



U.S. Department of Commerce

National Technical Information Service

One Source. One Search. One Solution.



NTIS and eCornell - eTraining Partners

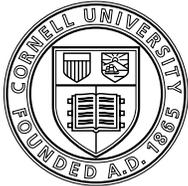
Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of certificate programs and courses.

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

Master Certificate Program

Master Certificate in the Essentials of Hospitality Management

A six-course certificate series from Cornell University



SHA01 **Managing People More Effectively**

SHA02 **Marketing Analysis in the Hospitality Industry**

SHA03 **Principles of Financial Accounting in the Hospitality Industry**

SHA04 **Managing Dynamic Teams**

SHA05 **Marketing Planning in the Hospitality**

SHA06 **Managerial Accounting in Action**

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.

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.

MASTER CERTIFICATE IN THE ESSENTIALS OF HOSPITALITY MANAGEMENT

*A six-course certificate series from Cornell University's
School of Hotel Administration*

Certificate Overview

Each year, hundreds of professionals who want to sharpen their exiting skills, develop new skills, and enhance their understanding of Hospitality Management participate in executive education programs from Cornell's School of Hotel Administration. eCornell has worked hand-in-hand with the Hotel school to adapt its renowned Professional Development Series for convenient online delivery.

The Master Certificate in the Essentials of Hospitality Management addresses the skills and competencies required of employees ascending to management positions and those recently promoted to management positions in the hospitality industry. Students learn valuable techniques for managing their time to increase efficiency and productivity and managing teams to increase the level of participation and the effectiveness of team members. They also learn fundamental concepts and techniques related to marketing, financial analysis, and accounting. In short, these courses are designed to build a foundation of skills to help new managers succeed and to progress in the organization.

Note: eCornell courses can be used to satisfy requirements for on-campus Professional Development Program certificates as well as online Foodservice Management certificates. Two online courses (15 hours of instruction per course) are equal to one on-campus course (30 hours of instruction per course).

Who Should Take This Certificate?

The Master Certificate in the Essentials of Hospitality Management is appropriate to employees and managers in the hospitality industry who are seeking an opportunity to obtain a richer, deeper understanding of industry best practices from a leading Ivy League institution.

Certificate Information

To earn the Master Certificate in the Essentials of Hospitality Management, students must complete the following six courses totaling approximately 75 hours of learning:

- SHA01 Managing People More Effectively
- SHA02 Marketing Analysis in the Hospitality Industry
- SHA03 Principles of Financial Accounting in the Hospitality Industry
- SHA04 Managing Dynamic Teams
- SHA05 Marketing Planning in the Hospitality
- SHA06 Managerial Accounting in Action

Accreditation

Participants who successfully complete all required courses in this series receive a Master Certificate in Hospitality Management from Cornell University's School of Hotel Administration.

ACE CREDIT Recommendation

The American Council on Education recommends this Certificate Program for 6 semester hours in Hospitality Management in the upper division baccalaureate degree category.



Participants who successfully complete all required courses in the series receive a Master Certificate in the Essentials of Hospitality Management from Cornell University's School of Hotel Administration.



The American Council on Education recommends this Certificate Program for 6 semester hours in Hospitality Management in the upper division baccalaureate degree category.

Do you manage time well? Do time-robbers inhibit your productivity? How can you prioritize tasks? Delegate more effectively? How do you reduce your personal stress and that of your employees? This program helps you manage time and stress and implement strategies to increase productivity. You'll learn how to analyze your work habits and activities. How to gain control over time-management situations. How to reduce your personal stress, and how to counsel "stressed-out" employees.

This program teaches you how to set priorities and take control of events, so events don't control you. You'll learn how to transform your priorities into concrete and measurable goal statements. You'll learn how to distinguish between urgent and important crises. How to diagnose stress in employees and how to offer employees effective counseling.

Who Should Take This Course?

Hospitality professionals who lead or manage teams of people and seek to enhance productivity and effectiveness for themselves and their employees; anyone wishing to enhance their skills in time and stress management.

Course Format

This course contains the following modules:

- Strategies for solving time-management problems
- Identifying and managing personal stress
- Signs and symptoms of employee problems
- Appropriate and effective counseling strategies

Benefits to Learner

Participants who complete this course will be able to:

- Implement effective strategies to solve time management problems that you control
- Implement effective strategies to solve time management problems with others
- Diagnose stress-related symptoms
- Implement strategies to treat stress-related symptoms
- Identify the signs and symptoms of employee problems that require counseling
- Implement appropriate and effective counseling strategies
- Identify the point at which it is time to refer the employee to professional help

Certificate Information

This course can be applied to the following certificates:

- Master Certificate in the Essentials of Hospitality Management
- Master Certificate in Foodservice Management

Authoring Faculty

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

Sponsoring School

Cornell University's School of Hotel Administration

The first in a two-part series, this program provides a basic understanding of marketing analysis in the hospitality industry as the first step in a process that evolves from the strategic to the tactical. Through case studies and real-life examples, you will gain an understanding of marketing's role in the organization as a strategic initiative, central to the organization's ability to identify and satisfy customers.

The program introduces the marketing process continuum, discusses key value drivers for customers in the hospitality industry, and provides hands-on practice in conducting marketing research. You'll learn how to collect and interpret data, analyze customer behavior, and perform a SWOT analysis. This is the first stage in the development of a marketing plan that defines the organization's business strategy.

Who Should Take This Course?

Hospitality professionals who seek a better understanding of the elements of strategic marketing and the role it plays in making their operations more competitive.

Course Format

This course contains the following modules:

- Introduction to Marketing—identify the fundamental aspects of modern marketing
- Applications of Marketing Principles—define the relationship between customer value and marketing
- Conducting Market Research—conduct an environmental analysis to develop an effective marketing strategy for an organization

Benefits to Learner

Participants who complete this course will be able to:

- Define the primary role of marketing in an organization
- Define the concept of exchange and the marketing concept
- Define the four fundamental truths of marketing
- Define the terms strategy, strategic window, value, and the key characteristics of services
- Define the servuction model
- Define marketing research and the six steps of the marketing research process
- Define market segmentation and its basic criteria
- Apply a SWOT analysis to their own organizations

Certificate Information

This course can be applied to the following certificates:

- Master Certificate in the Essentials of Hospitality Management
- Master Certificate in Foodservice Management
- Certificate in Hospitality Marketing

Authoring Faculty

Judy A. Siguaw, D.B.A., Dean

Sponsoring School

Cornell University's School of Hotel Administration

This program will teach you relevant accounting terms and concepts as they apply in the hospitality industry, including the Uniform System of Accounts.

Who Should Take This Course?

Hospitality professionals who seek a basic understanding of financial accounting principles and concepts enabling them to communicate financial information within their organization. This program will also help professionals to enhance their current job performance or to prepare them for advancement.

Course Format

This course contains the following modules:

Principles of Identity

- An introduction to the accounting principles that define the identity of a business
- Introduction to the fundamental accounting formula and the basics of reporting transactions
- Introduction to the issues of productivity, risk, and how to classify contributors

Principles of Operation

- The accounting principles that regulate the operation of a business
- Prepaid and accrued expenses, depreciation, amortization, and inventory
- Recognizing revenue and expenses and matching them to accounting periods
- How to prepare an income statement and how it relates to the balance sheet

Principles of Reporting

- How to report financial events and handle additional types of transactions
- Introduction to the concepts of cash flow and bad debt
- How to prepare a cash flow statement and how it relates to the balance sheet

Benefits to Learner

Participants who complete this course will be able to:

- Gather, understand, and share financial data within their organizations
- Understand the basic principles, transactions and concepts that form the foundation of an accounting system
- Relate financial transactions in terms of the appropriate Uniform System of Accounts categories
- Understand what income statements, balance sheets, and cash flow statements reveal, and how they relate to each other
- Utilize accounting reports to communicate the financial performance of a business

Certificate Information

This course can be applied to the following certificates:

- Master Certificate in the Essentials of Hospitality Management
- Master Certificate in Foodservice Management

Authoring Faculty

Robert M. Chase, Professor Emeritus

Sponsoring School

Cornell University's School of Hotel Administration

Teamwork gets tasks done. But what is a team? How does it function? What are the dynamics of a team? What does it take to be an effective team leader? This course teaches you the characteristics of a well-functioning team and techniques for effective group decision-making. You'll learn how to develop and adapt your own leadership style, how to set effective team goals, and how to implement strategies to secure the commitment of team members.

This course will provide you with proven techniques to help you and your team reach peak performance. You'll learn ways to engage, involve, and motivate team members so they work better as a group and accept higher levels of responsibility. You'll learn the dynamics of group decision making and how to evaluate your team's performance.

Who Should Take This Course?

Hospitality professionals who lead or manage teams of people, or aspire to, and seek to enhance team functioning and decision making to improve overall productivity.

Course Format

This course contains the following modules:

- Understanding teams
- Effective team leadership
- Facilitating group decisions
- Effective problem solving

Benefits to Learner

Participants who complete this course will be able to:

- Explain the principles of group dynamics and development
- Describe the dimensions of team member behavior
- Assess how effectively a team functions
- Apply the techniques of team decision making
- Facilitate the effective participation of team members in problem solving discussions
- Apply the principles of team problem solving
- Apply the principles of effective meeting preparation and management
- Manage meeting participation for high quality outcomes

Certificate Information

This course can be applied to the following certificate:

- Master Certificate in the Essentials of Hospitality Management

Authoring Faculty

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

Sponsoring School

Cornell University's School of Hotel Administration

This is the second course in a two-part series. This course teaches you how to design, develop, implement, and evaluate a comprehensive marketing plan. Through a program-long case study and numerous anecdotal examples, you will learn how to identify a target market and develop a marketing mix (involving product, price, promotion, and place) specific to that market and its particular needs. You'll investigate advertising, direct mail, public relations, and sales promotion strategies designed to reach and retain your target customers and increase your market share.

Segmenting markets and targeting customers is becoming increasingly vital to success in the hospitality industry. This course will help you determine market positioning and create an appropriate marketing plan. Make better decisions about marketing issues from pricing and advertising to menu design and guest-frequency series.

Who Should Take This Course?

Hospitality professionals who seek a better understanding of the elements of tactical marketing and the role it plays in making their operations more competitive.

Course Format

This course contains the following modules:

- Selecting a Target Market and Target Marketing Strategy
- Tailoring the Product or Service to Customer Needs
- Tailoring the Price to the Income Level of the Target Market
- Tailoring Place to the Target Market
- Tailoring Promotion to the Demographic Characteristics of the Target Market

Benefits to Learner

Participants who complete this course will be able to:

- Identify a target market for a product or service
- Determine a strategic position within a target market
- Design and implement an overall marketing mix for the target market

Certificate Information

This course can be applied to the following certificates:

- Master Certificate in the Essentials of Hospitality Management
- Master Certificate in Foodservice Management
- Certificate in Hospitality Marketing

Authoring Faculty

Judy A. Siguaw, D.B.A., Dean

Sponsoring School

Cornell University's School of Hotel Administration

This course covers the essentials of managerial accounting and information reporting. By learning how to interpret and apply financial information, you will achieve better operational forecasting and organizational performance.

This course teaches you how financial reports measure business performance. It will help you understand how various operating tactics support your business strategy. After completing the program, you will understand the process of operational planning and cost-volume-profit analysis.

Who Should Take This Course?

Hospitality professionals who seek an understanding of managerial accounting to make informed decisions that can enhance their current job performance, better solve organizational problems, or prepare them for advancement.

Course Format

This course contains the following modules:

Fixed and Variable Costs

- Classifying fixed and variable costs
- Analyzing cost behaviors
- Understanding revenue per available room (RevPAR)

Cost-Volume-Profit Analysis

- Setting profit goals
- Plotting and interpreting the CVP graph
- Comparing profits
- Projecting profits

Variance Analysis

- Assessing profit projections
- Internal and external factors affecting profit

Comparative Analyses

- Internal and external comparative analyses
- Accounting metrics

Benefits to Learner

Participants who complete this course will be able to:

- Categorize costs into "fixed," "mixed," and "variable"
- Analyze cost behavior by using the appropriate accounting metrics
- Calculate desired profitability by using the appropriate accounting metrics
- Conduct a Cost-Volume-Profit (CVP) analysis to compare and project profits
- Conduct a variance analysis to compare projected and actual profits
- Perform internal and external comparative analyses using the appropriate accounting metrics

Certificate Information

This course can be applied to the following certificate:

- Master Certificate in the Essentials of Hospitality Management

Authoring Faculty

Robert M. Chase, Professor Emeritus

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

Write: 840 Hanshaw Road
Ithaca, NY 14850

Visit: <http://www.ntis.gov/ecornell/ecornell.asp>

eCornell is a wholly owned subsidiary of



Cornell University