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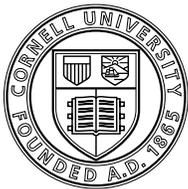
Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of certificate programs and courses.

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Certificate Program

Business Leadership Skills

A twelve-course certificate series from Cornell University



Core Courses

LSM502 **Strategic Thinking**

LSM503 **Scenario Planning**

HAME507 **Mastering the Time Value of Money**

HAME513 **Understanding Financial Statements**

ILRSM509 **Developing an Agenda for Action**

ILRSM510 **Mapping the Political Terrain of Allies and Resistors**

ILRSM511 **Negotiating Support and Buy-In for Your Agenda**

ILRSM512 **Mobilizing the Coalition for Action**

Elective Courses (Choose Four)

ILRSM501 **Achieving High-Performance Work Practices**

ILRSM503 **Alternative Dispute Resolution**

ILRSM513 **Establishing Momentum: Managing Structure, Resources, and Performance**

LSM506 **Executive Decision Making**

ILRHR513 **Internal Consulting Skills for HR Professionals**

LSM507 **Leading Through Creativity**

HAME508 **Making Capital Investment Decisions**

ILRSM502 **Managing Employment Issues in a Global Context**

LSM510 **Overcoming Challenges to Leaders and Their Teams**

ILRSM514 **Sustaining Momentum: Motivating through Vision, Culture, and Political Agility**

ILRSM504 **Systems and Strategies for Managing Organizational Conflict**

LSM509 **Unlocking Your Leadership Potential**

HAME514 **Using Ratio Analysis to Evaluate Financial Performance**

Interactive, rigorous, and relevant professional education from Cornell University

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Welcome to eCornell

Your online link to the best of Cornell University's professional education programs.

eCORNELL

Welcome to eCornell

Established and wholly-owned by Cornell University, eCornell has the most comprehensive online, professional and executive development curriculum offered by any top-20 university in the United States.

eCornell provides exceptional online learning experiences tailored for professional and executive development in the areas of strategy, leadership and management development, human resources, financial management, and hospitality management. Collaboration between Cornell faculty experts and learning and user-experience designers provide for engaging, rigorous, and interactive learning.

Course Experience - How it Works

eCornell offers a proven model for successful management development and incorporates the best aspects of online and traditional classroom learning, including:

- Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose
- Learning experiences that target individual competencies and skills
- Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor
- Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations
- New skill development through interactive assessments and simulations

Program Quality Drives Motivation and Success

eCornell is not your typical e-learning experience. Our Structured Flexibility™ and active instructor facilitation provide course milestones that build motivation and result in industry-leading completion rates.

- Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.
- Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.
- In the end, 95% of students would recommend to their peers that they take an eCornell course.



Connected

Learning happens through interaction and collaboration—a dynamic, creative process that involves the exchange of ideas, not simply the accumulation of facts. In eCornell courses you interact with an expert instructor and a cohort of your peers to collectively develop knowledge, and to effectively apply that knowledge in your organization.

You are also connected to the knowledge and resources of Cornell University, a leading global research university. eCornell courses offer embedded “Ask the Expert” interviews with Cornell faculty, online access to library reference guides, and additional professional and executive education opportunities at Cornell University.



In 1865 Ezra Cornell had a vision.

“I would found an institution where any person can find instruction in any study.”

Established as the land-grant university of the State of New York, Cornell University has an extension and outreach mission unique to the Ivy League.

eCornell is the next step in achieving the vision.

Powerful

eCornell courses are authored and designed with one or more Cornell University faculty member, using the most current and relevant case studies, research, and content. Our approach to problem-based learning means that you are building knowledge and skills using online case studies, interactive exercises, and simulations based on authentic, relevant, and “real-world,” situations. Certificates from Cornell University ensure that eCornell professional and executive education courses will enhance your career.

Convenient

eCornell courses provide the convenience of structure and flexibility with new course sections starting every month, round-the-clock/round-the-world access to course materials, online and telephone customer support, and dedicated online instructors.

Accreditation



Most of our courses have been approved for six (6) recertification credit hours toward PHR, SPHR, and GPHR recertification through the Human Resource Certification Institute. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification.



Many eCornell Certificate Programs have been recommended for college credit by the American Council on Education’s College Credit Recommendation Service (CREDIT). The American Council on Education (ACE) is the major coordinating body for all the nation’s higher education institutions. For 31 years, colleges and universities have trusted ACE to provide reliable course equivalency information to facilitate credit award decisions. The American Council on Education’s College Credit Recommendation Service (CREDIT), offered through ACE’s Center for Lifelong Learning (CLLL), helps adults obtain college credit for formal courses and examinations taken outside college and university degree programs.

BUSINESS LEADERSHIP SKILLS

A twelve-course certificate series from Cornell University

Certificate Overview

Business Leadership Skills provides functional managers with a toolkit to think strategically, assess financial implications of their decisions, mobilize change within an organization, and communicate with other business leaders. The courses in this series prepare human resource managers to chart the future of their company as well as manage for bottom-line performance today, while providing engaging opportunities to specialize in a specific area of career interest.

Who Should Take This Certificate?

This certificate series is designed for managers who require a solid understanding of leadership and strategic management concepts in order to ensure contribution to the organization's financial performance.

Certificate Information

Students earn the Certificate in Business Leadership Skills by completing a total of 12 courses: eight required core courses and two elective tracks, each of which comprises two courses.



Participants who successfully complete all twelve required courses and four elective courses in this certificate series will receive a Certificate in Business Leadership Skills from Cornell University.

Required Core Courses

- LSM502 Strategic Thinking
- LSM503 Scenario Planning
- HAME507 Mastering the Time Value of Money
- HAME513 Understanding Financial Statements
- ILRSM509 Developing an Agenda for Action
- ILRSM510 Mapping the Political Terrain of Allies and Resistors
- ILRSM511 Negotiating Support and buy-In for Your Agenda
- ILRSM512 Mobilizing the Coalition for Action

Elective Courses (Choose Four)

- ILRSM501 Achieving High-Performance Work Practices
- ILRSM503 Alternative Dispute Resolution
- ILRSM513 Establishing Momentum: Managing Structure, Resources, and Performance
- LSM506 Executive Decision Making
- ILRHR513 Internal Consulting Skills for HR Professionals
- LSM507 Leading Through Creativity
- HAME508 Making Capital Investment Decisions
- ILRSM502 Managing Employment Issues in a Global Context
- LSM510 Overcoming Challenges to Leaders and Their Teams
- ILRSM514 Sustaining Momentum: Motivating through Vision, Culture, and Political Agility
- ILRSM504 Systems and Strategies for Managing Organizational Conflict
- LSM509 Unlocking Your Leadership Potential
- HAME514 Using Ratio Analysis to Evaluate Financial Performance

Accreditation

Participants who successfully complete all eight required courses and four elective courses in this certificate series will receive a Certificate in Business Leadership Skills from Cornell University.

HRCI Recertification

The courses in this certificate series have each been approved for six (6) recertification credit hours toward PHR, SPHR, and GPHR recertification through the Human Resource Certification Institute. Some courses have been approved for six (6) Strategic Management recertification credit hours toward SPHR and GPHR recertification or six (6) International HR Management recertification credit hours towards the GPHR designation. See individual course descriptions for more information. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification.

In this course, participants learn the four basic levels of strategic thinking under which an organization can operate, and the circumstances under which an organization must shift to a higher strategic level. At the completion of the course, participants will be able to prepare a competitive analysis of an organization, with recommendations for strategic development based on an industry analysis and an understanding of the organization's history, culture, and current operations.

Who Should Take This Course?

This course is essential for all levels of managers, directors, and company officers who are responsible for making their organization a leader in its industry.

Course Format

This course contains the following modules:

The Context for Strategic Thinking

- The levels of strategic thinking at which an organization can operate, the factors that lead to an optimum level, and the circumstances under which organizations shift to a new strategic level
- Determining the optimum level of strategic thinking for an organization's industry and culture
- The concept of strategic intent and its appropriateness for your company or industry

Thinking Strategically About Your Organization

- Using Porter's Five Forces model to analyze the operating environment in an industry
- Managing products and product lines based on the BCG volume/margin model
- The relationship between core competencies (at the company level) and key success factors (at the industry level)
- Identifying core competencies and success factors required for any particular industry
- Preparing a competitive analysis of a company, based on the industry in general, and an understanding of its current operations and culture

Benefits to Learner

Participants who complete this course will be able to:

- Identify different levels of strategic thinking and determine which is optimal for their organization
- Determine the factors that influence organizations to change their level of strategic thinking
- Determine the core competencies and key success factors in an industry
- Apply the concept of strategic intent and evaluate its appropriateness in a specific organization or industry
- Prepare a competitive analysis of an organization

Certificate Information

This course can be applied to the following certificates:

- Business Leadership Skills
- Executive Leadership

Author

Michael J. Hostetler, Director, Leadership Studies

Sponsoring School

Cornell University's Johnson Graduate School of Management

The complexities of rapidly expanding technology and economic globalization make it necessary for organizations to develop tools for strategic analysis to ensure their ability to compete as an industry leader. Scenario planning is a powerful tool used by the most successful corporations for strategic analysis and decision making.

In this course, participants learn to evaluate an organization's strategic position, competencies, and plans for expansion across a full range of potential future developments.

Who Should Take This Course?

This course is vital for senior management and other key leaders of organizations in virtually any industry as they face the responsibilities of guiding their organizations to success in uncertain times.

Course Format

This course contains the following modules:

Context and Preparation for Scenario Planning

- Introduction to the concept of scenario planning and its usefulness
- Key elements of scenario planning (e.g., trends and uncertainties)
- Organizing data: identifying how uncertainties may interact with each other, and addressing different levels of confidence in the data

Scenario Planning in Practice

- Developing scenarios that integrate trends and uncertainties into alternate possibilities for your industry
- Applying strategic frameworks to determine core competencies and key success factors for each scenario
- Assessing an organization's current competencies and creating a development plan to acquire new competencies
- Early warning systems to accelerate the conversion of uncertainties into trends

Benefits to Learner

Participants who complete this course will be able to:

- Assess whether scenario planning is right for their organization
- Collect and arrange the data necessary for planning a scenario
- Organize an effective team for scenario planning
- Assess their organization's current competencies and develop robust strategies for multiple scenarios
- Develop early warning indicators to identify emerging scenarios
- Identify new competencies and courses of action that will give their organization the greatest strategic advantage

Certificate Information

This course can be applied to the following certificates:

- Business Leadership Skills

Prerequisites

This course is most valuable if the student is familiar with strategic thinking and concepts. If you are unfamiliar with this topic, we recommend completing Strategic Thinking (LSM502) prior to enrolling in this course.

Author

Michael J. Hostetler, Director, Leadership Studies

Sponsoring School

Cornell University's Johnson Graduate School of Management

In today's competitive business climate, it is imperative that executives know how to make key decisions quickly and decisively. Strategic decisions often entail considerable risks and can have long-range implications for the organization. In this course, participants will learn how to apply formal decision-making processes in order to reduce risk and choose the best course of action for their organization. They will learn methods and techniques for making critical decisions in a challenging environment with limited time and resources. This course focuses on how to maximize available assets, identify risks and obstacles, and gather the necessary data for an informed decision-making process.

Who Should Take This Course?

This course is a priority for executives, managers, and team leaders responsible for their organizations' strategic and operational decisions.

Course Format

This course contains the following modules:

The Executive's Decision-Making Tasks

- Organizational factors and personal characteristics that affect decision making
- Framing and categorizing situations to aid in making effective, objective decisions
- Conducting decision-tree analyses
- Gathering data and evaluating it for completeness, relevance, and possible bias

Formal Methods for Executive Decision Making

- Most common formal methods and when to use them
- Bayesian analysis

Benefits to Learner

Participants who complete this course will be able to:

- Gather crucial data and resources to inform the decision-making process
- Identify appropriate situations for involving others in a decision-making process
- Ascertain risks, uncertainties, and ambiguities in an executive decision-making environment
- Overcome organizational factors that complicate decision making
- Apply formal methods such as decision trees and Bayesian analysis to arrive at appropriate decisions

Certificate Information

This course can be applied to the following certificates:

- Business Leadership Skills
- Leading Management Teams
- Executive Leadership

Author

Florence Berger, Ph.D., Professor Emeritus
Judi W. Brownell, Ph.D., Professor

Sponsoring School

Cornell University's School of Hotel Administration

Organizations that understand the creative process and foster this with employees find themselves at the top of their industry. They know how to harness the creative power of their workforce to develop new products and services. The creative process that leads to this type of innovation is often veiled in mystery and the misconception that one must be gifted to be creative. Creativity, however, is as much a matter of technique as intelligence. In this course, participants will learn a series of individual and group techniques designed to cultivate organizational creativity and the development of new ideas. Participants will learn to enhance their capacity for creative thought and will be able to use their abilities to develop their organization's ability to be innovative, resulting in increased market share and profit.

Who Should Take This Course?

This course is critical for executives, managers, and team leaders who are responsible for the growth and development of their organization. It is also crucial for any professionals who want to develop and enhance their own creative thought process.

Course Format

This course contains the following modules:

Developing Your Creativity

- Characteristics of creative people in business environments
- Using visualization techniques for enhancing your creativity
- Techniques for developing creative approaches to business challenges

Developing Your Organization's Ability to Innovate

- Creative techniques and processes for groups, including some that can be implemented online
- Features that limit an organization's creative potential
- Fostering creativity throughout the organization

Benefits to Learner

Participants who complete this course will be able to:

- Greatly expand their own capacity for creative thought
- Foster creativity throughout a department or organization
- Utilize techniques for developing creative approaches to business challenges
- Identify and overcome features in an organization that limit creative potential
- Recommend steps to foster creativity

Certificate Information

This course can be applied to the following certificates:

- Business Leadership Skills
- Leading Management Teams
- Executive Leadership

Author

Florence Berger, Ph.D., Professor Emeritus
Judi W. Brownell, Ph.D., Professor

Sponsoring School

Cornell University's School of Hotel Administration

The many economic, competitive, and global factors that influence how organizations conduct business are constantly changing and evolving. The ability of organizations to understand these influences on their organizations and to respond to and adapt to these changes is critical for long-term growth and survival.

This course, the first in a four-course series, “Getting Things Done in Organizations: Creating Change and Building Support”, discusses change as a political process driven by individuals and leaders within the organization who emerge as change agents. To be effective, individuals must recognize the areas within the organization over which they can exercise control and the areas over which they cannot.

Who Should Take This Course?

This course is essential for department heads, team leaders, and managers working at all levels of organizations in virtually any industry sector who wish to understand the process of organizational analysis and change.

Course Format

This course contains the following modules:

Analyzing the Change Environment

- The role of the change agent as a proactive thinker
- Implementing a 3-step model for change
- Analyzing the nature of the change environment in which you operate
- Analyzing the specific nature of the environmental uncertainties in which your organization operates

Identifying Change Opportunities

- Analyzing how loosely or tightly coupled your organizational structure should be
- Identifying opportunities for change within the four main spheres of organization and execution within which the change agent can effect change
- Outlining a plan for change within your organization that addresses one or more of those spheres

Benefits to Learner

Participants who complete this course will be able to:

- Evaluate their organization’s environment
- Identify opportunities for change
- Understand change as a process of negotiation
- Develop an agenda for action based on the goals, culture, design, and work structure of the organization

Certificate Information

This course can be applied to the following certificates:

- Business Leadership Skills
- Proactive Leadership

Author

Samuel Bacharach, Ph.D., Professor

Sponsoring School

Cornell University’s School of Industrial and Labor Relations

Implementing an agenda for action is a political process driven by individuals within the organization who emerge as change agents. Essential to their success is the understanding that all new initiatives attract both allies and resisters.

This course, the second in a four-course series, “Getting Things Done in Organizations: Creating Change and Building Support”, teaches leaders how to frame their agenda in a way that helps them identify and assess potential allies and resisters to their initiatives. With this understanding participants will be able to anticipate and prepare for arguments resisters may use in their attempts to derail the initiative.

Who Should Take This Course?

This course is essential for department heads, team leaders, and managers working at all levels of organizations in virtually any industry sector who wish to understand the process of organizational analysis and change.

Course Format

This course contains the following modules:

Framing Your Change Agenda

- Change agendas and styles
- Four change mind-sets

Meeting the Challenge of Different Change Agendas

- Strategies for recognizing allies and resisters
- Identifying key stakeholders
- Analyzing the change mind-sets of potential allies and resisters

Benefits to Learner

Participants who complete this course will be able to:

- Map the allies, potential allies, and the resisters to their initiative
- Assess the attitude toward change of various actors in the organization
- Identify various agendas and styles
- Anticipate arguments against the agenda for action
- Explain the need for a coalition of support

Certificate Information

This course can be applied to the following certificates:

- Business Leadership Skills
- Proactive Leadership

Prerequisites

Please take *Developing an Agenda for Change* (ILRSM509) prior to enrolling in this course.

Author

Samuel Bacharach, Ph.D., Professor

Sponsoring School

Cornell University’s School of Industrial and Labor Relations

This course, the third in the series, “Getting Things Done in Organizations: Creating Change and Building Support,” is designed to:

- Help learners develop a “roadmap” for negotiating support for their action agenda
- Convey an understanding of the principles of bargaining power and influence in the process of negotiating a strategic initiative
- Help learners apply this conceptual model to their action agenda in their organization
- Help learners analyze the political agendas of others in the organization, identify sources of support for their agenda, and develop a strategy for building support for their initiative

Who Should Take This Course?

This course is essential for department heads, team leaders, and managers working at all levels of organizations in virtually any industry sector who wish to understand the process of organizational analysis and change.

Course Format

This course contains the following modules:

Why You Need a Change

- Coalition Conditions that necessitate coalitions
- Power dynamics and credibility
- Understanding and communicating the benefits of your agenda to others

Negotiating Support for Your Initiative

- Strategies for gaining initial support for your agenda
- Justifying your actions

How to Negotiate a Coalition of Support

- When to use tacit or explicit language to present your agenda
- Approaches to communicating your agenda
- Developing a negotiation strategy appropriate to your agenda

Benefits to Learner

Participants who complete this course will be able to:

- Describe why coalitions are critical to taking effective action
- Describe how coalitions increase your bargaining power
- Analyze the types of initial support you can build
- Develop strategies for getting initial support for your agenda
- Identify communications approaches that will be most effective
- Outline a strategy for getting others to buy-in to your agenda

Certificate Information

This course can be applied to the following certificates:

- Business Leadership Skills
- Proactive Leadership

Prerequisites

Please take *Mapping the Political Terrain of Allies and Resistors* (ILRSM510) prior to enrolling in this course.

Author

Samuel Bacharach, Ph.D., Professor

Sponsoring School

Cornell University’s School of Industrial and Labor Relations

This course, the fourth in the series, “Getting Things Done in Organizations: Creating Change and Building Support,” is designed to help learners:

- Apply the leadership style appropriate to the situation
- Put a change coalition into place
- React to changing conditions in the organization to ensure successful implementation
- Anticipate and prepare for the future

Who Should Take This Course?

This course is essential for department heads, team leaders, and managers working at all levels of organizations in virtually any industry sector who wish to understand the process of organizational analysis and change.

Course Format

This course contains the following modules:

The Essentials of Coalition Leadership

- Solidifying your coalition
- Managing differences among coalition members
- Diffusing your ideas and expanding your network

Pitfalls to Avoid and Leading for the Long Term

- Strategies for preventing your coalition from becoming insular
- Avoiding complacency and differentiating your coalition
- Negotiating changing conditions and uncertainties
- Political analysts, consensus builders, and politically competent leaders

Benefits to Learner

Participants who complete this course will be able to:

- Solidify their coalition
- Map differences among coalition members
- Propagate ideas and diversify their network
- Identify the two dimensions of coalition leadership
- Avoid traps of insular coalitions
- Recognize and respond to changing conditions within the organization
- Employ a Change Outcome Matrix and respond to different outcomes
- Effect ongoing and proactive change

Certificate Information

This course can be applied to the following certificates:

- Leading Management Teams
- Business Leadership Skills

Prerequisites

Please take *Negotiating Support and Buy-In for Your Agenda* (ILRSM511) prior to enrolling in this course.

Author

Samuel Bacharach, Ph.D., Professor

Sponsoring School

Cornell University’s School of Industrial and Labor Relations

In today's competitive business world, managers are charged with making many project-related decisions, often involving costs or revenues that will be encountered some time in the future. Managers need to have a fundamental understanding of the time value of money.

In this course, participants develop a solid understanding of the time value of money. Using timelines and cash-flow calculations they will learn to project cash flow, calculate payments, establish the value of securities and investments, and determine when it is more cost effective to lease or to buy.

Who Should Take This Course?

This course is crucial for managers without a significant financial background who are charged with project planning, purchasing decisions, and planning capital budgeting projects.

Course Format

This course contains the following modules:

Intuition and Conceptual Framework

- Explaining the importance of the timing of future cash flows
- Using a cash-flow timeline to conceptualize TVM problems

Basic TVM Tools

- Using a financial calculator to solve TVM problems
- Calculating the future and present value of a lump-sum payment

Advanced TVM Tools

- Calculating the value of perpetuities and growing perpetuities
- Calculating the future and present value of annuities

Benefits to Learner

Participants who complete this course will be able to:

- Make planning decisions in the present, based on the accurate calculation of cash flow projections
- Use a cash-flow timeline to conceptualize time-value-of-money problems
- Use a financial calculator to solve time-value-of-money problems
- Calculate present and future values of payments, perpetuities, and annuities
- Use these concepts as a foundation for making capital investment decisions

Certificate Information

This course can be applied to the following certificates:

- Business Leadership Skills
- Financial Management

Other Requirements

Participants in this course need one of the following financial calculators:

- Hewlett-Packard 12C
- Texas Instruments BA II Plus

Authoring Faculty

Steven Carvell, Ph.D., Associate Professor
Scott Gibson, Ph.D., Assistant Professor

Sponsoring School

Cornell University's School of Hotel Administration

One of the most important aspects of a manager's job is to evaluate the feasibility of new initiatives and to make sound investment decisions. This includes conducting a thorough and reliable analysis using the appropriate financial decision-making tools.

In this course, participants will learn the differences between six capital budgeting rules that provide a framework for making sound project investment decisions.

Who Should Take This Course?

This course is important for managers, supervisors, and team leaders at any level responsible for project planning, purchasing decisions, capital budgeting projects, and other important initiatives for their organization

Course Format

This course contains the following modules:

Conceptual Framework

- How value is created in a business
- How capital budgeting rules provide a framework for making project investment decisions
- Appropriate use of other accounting-based techniques such as return on assets and return on equity

Basic Capital Budgeting Decision Rules

- Calculation and appropriate use of net present value (NPV) as a tool in making project investment decisions
- Internal rate of return (IRR), its strengths, weaknesses, and appropriate use as a decision rule
- Payback periods (PP), its strengths, weaknesses, and appropriate use as a decision rule
- Discounted payback periods (DPP), its strengths, weaknesses, and appropriate use as a decision rule

Special Cases

- Calculation and appropriate use of profitability index (PI) as a decision rule
- Calculation and appropriate use of equivalent annual cost (EAC) as a decision rule

Benefits to Learner

Participants who complete this course will be able to:

- Apply capital budgeting decision rules to make sound financial choices
- Accurately analyze decisions and projects for financial soundness

Certificate Information

This course can be applied to the following certificates:

- Business Leadership Skills
- Financial Management

Other Requirements

Participants in this course need one of the following financial calculators:

- Hewlett-Packard 12C
- Texas Instruments BA II Plus

Authoring Faculty

Steven Carvell, Ph.D., Associate Professor
Scott Gibson, Ph.D., Assistant Professor

Sponsoring School

Cornell University's School of Hotel Administration

In order for organizations to succeed, leaders and managers must be able to accurately interpret and utilize financial reports. In this course, participants will learn how to read and interpret income statements, balance sheets, and cash flow statements.

Who Should Take This Course?

This course is necessary for all professionals who deal with financial reports and need to understand how to accurately interpret and use the data to improve efficiency and productivity for their department and organization.

Course Format

This course contains the following modules:

Reading the Income Statement

- Understanding the purpose of the income statement and its overall structure
- Interpreting the income statement line by line
- Using the income statement

Reading the Balance Sheet

- Understanding the purpose of the balance sheet and its overall structure
- Interpreting the balance sheet line by line
- Using the balance sheet

Reading the Cash Flow Statement

- Understanding the purpose of the cash flow statement and its overall structure
- Interpreting the cash flow statement at a detailed level
- Using the cash flow statement

Other Elements of Financial Reporting

- The purpose of an annual report
- Online sources of financial information
- GAAP and FASB, and their influence on the structure and use of these financial statements

Benefits to Learner

Participants who complete this course will be able to:

- Understand and interpret the information found in the three principle financial statements
- Understand how the three reports relate to one another and how they are combined (with additional information) to serve as an annual report
- Work with online sources of financial information to conduct research on other publicly-traded firms and industries

Certificate Information

This course can be applied to the following certificates:

- Business Leadership Skills
- Financial Management
- Master Certificate in the Essentials of Hospitality Management

Other Requirements

Participants in this course need one of the following financial calculators:

- Hewlett-Packard 12C
- Texas Instruments BA II Plus

Authoring Faculty

Steven Carvell, Ph.D., Associate Professor
Scott Gibson, Ph.D., Assistant Professor

Sponsoring School

Cornell University's School of Hotel Administration

The ability of an organization to analyze its financial position is essential for improving its competitive position in the marketplace. In this course, participants will learn to use several ratio analysis instruments to achieve a comprehensive understanding of a firm's financial performance.

Who Should Take This Course?

This course is necessary for all professionals who deal with financial reports and need to understand how the data can be analyzed to accurately assess their organization's financial strength.

Course Format

This course contains the following modules:

Asset Management Ratios

- The purpose, audience, and method of computation of asset management ratios
- Using these ratios to evaluate the asset management of the business
- Interpreting these ratios, and identifying ways to improve them

Solvency and Capital Structure Ratios

- The purpose, audience, and method of computation of liquidity, coverage, and leverage ratios
- Using these ratios to assess short- and long-term solvency
- Interpreting these ratios, and identifying ways to improve them

Profitability Ratios and Dupont Analysis

- The purpose, audience, and method of computation of margin ratios, return on assets, and equity ratios, and Dupont method
- Using these ratios to assess profitability
- Interpreting these ratios, and identifying ways to improve them

Valuation Ratios

- The purpose, audience, and method of computation of equity price multiples and enterprise value multiples
- Using these ratios to compute valuation
- Interpreting these ratios, and identifying ways to improve them

Benefits to Learner

Participants who complete this course will be able to:

- Use ratio analysis to identify areas of strong financial performance and those that need improvement
- Accurately assess the financial performance of a department, unit, or organization relative to its competitors or to its own past performance

Certificate Information

This course can be applied to the following certificates:

- Business Leadership Skills
- Financial Management
- Master Certificate in the Essentials of Hospitality Management

Other Requirements

Participants in this course need one of the following financial calculators:

- Hewlett-Packard 12C
- Texas Instruments BA II Plus

Authoring Faculty

Steven Carvell, Ph.D., Associate Professor
Scott Gibson, Ph.D., Assistant Professor

Sponsoring School

Cornell University's School of Hotel Administration

In this course, participants learn how to design and implement a successful strategy for introducing HPWP into unionized and non-unionized settings that minimizes resistance and gains support of the workforce. Beginning with a detailed analysis of a real-world case study, participants learn why it makes sense to introduce high-performance work practices systematically into the workplace and why it is essential to involve workers and union officials in the process of redesign as part of a successful collective bargaining process.

Who Should Take This Course?

This course is essential for managers at any level and in any industry who wish to create a receptive environment for implementing high-performance work systems. It is also ideal for human resources and labor leaders, as well as legal staff.

Course Format

This course contains the following modules:

Implementing High-Performance Work Practices: Where to Begin and How to Involve Workers and Union Officials

- Options regarding scope of change and collaboration with workers and union leaders that are available to managers who are developing a plan to institute high-performance work practices, and the factors managers should consider when evaluating these options
- Analyzing how the various options interact with each other and with the collective bargaining process

Industrial Relation Issues in Structuring High-Performance Work Practices

- The job design, compensation, and other work-practice options available to managers who are implementing high-performance work practices, and the factors managers should consider in deciding which options to pursue
- Identifying the sources of worker and union resistance to change and implementing strategies to minimize this resistance

Benefits to Learner

Participants who complete this course will be able to:

- Identify the most advantageous scope of change for their organization
- Anticipate controversial elements in their plan and minimize resistance
- Implement highly effective plans for team organization
- Design a compensation plan that ties pay to performance
- Develop a HPWP plan appropriate for their company

Certificate Information

This course can be applied to the following certificate:

- Business Leadership Skills

Authoring Faculty

Harry C. Katz, Ph.D., Dean

Sponsoring School

Cornell University's School of Industrial and Labor Relations

Today's organizations operate in global markets where employment issues, regulations, and labor practices vary dramatically among countries and regions of the world. In order for officers and managers in multinational corporations to manage multiple, diverse branches of their business, they must understand workplace diversities and develop strong cross-cultural methods for handling them.

In this course, participants develop a global perspective of the variability and constantly changing labor issues in the regions where they operate. Participants explore international employment systems and examine several multinational case studies that will assist them in developing practical approaches for managing global employment issues and responding to international labor and human rights challenges.

Who Should Take This Course?

This course is essential for human resource and labor leaders, legal staff, and facility, business unit, and other operations managers and directors of U.S.-based multinational corporations who need to manage unionized or non-unionized labor forces abroad.

Course Format

This course contains the following modules:

Global Employment Issues in Context

- Labor relations at home and abroad
- Compare and contrast to US systems
- Global trends in labor relations and human resources management
- Global labor relations and employment issues

Practical Approaches to Global Employment Issues

- Global labor rights pressures and challenges
- International structure of labor relations and human resources management
- Designing and implementing structures appropriate to multinational corporations

Benefits to Learner

Participants who complete this course will be able to:

- Manage work forces and labor relations in global settings
- Anticipate global labor relations and employment issues
- Respond effectively to labor rights pressures and challenges
- Design labor relations structures appropriate to multinational companies

Certificate Information

This course can be applied to the following certificates:

- Business Leadership Skills
- Systems and Processes in HR

Authoring Faculty

Harry C. Katz, Ph.D., Dean

Sarosh Kuruvilla, Ph.D., Professor

Sponsoring School

Cornell University's School of Industrial and Labor Relations

The role of the HR professional is being transformed from that of the guardians or enforcer of an organization's policies and procedures into that of a strategic business partner. As demands on and expectations of HR professionals change, they must continually develop new skills to add value to the organization. Essential skills of the HR Professional as Business Partner are consulting skills. As an internal consultant, HR professionals act as a proactive advisor providing critical input into the strategic initiatives of the organization and become increasingly involved in the implementation of strategies. As HR professionals take on these additional responsibilities, our role changes and we are able to have a greater impact on the organization.

Who Should Take This Course?

This course is designed for Human Resource professionals charged with making Human Resources a strategic partner in their organization and acting as an internal consultant.

Course Format

This course may also be taken in an in-person classroom setting at any of ILR's six locations around New York State: New York City, Ithaca, Albany, Rochester, Long Island and Buffalo. Please visit ILR's Management Programs page for more information. <http://www.ilr.cornell.edu/mgmtprog>

Benefits to Learner

Participants who complete this course will be able to:

- Redefine their role as proactive and advisory rather than reactive and authoritative
- Be an effective consultant
- Build and maintain credibility with their clients through intimate knowledge of their organization
- Implement the seven stages of the consulting process

Certificate Information

This course can be applied to the following certificates:

- Business Leadership Skills
- Systems and Processes in HR

Authoring Faculty

Robert Prescott, Adjunct Faculty
Steve Steckler, Adjunct Faculty
Susan Brecher, Esq., Director Curriculum & Training Design

Sponsoring School

Cornell University's School of Industrial and Labor Relations

Each year the inefficient handling of organizational conflict results in loss of productivity and the expenditure of millions of dollars in costly and lengthy litigation. In this course, participants analyze case studies illustrating why Alternative Dispute Resolution (ADR) is an effective alternative to costly litigation, and learn how to implement strategies such as arbitration, mediation, facilitation, and other third-party techniques to resolve workplace conflict. Participants also learn how to use ADR to minimize the future risks associated with common workplace disputes.

Who Should Take This Course?

This course is essential for senior leadership, mid-level managers, department heads, and human resource, business unit, and other managers working throughout the organization in virtually any industry. It is also indispensable for members of the legal community who advise organizations about employment practices.

Course Format

This course contains the following modules:

The Right Time for ADR

- Why organizations are using ADR and why it's effective
- Social, organizational, and individual influences in organizational conflict
- Risk profiles
- Precipitating events

Putting ADR to Work

- Third-party techniques and processes
- Issues of bias and neutrality
- Effective approaches to specific issues
- ADR methods available
- Costs and benefits associated with ADR methods

Benefits to Learner

Participants who complete this course will be able to:

- Differentiate between types of organizational conflict
- Determine which ADR tools, techniques, and processes are appropriate for their organizations
- Use ADR tools, techniques, and processes to resolve disputes in an organization
- Assess the cost benefits and reduce the risks of using ADR methods

Certificate Information

This course can be applied to the following certificate:

- Business Leadership Skills

Authoring Faculty

David Lipsky, Ph.D., Professor
Ronald L. Seeber, Ph.D., Professor

Sponsoring School

Cornell University's School of Industrial and Labor Relations

Workplace conflict is common in organizations. In order to manage this issue effectively and reduce the loss of productivity and high costs of litigation associated with it, modern organizations are developing specific strategies to identify and manage conflict. This course uses a fictional case study to teach participants how to design and implement an integrated conflict management system in their organizations and how to evaluate its effectiveness.

Who Should Take This Course?

This course is essential for senior leadership, mid-level managers, department heads, and human resource, business unit and other managers working throughout the organization in virtually any industry. It is also indispensable for members of the legal community who advise organizations about employment practices.

Course Format

This course contains the following modules:

Designing a Conflict Management System (CMS)

- The relationship between alternative dispute resolution (ADR) and conflict management systems
- Determining whether an organization is a good candidate for a CMS
- Elements of a good CMS design

Implementation and Evaluation of a Conflict Management System

- The steps to implementing an integrated CMS
- Metrics and methods for evaluating whether a CMS is meeting the needs of an organization
- Addressing evaluation considerations in the development of a conflict management system

Benefits to Learner

Participants who complete this course will be able to:

- Outline a strategic approach to conflict management
- Design and develop an integrated conflict management system
- Implement an integrated conflict management system
- Evaluate the effectiveness of an integrated conflict management system

Certificate Information

This course can be applied to the following certificates:

- Business Leadership Skills
- Systems and Processes in HR

Authoring Faculty

David Lipsky, Ph.D., Professor

Ronald L. Seeber, Ph.D., Professor

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