



U.S. Department of Commerce

**National Technical Information Service**

One Source. One Search. One Solution.



## NTIS and eCornell - eTraining Partners

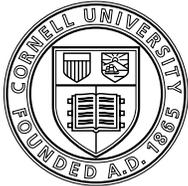
Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of certificate programs and courses.

Visit the NTIS - eCornell website to register <http://www.ntis.gov/ecornell/ecornell.asp>

## Certificate Program

### Executive Leadership

*A four-course certificate series from Cornell University*



LSM502 **Strategic Thinking**

LSM503 **Scenario Planning**

LSM506 **Executive Decision Making**

LSM507 **Leading Through Creativity**

Interactive, rigorous, and relevant professional education from Cornell University

Visit the NTIS - eCornell website to register <http://www.ntis.gov/ecornell/ecornell.asp>

## Welcome to eCornell

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

The logo for eCornell, featuring the text "eCORNELL" in white on a red background.

### 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.

# EXECUTIVE LEADERSHIP

*A four-course certificate series from Cornell University*

## Certificate Overview

In an economy governed by uncertainty, increasing competitive threats, and expanding global opportunities, Executive Leadership provides leaders with the skills necessary to differentiate their organization from their competitors, evaluate strategic options, and foster a culture of innovation and creativity.

The four-course series has its roots in the Executive Education programs at Cornell's Johnson Graduate School of Management and the School of Hotel Administration. The course content has been honed through the authoring faculty's experience with major corporate clients and develops the skills critical to effective corporate leadership: the ability to think and plan strategically, make good decisions, and innovate.

In this series, participants develop an industry assessment analysis using Porter's Five Forces model, create a competitive analysis of their firm, apply the scenario-planning process to their industry and organization, identify trend indicators to monitor, and outline key success factors and core competencies specific to their industry. In addition, they practice the following skills:

- Critically evaluating information
- Assessing the environmental factors that shape a company's actions and options
- Generating new ideas for innovation in their organization
- Using both informal and formal mathematical methods for optimizing decision making

## Who Should Take This Certificate?

This certificate series is appropriate to managers at all levels of the organization, as well as directors and company officers who are responsible for making their organization a leader in its industry.

## Certificate Information

Executive Leadership comprises the following four courses totaling 24 hours of learning:

- LSM502 Strategic Thinking
- LSM503 Scenario Planning
- LSM506 Executive Decision Making
- LSM507 Leading Through Creativity

## Accreditation

Participants who successfully complete the four courses in the series receive an Executive Leadership Certificate from Cornell University.

## ACE CREDIT Recommendation

The American Council on Education recommends this Certificate Program for 2 semester hours in Leadership, Management, or Business Administration in the upper division baccalaureate degree category.

## HRCI Recertification

The courses in this certificate series have each been approved for six (6) Strategic Management recertification credit hours toward SPHR and GPHR recertification and 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.



*Participants who successfully complete the four courses in the series receive an Executive Leadership Certificate from Cornell University.*



*The American Council on Education recommends this Certificate Program for 2 semester hours in Leadership, Management, or Business Administration in the upper division baccalaureate degree category.*

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



Call: 1-800-326-7635, outside of the United States: +1-607-330-3200  
Email: [clientservices@ecornell.com](mailto:clientservices@ecornell.com)  
Write: 840 Hanshaw Road  
Ithaca, NY 14850  
Visit: <http://www.ntis.gov/ecornell/ecornell.asp>