explanations and vocabulary building exercises and uses the Hangul alphabet.
Prerequisite: KOR 101 Korean 1
COURSE: KOR 102 | 20 Hours | $265 + GST
018 | Jan 21 - Mar 24 | T | 6:30 - 8:30 pm | Main

KOREAN 3
This course is a continuation of Korean 2. It includes everyday vocabulary and concrete situational dialogues that are useful for interacting with Korean people and for living in or visiting Korea. The course also focuses on reading and writing skills, emphasizing grammatical explanations and vocabulary building exercises.
Prerequisite: KOR 102 Korean 2
COURSE: KOR 103 | 20 Hours | $285 + GST
005 | Apr 14 - Jun 16 | T | 6:30 - 8:30 pm | Main

LANGUAGE ASSESSMENT AND MATERIALS NEW
Analyze classroom assessment strategies, processes, issues and trends in the assessment of student language learning. Perspectives of assessment from learner, teacher, standardized tests and workplace needs will be addressed, as well as the functions of formative and summative assessment. The role of assessment in learner motivation, accountability, and communication of learner ability will be addressed with reference to participants’ real classroom experiences. Gain a working knowledge of large-scale, standardized language tests. Then focus on key criteria used in assessing and selecting materials. Familiarize yourself with the main types of materials currently available, and examine the range of teaching possibilities with these materials. Finally, experiment with developing your own materials to meet second language classroom needs.
Prerequisite: Completion of TSL Level 1 - TESL courses or TSL Level 1 - TIHL courses
COURSE: TSL 225 | 30 Hours | $575
002 | Apr 14 - Jun 8 | Online

LEADERSHIP FUNDAMENTALS
Examine current thinking about leadership and the functions, activities and principles of leadership in organizational settings. Discover your own leadership style and strengths, and learn strategies for developing skills and abilities. This interactive course uses case studies, role-plays, self-assessment and other activities.
COURSE: BMC 174 | 40 Hours | $625
048 | Aug 17 - 21 | MTWRF | 8:30 am - 5 pm | DT

LEADERSHIP IN PROJECT MANAGEMENT
Examine different leadership styles, competencies and tools to help you develop the ability to lead complex projects and organizational change. At the same time, through the course’s exercises you will be able to guide yourself into the leadership journey. This course uses Jim Kouzes and Barry Posner’s Five Practices of Exemplary Leadership® model for a team performance context.
COURSE: BMC 290 | 40 Hours | $745
035 | Jan 7 - Apr 6 | Online
036 | Apr 18 - May 23 | S | 8:30 am - 5 pm | DT

LEAN SIX SIGMA FOR GREEN BELTS: FOUNDATIONS
Would you like to learn the principles and practices of a Lean Six Sigma Green Belt to achieve your business performance goals while minimizing costs and reducing inefficiencies? Would you like to implement continuous process improvements but you’re not sure how? Learn how to combine Lean tools and Six Sigma methods to tackle business problems and inefficiencies without the need for overly sophisticated statistical tools. Using data techniques to measure and analyze processes to identify opportunities for improvement and create meaningful change within your organization. Explore the DMAIC framework and the tools and techniques required to assist and lead continuous improvement projects.
COURSE: PDS 240 | 35 Hours | $2,795 + GST
005 | Feb 24 - 28 | MTWRF | 8:30 am - 4:30 pm | DT
006 | May 11 - 15 | MTWRF | 8:30 am - 4:30 pm | DT

LEAN SIX SIGMA FOR GREEN BELTS: QUALITY IMPROvement PROJECT NEW
Green Belts should be able to lead their own continuous process improvement projects as well as champion the work of Black Belts within their organization. This 10-week, online course provides coaching and guidance from a Master Black Belt to students completing a real-world project. Students will apply their learning from PDS 240 Foundations and PDS 241 Project and Statistics to identify a business problem or opportunity, gather and analyze data, and determine the most impactful course of action. Students who are not able to complete a real-world project in their organization will be provided a case study applicable to their area of work. PDS 242 is a capstone course and should be completed as a final course in the Lean Six Sigma program.
Prerequisite: PDS 248 Lean Six Sigma: Control Phase or PDS 240 Lean Six Sigma for Green Belts: Foundations
COURSE: PDS 242 | 36 Hours | $645 + GST
002 | Feb 11 - May 4 | Online

LEAN SIX SIGMA FOR GREEN BELTS: STATISTICAL METHODS
Using the knowledge gained from the course, PDS 240 Lean Six Sigma: Foundations you will further explore the DMAIC framework through data gathering and analysis. During this two-day, highly interactive workshop, you will apply statistical techniques to organizational data using statistical software in a lab setting. You will explore the statistical distributions and exploratory data analysis that is characteristic to Six Sigma methodologies. Upon successful completion of this course, you will be prepared to start your quality improvement project.
COURSE: PDS 241 | 21 Hours | $995 + GST
004 | Mar 23 - 24 | MT | 8:30 am - 5 pm | DT
LEAN SIX SIGMA: ANALYZE PHASE NEW
Lean Six Sigma teams identify root causes that have high impact, are within the team’s control, and align with the Value Stream Mapping and Process Analysis. The analyze phase is the beginning of the statistical analysis of the problem and determines or validates the root causes of defects. During the analyze phase, the data collected in the measure phase is used to draw statistical associations between measures and causes. Statistical reviews or validation determines which root causes contribute significantly to the output and are statistically relevant to the project. This one-day course is based on the Analyze Phase of the DMAIC framework and is the fourth of six courses designed to prepare individuals to conduct continuous improvement work in their organizations. The purpose of this course is to help students familiarize themselves with the expectations, tools, concepts, and deliverables of Six Sigma Analyze Phase.

COURSE: PDS 246 | 7 Hours | $495 + GST
 001 | Jan 23 | R | 8:30 am - 4:30 pm | DT

LEAN SIX SIGMA: CONTROL PHASE NEW
Once solutions have been determined, Lean Six teams must implement and monitor the process changes. The focus of the Control Phase is to execute the control plan, finalize documentation, communicate business results, and sign off to close a Six Sigma Project. This also includes the sustainment plan such as monitoring post-implementation process performance to ensure expected improvement in the project has occurred and ensure an ongoing process monitoring system is in place. This one-day course is based on the Control Phase of the DMAIC framework and is the final of six courses designed to prepare individuals to conduct continuous improvement work. The purpose of this course is to help students familiarize themselves with the expectations, tools, concepts, and deliverables of Six Sigma Control Phase. Students will also explore the importance of using a monitoring plan to establish indicating levels at which the process should operate and the steps required should the process performance start to decline.

COURSE: PDS 247 | 7 Hours | $495 + GST
 001 | Feb 20 | R | 8:30 am - 4:30 pm | DT

LEAN SIX SIGMA: IMPROVE PHASE NEW
Once a Lean Six team has determined the root causes of problems, the focus shifts to solution development or to the Improve Phase. This one-day course is based on the Improve Phase of the DMAIC framework and is the fifth of six courses designed to prepare individuals to conduct continuous improvement work. The purpose of this course is to help students familiarize themselves with the expectations, tools, concepts, and deliverables of Six Sigma Improve Phase. Students will also explore how Six Sigma teams brainstorm and implement solutions, pilot process changes, and gather data to validate if measurable improvement has occurred in a project.

COURSE: PDS 247 | 7 Hours | $495 + GST
 001 | Feb 20 | R | 8:30 am - 4:30 pm | DT

LEARNING IN THE WORKPLACE
Enhance your capacity to meet workplace learning challenges through visionary and realistic planning. This course will guide you through a systematic and thorough self-assessment. Then, with help, construct a personal development plan which will maximize your capabilities as a lifelong learner and provide you with a significant advantage in the emerging workplace. After learning these valuable skills, you will be able to teach them to others.

COURSE: ADL 107 | 40 Hours | $625
 037 | May 5 - Jul 13 | Online

LEONARDO DA VINCI: ARTIST, INVENTOR AND GENIUS
There are few historical figures that are more celebrated than Leonardo da Vinci, despite the fact that we know very little about him. He was a scientist before there was science, an inventor whose ideas were ahead of his time, and an artist who painted some of the most famous paintings in the world. Gain insight into his life and an understanding of his world through the historical and social context. Explore Leonardo’s interests and accomplishments in the fields of engineering, painting, architecture and anatomy. Examine many of his famous masterpieces including the Mona Lisa, Virgin of the Rocks, Lady with an Ermine, the Last Supper, and his notebooks and inventions.

COURSE: HUM 548 | 20 Hours | $315 + GST
 003 | Apr 1 - May 20 | W | 1 - 3:30 pm | Main

LET’S TALK ABOUT DEATH: THE SOCIOLOGY OF DYING AND DEATH IN CANADA NEW
Dying and death are a part of the human life journey. Yet some suggest that our society denies death thus limiting our opportunities to discuss dying and death and related topics. This introductory course explores how dying and death are socially constructed. While focusing primarily on the Canadian context, we will touch on other cultural norms and mores to provide contrast. We will also discuss timely and relevant topics including: medical assistance in dying, approaches to dealing with death, body disposal and dealing with death and social and cultural attitudes to dying and death using examples from current events.

COURSE: HUM 410 | 15 Hours | $275 + GST
 001 | Feb 11 - Mar 17 | T | 6:30 - 9 pm | Main

LINGUISTIC STRUCTURES
Even in a communicative context, second language teachers need a basic awareness about the structure of language and possible differences between the first and second language they are teaching. The three basic language structures of phonology (sound structure), morphology (word structure), and syntax (sentence structure) will be illustrated on a number of levels.

COURSE: TSL 108 | 30 Hours | $575
 042 | Feb 5 - Apr 8 | W | 6 - 9 pm | Main
 044 | Jul 28 - Aug 27 | TR | 1 - 4 pm | Main
 045 | May 5 - Jun 29 | Online

MAKING SENSE OF EQUALIZATION AND FISCAL TRANSFERS IN CANADA
We will explore federal-provincial transfers in Canada, beginning with unpacking the rich history of transfers since Confederation. The course will pay particularly close attention to how the various transfer programs work today. It will focus both on explicit transfer programs, such as equalization, and implicit ones, such as federal revenue and spending generally. The equalization program will be a main focus. The implications of federal transfers for Alberta will also be a central theme.

COURSE: FIF 651 | 6 Hours | $75 + GST
 002 | Feb 29 | S | 9:30 am - 4 pm | Main

FOR MORE INFORMATION ON COURSES AND PROGRAMS, GO TO CONTED.UCALGARY.CA OR CALL 403.220.2866
MANAGEMENT COMMUNICATIONS: INTERPERSONAL SKILLS
Enhance your ability to communicate effectively in personal and professional settings. Learn more about your own communication style preferences. Acquire tools and techniques to build positive relationships and achieve favourable results interpersonally and in small and large groups. Practical strategies include effective ways of giving and interpreting verbal and non-verbal messages, listening, giving and receiving feedback, leading meetings and giving presentations. Note: Students can take either BMC 206 Management Communications or BMC 316 Business Communication for Internationally Trained Professionals for certificate credit in designated programs. Credit will be granted for one course only.

COURSE: BMC 206 | 40 Hours | $625
151 | Jan 14 - Apr 13 | Online
152 | Feb 1 - Mar 7 | S | 8:30 am - 5 pm | DT
153 | Apr 21 - Jul 20 | Online
154 | Apr 21 - Jul 20 | Online
155 | May 4 - Jun 17 | MW | 6 - 9 pm | DT
156 | Jul 20 - 24 | MTWRF | 8:30 am - 5 pm | DT

MANAGING CHANGE IMPLEMENTATION
Learn the necessary elements required to lead the implementation of a change plan from initiation to execution. Focus on communication and examine readiness for change. Consider change risks, sponsorship alignment, stakeholder engagement and financial costs associated with change. Explore how these aspects affect an organization’s change plan and the importance of aligning with the organization’s goals, strategies and culture. Learn how to use a collaborative approach to change while managing the activities of the change team.

COURSE: BMC 360 | 20 Hours | $445
007 | Jan 25 - Feb 8 | S | 8:30 am - 4 pm | DT
008 | Apr 21 - Jun 8 | Online

MANAGING INVESTIGATIONS
Learn how to conduct professional investigations using proven methods and best practices. Topics include: the investigation process, legal issues, types of investigations including harassment and substance abuse, and properly documenting your investigations.

COURSE: BMC 188 | 30 Hours | $495
016 | Apr 21 - Jun 29 | Online

MANAGING RISK IN PROJECTS
As projects become more complex, the challenges for executive decision-makers become greater. Discuss why current risk management practices can be ineffective. Explore practices for handling risk in your projects and determining who is responsible for doing it. Also learn how to prevent the risks you can avoid and minimize the ones that you can’t. Formerly: BMC 320 Risk Navigation: Strategies for Major Capital Projects. Students who completed BMC 320 are exempt from taking BMC 345 Managing Risk in Projects.

COURSE: BMC 345 | 15 Hours | $585
005 | Feb 25 - Mar 30 | Online
006 | May 5 - Jun 8 | Online

MANAGING THE HOSTILE INDIVIDUAL
Discover alternatives for managing hostile individuals constructively. Many people find themselves the target of hostile or aggressive behaviour in the workplace. Dealing with these encounters requires emotional energy and frequently results in increased stress. Discuss risk factors and ways to ensure personal safety. Learn to identify factors that escalate the level of hostility, as well as personal responses to hostile behaviour. Learn and practise a model for defusing hostility and increase your skills in constructively confronting problem behaviour.

COURSE: PDS 236 | 14 Hours | $460
004 | Apr 14 - 15 | TW | 8:30 am - 4:30 pm | DT

MANAGING THE SMALL BUSINESS FOR GROWTH NEW
Once a business owner has validated their business idea, created financial projections and obtained funding, it is necessary to focus on the structure and the management of the business in order to position the business for growth. This course will address the current theory and practices of business operations and identify the various forms of structuring a business and the related legal obligations. An overview of business ethics and how to manage growth and a winning team is also addressed.

COURSE: BMC 372 | 20 Hours | $495
001 | Jan 28 - Mar 16 | Online

MANDARIN 1
Learn conversational Mandarin in this course intended for those with little or no background in the language. Cover some culture and business etiquette, and learn practical phrases, as well as a grammatical framework for further study.

COURSE: MAN 101 | 20 Hours | $265 + GST
046 | Jan 28 - Mar 17 | T | 6:30 - 9 pm | Main

MANDARIN 2
In this continuation of Mandarin 1, students further develop their skills in conversational Mandarin. Cover some culture and business etiquette, and learn practical phrases, as well as a grammatical framework for additional study.

Prerequisite: MAN 101 Mandarin 1 or equivalent

COURSE: MAN 102 | 20 Hours | $265 + GST
039 | Jan 29 - Mar 18 | W | 6:30 - 9 pm | Main

MARKETING AND SALES FOR ENTREPRENEURS NEW
Today’s customers are sophisticated buyers with access to plenty of information to make an informed buying decision, which can pose challenges to new or small business owners. This course is designed for individuals interested in running their own business who wish to attract leads and convert them into customers. Students will examine the elements of the marketing mix and how they apply to traditional and digital spaces, lead acquisition tactics and how to use personal selling and communications to create trust, overcome buying objections and create loyal customers.

COURSE: BMC 373 | 20 Hours | $495
001 | Mar 10 - Apr 27 | Online

MARKETING PRINCIPLES
Marketing is about planning and implementing a strategic process to develop profitable customer relationships. Learn the scope, objectives, and complexity of marketing, as well as the terminology and activities involved in managing the marketing function. This course will introduce you to the elements of the marketing mix to create an integrated marketing plan.

COURSE: BMC 167 | 40 Hours | $595
052 | Apr 7 - Jul 6 | Online
MATH FUNDAMENTALS
This is the first of three courses designed to prepare you for university entrance. This course covers the properties of real numbers and number theory, exponents and radicals, algebraic expressions, expanding and factoring polynomials, functions, linear functions, systems of linear equations, and right-angled trigonometry. In terms of polynomial functions, this course will have an emphasis on functions of degree one (linear).

COURSE: UPG 010 | 70 Hours | $545
06 | Jan 13 - Apr 2 | MR | 6 - 9 pm | Main

MATH 1
This is the second of three courses designed to prepare you for university entrance. The course covers the properties of real numbers, a brief introduction to number theory, exponents and radicals, algebraic expressions, factoring, linear and quadratic equations, inequalities, system of linear equations, polynomials and their properties.

Prerequisite: Math 10-C, Pure Math 10, UPG 010 Math Fundamentals, or equivalent

COURSE: UPG 020 | 70 Hours | $545
07 | Jan 14 - Apr 2 | TR | 5:30 - 8:30 pm | Main

MATH 2
This is the third of three courses designed to prepare students for undergraduate math courses. The course covers: the properties of transformations, operations on functions, polynomial functions, exponential and logarithmic functions, trigonometric functions and equations, rational and radical functions and conic sections.

Prerequisite: Math 20-1, Pure Math 20, UPG 020 Math I, or equivalent

COURSE: UPG 101 | 70 Hours | $545
07 | Jan 13 - Apr 1 | MW | 6 - 9 pm | Main
08 | Jan 13 - Apr 2 | MR | 5 - 8 pm | Main
09 | Jan 13 - Apr 2 | MR | 5 - 8 pm | Main
06 | Apr 20 - Jun 11 | MTR | 5 - 8 pm | Main

MATH 3B
This is the third of three courses designed to prepare students for undergraduate courses that do not require the study of calculus. The course covers: problem solving using logical reasoning and set theory, combinatorics and probability including fundamental counting principle, permutations, combinations, odds and probability of mutual exclusivity, dependent and independent events, the study of operations on and the development of solving problems involving rational expressions, polynomial functions and equations, exponential and logarithmic functions and equations, and the exploration of trigonometric graphs and using them to solve problems.

Prerequisite: Math 20-2 or equivalent

COURSE: UPG 032 | 70 Hours | $545
02 | Jan 13 - Apr 2 | MR | 5:30 - 8:30 pm | Main

MATH 3
This course is designed to prepare students for undergraduate calculus courses. As a Math 31 equivalency, this course covers topics of calculus as well as essential pre-calculus topics, including: review of functions, review of algebra, limits and continuity, differentiation, applications of differentiation, integration, and applications of integration.

Prerequisite: Math 30-1, Pure Math 30, UPG 101 Math 2, or equivalent

COURSE: UPG 031 | 70 Hours | $545
09 | Jan 13 - Apr 2 | MR | 4 - 7 pm | Main

MEDIATION SKILLS LEVEL I
This course introduces you to the concepts, skills and techniques needed to mediate disputes: determining whether mediation is appropriate, the role of the mediator, guiding the process, managing emotions, and using communication skills. You will mediate simulated disputes involving coworkers, customers, committee members, neighbours, parents/teens and co-parents. Emphasis is on skill development through simulated mediations assisted by trained coaches.

Prerequisite: PDS 001 Foundations of Collaborative Conflict Resolution, or PDS 002 Foundations of Collaborative Conflict Resolution: Workplace Focus

COURSE: PDS 006 | 21 Hours | $645
02 | Jun 2 - 4 | TWR | 8:30 am - 4:30 pm | DT

MEDIATION SKILLS LEVEL II
Building on the mediation process and skills learned in Mediation Skills Level I, this course moves to more challenging, complex and emotionally charged situations. Skills, theory and techniques include framing and tracking issues, probing for and clarifying interests, addressing power dynamics and adapting the mediation process to meet the needs of participants. You will discuss the development of a personal mediating style, legal and ethical issues in the mediation field, and caucusing. Emphasis is on skill development through simulated mediations, with assistance and feedback from trained coaches.

Prerequisite: PDS 001 Foundations of Collaborative Conflict Resolution, or PDS 002 Foundations of Collaborative Conflict Resolution: Workplace Focus and PDS 007 Dealing with Anger and PDS 006 Mediation Skills Level I and PDS 185 Negotiation Skills Level I

COURSE: PDS 012 | 35 Hours | $1,015
03 | Jun 22 - 26 | MTWRF | 8:30 am - 4:30 pm | DT

METRICS AND MEASUREMENT
Web analytics, social media, web 2.0, mobile technology and other digital channels have opened the data floodgates but what does it all mean? This course will give you a framework for how to set-up, monitor, and measure the results of a digital media strategy or an integrated marketing campaign, digital or traditional, from beginning to end. Learn important skills for research and analysis, and explore a variety of marketing metrics and measurement tools available for measuring your return on marketing investment.

COURSE: BMC 313 | 20 Hours | $445
09 | Jan 18 - Feb 1 | S | 8:30 am - 4 pm | DT

MICROSOFT ACCESS LEVEL 1
Microsoft Access Level 1 has been designed to re-enforce workforce skills. Students learn to create and manage a database, and build tables and forms. Students will work on real-world problems like the ones they will encounter in the workforce ensuring they are ready for real professional challenges.

COURSE: ICT 420 | 14 Hours | $575
02 | Jan 24 - 31 | F | 8:30 am - 4:30 pm | Main
MICROSOFT ACCESS LEVEL 2
Microsoft Access Level 2 teaches students how to use advanced commands to work with forms, reports, designing tables, and manipulating queries. Students will learn a variety of commands, functions, and database capabilities.
Prerequisite: ICT 420 Microsoft Access Level 1
COURSE: ICT 421 | 14 Hours | $575
027 | Feb 21 - 28 | F | 8:30 am - 4:30 pm | Main

MICROSOFT ACCESS LEVEL 3
Microsoft Access Level 3 teaches students how to use advanced commands to work with forms, reports, designing tables, manipulating queries, as well as using subforms or subreports. Students will learn a variety of commands, functions, and database capabilities.
Prerequisite: ICT 421 Microsoft Access Level 2 and ICT 420 Microsoft Access Level 1
COURSE: ICT 422 | 14 Hours | $575
024 | Mar 13 - 20 | F | 8:30 am - 4:30 pm | Main

MICROSOFT EXCEL LEVEL 1
Microsoft Excel Level 1 has been designed to reinforce workforce skills. Students learn to create and edit professional-looking spreadsheets for a variety of purposes and situations. Students work on problems in the workplace ensuring they are ready for real professional challenges.
COURSE: ICT 415 | 14 Hours | $575
063 | Apr 20 - 27 | M | 8:30 am - 4:30 pm | Main

MICROSOFT EXCEL LEVEL 2
Microsoft Excel Level 2 teaches students how to apply basic skill sets along with some intermediate to advanced functions to manage and audit numerical reports. Students will learn to create and manipulate charts, work with different types of graphics, look at various methods of analyzing, organizing, linking and sharing workbooks, learn to use advanced formatting features.
Prerequisite: ICT 415 Microsoft Excel Level 1
COURSE: ICT 416 | 14 Hours | $575
059 | May 4 - 11 | M | 8:30 am - 4:30 pm | Main

MICROSOFT EXCEL LEVEL 3
Microsoft Excel Level 3 teaches the information worker how to work with different types of documents using a variety of core and intermediate features to create and edit professional-looking features for a variety of purposes and situations. Students will look at productivity tools to increase data entry, features to enable collaboration with others, and use various commands to analyze large numerical reports.
Prerequisite: ICT 416 Microsoft Excel Level 2 and ICT 415 Microsoft Excel Level 1
COURSE: ICT 417 | 14 Hours | $575
036 | Jun 1 - 8 | M | 8:30 am - 4:30 pm | Main

MICROSOFT MACROS AND VBA LEVEL 1
Take full advantage of Microsoft Office suite by automating routine tasks. No matter which application you’re using, there are some tasks you perform dozens of times, such as typing a section of text, running a series of menu commands, or formatting a document in a particular way. This course shows you how to accomplish the same tasks by incorporating them into a macro that you can run with just a few mouse clicks or keystrokes.
COURSE: ICT 427 | 14 Hours | $625
035 | Apr 17 - 24 | F | 8:30 am - 4:30 pm | Main

MICROSOFT MACROS AND VBA LEVEL 2
Microsoft Macros and VBA Level 2 continues from Level 1 exploring the advanced features of VBA programming. Students will learn how to write programs that control Microsoft Excel. You will receive dozens of example macros that will provide you with practical, business-oriented tools that you can use right away to improve your productivity.
COURSE: ICT 428 | 14 Hours | $625
030 | May 22 - 29 | F | 8:30 am - 4:30 pm | Main

MICROSOFT PROJECT LEVELS 1 AND 2
Microsoft Project Levels 1 and 2 teaches robust project management tools with the right blend of usability, power, and flexibility, so the user can manage projects more efficiently and effectively. Stay informed and control project work, schedules, and finances; keep project teams aligned; and be more productive through integration with familiar Microsoft Office system programs, powerful reporting, guided planning, and flexible tools. Learn to better organize projects and people. Discover core tools to manage schedules and resources independently.
COURSE: ICT 582 | 14 Hours | $575
017 | Jan 22 - Feb 19 | W | 6 - 9 pm | DT
018 | Jul 23 - 24 | RF | 8:30 am - 4:30 pm | Main

MICROSOFT SHAREPOINT LEVELS 1 AND 2
Students will learn how to create and format content, manage SharePoint sites, participate in user communities, configure and consume site search results, and integrate SharePoint services with Microsoft Office applications.
COURSE: ICT 674 | 14 Hours | $575
015 | Apr 15 - May 13 | W | 6 - 9 pm | Main

MICROSOFT SQL SERVER ADMINISTRATION LEVEL 1
This course introduces students to the fundamentals of managing and administering SQL servers and databases. Topics include SQL Server installation and configuration, server and data security, backup/restore and server automation.
Prerequisite: ICT 678 Microsoft SQL Server Development Level 1 and ICT 128 Relational Databases Fundamentals
COURSE: ICT 680 | 30 Hours | $975
018 | May 26 - Jun 25 | TR | 6 - 9 pm | Online
MICROSOFT SQL SERVER ADMINISTRATION LEVEL 2
This course builds upon the concepts learned in the SQL Server Administration Level 1 course and explores the more advanced topics involved in SQL Server administration and management. Topics include server high availability, auditing, performance monitoring and indexing.
Prerequisite: ICT 680 Microsoft SQL Server Administration Level 1 and ICT 678 Microsoft SQL Server Development Level 1 and ICT 128 Relational Databases Fundamentals

COURSE: ICT 681 | 30 Hours | $975
014 | Feb 24 - Mar 25 | MW | 6 - 9 pm | Online

MICROSOFT SQL SERVER DEVELOPMENT LEVEL 1
This course introduces you to the Transact-SQL (T-SQL) programming language, the foundation for the entire SQL Server platform. Using the SQL Server Management Studio Integrated Development Environment (IDE) you will learn how to create SQL Server objects such as databases, tables and views. In addition, you will learn how to retrieve, store and manipulate data.

COURSE: ICT 678 | 30 Hours | $925
015 | Apr 14 - May 14 | TR | 6 - 9 pm | Online

MICROSOFT SQL SERVER DEVELOPMENT LEVEL 2
This course builds on the basic principles of the Transact-SQL (T-SQL) programming language, allowing you to dive deeper into data and produce critical business information. Topics include how to write stored procedures, functions and triggers as well as producing XML data. In addition, the .NET Common Language Runtime (CLR) is introduced.
Prerequisite: ICT 128 Relational Databases Fundamentals and ICT 678 Microsoft SQL Server Development Level 1

COURSE: ICT 679 | 30 Hours | $925
012 | Jan 13 - Feb 12 | MW | 6 - 9 pm | Online

MINDFULNESS MEDITATION
Based on an approach that is thousands of years old, mindfulness meditation is about being fully awake and present in every moment of our lives. Access powerful inner resources to cope with life’s challenges, calm the mind, relax the body, and cultivate insight. Benefits, including improved mood and reduced stress, depend upon establishing a personal routine. Components include: meditation, gentle Hatha yoga, relaxation, group discussion, imagery and breathing techniques. Topics covered include mind/body interdependence, balance in the autonomic nervous system, and effective coping strategies.

COURSE: PIW 101 | 12 Hours | $325 + GST
053 | Jan 27 - Mar 9 | M | 7 - 9 pm | Off
055 | Jun 1 - Jul 6 | M | 7 - 9 pm | Off

NATIONAL KNOWLEDGE EXAM* (NKE) PREPARATION
The National Knowledge Exam (NKE) is a multiple choice exam of 150 questions designed to assess your knowledge of the Certified Professional in Human Resources (CPHR) Competency Framework. Successful completion of the exam is a critical step in seeking a CPHR designation in Canada. This highly interactive, one-day course provides a broad overview of the key components and resources to assist in exam preparation. This course is ideal for students who have met all the requirements and have applied to write the NKE.

COURSE: BMC 371 | 7 Hours | $295 + GST
002 | Feb 21 | F | 8:30 am - 4 pm | DT

NATURAL GAS PROCESSING SHORT COURSE
This five-day short course reviews the physical, chemical, and engineering principles used to understand the processing of natural gas and its by-products. Topics include: physical properties, phase equilibria and vapour liquid equilibrium calculations, water-hydrocarbon systems and natural gas dehydration, natural gas gathering and plant inlet separation, sour natural gas treating/sulphur recovery, acid gas compression and injection, sulphur recovery. Participants include: new engineering graduates and technologists who need to develop an understanding of natural gas processing principles and technology; professionals who have been working in industry but are new to natural gas processing; or professionals who are familiar with natural gas processing, but are unfamiliar with how process simulators can be used to improve plant design and optimize plant profitability.

COURSE: BUS 143 | 35 Hours | $1,595 + GST
037 | Jun 1 - 5 | MTWRF | 8:30 am - 4:30 pm | DT
NEGOTIATION SKILLS LEVEL I
Learn to prepare for negotiations, assess your alternatives, build a climate of collaboration, get beyond stubborn positioning and develop agreements that work for both sides. Negotiation skills are essential in daily interactions with others. Traditional approaches to negotiation promote competitive tactics, often resulting in unsatisfactory outcomes. Collaborative or interest-based negotiation aims for agreements that respond to the interests of both parties. Emphasis is on simulated negotiations assisted by trained coaches.

Prerequisite: PDS 002 Foundations of Collaborative Conflict Resolution: Workplace Focus or PDS 001 Foundations of Collaborative Conflict Resolution

COURSE: PDS 185 | 21 Hours | $645
036 | Feb 4 - 6 | TWR | 8:30 am - 4:30 pm | DT
037 | May 12 - 14 | TWR | 8:30 am - 4:30 pm | DT

OCCUPATIONAL HYGIENE: THE BASICS
Discover the science behind occupational illness and disease. The number of people affected by occupational related disease continues to increase. This course illuminates the science and art of occupational hygiene and covers its past, present and likely future. Topics include: toxicology, occupational health and safety standards, airborne hazards, indoor air quality, ventilation systems, skin diseases, industrial noise, radiation, lasers, thermal stress, and protective equipment.

Prerequisite: BMC 104 Health and Safety Management Systems: The Basics

COURSE: BMC 197 | 40 Hours | $630
055 | Jan 28 - Apr 21 | T | 6 - 9 pm | DT
056 | Apr 7 - Jul 6 | Online

OIL SANDS: OVERVIEW, ENVIRONMENTAL IMPACTS, AND REGULATIONS
With respect to Alberta’s oil sands, should Canada be forced to choose between economic development and a sustainable environment? This course is designed for anyone interested in the environmental management, public relations, and health and safety job categories in the oil and gas industry. Through this course, develop the skill set required to understand, review, analyze, and evaluate environmental data and information related to the oil sands industry.

COURSE: BMC 298 | 30 Hours | $550
020 | Feb 10 - 13 | MTWR | 8:30 am - 5 pm | DT

This certificate really helped me get the job. I sort of feel like, I am where I want to be and I’m living the dream.”

Michael McCallum, Graduate Certificate in Business Intelligence

OPERATIONAL RISK MANAGEMENT
Operational risk is real. Managing risk reduces operational losses. Every member of an organization has a role or responsibility with respect to risk. Improperly managed operational risks result in losses when an organization has failed or inadequate internal processes, people, and systems or from external events. The implementation of a risk framework and process will allow an organization to undertake the assessment of operational risks while providing the structure to identify, assess, treat and monitor risks. The course introduces the concept of operational risk management and demonstrates how to apply the ISO 31000-2018-Guideline. You will learn how to define the key steps involved in risk assessment, treatment, monitoring, reporting and communication.

COURSE: BMC 368 | 40 Hours | $595
002 | Jan 21 - Apr 20 | Online

ORGANIZATIONAL LEARNING
To what extent does business success depend on an organization’s capacity to learn? What makes organizational learning relevant in today’s economy? How does it differ from quality improvement, restructuring, and other attempts to build organizational effectiveness? This course will help you: enable learning in your workplace, assess the organization’s learning capacity, and recommend ways to create a strategic learning culture.

COURSE: ADL 124 | 30 Hours | $525
017 | Feb 4 - Mar 30 | Online

PERFORMANCE MANAGEMENT
Helping employees attain optimal performance is essential. Gain knowledge and skills in understanding the underpinnings and dynamics of employee performance, and learn how to use a foundational framework to partner with employees for success. Learn approaches to prepare for and conduct performance reviews, and become more comfortable with performance and career dialogues.

COURSE: BMC 353 | 20 Hours | $495
010 | Feb 4 - Mar 23 | Online

This certificate really helped me get the job. I sort of feel like, I am where I want to be and I’m living the dream.”

Michael McCallum, Graduate Certificate in Business Intelligence
PERSONAL FINANCIAL PLANNING: MEETING YOUR GOALS NEW
Prepare to dive deeper into your finances in this course which covers topics gathered from participant feedback in the foundational course. Goal-based planning will expand your focus into all aspects of your financial life for retirement and other life events. Recent updates in estate, trust, taxation, insurance as an investment class and financial planning will be discussed in detail. You will learn how to apply information to analyse and prioritise your financial position and establish goals to achieve them. You will recognize the benefits of investing at a young age for yourself and/or to explain investment concepts to your children and grandchildren.

COURSE: PIW 212 | 6 Hours | $125 + GST 002 | Apr 18 | S | 9 am - 4 pm | Main

PHILOSOPHY OF MONEY
Philosophers might seem like the very last people to ask about money, since they are usually so bad at making it. But even Adam Smith himself, author of Wealth of Nations and father of capitalism, was a philosopher before he was an economist and had some surprising things to say about money and wealth. Smith was no outlier. Since at least Aristotle, philosophers have had interesting and provocative things to say about money. In this class, you will look at a few of them and discuss money and the nature of value, the ethics of wealth and charity, and money’s relationship to happiness. This will involve covering why Aristotle thought banking was evil, why Adam Smith thought ambition was a curse, and what a Nobel Prize winning economist has to say about how much it costs to be happy.

COURSE: FIF 620 | 6 Hours | $75 + GST 008 | Jan 25 | S | 9:30 am - 4 pm | Main

PHOTOGRAPHY I — DIGITAL
Focus on Digital SLR cameras — cameras that are fully adjustable with the ability to change lenses. Topics include: composition, exposure control, automatic versus manual operation, aperture, shutter speed, white balance, using flash and available light, and evaluating the final pictures. Please bring a Digital SLR or mirror-less camera and manual to first class.

COURSE: PHO 101 | 12 Hours | $195 093 | Mar 24 - Apr 28 | T | 7 - 9 pm | Main

PHYSICAL SECURITY PLANNING
Systems and procedures for building and facilities security are covered. Topics include: keying, card access technologies and intrusion alarm systems, lighting, barriers, monitoring systems, closed circuit television, alarms, and suppression systems for fire control. Within a context of security planning, topics include: design, building and facilities surveys, threat assessment, risk analysis and strategies for reducing identified risk.

COURSE: BMC 250 | 40 Hours | $595 014 | Feb 4 - May 4 | Online

PHYSICS 1
This is the first of two courses designed to prepare you for university entrance. The course provides an introduction to the motion and energy of objects and waves. Specific units include kinematics, dynamics, circular motion, work/energy, oscillatory motion, and mechanical waves.

Prerequisite: Science 10, or equivalent

COURSE: UPG 130 | 39 Hours | $475 017 | Jan 13 - Apr 16 | MR | 5:30 - 7 pm | Main

PHYSICS 2
This is the second of two courses designed to prepare you for university entrance. This course builds on the knowledge and experience gained from previous science courses. Specific units include: momentum and impulses, forces and fields, electromagnetic radiation, and atomic physics.

Prerequisite: Physics 20, UPG 130 Physics I, or equivalent

COURSE: UPG 230 | 39 Hours | $475 025 | Jan 15 - Apr 1 | W | 6 - 7:45 pm and Jan 18 - Mar 28 | S | 1 - 2:45 pm | Main

026 | Apr 29 - Jun 10 | W | 5:45 - 8:45 pm and May 2 - Jun 13 | S | 1 - 4 pm | Main

PORTUGUESE 2 (BRAZILIAN)
In this conversationally oriented course, learn grammar, reading, conversation, and useful phrases.

Prerequisite: POR 101 Portuguese 1 or equivalent

COURSE: POR 102 | 20 Hours | $265 + GST 017 | Jan 27 - Apr 6 | M | 6:30 - 8:30 pm | Main

POSITIVE PSYCHOLOGY: THE ROLE YOUR STRENGTHS PLAY IN YOUR HAPPINESS
Positive Psychology is a scientific field founded on the belief that people want to lead meaningful and fulfilling lives, to cultivate what is best within themselves, and to enhance their experiences of love, work, and play. Discover the role of positive psychology and the science of strengths as they apply to your life. We will engage in self-reflection in order to maximize one’s potential and cultivate positive relationships. Focus is on the practical application of positive psychology interventions that increase well being. The Strengths Profile assessment tool will be used and is included in the course fee. Students must complete the assessment at least three business days prior to the course start date.

COURSE: PIW 139 | 12 Hours | $295 + GST 005 | Feb 26 - Mar 18 | W | 6 - 9 pm | Main

POST-CONFEDERATION CANADIAN HISTORY
Review Canada’s unique history from 1867 to the early 21st century through the lens of iconic photographs that document and represent events that helped create today’s Canada. Through lectures and discussion, explore the context and complexities of the moment that each image captures. Topics include: the machinations of Confederation, the importance of the railway, experiences of First Nations people, early (and later) immigration, the debate around education systems, the enduring American omnipresence, French/English dynamics, the Depression, the World Wars, post-war prosperity, the liberation of the sixties, the Quebec Referendum and the Canadian Constitution. Additional resources will be available for students to enhance their learning.

COURSE: FIF 246 | 20 Hours | $315 + GST 003 | Jan 20 - Mar 30 | M | 1 - 3 pm | Main
**PROCUREMENT AND CONTRACT MANAGEMENT**
Explore the project procurement processes, from the initial procurement decision, through the solicitation process, to contract award, administration, and closure. Examine the interaction of these processes and how they overlap with the other areas of project management. Learn effective strategies to successfully manage key partners and vendors, and acquire the tools and techniques to manage each contract life cycle.

**COURSE: BMC 301 | 15 Hours | $585**
023 | Apr 7 - May 11 | Online

**PROGRAM STRATEGY FOR BI PROJECTS**
This course will focus on the value of Business Intelligence (BI) programs and how their success is defined in an organization. A BI program consists of multiple projects that are planned and defined based on the long term goals of the company. In order to be successful, it is important to avoid the problems that commonly plague BI programs and projects. This course will help students identify common pitfalls and help give students the tools to properly plan a project or program and limit the consequences when problems occur.

**COURSE: ICT 773 | 30 Hours | $975**
007 | Apr 16 - Jun 18 | R | 6 - 9 pm | Online

**PROJECT MANAGEMENT FOR THE NON-PROFIT SECTOR**
A good project manager will manage people and resources to get key tasks completed, in the right time, the right way and with the right resources. Project management within the non-profit sector is very common yet many struggle in this area because of a lack of exposure to the basic principles or tools. Understanding of how to lead and manage a project is an essential competency that can help you manage your stakeholders and lead your non-profit organization towards sustainable growth. You will identify key stages within the project management process such as how to manage projects and activities effectively including preparation, planning, implementation and evaluation/reporting.

**COURSE: BUS 300 | 14 Hours | $629**
004 | Apr 1 - 2 | WR | 8:30 am - 4:30 pm | Main

**PROJECT MANAGEMENT: HR AND COMMUNICATION**
Examine strategies to organize project teams as well as to communicate effectively with all project stakeholders. Focus on the development of human resource and communication planning for project success.

**COURSE: BMC 302 | 15 Hours | $585**
024 | May 19 - Jun 22 | Online

**PROJECT MANAGEMENT PROFESSIONAL (PMP)® EXAM PREPARATION**
Prepare for the Project Management Professional (PMP)® exam to complete the PMP certification. This highly interactive course uses different activities to practice test questions, providing opportunities to apply project management concepts, terms, methods and best practices that will help you build the confidence needed to satisfy the PMP exam requirements.

**COURSE: BMC 308 | 40 Hours | $745**
036 | Jan 27 - 31 | MT | WRF | 8:30 am - 5 pm | DT
037 | Apr 7 - Jul 6 | Online
038 | Aug 10 - 14 | MT | WRF | 8:30 am - 5 pm | DT

**PROJECT MANAGEMENT: LEVEL I**
This course provides a general overview of all the fundamental project management processes and knowledge areas as documented in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Sixth Edition. These knowledge areas and processes are: Project Scope Management, Schedule Management, Project Cost Management, Risk Management, Quality Management, Project Resource Management, Project Communications Management, Project Procurement Management, and Project Stakeholder Management.

**COURSE: BMC 299 | 40 Hours | $745**
071 | Jan 7 - Apr 6 | Online
072 | Jan 8 - Apr 1 | W | 6 - 9 pm | DT
073 | Jan 22 - 24 | WRF | 8:30 am - 5 pm and Jan 30 - 31 | RF | 8:30 am - 5 pm | DT
074 | Feb 29 - Mar 28 | S | 8:30 am - 5 pm | DT
075 | Apr 2 - Jun 25 | R | 6 - 9 pm | DT
076 | May 2 - Jun 6 | S | 8:30 am - 5 pm | DT
077 | Jul 20 - 24 | MT | WRF | 8:30 am - 5 pm | DT

**PROJECT MANAGEMENT: LEVEL II**
This advanced course adhering to A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Sixth Edition will enhance the planning and measurement skills learned in the basic course. The same knowledge areas are covered in more detail; however, in this level, the objective is the development of project control skills.

**Prerequisite:** BMC 299 Project Management: Level I

**COURSE: BMC 266 | 40 Hours | $745**
046 | Jan 9 - Apr 2 | R | 6 - 9 pm | DT
047 | Apr 7 - Jul 6 | Online

**PROJECT PLANNING: HIT THE GROUND RUNNING**
Discover the importance of gathering initial project requirements to ensure smooth and results-driven delivery of a project. Then, learn step-by-step how to drive a project from initiation to execution, focusing throughout on how good planning can ensure deliverables are completed on time and in a cost-effective way. This one-day seminar is for anyone from any industry who is looking for a fast general project-planning overview that can be applied immediately.

**COURSE: BMC 322 | 7.5 Hours | $385**
007 | May 29 | F | 8:30 am - 5 pm | DT

**PROJECT QUALITY MANAGEMENT**
Discover the concepts and fundamentals of quality management, their purpose, importance and value to the success of a project. Focus on quality planning, costs, requirements, and reporting metrics; highlighting the benefits of Quality Management to the overall effectiveness and efficiency of a project.

**COURSE: BMC 300 | 15 Hours | $585**
028 | Jan 28 - Mar 2 | Online
029 | Jun 13 | S | 8:30 am - 5 pm and Jun 20 | S | 8:30 am - 5 pm | DT

TO REGISTER: PAGE 3 | CAMPUS: MAIN, DOWNTOWN (DT), ONLINE OR OFF CAMPUS (OFF) | DAYS: MTWRFSU
PROPAGANDA AND HOW IT RELATES TO FAKE NEWS

What is propaganda, how does it affect our lives and is it the same as ‘fake news’? What is the relationship of propaganda to society, politics, and culture? How is propaganda created and which communications techniques are used to make it effective? We will examine the history of propaganda focusing on its development in the 20th century and its impact today. In doing so the course will present examples from advertising, journalism, cinema, painting and digital media for analysis and discussion. The aim is to give students a broad understanding of propaganda and its role in public communications. Finally, the ethics of propaganda will be discussed.

COURSE: HUM 412 | 12 Hours | $225 + GST
001 | Feb 1 - 29 | S | 9 am - 12 pm | Main

PUBLIC RELATIONS

Organizations, including corporations, government and not-for-profit, understand the important role of strategic communications in their success. This course is for you if you: are a beginning practitioner responsible for communications, work in conjunction with the communications team within your organization, or want to better understand the valuable contributions communications can make to organizations and the community. What is public relations and its various elements? What is its strategic role and how does it fit within a broader communications context, including marketing and advertising, research, and future trends? This course relies on class participation and practical application of learning.

COURSE: BMC 119 | 40 Hours | $595
040 | Jan 14 - Apr 13 | Online

PYTHON FOR MACHINE LEARNING

Every field of computing is being impacted by Machine Learning: software engineering, data analysis, and artificial intelligence. In this online, self-paced course discover the machine learning models that interpret large amounts of data. Learn to utilize Python’s libraries to solve predictive problems (supervised learning) and data clustering problems (unsupervised learning). Study machine learning techniques such as multiple linear regressions (Ridge and Lasso), generalized linear models and classification, clustering and dimensionality reduction methods. Gain hands-on experience solving complex and simple real-world problems across a broad array of industries. This course concludes with a capstone project in which you complete a small freelance coding assignment. For the duration of the course you will have 24/7 access to course materials allowing you to save your progress and resume where you left off at any time.

Prerequisite: ICT 781 Python Level 1

COURSE: ICT 783 | 30 Hours | $1,199 + GST
001 | Jan 14 - Mar 17 | Online
002 | Apr 6 - Jun 15 | Online

PYTHON LEVEL 1

Learn the fundamentals of the Python programming language, Python interactive environment and PyCharm Integrated Development Environment (IDE). Focus on best practices for writing, testing and debugging Python code. See also: ICT 782 Python Level 2: Python for Data Analysis, ICT 783 Python for Machine Learning

COURSE: ICT 781 | 30 Hours | $825 + GST
005 | Jan 13 - Feb 12 | MW | 6 - 9 pm | Online

PYTHON LEVEL 2: PYTHON FOR DATA ANALYSIS

Take your Python programming skills to the next level by learning to develop Python code for data analysis. Python is used to shape data for analysis, apply techniques to analyze statistics, and use data to make informed business decisions.

Prerequisite: ICT 781 Python Level 1

COURSE: ICT 782 | 30 Hours | $825 + GST
005 | Feb 25 - Mar 26 | TR | 6 - 9 pm | Online

REAL ESTATE DEVELOPMENT AND FINANCE

Finance is possibly the most critical aspect of a development project. This course provides the fundamental building blocks for economic feasibility analysis. Learn to conduct a net present value analysis for a development concept of your choosing. You will gain an understanding of the economic principles that drive real estate development decisions, financing options, and many aspects of the development process itself.

COURSE: CPE 119 | 18 Hours | $589
021 | Apr 7 - May 12 | T | 6 - 9 pm | DT

REAL ESTATE DEVELOPMENT AND THE PLANNING PROCESS

Real estate development projects can live or die by the way in which the development approval process is handled. This course explains how that process works and offers insight into what it takes to get your project approved. Topics include: subdivision, development, and land use applications; subdivision and development appeals; city council hearings; working with the community and the civic administration.

COURSE: CPE 118 | 18 Hours | $589
019 | Jan 30 - Mar 5 | R | 6 - 9 pm | DT

REAL ESTATE LAW

This course examines the legal issues involved in the acquisition, development, management and disposition of real estate. Topics include: offers, purchase and sale agreements, organization of the ownership entity, financing, mortgages, construction, taxation, and leasing.

COURSE: CPE 111 | 18 Hours | $589
015 | Apr 22 - May 27 | W | 6 - 9 pm | DT

REAL ESTATE MARKETING

Marketing is essential to the success of any real estate development project. Review the role that marketing plays at each step in the development process. Gain an understanding of changing real estate markets and learn how to: utilize market research information, develop and manage a marketing program, create unique project identities, and undertake an effective advertising and communications program.

COURSE: CPE 112 | 18 Hours | $589
019 | May 7 - Jun 11 | R | 6 - 9 pm | DT
RECRUITMENT AND SELECTION

In the battle for talent, the recruitment and selection function takes on increased organizational significance. This course offers a comprehensive overview of recruitment and selection methods, tools, and resources. Topics include: internal and external recruitment, conventional and e-recruitment methods, interview methods and techniques, use of psychometric tools, referencing, employment contracts, and a successful launch.

**COURSE:** BMC 178 | 30 Hours | $525
076 | Feb 5 - Apr 8 | W | 6 - 9 pm | DT
077 | Mar 24 - Jun 1 | Online

REGULATIONS, ROLES, AND RESPONSIBILITIES FOR HSE PROFESSIONALS

Gain valuable insight into regulatory and ethical aspects of managing an occupational health and safety program. Explore common concepts in provincial and federal occupational health and safety law, including due diligence and the internal responsibility system. Discuss ethical perspectives around individual rights and employer responsibilities such as worker benefits, WCB premiums, employer obligations, and work refusal provisions. Learn strategies to reduce risk, increase compliance, and ensure that your organization is meeting its legal requirements.

**Prerequisite:** BMC 104 Health and Safety Management Systems: The Basics

**COURSE:** BMC 317 | 30 Hours | $550
033 | Jan 28 - Apr 6 | Online
034 | Apr 27 - 30 | MTWR | 8:30 am - 5 pm | DT

RELATIONAL DATABASES FUNDAMENTALS

This course introduces students to the principles behind designing a well-formed relational database management system (RDBMS) that optimizes the storage and retrieval of data. In addition, students will learn how to utilize the SQL language for creating, manipulating, and securing the various database objects that are used in a RDBMS.

**COURSE:** ICT 128 | 30 Hours | $825
059 | Jan 11 - Mar 21 | S | 9 am - 12 pm | Online
060 | Jan 14 - Feb 13 | TR | 6 - 9 pm | Online
061 | Apr 14 - May 14 | TR | 6 - 9 pm | Online
062 | Apr 20 - Jun 29 | M | 6 - 9 pm | Main
063 | Jul 6 - Aug 10 | MW | 6 - 9 pm | Online

RENEWABLE ENERGY TECHNOLOGIES

There is a growing consensus among energy stakeholders that renewable energy technologies are beneficial to the environment and society as a whole. This course reviews the practical applications and examples of decentralized renewable energy sources and technologies such as low impact hydro, ocean, wind, solar power and heat, earth energy and geo-exchange, as well as biomass and biogas utilization. Energy efficiency and the effective use of fossil fuels through combined heat and power application are reviewed. Environmental managers, energy consultants, engineers, regulators, and the average consumer will benefit from this course. Learn barriers and incentives to implementing RET in Canada, how to financially evaluate and compare technologies, and practical methods to reduce in-home energy consumption.

**COURSE:** BMC 262 | 30 Hours | $550
022 | Jan 28 - Mar 31 | T | 6 - 9 pm | DT

REQUIREMENTS ANALYSIS AND DESIGN

This course introduces the International Institute of Business Analysis Body of Knowledge (BABOK) area requirements analysis and design definition.

**COURSE:** ICT 762 | 30 Hours | $825
007 | Feb 26 - Mar 25 | W | 6 - 9 pm and
Feb 29 - Mar 28 | S | 9 am - 12 pm | Online

RESOLVING CONFLICT ON THE FRONT LINE: DEMONSTRATING LEADERSHIP AT WORK

All members of organizations are expected and often required to handle workplace conflicts effectively. You will practise analyzing workplace conflicts, and using a collaborative process to intervene as a third party. You will learn to demonstrate leadership in addressing conflict in ways that move all people involved towards mutually agreeable solutions.

**Prerequisite:** PDS 001 Foundations of Collaborative Conflict Resolution or PDS 002 Foundations of Collaborative Conflict Resolution: Workplace Focus and PDS 185 Negotiation Skills Level I

**COURSE:** PDS 009 | 21 Hours | $645
017 | Jun 16 - 18 | TWR | 8:30 am - 4:30 pm | DT

RISK ASSESSMENT AND TREATMENT

Gain a broad understanding of assessment and treatment techniques that can help an organization to prepare for, and effectively deal with potential hazards or insurable risks. Understand risk control techniques and their application. Discuss emerging risks in social media, regulations, supply chain management, crime and cyber space. It is recommended that students complete BMC 327 Risk Management Principles and Practices prior to enrolling in this course. Formerly: BMC 158 Risk Control. Students who have taken BMC 158 should not enrol in this course.

**COURSE:** BMC 326 | 40 Hours | $625
022 | Jan 28 - Apr 27 | Online
023 | Jun 6 - Jul 4 | S | 8:30 am - 5 pm | DT

RISK FINANCING

Gain a broad overview of risk financing as one of numerous risk treatment options. Techniques for estimating hazard-related losses and transferring hazard loss through the use of insurance are examined. Focus on alternative financing techniques including insurance, self-insurance, retrospective rating, captive insurance, and contractual risk transfer. Methods for transferring financial and hazard risk to capital markets are explored in detail.

**COURSE:** BMC 182 | 40 Hours | $625
041 | Jan 22 - Apr 15 | W | 6 - 9 pm | DT
042 | May 5 - Jun 16 | TR | 6 - 9 pm | DT

RISK MANAGEMENT PRINCIPLES AND PRACTICES

This course broadens our understanding of risk management from its traditional focus on accidental losses. Learn about ISO 31000 and the COSO ERM — Integrated Framework, and discuss various risk identification and analysis techniques in detail. Apply rudimentary analytical tools to assess financial risk. Risk oversight, monitoring, and assurance are discussed from the perspective of governance and internal control. This course relies heavily on insurance based content consistent with risk assessment and risk management principles. Formerly BMC 100 Risk Assessment. Students who have taken BMC 100 should not take this course.

**COURSE:** BMC 327 | 40 Hours | $625
020 | Jan 16 - Apr 9 | R | 6 - 9 pm | DT
021 | Apr 25 - May 30 | S | 8:30 am - 5 pm | DT
RUSSIAN 2
Building on Russian 1, continue to develop your conversational skills and expand your vocabulary.
Prerequisite: RUS 101 Russian 1
COURSE: RUS 102 | 25 Hours | $325 + GST 017 | Jan 29 - Apr 1 | W | 6 - 8:30 pm | Main

SECRETS OF ANCIENT TECHNOLOGY: HOW DID THEY DO IT? NEW
Have you wondered how they built the pyramids, Stonehenge, the giant heads on Easter Island, the megalithic walls of the Inca, Roman aqueducts over 100 kilometers long, or fashioned King Tutankhamun’s gold face mask? Do you think extraterrestrials visited earth and did it for them? The ancient world is full of wonders waiting to be revealed. This course takes a global approach to unravelling the mysteries and controversies surrounding some of the greatest feats in human history. But we cannot fully grasp these accomplishments in isolation, for each is the product of a place and time, and can only be understood within the context of the societies that produced them. Our inquiry is as much about people as things, and the economies, religions, and ingenuity that drove them to create these wonders of the ancient world.
COURSE: HUM 413 | 15 Hours | $275 + GST 001 | Jan 30 - Mar 5 | R | 6:30 - 9 pm | Main

SHAKESPEARE’S VILLAINS NEW
There’s nothing like a good villain in a story, and arguably no one’s villains are better than Shakespeare’s. From Iago in Othello to Aaron in Titus Andronicus to Richard III, his characters thwart the success of good people in order to serve their own motives. What makes villains so compelling, though, is the powerfully beautiful language they use to draw in audiences and make us (almost) complicit with their villainy. In this course we’ll consider the range of Shakespeare’s villains to appreciate how some of his most dastardly characters were formed in his imagination, and compel us to this day.
COURSE: FIF 646 | 6 Hours | $75 + GST 001 | Mar 21 | S | 9:30 am - 4 pm | Main

SHIFTING FROM POSITIONS TO INTERESTS
Whether in the context of negotiation, mediation or interpersonal conflict, people adopt positions and offer solutions in order to meet their underlying interests. Working towards interest-based resolutions requires skill in clarifying and understanding the wants, needs, concerns and fears that support the opposing positions. You will enhance skills aimed at eliciting underlying interests, illuminating blocks, facilitating processes, establishing positive outcomes and generating a wider range of choices.
Prerequisite: PDS 006 Mediation Skills Level I or PDS 185 Negotiation Skills Level I and PDS 002 Foundations of Collaborative Conflict Resolution: Workplace Focus or PDS 001 Foundations of Collaborative Conflict Resolution
COURSE: PDS 208 | 21 Hours | $645 010 | Feb 18 - 20 | TWR | 8:30 am - 4:30 pm | DT

SIGN LANGUAGE 101
Signing Naturally is a highly acclaimed program that is recognized as the finest and most effective teaching system in North America. Study American Sign Language and better understand the deaf community and its culture. Learn to introduce yourself, exchange personal information and talk about your surroundings.
COURSE: ASL 101 | 36 Hours | $375 050 | Jan 15 - Apr 1 | W | 6 - 9 pm | Main

SIGN LANGUAGE 102
A continuation of Level 101 designed for personal interest or for those wishing to work toward a career in interpretation with the deaf or hard of hearing. Learn to talk about your family, tell about activities, give directions and describe others. Individual participation and group interaction with the instructor will be encouraged.
Prerequisite: ASL 101 Sign Language 101
COURSE: ASL 102 | 36 Hours | $375 033 | Jan 14 - Mar 31 | T | 6 - 9 pm | Main
034 | Apr 8 - Jun 24 | W | 6 - 9 pm | Main

SIGN LANGUAGE 103
A continuation of Level 102 designed for personal interest or for those wishing to work toward a career in interpretation with the deaf or hard of hearing. Learn to make requests, talk about family and occupations, attribute qualities to others and talk about routines.
Prerequisite: ASL 102 Sign Language 102
COURSE: ASL 103 | 36 Hours | $375 023 | Apr 14 - Jun 30 | T | 6 - 9 pm | Main

SIGN LANGUAGE 202
A continuation of Level 201 building on vocabulary and grammar introduced in previous lessons. Students are encouraged to talk about people in a more abstract way and to talk about the environment removed from the classroom. Students also learn to narrate events that occurred in the past, as opposed to telling what is happening currently.
Prerequisite: ASL 201 Sign Language 201
COURSE: ASL 202 | 36 Hours | $395 014 | Jan 16 - Apr 2 | R | 6 - 9 pm | Main

SOCIAL MEDIA ESSENTIALS
What’s the buzz about social media? Explore the potential of social networking tools such as Facebook, Twitter, LinkedIn, wikis, blogs, podcasts and more. Learn how social media can be leveraged as an alternative and companion to traditional forms of advertising and communication. Develop an integrated social media strategy and formulate a plan that will reach and engage your audience.
COURSE: BMC 312 | 15 Hours | $425 011 | Jan 21 - Feb 24 | Online

SOCIAL MEDIA STRATEGIES
Most successful leaders are prepared to capitalize on new media with sound business strategies, policies and resources in place. Develop an organizational strategic plan that addresses implications of social media on organizational culture and business practices. Learn how to assess potential risks and implement measures early to maximize success.
COURSE: BMC 314 | 15 Hours | $425 012 | Mar 17 - Apr 20 | Online
### SOLUTION EVALUATION AND TESTING

Testing is the foundation of ensuring quality in a project implementation. This course provides a hands-on approach with real examples. Students will develop a set of tools to help assess and make decisions regarding solution evaluation and testing.

| COURSE: ICT 764 | 30 Hours | $825 | 007 | May 25 - Jun 24 | MW | 6 - 9 pm | Online |

### SPANISH 1

With little or no experience in Spanish, you are welcome in our interactive classes that focus on speaking the language. Saying basic phrases, pronouncing words correctly, asking questions and telling time are covered. There will be an introduction to articles, adjectives, pronouns and verbs in the present tense.

| COURSE: SPA 101 | 30 Hours | $295 - GST | 249 | Jan 13 - Mar 30 | M | 6:15 - 9 pm | Main |
| | | | 250 | Jan 14 - Mar 31 | T | 6:30 - 9 pm | Main |
| | | | 251 | Jan 15 - Apr 1 | W | 5:30 - 8 pm | DT |
| | | | 252 | Jan 9 - Feb 20 | RM | 6:30 - 9 pm | Main |
| | | | 253 | Apr 14 - Jun 23 | T | 6:15 - 9 pm | Main |
| | | | 254 | Apr 16 - Jun 25 | R | 6:15 - 9 pm | Main |
| | | | 255 | Jul 7 - Aug 13 | TR | 6 - 8:30 pm | Main |

### SPANISH 2

You should be comfortable saying basic phrases and forming simple sentences in the present tense. Expand your knowledge of grammar and vocabulary, and learn more about the culture of the Spanish-speaking countries.

| COURSE: SPA 102 | 30 Hours | $325 | 165 | Jan 15 - Apr 1 | W | 6:30 - 9 pm | Main |
| | | | 166 | Jan 14 - Mar 31 | T | 6:30 - 9 pm | Main |
| | | | 167 | Feb 27 - Apr 6 | RM | 6:30 - 9 pm | Main |
| | | | 168 | Apr 14 - Jun 23 | T | 6:15 - 9 pm | Main |
| | | | 169 | Apr 15 - Jun 24 | W | 5:30 - 8:15 pm | DT |

### SPANISH 3

Reinforce your knowledge of the basic grammatical structures and learn how to talk about past events. Continue to build vocabulary and improve your listening and speaking skills.

| COURSE: SPA 103 | 30 Hours | $345 | 110 | Jan 14 - Mar 31 | T | 6:30 - 9 pm | Main |
| | | | 111 | Apr 15 - Jun 24 | W | 6:15 - 9 pm | Main |

### SPANISH 4

Learn how to talk about the past events using both the preterit and the imperfect past tenses. Practice your conversational and writing skills while gaining more insight into the cultural aspects of the Spanish-speaking world. This class is taught mainly in Spanish.

| Prerequisite: SPA 103 Spanish 3 |
| COURSE: SPA 104 | 30 Hours | $345 | 074 | Jan 15 - Apr 1 | W | 5:30 - 8 pm | DT |
| 075 | Apr 14 - Jun 23 | T | 6:15 - 9 pm | Main |

### SPANISH 5

The focus of this course is the present subjunctive mood and the accompanying grammatical structures. Continue to build vocabulary and practice your speaking and writing skills. This class is taught mainly in Spanish.

| Prerequisite: SPA 104 Spanish 4 |
| COURSE: SPA 105 | 30 Hours | $375 | 057 | Jan 13 - Mar 30 | M | 6:15 - 9 pm | Main |
| 058 | Apr 20 - Jun 29 | M | 6 - 9 pm | Main |

### SPANISH 6

Express yourself in the present, past, and future tenses by reinforcing your existing knowledge of Spanish and learning more advanced grammatical structures. This class is taught in Spanish.

| Prerequisite: SPA 105 Spanish 5 |
| COURSE: SPA 106 | 30 Hours | $375 | 047 | Apr 16 - Jun 25 | R | 6:15 - 9 pm | Main |

### SPANISH 7

In the final level of formal language training, fine points of grammar are highlighted as students continue to build vocabulary and improve their speaking and writing skills. This class is taught in Spanish.

| Prerequisite: SPA 106 Spanish 6 |
| COURSE: SPA 907 | 30 Hours | $375 | 025 | Jan 15 - Apr 1 | W | 6:30 - 9 pm | Main |

### SPANISH 8

Este nivel refuerza y expande el conocimiento de estructuras gramaticales básicas como: uso del presente del indicativo y progresivo; formas pronominales del O.D. y del O.I.; construcciones reflexivas; uso de los verbos ser y estar; adjetivos y pronombres posesivos; uso del pretérito y del imperfecto y comparación de los mismos; los distintos usos de por y para; cómo usar los pronombres relativos.

| Prerequisite: SPA 907 Spanish 7 |
| COURSE: SPA 908 | 30 Hours | $375 | 021 | Jan 14 - Mar 31 | T | 6:30 - 9 pm | Main |

### SPANISH 9

Este nivel está diseñado para aclarar todas las dudas existentes sobre el uso del presente del subjuntivo; el pretérito perfecto y pluscuamperfecto y el futuro y el futuro perfecto del indicativo como así también el uso del condicional en sus dos tiempos.

| Prerequisite: SPA 908 Spanish 8 |
| COURSE: SPA 909 | 30 Hours | $375 | 017 | Apr 14 - Jun 23 | T | 6:15 - 9 pm | Main |

### SPANISH CONVERSATION 1

Build your speaking and listening skills in this beginner Spanish conversational class. Develop conversational strategies, improve listening comprehension, reinforce grammar skills, and build vocabulary and common expressions in class and small-group discussions.

| Prerequisite: SPA 104 Spanish 4 |
| COURSE: SPA 410 | 30 Hours | $345 | 025 | Jan 14 - Mar 31 | T | 6:30 - 9 pm | Main |
| 027 | Jan 15 - Apr 1 | W | 6:30 - 9 pm | Off |
| 026 | Apr 15 - Jun 24 | W | 5:30 - 8:15 pm | DT |

### SPANISH CONVERSATION 2

Improve your speaking and listening skills in this low-intermediate Spanish conversational class. You will continue to build conversational strategies, improve listening comprehension, reinforce grammar skills, and build vocabulary and common expressions through activities which may include discussions, oral presentations, interviews, and role-playing.

| Prerequisite: SPA 106 Spanish 6 |
| COURSE: SPA 420 | 30 Hours | $375 | 016 | Apr 15 - Jun 24 | W | 6:15 - 9 pm | Main |
SPANISH READING CLUB
Also called Club de Lectura en Español. Please see page 90.
Prerequisite: SPA 105 Spanish 5
COURSE: SPA 460 | 25 Hours | $295
007 | Jan 23 - Mar 26 | R | 6:30 - 9 pm | Main

STAKEHOLDER ENGAGEMENT
Stakeholder engagement is the involvement of a person, group or organization in a decision-making process. This is becoming increasingly important for organizations as their decisions can potentially impact key stakeholders. Stakeholder engagement is critical to the successful implementation of decisions and vital in the building of ongoing dialogue and relationships.
COURSE: BMC 357 | 20 Hours | $445
005 | Jul 21 - 23 | TWR | 8:30 am - 4 pm | DT

STRATEGIC PLANNING
Learn the concepts and processes of strategic planning, and understand why it is essential for the success of your organization. Discover how to set strategic objectives and action plans in order to realize your mission. Experience a planning session firsthand from defining the vision to identifying the activities needed to meet stated outcomes.
COURSE: BMC 161 | 40 Hours | $625
034 | Jan 14 - Apr 13 | Online
035 | Jul 13 - 17 | MTWRF | 8:30 am - 5 pm | DT

STRATEGIC PLANNING FOR PUBLIC RELATIONS
How is your company or organization managing its reputation? How is it building and managing relationships that determine its success? Strategic communications planning is the process of aligning communications with corporate strategies and organizational goals. Cultivate an understanding of strategic communication planning in keeping with established standards of professional excellence. Develop a communications strategy and tactical plans that will help you to create and leverage communication resources effectively to maximize relationships with stakeholders and minimize risk.
COURSE: BMC 318 | 30 Hours | $495
008 | Apr 21 - Jun 29 | Online

STRESS AND FATIGUE MANAGEMENT
Research tells us that fatigue is four times more likely to cause workplace impairment than drugs or alcohol, and that stress impacts overall worker well-being and work performance. Numerous strategies exist to help organizations mitigate these hazards and improve workplace environments. Gain an understanding of the science and workplace factors influencing stress and fatigue. Also, learn practical strategies to recognize and assess stress and fatigue risks in an organization, and more importantly, learn how to implement current best practices to effectively manage these hazards.
COURSE: BMC 350 | 30 Hours | $550
011 | Feb 26 - 29 | WRF | 8:30 am - 5 pm | DT

STUDENT ADVISING FOUNDATIONS
This course will introduce you to academic advising theories and best practices in higher education environments. Explore student development and learning models and their application in promoting student success, engagement and retention. Examine the context of higher education and issues facing advising professionals as they support and guide students in their academic careers.
COURSE: ADL 220 | 30 Hours | $525
004 | Apr 21 - Jun 15 | Online

SUPPORTING POSITIVE MENTAL HEALTH IN CHILDREN AND ADOLESCENTS NEW
This course will describe basic brain anatomy and development related to mental health in children and adolescents, especially specific areas that influence increased risk for mental health problems in adolescence. We will cover several mental health symptoms and diagnoses that are common throughout childhood and adolescence as well stigma related to mental health and its impact on help-seeking. Finally, while participants will be encouraged to seek support from mental health professionals for serious concerns, we will address strategies that can be used to support positive mental health in school-aged children and adolescents.
COURSE: FIF 652 | 6 Hours | $75 + GST
001 | May 23 | S | 9:30 am - 4 pm | Main

SUSTAINABILITY: WHAT IS IT AND WHY IS IT IMPORTANT?
How big is your ecological footprint? How quickly are we as humans exhausting the world’s natural resources? What can we do to stop it or at least slow it down? This introductory course explores the impact of human activity on the planet and ways to ensure a sustainable future for everyone. Learn what you can do to help the environment, the people and the economy, locally to globally, to ensure a future. Explore different perspectives including social responsibility, environmental protection, and economic practice to discover how all the components are interconnected. Investigate new ways to create sustainable development and explore solutions to ensure our future.
COURSE: BMC 364 | 40 Hours | $649
006 | Jan 28 - Apr 27 | Online

TEACHING ENGLISH FOR ACADEMIC PURPOSES NEW
This course has been designed for language instructors who want to learn current theory and practice regarding how to effectively teach English for Academic Purposes. This course will empower language teachers with the knowledge and skills necessary to confidently meet language learners’ needs for academic English and better position these students for a successful post-secondary experience.
COURSE: TSL 137 | 20 Hours | $525 | GST
001 | May 26 - Jul 13 | Online
TEACHING LANGUAGE WITH MUSIC AND POEMS NEW
This course will enhance the language instructor’s ability to select appropriate songs and poems to effectively introduce them in the classroom. Participants will acquire tools and techniques to develop and plan learning activities and tasks that are aligned with their students’ needs and promote language acquisition.

COURSE: TSL 138 | 7 Hours | $295 + GST
001 | May 9 | S | 8:30 am - 4 pm | Main

TEACHING LANGUAGE WITH TECHNOLOGY NEW
This course is designed for language instructors who wish to learn current theory and practice of effectively incorporating technology into the language learning classroom. This course will empower language teachers with the knowledge and skills necessary to confidently teach language with technology.

COURSE: TSL 135 | 20 Hours | $525 + GST
001 | Jan 28 - Mar 16 | Online

TEACHING ONLINE
Gain familiarity with learning technology by examining practical guidelines for teaching, strategies to support active online learning, assessment, and evaluation of discussion-board participation. Engage in hands-on work to plan basic components of your own online lesson or course.

COURSE: ADL 136 | 30 Hours | $525
015 | Jan 28 - Mar 23 | Online

TEACHING READING, WRITING AND GRAMMAR — ESL
Explore both theoretical and practical aspects of specific skills in learning a second language. Review what is known about the reading and writing process including communicating well to be heard and understood, and reading and writing for specific purposes. Next review what is known about teaching grammar in a second language while concentrating on pedagogical techniques. Cover critical and innovative approaches to grammar and learn specific strategies for teaching grammar in a second language. Finally, cover systematic and principled procedures for teaching vocabulary.

Prerequisite: TSL 108 Linguistic Structures and TSL 120 TSL Fundamentals

COURSE: TSL 131 | 30 Hours | $575
007 | Jan 7 - Mar 2 | Online
008 | Apr 7 - Jun 1 | Online
009 | Jul 28 - Aug 27 | TR | 9 am - 12 pm | Main

TEACHING READING, WRITING AND GRAMMAR — IHL NEW
Explore both theoretical and practical aspects of specific skills in learning a second language. Review what is known about the reading and writing process including communicating well to be heard and understood, and reading and writing for specific purposes. Next review what is known about teaching grammar in a second language while concentrating on pedagogical techniques. Cover critical and innovative approaches to grammar and learn specific strategies for teaching grammar in a second language. Finally, cover systematic and principled procedures for teaching vocabulary.

Prerequisite: TSL 108 Linguistic Structures and TSL 120 TSL Fundamentals

COURSE: TSL 133 | 30 Hours | $575
002 | Jan 28 - Mar 23 | Online

TEACHING SPEAKING AND LISTENING — ESL
Become aware of current classroom techniques that promote listening and speaking. Be introduced to the communicative method of second language learning through group discussion, modelling, games and activities. Then, discover how sounds are produced in a variety of languages and what practical teaching techniques you can use to correct common problems with pronunciation in a second language. Gain familiarity with the International Phonetic Alphabet.

Prerequisite: TSL 108 Linguistic Structures and TSL 120 TSL Fundamentals

COURSE: TSL 132 | 30 Hours | $575
007 | Feb 11 - Apr 6 | Online
008 | May 5 - Jun 29 | Online
009 | Jul 27 - Aug 31 | MW | 1 - 4 pm | Main
TEACHING SPEAKING AND LISTENING — IHL NEW
Become aware of current techniques used in the classroom that promote listening and speaking and be introduced to the communicative method of second language learning through group discussion, modelling, games and activities. Then, discover how sounds are produced in a variety of languages and how to correct common problems with pronunciation in a second language by learning practical classroom teaching techniques. Gain familiarity with the International Phonetic Alphabet.
Prerequisite: TSL 108 Linguistic Structures or TSL 127 TSL Fundamentals - IHL

COURSE: TSL 134 | 30 Hours | $575
002 | Apr 8 - Jun 10 | W | 6 - 9 pm | Main

TECHNICAL WRITING AND DOCUMENTATION
Learn to effectively communicate information to your audience by applying relevant concepts and tools to help you make sense of various writing tasks. Develop your ability to analyze written information and use structure to reinforce its meaning and make the message clear. Produce writing samples based on documents including reports, policies and procedures, proposals, summaries, manuals, and user guides. Learn through study, practice, peer and instructor feedback, and assignments.
Prerequisite: BMC 113 Business Writing Basics or WRI 150 Writing in the Workplace or WRI 130 Professional Writing Basics or WRI 120 Copy Editing and Proofreading or WRI 110 Writing Well

COURSE: WRI 215 | 30 Hours | $595
017 | Apr 7 - Jun 1 | Online

THE BRITISH MONARCHY FROM 1066
The British monarchy has proven to be one of the most resilient institutions in the world but its role in British life has changed considerably since 1066. We will look at the individuals featured in its development from the struggle for authority to absolute monarchy and finally to constitutional monarchy. The cooperation and/or treachery within and between the royal houses of England and Scotland, and subsequently Great Britain, provide a unique narrative that reflects both national and global events through nine centuries of British life. Topics to be covered include: the Norman kings, the Plantagenets and Angevins, the Houses of Lancaster and York, the Tudors, Stuarts, Hanoverians, Saxe-Coburg-Gothas, and Windsors. We will examine the famous and infamous royal men and women through the lenses of historical account, literature, archeology, films and documentaries.

COURSE: FIF 251 | 20 Hours | $315 + GST
003 | Apr 6 - Jun 8 | M | 1 - 3:30 pm | Main

THE RISING INFLUENCE OF CHINESE CANADIANS NEW
We will explore the rising status of Chinese Canadians and their contributions to Canadian society since 1967 when unfair conditions on their immigration were removed. Themes to be explored are their contributions to Canadian urban development, commerce, media, and social services; and their future development and potential contributions. Topics covered include: Chinatowns, preservation and promotion of Chinese culture, traditional Chinese medicine, elder care in urban centres, economic influence and achievements and future prospects.

COURSE: HUM 409 | 12 Hours | $225 + GST
001 | Feb 6 - Mar 12 | R | 6:30 - 8:30 pm | Main

THE VIETNAM WAR: GENERALS AND GENERATIONS, 1954-1975 NEW
The Vietnam War shaped a generation of young Americans and Vietnamese alike, as the decades long conflict shook Cold War ideologies and domestic politic structures to their foundations, all while the fight for civil rights raged on. But many questions still remain to this day. Why did America fight in Vietnam? What did the North Vietnamese want? Why and how did the war end? How did the war influence a generation of young people in North America? We will examine the historical context of the war in Vietnam, the American involvement in Southeast Asia, and the impact of the war on the American home front. In addition to lectures and discussion, we will examine war footage from Vietnam and the Civil Rights Movement in America.

COURSE: FIF 643 | 6 Hours | $75 + GST
002 | Feb 1 | S | 9:30 am - 4 pm | Main

TOEFL TEST PREPARATION
For students with a high level competence, this demanding course further prepares students for the internationally recognized Test of English as a Foreign Language. Focus on perfecting your reading, writing, speaking, listening and test taking skills. Be prepared to be challenged.
Prerequisite: ENL 310 ESL 3, or placement test

COURSE: ENL 430 | 60 Hours | $500
023 | Jan 27 - Apr 6 | MW | 6:30 - 9:30 pm | Main
024 | Apr 27 - Jul 8 | MW | 6:30 - 9:30 pm | Main

TRAIN THE TRAINER 1
What are the characteristics of an outstanding trainer? Throughout this workshop, explore the key skills and techniques that result in successful face-to-face training. Learn how to establish a positive learning environment. Use a variety of training techniques, and ensure that individual and group needs are met. Demonstrate your new skills through practice presentations. Be prepared for an active and engaging experience. This workshop is intended for workplace trainers and adult and continuing education instructors.

COURSE: ADL 139 | 20 Hours | $525
019 | Apr 22 - 24 | WRF | 9 am - 4:30 pm | DT
020 | Jul 15 - 17 | WRF | 9 am - 4:30 pm | DT

FOR MORE INFORMATION ON COURSES AND PROGRAMS, GO TO CONTED.UCALGARY.CA OR CALL 403.220.2866
TSL FUNDAMENTALS
Be introduced to the field of learning and teaching a second language. Become familiar with the terminology used generally in the realm of second language teaching and specifically in the TSL Certificate program. Then focus on principles of classroom management and lesson planning. This will include concepts such as increasing student interaction in the classroom, using effective teacher language and logical staging of various lesson types.

COURSE: TSL 120 | 40 Hours | $675
037 | Jan 14 - Apr 7 | T | 6 - 9 pm | Main
038 | Apr 7 - Jun 15 | Online
039 | Jul 27 - Aug 26 | MWF | 9 am - 12 pm | Main

TSL METHODOLOGY NEW
Familiarize yourself with second language teaching methodology in the last two centuries. First, an historical overview of the different approaches including grammar translation, the Direct and Series methods, Audiolingualism and so forth will be examined. Then, learn more about using newer methods such as Communicative Language Teaching (CLT), Task-Based Learning (TBL), and the Lexical Approach.

Prerequisite: TSL 129 Teaching Skills and Systems 2 - IHL or TSL 128 Teaching Skills and Systems 1 - IHL or TSL 127 TSL Fundamentals - IHL or TSL 122 Teaching Skills and Systems 2 - ESL or TSL 121 Teaching Skills and Systems 1 - ESL or TSL 120 TSL Fundamentals or TSL 108 Linguistic Structures

COURSE: TSL 223 | 30 Hours | $575
002 | Feb 4 - Mar 30 | Online

USER EXPERIENCE DESIGN
Explore the elements needed to design effective user environments and enhance user satisfaction by improving the usability, ease of use, and visual appeal of the interaction between a user and a digital product. Discover how a great product experience starts with User Experience Design (UX) followed by User Interface Design (UI).

COURSE: ICT 564 | 30 Hours | $825
012 | Feb 4 - Mar 5 | TR | 6 - 9 pm | Online

VIRTUAL CLASSROOM STRATEGIES
Learn how to design and facilitate live online learning events such as online classes and virtual meetings. Examine synchronous learning tools and their use in creating interactive and collaborative experiences for learners in a virtual classroom. Develop skills and strategies that will help you improve your success and confidence as a facilitator of live online events. This practical course will be delivered fully online in weekly synchronous (live) sessions via Adobe Connect with supporting resources in the asynchronous environment (Desire2Learn). As the final course project, you will create and deliver a synchronous event utilizing the tools and techniques mastered in the course.

COURSE: ADL 115 | 30 Hours | $525
002 | Apr 7 - Jun 1 | Online

VISUAL ANALYTICS
This foundational course focuses on the design and implementation of interactive computer visualization techniques for the analysis, comprehension, and explanation of large collections of abstract information. The application of principles from perception, information visualization, interaction and visual analytics will be covered. Practical skills for using tools for cleaning up data, creating interactive visualizations, conducting exploratory analysis and deriving insights from large datasets will be emphasized.

COURSE: ICT 774 | 30 Hours | $975
009 | May 20 - Jun 17 | W | 6 - 9 pm and
May 23 - Jun 20 | S | 9 am - 12 pm | Online

WALKING WITH WILD DOGS NEW
Ever wonder how we make management decisions for wildlife? This class will provide basic animal tracking skill development, including how to use tracks and skulls to distinguish species and make inferences about their ecology and behaviour. Gain insight into the secret world of wild dogs and their prey. Explore how media content analysis yields insight into human perception, affects our relationships with wild animals, and provides critical understanding of human-wildlife conflict, specifically with coyotes.

COURSE: FIF 636 | 6 Hours | $75 + GST
002 | Apr 25 | S | 9:30 am - 4 pm | Main

“I enjoyed the courses and appreciated that the instructors all had real world experience.”

Brittany Gerris, Graduate Professional Writing specializing in Marketing and Public Relations

TO REGISTER: PAGE 3 | CAMPUS: MAIN, DOWNTOWN (DT), ONLINE OR OFF CAMPUS (OFF) | DAYS: MTWRFSU
**WRITING A NOVEL: FIRST DRAFT**

Writing a novel is a challenging and exciting journey. Through practical experience, learn to write fiction uncritically for quantity, write to a deadline, meet daily word-count goals and sketch an entire story arc. Topics covered include character and scene development, dialogue, narration, and plot creation. Your goal is to have a 50,000-word first draft of a novel by the end of the course. This course is suitable for all genres.

Prerequisite: WRI 140 Creative Writing Exploration

**COURSE:** WRI 460 | 30 Hours | $595

010 | Feb 4 - Mar 30 | Online

**WRITING CREATIVE NON-FICTION**

Creative non-fiction is a genre that is committed to the close observation and recording of a world. The story is important, as it contains the poetry, the drama of everyday life, and its substance. Examine models of writing in memoir, travel and nature writing, and the personal essay.

Prerequisite: WRI 140 Creative Writing Exploration

**COURSE:** WRI 430 | 30 Hours | $595

008 | Apr 7 - Jun 1 | Online

**WRITING EFFECTIVE PROPOSALS FOR GRANTS AND FUNDING NEW**

Learn and apply established methods of planning, writing and revising proposals through study, practice, peer and instructor feedback, and assignments. Topics include: types of proposals, uncovering the needs of the funder, and finding funding sources (grants). You will have the opportunity to prepare a proposal based on your workplace, non-profit organization, research, or interests. The completed proposal will be evaluated as part of the course mark. Formerly: WRI 280 Writing Effective Proposals for Grants, Sales and Funding

**COURSE:** WRI 290 | 30 Hours | $595

001 | Apr 14 - Jun 8 | Online

**WRITING IN THE WORKPLACE**

Successful communicators know that effective writing is essential in a variety of professions. You will develop your writing skills through working on correspondence, such as letters, memos, and email; as well as summaries, reports and/or proposals. Topics include: composition, writing clearly, grammar, sentence structure, writing across cultures, and ethical writing. Ample opportunity for writing is available through exercises and assignments, and feedback on your writing is provided by peers as well as by the instructor.

**COURSE:** WRI 150 | 40 Hours | $795

033 | Jan 7 - Mar 16 | Online

034 | Jan 7 - Apr 7 | T | 6 - 9 pm | DT

035 | Apr 7 - Jun 15 | Online

036 | May 4 - 8 | MTWRF | 8 am - 4:30 pm | DT

037 | Jun 16 - Aug 24 | Online

**WRITING SHORT FICTION**

Discuss different types of short fiction from micro to flash to regular short story. Delve into fundamentals including characterization, setting, and narrative arc. You will write and edit at least two drafts of your own work of short fiction. Collaborating with your instructor and fellow classmates, learn about your genre, its market, and publishing opportunities, and gain skill through practice.

Prerequisite: WRI 140 Creative Writing Exploration

**COURSE:** WRI 450 | 30 Hours | $595

008 | Jan 28 - Mar 23 | Online

**WRITING WELL**

Writing is at the heart of professional, personal and creative communication, and is, therefore, a critical skill in many realms. To write well, you must be familiar with audience, purpose, tone and style as well as the mechanics of writing. Learn the essential skills to be successful at getting your intended message across to a variety of audiences through study, practice, peer and instructor feedback, and assignments.

**COURSE:** WRI 110 | 30 Hours | $595

035 | Jan 21 - Mar 16 | Online

036 | May 19 - Jul 13 | Online

**WRITING TOOLS**

Use some of the most common software application features to prepare your written work. First, learn how to get organized using tools including OneNote and Evernote, then look at presenting your written work in applications such as MS Word, PowerPoint, FrameMaker or InDesign. You will practise adding more visual detail to your documents using Visio and converting documents to Adobe Acrobat’s .pdf format for review and publishing. Finally, understand the meaning of file extensions (tiff, .jpg, gif, .eps, .wmf) and image resolution so you can communicate more confidently in your work. Learn through study, practice, peer and instructor feedback, and assignments. No software other than the MS Office suite is required. Free trial versions of other software may be required and will be advised by the instructor.

**COURSE:** WRI 320 | 30 Hours | $595

013 | Apr 14 - Jun 8 | Online

For more information on courses and programs, go to conted.ucalgary.ca or call 403.220.2866
Information for Students

To reach the main telephone menu and for general inquiries, call 403.220.2866 or 1.866.220.4992 (Toll free outside of Calgary and within North America).

For the most complete and up-to-date information, please go to Student Resources and the Student Welcome Guide at conted.ucalgary.ca/info

Age Requirement
You must be at least 18 years of age to enrol in a Continuing Education course, or a certificate or diploma program, unless otherwise specified, as in the case of academic preparation for undergraduates or a program designed specifically for youth.

GST
The Goods and Services Tax is additional when applicable.

Student Accessibility Services
Students requiring accessibility services, please register with the UCalgary Student Accessibility Services (SAS) office, who will work collaboratively and innovatively with the student to create a supportive learning experience. Please also advise Continuing Education.

SAS Office: 403.220.8237 or ucalgary.ca/access

Your Privacy
Continuing Education is committed to protecting the privacy of its students. Personal information is collected under the authority of the Post-secondary Learning Act. You will be asked to provide contact information when you register with Continuing Education or request information about Continuing Education courses and programs. You will be emailed a UCID number and password. You can access your personal information through your account using the assigned UCID number and password. The personal information you submit will form part of your student record and will be used to respond to your inquiries, to send you information about your application for admission to a course or program, to send you information about the courses and programs in which you are registered, and to prepare aggregate statistical data. On your student profile, you will have the ability to opt in to receive information about courses and programs offered by Continuing Education.

COURSE REGISTRATION
Registrations are accepted on a first-come, first-served basis for all Continuing Education courses. Some courses fill quickly, although in most cases you can be added to a waiting list and contacted if a space becomes available or if there are enough students for a second class.

You must be at least 18 years of age to enrol in a Continuing Education course, or a certificate or diploma program, unless otherwise specified, as in the case of academic preparation for undergraduates or a program designed specifically for youth. For most certificate and diploma programs, a minimum of a senior high school diploma and work experience are recommended, but not required.

For admission to a program, please see ‘Admission’ on the certificate or diploma web page.

If English is not your first language, please review the English language proficiency requirements at conted.ucalgary.ca/info

If you have any questions, please contact an advisor at 403.220.2866.

Payment Methods
Fees are to be paid in full by cheque, money order, Visa, MasterCard, American Express, or Visa Debit.

To invoice your employer, a purchase order number is required. When registering by mail or fax, please include a copy of the purchase order with your registration form, which can be found under registration information on the Info for Students page at conted.ucalgary.ca/info. Cheques and money orders are to be made payable to University of Calgary.

Registration Receipt and Course Location
Receipts include the location of the course, applicable notes and transaction details. Receipts are automatically emailed to registrants and mailed only upon request. The location of your course can also be found by logging into your account and clicking on My Course Schedule.

Course Cancellation
If a course is cancelled due to insufficient enrolment or other unforeseen circumstances, all registrants will receive a full refund, or may choose to transfer without charge to another course.

Income Tax Receipts (T2202)
T2202 income tax receipts for eligible non-credit courses are available for download by logging into your account in February. For more information, go to conted.ucalgary.ca/info. UCalgary Employee Tuition Support is considered a non-taxable benefit for employees of the University of Calgary. Employees should NOT request a T2202 for courses paid via tuition support.

TRANSPORTATION AND PARKING
The main and downtown campuses are easily accessible by LRT and Calgary Transit bus routes. Visit calgarytransit.com or call 403.262.1000 for route assistance.

Parking Main Campus
Temporary parking passes are available on the Main Campus for Continuing Education students. The passes can be purchased at the time of registration by phone or in person. The passes are available prior to the start of each term. When purchasing, please indicate the term for which you require parking. Passes will be valid for lot #32 after 3:30 pm Monday to Friday and all day on Saturdays and Sundays. Passes will be sold on a first-
come, first-served basis and quantities are limited. Space is not guaranteed for pass holders. Refunds will be issued only in the event your class is cancelled.

Parking Downtown Campus
There is a covered pay parking lot attached to the University of Calgary Downtown Campus and many pay surface and underground lots in the downtown area. See conted.ucalgary.ca/parking

REFUND, WITHDRAWAL, AND TRANSFER POLICY
Note: ‘course’ denotes any Continuing Education offering (course, seminar, workshop, etc.)

Any exceptions to the refund, withdrawal and transfer policies outlined below are stated on the Confirmation of Registration you receive by email after enrolling in your course.

If a refund or transfer is approved, reimbursement will be made via the original payment method. Reimbursements by cheque may take two weeks or more to process.

Refund and Withdrawal Policy
For a refund to be issued, notice of withdrawal from a course must be received seven calendar days or more prior to the start date of the course.

If notice of a student’s withdrawal from a course is received less than seven calendar days prior to the start date of the course, a refund will not be issued.

Failure to return course materials included in the original course fees — in mint condition — at the time of transfer will result in the cost of the materials being charged to the student.

In some cases, fees may be applied to include non-refundable costs incurred by Continuing Education on behalf of the student.

When transferring into a course with a fee that is more than the fee for the course in which the student originally enrolled, the student will be charged the difference.

Failure to return course materials included in the original course fees — in mint condition — at the time of transfer will result in the cost of the materials being charged to the student.

In some cases, fees may be applied to include non-refundable costs incurred by Continuing Education on behalf of the student.

Prior to admission, an applicant whose primary language is not English must demonstrate English language proficiency. For details go to conted.ucalgary.ca/info. See English Language Proficiency.

For admission to a program, please see ‘Admission’ on the certificate or diploma web page.

Prerequisite and Proficiency
We recommend students complete core courses before taking other courses in a certificate program.

Prerequisite: Course that must be completed prior to registering in a course.

Proficiency: Level of skill or knowledge that is recommended prior to registering in a course.

Advanced Standing
When you enrol in your certificate and diploma program, you may request a prior learning assessment. Advanced standing may be granted for equivalent, graded courses completed at other post-secondary institutions. More information is available at conted.ucalgary.ca/info

Prior Learning Assessments
Each Continuing Education Certificate and Diploma Program has specific policies regarding advanced standing credits or seminar credits for prior learning. For more information please refer to specific programs at conted.ucalgary.ca/certificates or call 403.220.2866.

Your UCID and Your Account
When you make your first transaction with Continuing Education, you will establish a student account and you will be assigned a UCID and password. Your UCalgary identification number (UCID) will give you access to your Continuing Education student records in your account. This is where you will be able to view your grades, monitor your progress in your certificate program, and update personal information. The portal is secure. Only you can view your personal information. Access is at conted.ucalgary.ca
Accessing Your Account
Log in using your UCID. If you’re a new student, you can log in as a new user and receive a temporary user name, with your UCID to follow.
If you are admitted to a certificate or diploma program and wish to check your program status, or view courses in your program, log in to your account, select My Certificates and click on the certificate name. This will allow you to view the full list of completed and required courses that belong to the certificate you are working toward. If you experience problems logging in, please follow the Forgot Password or Forgot UCID links on the login page, or call 403.220.2866.

Attendance and Performance
You are strongly urged to attend all sessions. Some courses and seminars have specific attendance requirements. Please refer to the course outline for details.

Grading
Student learning is assessed through assignments and examinations, and grades are assigned for each course in a program of study. Most certificate and diploma programs follow the grading standards established for undergraduate instruction at the University of Calgary.

In the Certificate for Emerging Leaders and the Certificate for Front Line Leaders, student learning is assessed through the evaluation of a reflective journal that is submitted following completion of the required number of instructional hours.

In the Office Applications Certificate, student learning is assessed through examinations completed at the end of each course in the program of study.

Graduation Requirements for all Certificate and Diploma Programs
It is the student’s responsibility to ensure that all requirements for graduation are fulfilled in a timely fashion. To assist students in this, advisors are available to meet with students, or discuss via phone or email, to review their status and determine outstanding requirements. When all requirements are fulfilled, it is the student’s responsibility to apply to graduate. For details visit conted.ucalgary.ca/graduation

Transcripts
To request an official transcript go to Transcripts at conted.ucalgary.ca/info
The fee is $10 (GST exempt) per official transcript, and includes a student copy. VISA, MasterCard or American Express must be used if ordering by phone.

Funding and Scholarships
Awards are given to deserving students not only for their academic achievement, but also for community involvement. Award sponsors include corporate and private donors.
To apply, you must meet eligibility criteria and submission deadlines. We encourage you to review the following list and apply for all funding and scholarships that you may be eligible for:

- Canada - Alberta Job Grant
- Continuing Education Endowment Award (Adult Learning, Visual Design, Writing Certificates)
- Dick Martin Scholarship Award (Occupational Health and Safety Certificate)
- Esmail and Safana Bharwani Award Funded by: Esmail Safana Farzana Fayaz Bharwani Foundation (Adult and Community Education, Adult Learning specializing in Adult and Community Education, Professional Management and Marketing Certificates)
- Chartered Professionals in Human Resources of Alberta Award (Human Resource Management Certificate)
- Kay A. Pringle Memorial Scholarships (some Management Certificates)
- Palpa and Lila Nair Scholarship (Environmental Management, and Occupational Health and Safety)
- Windmill Microlending (Human Resource Management, Professional Management and Marketing Certificates)

Detailed information is at conted.ucalgary.ca/funding

FOR MORE INFORMATION
University of Calgary
Continuing Education
conted.ucalgary.ca
403.220.2866
1.866.220.4992 (Toll Free)

Administrative Offices
Energy Resources Research Building (ERRB)
N140, 3512 33rd Street NW

Information in this guide is accurate at time of printing. For the most complete and up-to-date information go to conted.ucalgary.ca
# Course Registration

**By Mail**

University of Calgary  
Continuing Education  
2500 University Drive NW  
Calgary, AB, T2N 1N4

**In Person**

University of Calgary  
Continuing Education  
Energy Resources Research Building (ERRB)  
N140, 3512 - 33 St NW  
Calgary, AB

**By Phone**

403.220.2866  
1.866.220.4992 (Toll free outside of Calgary and North America)

**By Fax**

403.284.5702

## 1. Course Title ____________________________ Fee ____________

**Course Number** ____________  **Section Number** ____________  **Dates** ____________

## 2. Course Title ____________________________ Fee ____________

**Course Number** ____________  **Section Number** ____________  **Dates** ____________

## 3. Course Title ____________________________ Fee ____________

**Course Number** ____________  **Section Number** ____________  **Dates** ____________

Are any of these courses to be used as a credit toward a certificate or diploma program?  
Yes ☐  No ☐

If yes, please name the certificate or diploma program: ____________________________

**Note:** In order for credit to be applied, you must be registered in the program. For the certificate admission form visit [conted.ucalgary.ca](http://conted.ucalgary.ca) and click Info for Students. See Forms and Applications.

## Personal Information

Surname ____________________________ Previous Surname ____________________________

Given Name ____________________________ Second Given Name ____________________________

Date of Birth* (MM/DD/YYYY) ____________ Phone ____________________________ Fax ____________________________

Email ____________________________ UCID# ____________________________

Home Address ____________________________

City ____________________________ Province ____________________________ Postal Code ____________________________

## Payment

Main Campus Parking Pass  Yes ☐  No ☐  Quantity ____________________________

$104 per pass including GST (subject to change).

Payment Method: Please note that when paying for a course that indicates +GST, tax must be added.

☐ Fee Enclosed (Cheques payable to University of Calgary Continuing Education)

☐ Purchase Order # ____________________________

We accept Visa, Master Card and American Express.

For your security, please do not document your credit card information on this form. Instead, please call 403.220.2866 (or 1.866.220.4992 toll-free in North America) weekdays, 8:30 am - 4:30 pm, to provide the name and number on the card. **Please note: Your registration cannot be finalized until you have provided your credit card information.** *(Reminder: Online registration using a credit card is secure and available 24 hours a day, every day.)*

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*Age Requirement: 18 years of age or older, unless otherwise specified. Must provide date of birth to process registration.*

**Confirmation of your registration will be sent by email or mail, upon request.**

Your Privacy: This information is collected under the authority of the Post-Secondary Learning Act. It is required to register you in a course and to create your student profile. If you have any questions about the collection or use of this information, please call 403.220.2866.
Frequently Called Numbers

<table>
<thead>
<tr>
<th>Service</th>
<th>Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bookstore</td>
<td>403.220.5937</td>
</tr>
<tr>
<td>Campus Security (Main)</td>
<td>403.220.5333</td>
</tr>
<tr>
<td>Campus Security (Downtown)</td>
<td>403.473.2614</td>
</tr>
<tr>
<td>ContEd Student Services</td>
<td>403.220.2866</td>
</tr>
<tr>
<td>Health and Recreation Centre</td>
<td>403.220.7749</td>
</tr>
<tr>
<td>Main Switchboard</td>
<td>403.220.5110</td>
</tr>
<tr>
<td>Parking Services</td>
<td>403.220.6771</td>
</tr>
<tr>
<td>Safewalk: Main</td>
<td>403.220.5333</td>
</tr>
<tr>
<td>Service Stop (Degree credit)</td>
<td>403.210.7625</td>
</tr>
<tr>
<td>Taylor Family Digital Library</td>
<td>403.220.8895</td>
</tr>
</tbody>
</table>

Main Campus

Downtown Campus

PARKING
P1  906 8 Avenue SW (Indigo — attached to the University of Calgary Downtown Campus)
P2  919 8 Avenue SW (Impark)
P3  1001 8 Avenue SW (Impark)
P4  1001 7 Avenue SW (Impark)
P5  909 7 Avenue SW Garden Towers (Vinci)
P6  725 9 Avenue SW (Centennial)
P7  830 9 Avenue SW (Calgary Parking Authority)
P8  920 9 Avenue SW Continental Towers (Impark)
P9  907 9 Ave SW (Impark)

Calgary Parking Authority: 403.537.7000
Indigo: 403.269.7275
Vinci Park: 403.296.1820

CALGARY TRANSIT STATIONS
Southbound: 7 Avenue between 8 Street and 7 Street SW
Northbound: 7 Avenue at the corner of 7 Street and 7 Avenue for Calgary Transit routes and schedules, call 403.262.1000, or visit calgarytransit.com
Global Extensions

UCalgary Continuing Education offers a number of programs for international learners who want to improve their English language skills, take professional development courses or gain experience in a Canadian academic setting.

English Language Program
Full-time ESL (English as a Second Language) and EAP (English for Academic Purposes) courses and programs.
Offering exciting learning opportunities on and off campus, ensuring the best possible cultural experience.

Teaching English as a Second Language
Learn to teach English in an intensive summer program.
An innovative curriculum of four courses delivered by industry experts in an intensive one-month format.

Calgary International Summer Program
Academic Programs for international students.
This 4-week program is for international students interested in visiting Canada during summer session and taking academic courses taught by University of Calgary faculty.
Explore the rewarding pursuit of painting and drawing with our Artist Series. These six-hour courses are sure to awaken your senses and nurture your creative side. Supplies included.

- Artist Series: Abstract Painting
- Artist Series: En Plein Air Painting
- Artist Series: Portrait Drawing
- Artist Series: Still Life Painting

For course details go to [conted.ucalgary.ca/artistseries](http://conted.ucalgary.ca/artistseries)