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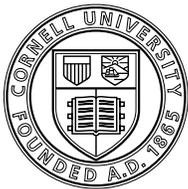
### **NTIS and eCornell - eTraining Partners**

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>**

## Catalog of Certificate Programs and Courses Professional Development and Executive Education

2007



#### PROGRAM AREAS

Leadership and Strategic Management

Financial Management

Human Resources Management

Management Essentials

Hospitality and Foodservice Management

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.

# TABLE OF CONTENTS

*Ivy League Excellence, Online Convenience*

## **CERTIFICATE PROGRAMS**

Executive Leadership .....	6
Change Leadership .....	7
Leading Management Teams .....	8
Business Leadership Skills.....	9
Financial Management.....	10
Supervisory Skills.....	11
Management Essentials: Managing Performance .....	12
Management Essentials: Interviewing and Selection .....	13
Management Essentials: Managing Productivity.....	14
Human Resource Studies.....	15
Strategic Human Resources Management .....	16
Human Resources: Benefits and Compensation .....	17
Human Resources: Selection and Staffing.....	18
Human Resources: Foundations of Employee Relations .....	19
Human Resources: Performance Management .....	20
Systems and Processes for HR .....	21
Foodservice Management.....	22
Master Certificate in Foodservice Management.....	23
Master Certificate in the Essentials of Hospitality Management.....	24
Certificate in Hospitality Marketing .....	25
Certificate in Hotel Revenue Management .....	26

## **COURSES: LEADERSHIP AND STRATEGIC THINKING**

LSM502 Strategic Thinking.....	27
LSM503 Scenario Planning .....	27
LSM506 Executive Decision Making.....	28
LSM507 Leading Through Creativity .....	28
LSM509 Unlocking Your Leadership Potential .....	29
LSM510 Overcoming Challenges for Leaders and Their Teams.....	29
ILRSM509 Developing an Agenda for Change .....	30
ILRSM510 Mapping the Political Terrain of Allies and Resistors.....	30
ILRSM511 Negotiating Support and Buy-In for Your Agenda.....	31
ILRSM512 Mobilizing the Coalition for Action.....	31
ILRSM513 Establishing Momentum: Managing Structure, Resources, and Performance.....	32
ILRSM514 Sustaining Momentum: Motivating through Vision, Culture, and Political Agility .....	32

## **COURSES: FINANCIAL MANAGEMENT**

HAME507 Mastering the Time Value of Money .....	33
HAME508 Making Capital Investment Decisions .....	33
HAME513 Understanding Financial Statements .....	34
HAME514 Using Ratio Analysis to Evaluate Financial Performance .....	34
HAME504 Understanding Team Dynamics .....	35
HAME505 Facilitating Group Decisions .....	35
HAME506 Improving Personal and Workgroup Productivity.....	36
HAME511 Managing Change Initiatives.....	36

## **COURSES: MANAGEMENT ESSENTIALS**

ILRMD501 Selection Requirements and Communications Skills for Interviewing .....	37
ILRMD502 Legal and Unbiased Interviewing and Selection .....	37
ILRMD503 Overcoming Barriers to Successful Management.....	38
ILRMD504 Leading People to Higher Performance .....	38
ILRMD505 Legal Issues in the Workplace .....	39
ILRMD506 Preventing and Addressing Inappropriate Workplace Behaviors .....	39
ILRMD507 The Power of Managing Your Time and Personal Priorities .....	40

# TABLE OF CONTENTS

*Ivy League Excellence, Online Convenience*

## **COURSES: MANAGEMENT ESSENTIALS continued**

ILRMD508 Managing People Issues to Stay Focused on Priorities .....	40
ILRMD509 The Impact of Personality Styles on Communication .....	41
ILRMD510 Managing Communication Challenges.....	41
ILRMD511 Managing Performance.....	42
HAME518 Creating Service Cultures .....	42
HAME519 Secrets of Phenomenal Customer Service.....	43

## **COURSES: HUMAN RESOURCES MANAGEMENT**

ILRHR501 Issues and Concepts in Equal Opportunity Law .....	43
ILRHR502 Employment Laws for the HR Professional .....	44
ILRHR503 Fundamentals of Retirement Benefits.....	44
ILRHR504 Fundamentals of Welfare and Flexible Benefits.....	45
ILRHR505 Organizational Culture and Work/Life Balance .....	45
ILRHR506 Communicating and Coaching and Counseling for Improved Performance .....	46
ILRHR507 Applying a Compensation Model: Internal and Legal Considerations .....	46
ILRHR508 Expanding the Compensation Model: External and Structural Considerations.....	47
ILRHR509 Selection and Staffing: The Selection Process.....	47
ILRHR510 Selection and Staffing: The Staffing Process .....	48
ILRHR511 Assessing, Designing, and Implementing Performance Management Systems .....	48
ILRHR512 Achieving Year-Round Performance Management and Appraisal .....	49
ILRHR513 Internal Consulting Skills for Human Resource Professionals.....	49
ILRHR551 Human Resources Leadership.....	50
ILRHR552 Aligning HR Strategy with Organizational Strategy .....	50
ILRHR553 Diversity and Inclusion for Bottom-Line Performance.....	51
ILRHR554 Building a Talent-Management Culture .....	51
ILRHR555 Measuring HR's Impact.....	52
ILRHR556 Employee Engagement .....	52
ILRSM501 Achieving High-Performance Work Practices .....	53
ILRSM502 Managing Employment Issues in a Global Context .....	53
ILRSM503 Alternative Dispute Resolution .....	54
ILRSM504 Systems and Strategies for Managing Organizational Conflict .....	54

## **COURSES: HOSPITALITY AND FOODSERVICE MANAGEMENT**

SHA01 Managing People More Effectively.....	55
SHA02 Marketing Analysis in the Hospitality Industry .....	55
SHA03 Principles of Financial Accounting in the Hospitality Industry.....	56
SHA04 Managing Dynamic Teams .....	56
SHA05 Marketing Planning in the Hospitality Industry .....	57
SHA06 Managerial Accounting in Action.....	57
SHA07 Foodservice Management Systems: Issues and Concepts.....	58
SHA08 Foodservice Management Systems: Operations .....	58
SHA09 Developing a Baseline for Restaurant Revenue Management.....	59
SHA10 Developing and Implementing a Strategy for Restaurant Revenue Management.....	59
HAME515 Data Gathering and Analysis in the Hospitality Industry .....	60
HAME516 Statistical Decision Making for Hospitality Managers .....	60
SHA531 Introduction to Hotel Revenue Management.....	61
SHA532 Forecasting and Availability Controls in Hotel Revenue Management .....	61

# 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

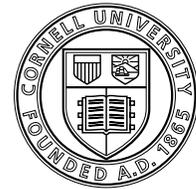
Participants who successfully complete the four courses in the series receive an Executive Leadership Certificate from Cornell University.

## 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.*

# CHANGE LEADERSHIP

*A six-course certificate series from Cornell University*

## Certificate Overview

The courses in the Certificate in Change Leadership series, part of eCornell's Proactive Leadership™ program, are based on Professor Samuel Bacharach's acclaimed books *Get Them on Your Side* and *Keep Them on Your Side*. Proactive Leadership leverages Professor Bacharach's decades of research, teaching, and expertise in organizational change, negotiation, conflict resolution, and organizational behavior, with a hands-on, in-the-trenches approach to getting things done in organizations. Proactive leadership is about both getting people and/or groups on your side AND sustaining momentum by keeping them on your side.

The first four courses in the series are dedicated to the leadership process of converting an idea into action. These courses will help you to develop the political competencies of influence, negotiation, and organizational awareness in order to identify opportunities for change, negotiate support for an initiative, and mobilize action to ensure that your change initiative is implemented. The last two courses in the series focus on establishing and sustaining the four dimensions of momentum to ensure long-term success. The courses will help you to develop the managerial competencies of organizing resources, motivating and directing others, managing performance and achievement, leading through culture, managing conflict, and developing political and organizational agility.

## Who Should Take This Certificate?

This certificate is designed for managers and leaders at all levels of public, private, and not-for-profit organizations who want to create and sustain change in their organizations.

## Certificate Information

Change Leadership comprises the following six courses totaling 36 hours of learning:

- ILRSM509 Developing an Agenda for Action
- ILRSM510 Assessing Allies and Resistors
- ILRSM511 Negotiating Support for Your Agenda
- ILRSM512 Leading Your Coalition
- ILRSM513 Establishing Momentum: Managing Structure, Resources, and Performance
- ILRSM514 Sustaining Momentum: Motivating Through Vision, Culture, and Political Agility

## Accreditation

Participants who successfully complete all six courses in this certificate series will receive a Certificate in Change Leadership from Cornell University.

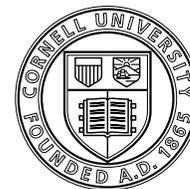
Cornell's School of Industrial and Labor Relations (ILR) will give .6 Continuing Education Units (CEUs) to each student who successfully completes each course. Students can apply to the ILR school for the CEU units after they have successfully completed the courses.

## ACE CREDIT Recommendation

The American Council on Education recommends courses ILRSM509-512 in this series this Certificate Program for 2 semester hours in Leadership, Management, or Business Administration in the upper division baccalaureate degree category. A review of courses ILRSM513-514 is planned for late 2007.

## 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 all six courses in this certificate series will receive a Certificate in Change Leadership from Cornell University.*



*The American Council on Education recommends courses ILRSM509-512 in this series this Certificate Program for 2 semester hours in Leadership, Management, or Business Administration in the upper division baccalaureate degree category. A review of courses ILRSM513-514 is planned for late 2007.*

# LEADING MANAGEMENT TEAMS

*A six-course certificate series from Cornell University*

## Certificate Overview

With the impending retirement of the baby boom generation and a heightened focus on succession planning, eCornell's Leading Management Teams certificate is designed to provide leaders with the skills necessary to manage their own career and those of the managers reporting to them.

This six-course certificate series, authored by management faculty at Cornell University, is grounded in research and the authoring faculty's experience with major corporate clients. The course content is designed to develop practical and applicable skills essential to managers charged with forming and sustaining high-performing teams.

In this series, participants will undergo a 360-degree evaluation linked to Cornell University's Johnson Graduate School of Management Leadership Model. The results will be used to create a Leadership Development Plan which is integral to managing your own and your direct reports' career development. In addition, participants will engage in content addressing the following topics:

- Leadership transition
- Managing team dynamics using the "three-wave pattern" model
- Generating new ideas for innovation in their organization
- Using both informal and formal mathematical methods for optimizing decision making
- Mastering organizational change tactics in the context of a management team
- Maximizing team member contributions and improving team interactions

## Who Should Take This Certificate?

This certificate series is designed for managers at all levels of the organization.

## Certificate Information

Participants who successfully complete all six courses in this certificate series will receive a Certificate in Leading Management Teams from Cornell University.

- LSM506 Executive Decision Making
- LSM507 Leading Through Creativity
- LSM509 Unlocking Your Leadership Potential \*
- LSM510 Overcoming Challenges for Leaders and Their Teams
- HAME511 Managing Change Initiatives
- HAME504 Understanding Team Dynamics

\* Note: registration deadline for LSM509 is 30 days prior to course start date.

## Accreditation

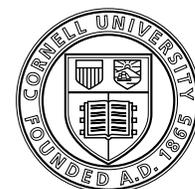
Participants who successfully complete the six courses in the series receive a Certificate in Leading Management Teams from Cornell University.

## ACE CREDIT Recommendation

The American Council on Education recommends this Certificate Program for 3 semester hours in Leadership or Management in the upper division baccalaureate degree category.

## 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. Most courses have been approved for six (6) Strategic Management recertification credit hours toward SPHR and GPHR recertification. See individual course descriptions for more information. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification.



*Participants who successfully complete all six course in this certificate series will receive a Certificate in Leading Management Teams from Cornell University.*



*The American Council on Education recommends this Certificate Program for 3 semester hours in Leadership or Management in the upper division baccalaureate degree category.*

# 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.

### 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)

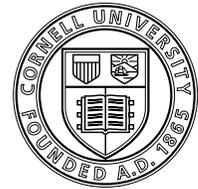
- ILRSM501 Achieving High-Performance Work Practices
- ILRSM503 Alternative Dispute Resolution
- ILRSM513 Establishing Momentum: Managing Structure, Resources, and Performance
- LSM506 Executive Decision Making
- ILRHR513 Internal Consulting Skills for HR Professionals
- LSM507 Leading Through Creativity
- 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.



*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.*

# FINANCIAL MANAGEMENT

*A four-course certificate series from Cornell University*

## Certificate Overview

Today, a good idea is not good enough — leaders must demonstrate that their idea will deliver measurable results to the bottom line. To drive innovation and organizational success, leaders need to make effective business decisions that provide the most economic value to their organizations. They must effectively communicate and discuss project and investment alternatives with an organization's financial managers.

In many organizations, however, miscommunication and limited access to financial management tools and methods hinder decision-making. Financial Management provides non-financial managers with the financial acumen that enables them to address these problems and make better business decisions.

The four courses in this series use easily understood, relevant case examples and engaging, interactive explanations to demystify financial terminology, assumptions, and concepts. The series includes a combination of finance and accounting topics and enables participants to interpret financial information, assess the costs and benefits of business decisions, and communicate operational and financial strategies.

## Who Should Take This Certificate?

This series course is essential for all levels of managers, directors, and company officers who are responsible for making financial or capital budgeting decisions within their organization or must be able to interpret and use financial data.

## Certificate Information

Financial Management comprises the following four courses totaling 24 hours of learning:

- HAME507 Mastering the Time Value of Money
- HAME508 Making Capital Investment Decisions
- HAME513 Understanding Financial Statements
- HAME514 Using Ratio Analysis to Evaluate Financial Performance

Note that the courses are designed as pairs; within each pair the courses should be taken in the sequence listed above.

## Accreditation

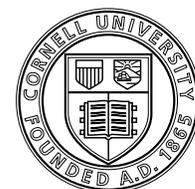
Participants who successfully complete all four courses in the series receive a Certificate in Financial Management from Cornell University.

## ACE CREDIT Recommendation

The American Council on Education recommends this Certificate Program for 2 semester hours in Principles of Finance or Financial Management 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 all four courses in the series receive a **Certificate in Financial Management** from Cornell University.*



*The American Council on Education recommends this Certificate Program for 2 semester hours in Principles of Finance or Financial Management in the upper division baccalaureate degree category.*

# SUPERVISORY SKILLS

*An eleven-course certificate series from Cornell University*

## Certificate Overview

eCornell has worked hand-in-hand with Cornell University's School of Industrial and Labor Relations to adapt its renowned Supervisory Skills Certificate for convenient online delivery. This series of 11 courses provides supervisors and managers from entry level to mid-level with the skills and competencies they need to manage their time, communicate effectively, motivate their employees, resolve workplace confrontations, prevent and address inappropriate workplace behavior, conduct legal and unbiased employee interviews, and manage the performance of their direct reports.

## Who Should Take This Certificate?

The courses comprising the Supervisory Skills Certificate are designed for shift supervisors, entry-level managers and supervisors up to mid-level managers seeking an opportunity to obtain a richer, deeper understanding of supervisory and management skills.

## Certificate Information

The certificate series consists of the 11 courses listed below, totaling approximately 66 hours of learning.

- ILRMD501 Selection Requirements and Communication Skills for Interviewing
- ILRMD502 Legal and Unbiased Interviewing and Selection
- ILRMD503 Overcoming Barriers to Successful Management
- ILRMD504 Leading People to Higher Performance
- ILRMD505 Legal Issues in the Workplace
- ILRMD506 Preventing and Addressing Inappropriate Workplace Behaviors
- ILRMD507 The Power of Managing Your Time and Personal Priorities
- ILRMD508 Managing People Issues to Stay Focused on Priorities
- ILRMD509 The Impact of Personality Styles on Communication
- ILRMD510 Managing Communication Challenges
- ILRMD511 Managing Performance

## Accreditation

Students who successfully complete all 11 courses in this series receive a Supervisory Skills Certificate from Cornell University.

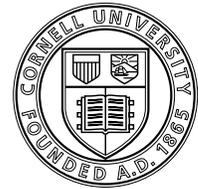
Cornell's School of Industrial and Labor Relations (ILR) awards 0.6 Continuing Education Units (CEUs) to each student who has successfully completed each course in the Supervisory Skills Certificate series.

## ACE CREDIT Recommendation

The American Council on Education recommends this Certificate Program for 4 semester hours in Supervision, Management, or business Communications in the upper division baccalaureate degree category.

## HRCI Recertification

Most of 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. See individual course descriptions for more information. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification.



*Students who successfully complete all 11 courses in this series receive a **Supervisory Skills Certificate** from Cornell University.*



*The American Council on Education recommends this Certificate Program for 4 semester hours in Supervision, Management, or business Communications in the upper division baccalaureate degree category.*

# MANAGEMENT ESSENTIALS: MANAGING PERFORMANCE

*A six-course certificate series from Cornell University*

## Certificate Overview

All managers face challenges associated with getting the most out of their direct reports. Personal communication styles, organizational structure, legal issues, and workplace culture can all affect employee performance. eCornell has partnered with Cornell University to create the Managing Essentials: Managing Performance Certificate, to help managers and leaders create the conditions conducive to peak employee performance. Participants in the series learn how to adjust their personal approach to communication, motivation, and conflict resolution to lead employees to higher levels of performance. The series also addresses compliance issues related to workplace behavior, including sexual harassment.

## Who Should Take This Certificate?

The Management Essentials: Managing Performance Certificate is designed for entry- to mid-level supervisors and managers seeking a deeper understanding of the issues and challenges of managing employees and proven strategies for managing the performance of direct reports.

## Certificate Information

The certificate series consists of the six courses listed below, totaling approximately 30 hours of learning.

- ILRMD503 Overcoming Barriers to Successful Management
- ILRMD504 Leading People to Higher Performance
- ILRMD505 Legal Issues in the Workplace
- ILRMD506 Preventing and Addressing Inappropriate Workplace Behaviors
- ILRMD510 Managing Communication Challenges
- ILRMD511 Managing Performance

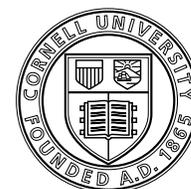
## Accreditation

Students who successfully complete all six courses in this series receive a Management Essentials: Managing Performance Certificate from Cornell University.

Cornell's School of Industrial and Labor Relations (ILR) will give .6 Continuing Education Units (CEUs) to each student who successfully completes each course. Students can apply to the ILR school for the CEU units after they have successfully completed the courses.

## 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. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification.



*Students who successfully complete all six courses in this series receive a Management Essentials: Managing Performance Certificate from Cornell University.*

# MANAGEMENT ESSENTIALS: INTERVIEWING AND SELECTION

*A six-course certificate series from Cornell University*

## Certificate Overview

eCornell has partnered with Cornell University to produce the Management Essentials: Interviewing and Selection Certificate. This six-course series addresses communication and interviewing skills as well as legal issues associated with managing a staffing process.

Through course material and self-reflection, participants in this certificate series learn to shape their personal interviewing style in a way that ensures the unbiased, honest interviewing and assessment of candidates. The series also addresses the legal pitfalls associated with organizational hiring practices and how to respond to accusations of bias.

## Who Should Take This Certificate?

The Management Essentials: Interviewing and Selection Certificate is designed for entry- to mid-level supervisors and managers seeking a deeper understanding of the issues and challenges of interviewing and selecting prospective employees and proven strategies for making the most informed and appropriate hiring decisions.

## Certificate Information

The certificate series consists of the six courses listed below, totaling approximately 36 hours of learning.

- ILRMD501 **Selection Requirements and Communication Skills for Interviewing**
- ILRMD502 **Legal and Unbiased Interviewing and Selection**
- ILRMD505 **Legal Issues in the Workplace**
- ILRMD506 **Preventing and Addressing Inappropriate Workplace Behaviors**
- ILRMD509 **The Impact of Personality Styles on Communication**
- ILRMD510 **Managing Communication Challenges**

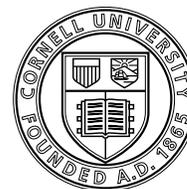
## Accreditation

Students who successfully complete all six courses in this series receive a Management Essentials: Interviewing and Selection Certificate from Cornell University.

Cornell's School of Industrial and Labor Relations (ILR) will give .6 Continuing Education Units (CEUs) to each student who successfully completes each course. Students can apply to the ILR school for the CEU units after they have successfully completed the courses.

## 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. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification.



*Students who successfully complete all six courses in this series receive a Management Essentials: Interviewing and Selection Certificate from Cornell University.*

# MANAGEMENT ESSENTIALS: MANAGING PRODUCTIVITY

*A six-course certificate series from Cornell University*

Certifi-

## Certificate Overview

The most successful managers are those who can juggle often competing priorities, manage their time effectively, motivate their direct reports to peak performance, and diffuse difficult situations quickly and effectively to maintain a healthy and productive organizational environment. To help them do so, eCornell has partnered with Cornell University to create the Management Essentials: Managing Productivity Certificate.

The six-course series is designed to help participants diagnose, assess, and resolve difficult situations quickly and effectively. By improving their interpersonal communication skills, participants can address conflict more efficiently in a way that enhances employee morale and elevates productivity. Participants also learn to gain control of their own busy work schedules, increasing their personal productivity while reducing debilitating stress.

## Who Should Take This Certificate?

The Management Essentials: Managing Productivity Certificate is designed for entry- to mid-level supervisors and managers seeking a deeper understanding of the issues and challenges of managing and increasing the productivity of direct reports and proven strategies for improving the productivity of your team.

## Certificate Information

The certificate series consists of the six courses listed below, totaling approximately 36 hours of learning.

- ILRMD503 Overcoming Barriers to Successful Management
- ILRMD504 Leading People to Higher Performance
- ILRMD507 The Power of Managing Your Time and Personal Priorities
- ILRMD508 Managing People Issues to Stay Focused on Priorities
- ILRMD509 The Impact of Personality Styles on Communication
- ILRMD510 Managing Communication Challenges

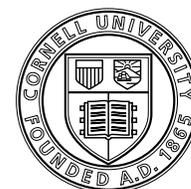
## Accreditation

Students who successfully complete all six courses in this series receive a Management Essentials: Managing Productivity Certificate from Cornell University.

Cornell's School of Industrial and Labor Relations (ILR) will give .6 Continuing Education Units (CEUs) to each student who successfully completes each course. Students can apply to the ILR school for the CEU units after they have successfully completed the courses.

## HRCI Recertification

Most of 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. See individual course descriptions for more information. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification.



*Students who successfully complete all six courses in this series receive a Management Essentials: Managing Productivity Certificate from Cornell University.*

# HUMAN RESOURCE STUDIES

*A twelve-course certificate series from Cornell University's  
School of Industrial and Labor Relations*

## Certificate Overview

Human Resources is an evolving and dynamic field that challenges the ability of even the most seasoned professionals to keep abreast of policies, procedures, compliance requirements, and best practices. In response to these demands, eCornell has partnered with Cornell University's School of Industrial and Labor Relations (ILR) to adapt its renowned Human Resources Studies Certificate Series for convenient online delivery. This series focuses on fundamental issues related to employment law, employee benefits, employee relations, compensation, selection and staffing, and performance management and appraisal.

## Who Should Take This Certificate?

Human Resource employees and managers seeking an opportunity to obtain a richer, deeper understanding of human resources policies and practices from a leading Ivy League institution.

## Certificate Information

The certificate series consists of the six courses listed below. We also offer the flexible option of mixing and matching classroom workshops with online programs toward the completion of the certificate series.

- LRHR501 Issues and Concepts in Equal Employment Opportunities Law
- ILRHR502 Employment Laws for the HR Professional
- ILRHR503 Fundamentals of Retirement Benefits
- ILRHR504 Fundamentals of Welfare and Flexible Benefits
- ILRHR505 Organizational Culture and Work/Life Balance
- ILRHR506 Communicating and Coaching and Counseling for Improved Performance
- ILRHR507 Applying a Compensation Model: Internal and Legal Considerations
- ILRHR508 Expanding the Compensation Model: External and Structural Considerations
- ILRHR509 Selection and Staffing: The Selection Process
- ILRHR510 Selection and Staffing: The Staffing Process
- ILRHR511 Assessing, Designing, and Implementing Performance Management Systems
- ILRHR512 Achieving Year-Round Performance Management and Appraisal

## Accreditation

Participants who successfully complete all twelve courses in this certificate series will receive a Human Resources Studies Certificate from Cornell University's School of Industrial and Labor Relations.

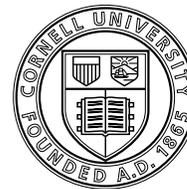
Cornell's School of Industrial and Labor Relations (ILR) will give .6 Continuing Education Units (CEUs) to each student who successfully completes each course. Students can apply to the ILR school for the CEU units after they have successfully completed the courses.

## ACE CREDIT Recommendation

The American Council on Education recommends this Certificate Program for 3 semester hours in Human Resources Management and 3 Semester hours in Employment Law in the upper division baccalaureate degree category.

## 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. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification,



*Participants who  
successfully complete  
all twelve courses in  
this certificate series  
will receive a **Human  
Resources Studies  
Certificate** from Cornell  
University's School of  
Industrial and Labor  
Relations.*



*The American Council on  
Education recommends  
this Certificate Program  
for 3 semester hours  
in Human Resources  
Management and 3  
Semester hours in  
Employment Law in  
the upper division  
baccalaureate degree  
category.*

# STRATEGIC HUMAN RESOURCES MANAGEMENT

*A six-course certificate series from Cornell University's  
School of Industrial and Labor Relations*

## Certificate Overview

The development and execution of a human resources strategy that is aligned with organizational goals and matched to an organization's competencies delivers tangible outcomes for an organization's people, customers, and shareholders. Such a strategy requires transforming HR from a "business partner" to a "business leader." As a leader, HR plays a significant role, not only in human-capital development, but in how human capital can contribute to the execution of organizational and business strategies. This certificate program from Cornell University's School of Industrial and Labor Relations develops the leadership competencies required make this transformation.

The courses in this series focus on several drivers for transforming HR into a world-class function: the HR leader's influence on strategy and organizational leaders, alignment of HR strategy, using diversity and inclusion to achieve bottom-line results, developing a talent-management culture, strategies for employee engagement, and using metrics to measure impact on business outcomes. Each course explores a topic in depth, with particular emphasis on the role of the HR leader, industry best practices, and short projects that emphasize the application to your particular organization.

## Who Should Take This Certificate?

This certificate series is designed for senior manager, director, and executive-level HR professionals who are charged with improving HR's ability to contribute to organizational strategy and success.

Participants should have completed a Cornell University Certificate in Human Resources or hold a management or leadership position in the HR field.

## Certificate Information

To earn the Strategic Human Resources Management Certificate, students must complete the following six courses totaling approximately 36 hours of learning:

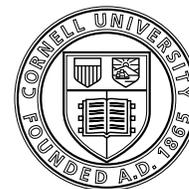
- ILRHR551 Human Resources Leadership
- ILRHR552 Aligning HR Strategy with Organizational Strategy
- ILRHR553 Diversity and Inclusion for Bottom-line Performance
- ILRHR554 Building a Talent-Management Culture
- ILRHR555 Measuring HR's Impact
- ILRHR556 Employee Engagement

## Accreditation

Participants who successfully complete all six course in this certificate series receive a Certificate in Strategic Human Resources Management from Cornell University's School of Industrial and Labor Relations. Cornell's School of Industrial and Labor Relations (ILR) will give .6 Continuing Education Units (CEUs) to each student who successfully completes each course. Students can apply to the ILR school for the CEU units after they have successfully completed the courses.

## 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 all  
six courses in this series  
receive a **Strategic  
Human Resources  
Management  
Certificate** from  
Cornell University's  
School of Industrial and  
Labor Relations.*

# HUMAN RESOURCES: BENEFITS AND COMPENSATION

*A six-course certificate series from Cornell University's  
School of Industrial and Labor Relations*

## Certificate Overview

Successful organizations understand that it's much more cost-effective to retain current employees than to recruit and train new ones. And they recognize that benefits and compensation packages that are both attractive to employees and cost-effective to the organization are important components of effective retention strategies. eCornell has partnered with the Cornell University's School of Industrial and Labor Relations (ILR) to create the Human Resources: Benefits and Compensation certificate. Even the most seasoned HR professionals can learn something new from this six-course certificate series addressing legal and organizational factors related to retirement plans, health plans, and other benefit packages.

## Who Should Take This Certificate?

The Human Resources: Benefits and Compensation Certificate is appropriate for Human Resource employees and managers seeking a richer, deeper understanding of policies and practices related to benefits and compensation from a leading Ivy League institution.

## Certificate Information

To earn the Human Resources: Benefits and Compensation Certificate, students must complete the following six courses totaling approximately 36 hours of learning:

- ILRHR501 Issues and Concepts in Equal Employment Opportunities Law
- ILRHR502 Employment Laws for the HR Professional
- ILRHR503 Fundamentals of Retirement Benefits
- ILRHR504 Fundamentals of Welfare and Flexible Benefits
- ILRHR507 Applying a Compensation Model: Internal and Legal Considerations
- ILRHR508 Expanding the Compensation Model: External and Structural Considerations

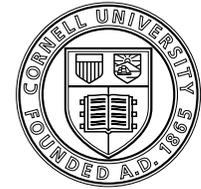
## Accreditation

Participants who successfully complete all six courses in this series receive a Human Resources: Benefits and Compensation Certificate from Cornell University's School of Industrial and Labor Relations.

Cornell's School of Industrial and Labor Relations (ILR) will give .6 Continuing Education Units (CEUs) to each student who successfully completes each course. Students can apply to the ILR school for the CEU units after they have successfully completed the courses.

## 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. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification.



*Participants who  
successfully complete  
all six courses in this  
series receive a **Human  
Resources: Benefits  
and Compensation  
Certificate** from Cornell  
University's School of  
Industrial and Labor  
Relations.*

# HUMAN RESOURCES: SELECTION AND STAFFING

*A six-course certificate series from Cornell University's  
School of Industrial and Labor Relations*

## Certificate Overview

A workforce is only as effective as the people who comprise it. The Human Resources: Selection and Staffing Certificate, a collaboration of eCornell and Cornell University's School of Industrial and Labor Relations, is designed to help Human Resources professionals and other managers evaluate staffing needs and fill vacancies with the best candidate for the targeted position. The six-course certificate leads participants to a deeper understanding of legal and ethical issues in workplace hiring, appropriate and effective communications for recruitment and interviewing, and strategies to address employee staffing and retention.

## Who Should Take This Certificate?

The Human Resources: Selection and Staffing Certificate is appropriate for Human Resource employees and managers seeking a richer, deeper understanding of hiring and retention policies and practices from a leading Ivy League institution.

## Certificate Information

To earn the Human Resource: Selection and Staffing Certificate, students must complete the following six courses totaling approximately 36 hours of learning:

- ILRHR501 Issues and Concepts in Equal Employment Opportunities Law
- ILRHR502 Employment Laws for the HR Professional
- ILRHR509 Selection and Staffing: The Selection Process
- ILRHR510 Selection and Staffing: The Staffing Process
- ILRMD501 Selection Requirements and Communication Skills for Interviewing
- ILRMD502 Legal and Unbiased Interviewing and Selection

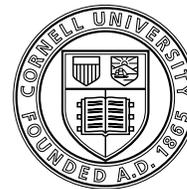
## Accreditation

Participants who successfully complete all six courses in this series receive a Human Resources: Selection and Staffing Certificate from Cornell University's School of Industrial and Labor Relations.

Cornell's School of Industrial and Labor Relations (ILR) will give .6 Continuing Education Units (CEUs) to each student who successfully completes each course. Students can apply to the ILR school for the CEU units after they have successfully completed the courses.

## 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. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification.



*Participants who  
successfully complete  
all six courses in this  
series receive a **Human  
Resources: Selection  
and Staffing Certificate**  
from Cornell University's  
School of Industrial and  
Labor Relations.*

# HUMAN RESOURCES: FOUNDATIONS OF EMPLOYEE RELATIONS

*A six-course certificate series from Cornell University's  
School of Industrial and Labor Relations*

## Certificate Overview

In today's fast-paced culture, creating an environment in which employees feel valued is an increasingly critical component of success. More than ever, Human Resources professionals must help organizations strike a balance between employees' work lives and personal lives, while maintaining organizational efficiency.

eCornell has partnered with the Cornell University School of Industrial and Labor Relations (ILR) to develop the Human Resources: Employee Relations certificate. Participants in the certificate series learn strategies for effective communication and investigating and establishing work/life balance initiatives to create a more positive workplace environment.

HR professionals and managers alike will benefit from the skills and suggestions presented in this six-course certificate. Because situations are examined from legal, organizational, and cultural contexts, even the most seasoned professionals will learn something new.

## Who Should Take This Certificate?

The Human Resources Employee Relations Certificate is appropriate for Human Resource employees and managers seeking a richer, deeper understanding of policies and practices related to employee relations from a leading Ivy League institution.

## Certificate Information

To earn the Human Resources: Employee Relations Certificate, students must complete the following six courses totaling approximately 36 hours of learning:

- ILRHR501 Issues and Concepts in Equal Employment Opportunities Law
- ILRHR502 Employment Laws for the HR Professional
- ILRHR505 Organizational Culture and Work/Life Balance
- ILRHR506 Communicating and Coaching and Counseling for Improved Performance
- ILRMD509 The Impact of Personality Styles on Communication
- ILRMD510 Managing Communication Challenges

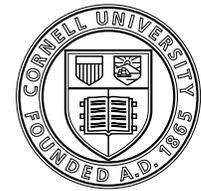
## Accreditation

Participants who successfully complete all six courses in this series receive a Human Resources: Employee Relations Certificate from Cornell University's School of Industrial and Labor Relations.

Cornell's School of Industrial and Labor Relations (ILR) will give .6 Continuing Education Units (CEUs) to each student who successfully completes each course. Students can apply to the ILR school for the CEU units after they have successfully completed the courses.

## 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. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification.



*Participants who  
successfully complete  
all six courses in this  
series receive a **Human  
Resources: Employee  
Relations Certificate**  
from Cornell University's  
School of Industrial and  
Labor Relations.*

# HUMAN RESOURCES: PERFORMANCE MANAGEMENT

*A six-course certificate series from Cornell University's  
School of Industrial and Labor Relations*

## Certificate Overview

Performance management is a challenge unique to every organization, demanding a unique approach. eCornell has partnered with Cornell University's School of Industrial and Labor Relations (ILR) to produce the Human Resources: Performance Management certificate. The six-course certificate is designed to provide participants with the analytical and organizational skills to determine what kind of performance-management program will work for them and the communication and logistical know-how to bring the program to life.

Participants in this course will have the confidence to effectively view their organizations in a variety of paradigms, and will have an advantage in efforts to increase performance for their organizations, manage employees and employee performance, and communicating in a way that leads their organization to its goals.

## Who Should Take This Certificate?

The Human Resources: Performance Management Certificate is appropriate for Human Resource employees and managers seeking a richer, deeper understanding of policies and practices related to performance management from a leading Ivy League institution.

## Certificate Information

To earn the Human Resources: Performance Management Certificate, students must complete the following 6 courses totaling approximately 36 hours of learning:

- ILRHR501 Issues and Concepts in Equal Employment Opportunities Law
- ILRHR502 Employment Laws for the HR Professional
- ILRHR511 Assessing, Designing, and Implementing Performance Management Systems
- ILRHR512 Achieving Year-Round Performance Management and Appraisal
- ILRMD503 Overcoming Barriers to Successful Management
- ILRMD504 Leading People to Higher Performance

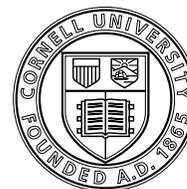
## Accreditation

Participants who successfully complete all six courses in this series receive a Human Resources: Performance Management Certificate from Cornell University's School of Industrial and Labor Relations.

Cornell's School of Industrial and Labor Relations (ILR) will give .6 Continuing Education Units (CEUs) to each student who successfully completes each course. Students can apply to the ILR school for the CEU units after they have successfully completed the courses.

## 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. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification



*Participants who  
successfully complete  
all six courses in this  
series receive a **Human  
Resources: Performance  
Management Certificate**  
from Cornell University's  
School of Industrial and  
Labor Relations.*

# SYSTEMS AND PROCESSES FOR HR

*A six-course certificate series from Cornell University's  
School of Industrial and Labor Relations*

## Certificate Overview

Today's Human Resources professionals must be prepared to operate both locally and globally, addressing a variety of cultural and legal circumstances in order to serve their organizations effectively. eCornell has partnered with Cornell University's School of Industrial and Labor Relations to create the Systems and Processes in HR certificate.

This six-course certificate helps participants address issues related to organizational conflict, strategic employment, employee relations and legal compliance from both a local and global perspective, and design initiatives to contribute to enduring organizational success.

## Who Should Take This Certificate?

This certificate series is designed for Human Resource professionals charged with making Human Resources a strategic partner in their organization

## Certificate Information

Students earn the Systems and Processes in Human Resources Certificate by completing the following six courses comprising a total of 36 hours of learning:

- ILRSM504 Systems and Strategies for Managing Organizational Conflict
- ILRSM502 Managing Employment Issues in a Global Context
- ILRHR513 Internal Consulting Skills for HR Professionals
- ILRHR502 Employment Laws for the HR Professional
- ILRHR505 Organizational Culture and Work/Life Balance
- ILRHR510 Selection and Staffing: The Staffing Process

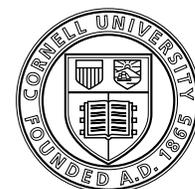
## Accreditation

Participants who successfully complete all six courses in this series receive a Certificate in Systems and Processes for HR from Cornell University's School of Industrial and Labor Relations.

Cornell's School of Industrial and Labor Relations (ILR) will give .6 Continuing Education Units (CEUs) to each student who successfully completes each course. Students can apply to the ILR school for the CEU units after they have successfully completed the courses.

## 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.



*Students who successfully complete all six required courses in this series will receive a Certificate in Systems and Processes for HR from Cornell University's School of Industrial and Labor Relations.*

# FOODSERVICE MANAGEMENT

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

## Certificate Overview

Each year, hundreds of professionals who want to sharpen their existing skills, develop new skills, and enhance their understanding of Foodservice 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 Program for convenient online delivery as the Certificate in Foodservice Management.

This certificate examines the issues and challenges of the foodservice industry and outline strategies that contribute to a successful foodservice operation. Courses focus on a systems approach to foodservice management. Participants learn how to manage the major areas of menu planning, purchasing, receiving, storage, production, and control systems. They assess the effectiveness of several foodservice systems, use a service blueprint to improve the service delivery process and increase profits, and examine such variables as client flow, menu planning, dining time, optimal table mix, meal duration, and variable pricing.

Once the most effective strategies have been identified, participants focus on how to implement desired changes efficiently to produce measurable improvement in market share and overall revenue for their foodservice operation.

*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?

This certificate is appropriate to foodservice professionals from hotels, chain and independent restaurants, and other hospitality outlets looking to increase profits and advance their careers. It is also ideal for hospitality professionals from other disciplines seeking to transition into foodservice positions.

## Certificate Information

Foodservice Management comprises the following four courses totaling 60 hours of learning:

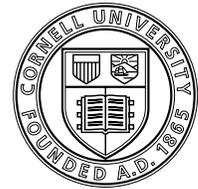
- SHA07 Foodservice Management Systems: Issues and Concepts
- SHA08 Foodservice Management Systems
- SHA09 Developing a Baseline for Restaurant Revenue Management
- SHA10 Developing and Implementing a Strategy for Restaurant Revenue Management

## Accreditation

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

## ACE CREDIT Recommendation

The American Council on Education recommends this Certificate Program for 3 semester hours in Foodservice Management or Culinary Arts in the upper division baccalaureate degree category.



*Participants who  
successfully complete  
the required courses will  
receive a **Certificate  
in Foodservice  
Management** from  
Cornell University's  
School of Hotel  
Administration.*



*The American Council on  
Education recommends  
this Certificate Program  
for 3 semester hours in  
Foodservice Management  
or Culinary Arts  
Management in the upper  
division baccalaureate  
degree category.*

# MASTER CERTIFICATE IN FOODSERVICE MANAGEMENT

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

## Certificate Overview

Each year, hundreds of professionals who want to sharpen their existing skills, develop new skills, and enhance their understanding of Foodservice 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 Program for convenient online delivery as the Master Certificate in Foodservice Management.

This certificate examines the issues and challenges of the foodservice industry and outline strategies that contribute to a successful foodservice operation. Courses focus on a systems approach to foodservice management. Participants learn how to manage the major areas of menu planning, purchasing, receiving, storage, production, and control systems. They assess the effectiveness of several foodservice systems, use a service blueprint to improve the service delivery process and increase profits, and examine such variables as client flow, menu planning, dining time, optimal table mix, meal duration, and variable pricing. In addition, participants learn about strategies to increase profitability through improved human-resource management, financial management, superior service, and the creation of a competitive marketing position that builds their value proposition.

Once the most effective strategies have been identified, participants focus on how to implement desired changes efficiently to produce measurable improvement in market share and overall revenue for their foodservice operation.

*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?

This certificate is appropriate to foodservice professionals from hotels, chain and independent restaurants, and other hospitality outlets looking to increase profits and advance their careers. It is also ideal for hospitality professionals from other disciplines seeking to transition into foodservice positions.

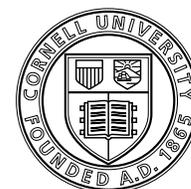
## Certificate Information

Students earn the Master Certificate in Foodservice Management by completing the four courses comprising the Certificate in Foodservice Management as well as the courses listed below:

- SHA01 Managing People More Effectively
- SHA02 Marketing Analysis in the Hospitality Industry
- SHA03 Principles of Financial Accounting in the Hospitality Industry
- SHA05 Marketing Planning in the Hospitality Industry
- SHA07 Foodservice Management Systems: Issues and Concepts
- SHA08 Foodservice Management Systems
- SHA09 Developing a Baseline for Restaurant Revenue Management
- SHA10 Developing and Implementing a Strategy for Restaurant Revenue Management

## Accreditation

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



*Participants who  
successfully complete  
the required courses  
will receive a  
Master Certificate  
in Foodservice  
Management from  
Cornell University's  
School of Hotel  
Administration.*

# 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 five courses totaling approximately 75 hours of learning:

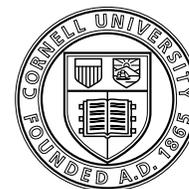
- SHA01 Managing People More Effectively
- SHA02 Marketing Analysis in the Hospitality Industry
- SHA03 Principles of Financial Accounting in the Hospitality Industry
- SHA04 Managing Dynamic Teams
- SHA05 Marketing Planning in the Hospitality
- SHA06 Managerial Accounting in Action

## 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.*

# CERTIFICATE IN HOSPITALITY MARKETING

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

## Certificate Overview

Marketing is about identifying, creating, and delivering value to customers. The Certificate in Hospitality Marketing from Cornell University's School of Hotel Administration is designed to develop the essential skills necessary to conceive, create, and write a strategic marketing plan.

The courses in this certificate series focus on data-driven methodologies for gathering and analyzing marketing data, using that data to make decisions, using marketing analysis to identify strategic opportunities, creating the marketing positioning, and creating a marketing plan to guide execution. The courses emphasize practical application of concepts, strategies, and tactics that can be immediately used in the workplace.

The Certificate in Hospitality Marketing equips participants with the skills, tools, and methodologies they need to take a marketing initiative from the concept stage to a robust marketing plan.

## Who Should Take This Certificate?

The Certificate in Hospitality Marketing is designed for hospitality marketing professionals responsible for directing or implementing marketing research or the creation of strategic marketing plans.

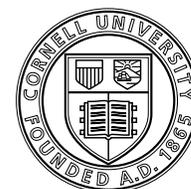
## Certificate Information

To earn the Certificate in Hospitality Marketing, students must complete the following four courses:

- HAME515 **Data Gatherig and Analysis in the Hospitality Industry**
- HAME516 **Statistical Decision Making for Hospitality Managers**
- SHA02 **Marketing Analysis in the Hospitality Industry**
- SHA05 **Marketing Planning in the Hospitality Industry**

## Accreditation

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



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

# CERTIFICATE IN HOTEL REVENUE MANAGEMENT

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

## Certificate Overview

Hospitality managers are charged with making strategic and proactive decisions to increase occupancy rates and total revenue for their properties. Applying a systematic process to such decision-making can increase their success. This five-course certificate series in hotel revenue management, developed by renowned revenue management expert Dr. Sheryl Kimes of Cornell's School of Hotel Administration, provides a holistic view of the application of revenue management concepts and practices to the hospitality industry.

The courses in this series focus on several high-impact drivers for maximizing revenue: forecasting and availability controls, pricing and distribution channel management, overbooking and group management, and non-traditional revenue management applications. Each course explores a topic in depth, with particular emphasis on the role of strategy in effective revenue management and the practical application of tools and techniques in the hospitality setting

## Who Should Take This Certificate?

his certificate series is designed for hospitality managers, general managers, revenue managers, and other hospitality professionals responsible for the financial performance of their organization.

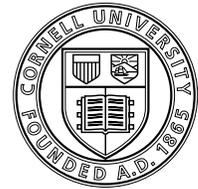
## Certificate Information

To earn the Certificate in Hospitality Marketing, students must complete the following five courses:

- SHA531 **Introduction to Hotel Revenue Management**
- SHA532 **Forecasting and Availability Controls in Hotel Revenue Management**
- SHA533 **Pricing and Distribution Strategy in Hotel Revenue Management**
- SHA534 **Overbooking Practices in Hotel Revenue Management**
- SHA534 **Non-Traditional Applications of Hotel Revenue Management**

## Accreditation

Participants who successfully complete the five courses in the series receive a Certificate in Hotel Revenue Management from Cornell University's School of Hotel Administration.



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

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

Leaders are not born; they are developed. This course helps managers identify and enhance the particular leadership style that matches their personal strengths. By providing participants with a range of assessment tools, including an online 360-degree evaluation, this course builds critical leadership competencies essential to career development and advancement. Linked to Cornell University's Johnson Graduate School of Management Leadership Model, the online 360-degree evaluation is designed to identify participant's management strengths and weaknesses. Participants will create a Leadership Development Plan designed to guide their career development.

### Who Should Take This Course?

This course is invaluable for managers at all levels looking to assess their strengths and weaknesses as a leader, and those members of an organization who wish to grow into more effective leaders.

### Course Format

This course is based on an online 360-degree assessment, which must be completed prior to the course start date. Three weeks prior to the start of the course you will be asked to nominate up to ten colleagues to complete online assessments of your leadership capabilities. Your Leadership Assessment will be available during the first module of the course and will form the basis for the creation of your Leadership Development Plan.

This course contains the following modules:

- The Successful Leader
  - Leadership Models
  - Derailment Calibration
  - The Leadership Development Plan
- Getting Feedback
  - Analyzing Feedback Data
  - Writing the Leadership Development Plan

### Certificate Information

This course can be applied to the following certificates:

- Leading Management Teams
- Business Leadership Skills

### Author

Michael J. Hostetler, Director, Leadership Studies

### Sponsoring School

Cornell University's Johnson Graduate School of Management

As managers take on new roles and responsibilities, the risks and consequences of failure become much greater. In this course, participants gain skills in identifying and overcoming the obstacles and pitfalls they may face at different stages of their careers. Participants create a personal Leadership Development Plan to guide them through leadership transitions and make them more effective managers and members of their organizations. They also develop strategies for helping their team of direct reports grow and change when faced with new assignments. The course includes the opportunity to register for individual or group coaching sessions as a follow-up activity to further reinforce and tailor the program.

### Who Should Take This Course?

This course is ideal for managers and executives at all levels who have been promoted to positions of increased authority or who are looking to help their team of direct reports grow and change when faced with new assignments.

### Course Format

This course contains the following modules:

- A Career of Leadership
  - The Three Stages of Leadership
  - The Three-Wave Pattern of Activity
  - Plan for the Next Stage
- Leading Your Team
  - The High-Performing Team
  - Team Assessment
  - Team Development

### Benefits to Learner

Participants who complete this course will be able to:

- Define the leadership skills and competencies needed for improving your own performance and the performance of your team
- Implement an action plan that outlines the required leadership skills to be developed, specific actions needed to acquire those skills, and a timeframe for doing so

### Certificate Information

This course can be applied to the following certificates:

- Leading Management Teams
- Business Leadership Skills

### Author

Michael J. Hostetler, Director, Leadership Studies

### Sponsoring School

Cornell University's Johnson Graduate School of Management

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

A proactive leader must have the managerial competence to build the coalition's capacity to keep the initiative moving forward and growing, and the performance-management skills to keep it operating effectively.

This course is designed to help learners:

- Develop a "roadmap" for establishing momentum for their coalition's agenda
- Apply facilitative and directive leadership styles appropriately in teams and organizations
- Maintain organizational capacity in order to allocate resources and prioritize effectively
- Monitor performance in order to evaluate progress and make corrections
- Apply these skills to a change agenda in their organization

### Who Should Take This Course?

This course is essential for executives, managers, department heads, team leaders, and others working at all levels of organizations in virtually any industry sector who wish to become effective leaders for long-term results.

### Course Format

This course contains the following modules:

#### Managing for Momentum

- The need for both political and managerial competence
- The four dimensions of momentum
- Facilitative vs. directive leadership

#### Structural Momentum

- Creating hierarchies, while sustaining groups
- Providing resources without going too far
- Giving autonomy and defining parameters

#### Performance Momentum

- Being clear about results, while remaining objective
- Making adjustments without over-reacting

### Benefits to Learner

Participants who complete this course will be able to:

- Describe the dimensions of effective leadership and their implication on the long-term success of their agenda
- Identify the four dimensions of momentum and explain why you need to manage all four to ensure the success of your agenda
- Choose facilitative and directive leadership approaches, as appropriate
- Recognize and respond appropriately to changing conditions within the organization
- Balance multiple considerations in building and maintaining the capacity of their organization
- Evaluate performance and make corrections

### Certificate Information

This course can be applied to the following certificate:

- Business Leadership Skills

### Author

Samuel Bacharach, Ph.D., Professor

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

Leaders need to provide the vision exercise the political agility, and establish the organizational culture necessary to keep their initiatives vital and moving forward. Proactive leaders must have the skills to keep the "soul" of their coalition alive and relevant to the needs of the organization.

This course is designed to help learners:

- Manage organizational culture to sustain momentum.
- Become politically agile in ensuring continued support for their agenda.
- Manage their coalition—and their agenda—for the long-term.

### Who Should Take This Course?

This course is essential for executives, managers, department heads, team leaders, and others working at all levels of organizations in virtually any industry sector who wish to become effective leaders for long-term results.

### Course Format

This course contains the following modules:

#### Cultural Momentum

- Creating a problem-solving culture
- Developing the collective while supporting the individual
- Celebrating results without "worshipping idols"

#### Political Momentum

- Keep the coalition mindset alive
- Don't feed the Trojan horse
- Beware of counter-coalitions

#### Proactive Leadership

- Putting your agenda together, from idea to implementation
- Planning your next agenda and leveraging current success.

### Benefits to Learner

Participants who complete this course will be able to:

- Create a culture of motivation that helps people learn and problem-solve while providing opportunities for affiliation and re-affirmation
- Become politically agile: anticipate conflict and continuously mobilize support to ensure that their agenda remains vital
- Build on current success and plan their next agenda
- Focus on the big picture - from acting on an idea to implementing for long-term results - in their organization

### Certificate Information

This course can be applied to the following certificate:

- Business Leadership Skills

### Prerequisites

Please take *Establishing Momentum: Managing Structure, Resources, and Performance* (ILRSM513) 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

If organizations are to remain productive and maintain a competitive advantage in this fast-paced, constantly changing, global economy, it is essential that they understand how to create and utilize effective work teams at all levels of the organization. When well managed, teams improve productivity, innovation, and the likelihood of success. Ineffective teams lead to frustration and the loss of time and productivity.

In this course, participants will explore the dimensions and inherent benefits of a well-organized, synchronized team and how to develop a systematic and concrete approach to organizing individuals into a highly effective, productive, and cohesive work force

### Who Should Take This Course?

This course is critical for all levels of managers, supervisors, and team leaders who need to organize their employees into productive, innovative teams.

### Course Format

This course contains the following modules:

#### Teams and Team Goals

- Benefits of working in teams over working independently
- Establishing clear team goals
- Characteristics of effective goals
- Participatory goal setting

#### Team Member Behavior, Norms, and Group Interaction

- Task functions and relationship functions
- Behaviors that encourage or harm member relations
- Developing healthy, productive group norms
- Strategies to deal with social loafing
- Factors affecting cohesion/cohesiveness
- Bales Interaction Analysis
- Five basic group structures and how they influence communication flow
- Characteristics of a well-functioning team
- The role of the participant observer

### 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

### Certificate Information

This course can be applied to the following certificate:

- Leading Management Teams

### Authoring Faculty

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

### Sponsoring School

Cornell University's School of Hotel Administration

In a highly global market, organizations that have the ability to analyze and rapidly respond to the constantly changing marketplace will have the greatest chance of remaining competitive and profitable. This is greatly dependent upon work teams that are cohesive, flexible, and able to rapidly arrive at important decisions. Group decision making provides for increased ability to gather pertinent information, to develop creative solutions, and to generate new ideas.

In this course, participants will explore the benefits inherent in group decision making and will learn about models and techniques for efficient group decision making that lead to enhanced productivity and organizational performance.

### Who Should Take This Course?

This course is important for professionals who lead or manage teams, or aspire to, and seek to enhance team decision making to improve overall productivity.

### Course Format

This course contains the following modules:

#### Models, Techniques, and Methods for Decision Making

- Factors to consider in determining whether to employ group decision making
- Advantages of group decision making
- Symptoms and potential consequences of "groupthink"
- "Risky shift"
- Group versus individual tolerance for risk
- Common models of decision making
- Implementing decision-making models for specific circumstances
- Techniques for group decision making and strategies to reach high-quality group decisions
- Factors involved in choosing the most appropriate decision-making method

#### Assessing Ethical Implications of Decisions

- Ensuring ethical soundness of group decisions
- Ethical behavior in both leadership and contributing roles within the group

### Benefits to Learner

Participants who complete this course will be able to:

- Determine whether or not to employ group decision making
- Evaluate the most appropriate decision-making method for a particular circumstance
- Apply the techniques that improve and facilitate group decision making
- Facilitate effective participation of team members in problem solving
- Implement strategies to help groups arrive at the best decisions

### Authoring Faculty

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

### Sponsoring School

Cornell University's School of Hotel Administration

In a networked economy, the overload of information, tasks, and meetings, as well as the need to stay connected to colleagues in other time zones, often erodes productivity and effectiveness. Managers need the strategies and techniques for work prioritization and personal time management that are so vital for success in today's demanding, multitasking workplace.

In this course, participants will learn about the best practices for structuring their own personal time and workload, and for leading efficient and successful meetings for increased productivity.

### Who Should Take This Course?

This course is necessary for all managers, supervisors, and team leaders at any level of the organization and in any industry who want to learn to make their workdays more productive.

### Course Format

This course contains the following modules:

#### Solving Time Management Problems

- Tendencies that affect personal time-management behaviors
- Strategies for beating procrastination
- Distinguishing essential tasks from those of lower priority
- Distinguishing between urgent and important events
- "Time robbers"
- Personal habits that impede effective time management
- Analyzing interruptions to reduce the tendency of others to cut into your valuable time
- Assertiveness skills for effective time management
- Constructive confrontation
- Using a time log to analyze your habits and work activities

#### Managing Team Meetings

- Functions served by meetings
- Effective meeting preparation
- Best practices for leading a meeting effectively
- Asking the right questions to achieve the most effective group participation
- Six categories of questions and the appropriate use of each

### Benefits to Learner

Participants who complete this course will be able to:

- Identify and overcome personal tendencies that lead to procrastination
- Efficiently prioritize tasks and events based on urgency
- Plan and lead meetings that successfully disseminate relevant information and increase morale and productivity

### Authoring Faculty

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

### Sponsoring School

Cornell University's School of Hotel Administration

With emerging technologies and expanding global marketplaces, it is imperative that organizations become highly proficient in driving their change agenda. Whether diversifying, downsizing, merging, reorienting business, or developing new management structures, organizations must be able to effectively carry out change initiatives to remain productive and competitive.

In this course, participants learn to assess organizational readiness and their own ability to facilitate change. Working with a comprehensive organizational change scenario, this experiential exercise provides an opportunity for participants to learn by doing and to assess their own effectiveness in facilitating change.

### Who Should Take This Course?

This course is fundamental for managers, supervisors, and team leaders in any organization who want to learn how to successfully initiate organizational or departmental change.

### Course Format

This course contains the following modules:

#### Managing Change

- Organizational change tactics and their correspondence to different stages of readiness or willingness to accept change
- Stages of adoption of innovation: awareness, appraisal/trial, and adoption
- Different reactions to organizational change and innovation on the part of innovators, early adopters, early majority, late majority, and resisters
- Recognizing that creating change is part skill, part art, and part luck
- Cultural aspects of organizations and their impact on change efforts
- Frustrations managers experience in implementing change initiatives

### Benefits to Learner

Participants who complete this course will be able to:

- Evaluate an organization's level of readiness and willingness to change and use techniques to bring it to an acceptable level
- Identify and minimize a manager's frustrations in implementing change initiatives
- Develop and implement an effective methodology for carrying out a successful change initiative

### Certificate Information

This course can be applied to the following certificate:

- Leading Management Teams

### Authoring Faculty

Cathy A. Enz, Ph.D., Professor

### Sponsoring School

Cornell University's School of Hotel Administration

Making the wrong hiring choices is costly and time consuming for organizations of all sizes. An effective way for businesses to identify the best candidates for a position is through a structured, job-focused interviewing process, where interviewers have effective interviewing skills and understand the legal aspects of employment practices. In this interactive, skill-based course, participants learn how to structure an interview using the Results-based Selection Requirements (RSR) process.

This model eliminates bias and stereotyping of job candidates, examines compliance with employment laws, and focuses on the communication and listening skills required for effective interviewing.

### Who Should Take This Course?

This course is indispensable for human resource and recruiting specialists, as well as managers working at all levels of the organization who are involved in the hiring process.

### Course Format

This course contains the following modules:

#### Communication Skills for Interviewing

- Determining your communication style and applying it productively during the interview process
- Three primary communication styles and the strengths of each
- Increasing the degree to which you are perceived as approachable to elicit more candid responses from candidates
- Nonverbal, verbal, and interpretive dimensions of listening

#### Using Job Results to Develop Selection Requirements

- Why develop Results-based Selection Requirements (RSRs)
- Preparing a Results-based Selection Requirements form

### Benefits to Learner

Participants who complete this course will be able to:

- Develop and demonstrate effective, unbiased interviewing techniques
- Use advanced listening skills
- Learn how approachability and openness can elicit candid responses from job candidates
- Recognize and ensure compliance with applicable employment processes
- Design and implement a system of Results-based Selection Requirements as a foundation for the interview process

### Certificate Information

This course can be applied to the following certificates:

- HR: Selection and Staffing
- ME: Interviewing and Selection
- Supervisory Skills

### Authoring Faculty

Cathy Lee Gibson, Associate Director, HR Series  
Anthony Panos, Statewide Director, Management Series

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

In this interactive, skill-based course, participants will learn how to prepare for job interviews, create a positive interviewing environment, conduct legal and unbiased interviews, and identify the best-qualified candidate for the position.

### Who Should Take This Course?

This course is indispensable for human resource and recruiting specialists, department heads, and managers working at all levels of the organization who are involved in the hiring process.

### Course Format

This course contains the following modules:

#### Legal and Unbiased Interviewing

- Problematic and inappropriate questions, statements, and behaviors, and the specific law(s) to which they relate
- Additional resources for questions about specific employment laws
- Avoiding legal problems prior to and during the interview and selection process
- Societal, organizational, and individual biases and how they can affect the assessment of candidates

#### Interviewing and Selecting Candidates

- Effective questioning techniques to use when interviewing
- Effective note-taking techniques
- Selecting effective questions that are consistent with the Results-based Selection Requirements (RSR) form
- The role of the resume in the interview process
- Creating an interview environment that is conducive to the exchange of information
- Watching for verbal and nonverbal cues
- When and how to ask probing
- Effective ways to close interviews
- Warning signs during the interview/selection process
- The role and importance of checking references
- Communicating with candidates to whom offers of employment are, and are not, extended

### Benefits to Learner

Participants who complete this course will be able to:

- Ensure compliance with applicable employment laws
- Identify problematic and inappropriate questions, statements, and behaviors that can occur in an interview
- Proactively avoid legal problems throughout the interview process
- Avoid bias and stereotypes in order to accurately assess a candidate
- Develop and carry out highly effective, efficient, unbiased interviews using a Results-based Selection Requirements (RSR) process
- Objectively compare candidates and select the best-qualified candidates for their organization

### Certificate Information

This course can be applied to the following certificates:

- HR: Selection and Staffing
- ME: Interviewing and Selection
- Supervisory Skills

### Authoring Faculty

Cathy Lee Gibson, Associate Director, HR Series  
Anthony Panos, Statewide Director, Management Series

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

Successful organizations use the creative energy of their employees in seeking solutions to organizational problems. They realize that those individuals involved in the actual work are in the best position to define systemic and process weaknesses and identify opportunities for improvement.

In this course, participants learn to increase productivity, creativity, and efficiency by involving their employees in a continuous improvement process that encourages improved communication and collaboration. Participants will also explore personal paradigms or patterns of thought and behavior that prevent them from achieving positive change and success.

### Who Should Take This Course?

This course is important for all levels of managers, supervisors, and team leaders in virtually any industry who wish to continuously effect positive change and increase the productivity and efficiency of their organizations.

### Course Format

This course contains the following modules:

#### Paradigms and Change

- Paradigms and day-to-day challenges in the workplace
- Evaluating paradigms as useful or in need of change
- Recognizing “good” versus “bad” change Problem-solving techniques Involving employees in process changes

#### Communication and Listening

- Barriers to communication
- Differing communication styles as barriers to getting work done
- Clear communication and use of terminology to avoid misunderstandings
- Approachability, trust, and effective communication
- Attitudes and behaviors that are essential to clear communication
- Active listening techniques

### Benefits to Learner

Participants who complete this course will be able to:

- Identify personal and professional paradigms and understand how shifts in thinking can improve performance
- Analyze when organizational change is beneficial and when it should be avoided
- Involve employees in problem solving and decision making
- Assess personal communication styles toward improved listening skills and approachability

### Certificate Information

This course can be applied to the following certificates:

- HR: Performance Management
- ME: Managing Performance
- ME: Managing Productivity
- Supervisory Skills

### Authoring Faculty

Tom Willett, Management Development Programs  
Anthony Panos, Statewide Director, Management Series  
Cornell/ILR Extension Faculty

### Sponsoring School

Cornell University’s School of Industrial and Labor Relations

In this course, participants will examine leadership styles that are exhibited by highly successful managers. They will explore techniques for aligning individual employee motivators with an organization’s goals and interests. Participants will also learn how to create a motivated, team-oriented, and productive workforce and how to appropriately and positively confront problems and resolve conflict.

### Who Should Take This Course?

This course is crucial for all levels of managers, supervisors, and team leaders who are responsible for the productivity and morale of their employees.

### Course Format

This course contains the following modules:

#### Motivating for Achievement

- Determining individual motivators
- Identifying motivational opportunities in work assignments
- The importance of motivation to a supervisor
- Non-financial motivators that support the goals of the organization and the employee
- Indicators of motivation
- Aligning motivators with organizational objectives

#### Positive Confrontation

- Confrontation as a motivational and developmental tool
- Differences between confrontation and conflict
- The consequences of avoiding confrontation
- Common pitfalls to conflict resolution
- Five-step process to resolve conflict
- Six different types of difficult people
- Techniques to make difficult people more productive
- Progressive discipline

#### Leadership

- A practical model for using different leadership styles
- The interrelationship between supervising, managing, and leadership techniques
- Balancing directive and supportive leadership styles to develop employees’ performance

### Benefits to Learner

Participants who complete this course will be able to:

- Apply motivational techniques to improve employee performance and enhance productivity
- Align workers’ personal goals with the goals of the organization
- Resolve internal conflict in a positive and productive manner
- Balance directive and supportive leadership styles to develop and improve employees’ performance

### Certificate Information

This course can be applied to the following certificates:

- HR: Performance Management
- ME: Managing Performance
- ME: Managing Productivity
- Supervisory Skills

### Authoring Faculty

Tom Willett, Management Development Programs  
Anthony Panos, Statewide Director, Management Series  
Cornell/ILR Extension Faculty

### Sponsoring School

Cornell University’s School of Industrial and Labor Relations

Explore federal, state, and local employment laws and learn how to comply with Equal Employment Opportunity (EEO), Affirmative Action (AA) and Diversity issues. Learn to recognize and avoid potential legal risks in everyday workplace situations, and know when to seek in-house or outside counsel.

Work within the law when interviewing, hiring, evaluating, and firing employees.

### Who Should Take This Course?

Shift supervisors, entry-level to mid-level managers, and members of revolving project teams with no direct reports

### Course Format

This course contains the following modules:

#### Legal Issues in the Workplace

- The scope of employment laws
- Equal Employment Opportunity laws, Affirmative Action, and Diversity
- Recognizing EEO legal risks
- Strategies for minimizing EEO legal risks
- Wage, safety, and other employment laws
- Assessing whether an FMLA, FLSA, OSHA, or state law situation represents a legal risk

### Benefits to Learner

Participants who complete this course will be able to:

- Recognize employment-related laws and assess their impact on employment-related decisions
- Recognize how Equal Employment Opportunity, Affirmative Action, or Diversity applies to employment-related issues
- Categorize employment-related issues into legal or employee relations issues to enable you to assess legal risks associated with management decisions
- Recognize the difference between employee relations issues and potentially unlawful situations in the workplace
- Avoid potentially illegal behaviors when interviewing, evaluating, and disciplining employees
- Avoid potentially illegal behaviors in situations involving FMLA, FLSA, OSHA, or state laws

### Certificate Information

This course can be applied to the following certificates:

- ME: Managing Performance
- ME: Interviewing and Selection
- Supervisory Skills

### Authoring Faculty

Andrea M. Basile Terrillion, Esq., Director of Management  
Shelley Greenwald, Esq., Adjunct Faculty

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

Managers frequently make employment decisions that have legal implications for their organizations. This course addresses the relevant laws and their application to daily operations and special situations in layperson's terms.

The course focuses on avoiding potentially illegal behaviors when interviewing, evaluating, and disciplining employees and on applying strategies for dealing with inappropriate behavior according to company policy and best practices.

### Who Should Take This Course?

Shift supervisors, entry-level to mid-level managers, and members of revolving project teams with no direct reports.

### Course Format

This course contains the following modules:

#### Preventing and Addressing Inappropriate Workplace Behaviors

- Scope and range of inappropriate behaviors
- Role of managers in fostering appropriateness in the workplace
- Sexual and other forms of illegal harassment
- Inappropriate behavior and company policy
- Strategies for dealing with inappropriate behaviors
- Handling confidential issues

### Benefits to Learner

Participants who complete this course will be able to:

- Identify whether a behavior is appropriate or inappropriate in a given situation and why
- Identify and follow company policies and procedures when handling potential policy violations involving inappropriate behaviors
- Apply strategies for dealing with inappropriate behavior according to company policy and best practices
- Manage confidential issues surrounding inappropriate behavior correctly

### Certificate Information

This course can be applied to the following certificates:

- ME: Managing Performance
- ME: Interviewing and Selection
- Supervisory Skills

### Authoring Faculty

Andrea M. Basile Terrillion, Esq., Director of Management  
Shelley Greenwald, Esq., Adjunct Faculty

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

The ability to manage time and prioritize one's work is an essential skill that professional managers must master in order to be successful. Today, most jobs require managing multiple priorities while simultaneously looking for ways to improve performance. In addition, professionals need to balance careers with personal priorities. In this course, participants learn a series of invaluable techniques for managing time, setting priorities, changing mental patterns to enhance productivity, and focusing on personal values and life goals.

### Who Should Take This Course?

Entry-level managers, administrative personnel, and shift supervisors. Employees needing to improve their priority management skills (such as information technology employees, office managers, etc.). Employees with supervisory responsibilities.

### Course Format

This course contains the following modules:

#### The Power of Managing Priorities

- Mind-set and how it affects productivity
- The benefits and results of changing mental patterns, and techniques for changing them
- Differences between a task and a priority
- Setting goals with the SMARTS technique
- The importance of goal setting in managing time and priorities
- Defining your personal mission
- Delegation techniques

#### Identify and Overcome Time-Wasters

- Analyzing and addressing time-wasters
- Tools for planning and tracking priorities
- Techniques to maximize daily productivity
- Techniques to overcome internal and external productivity roadblocks
- Techniques to reduce burdensome and unimportant paperwork
- Managing email more successfully

### Benefits to Learner

Participants who complete this course will be able to:

- Recognize and respond to the benefits of setting priorities
- Recognize and practice mental techniques for becoming more organized
- Develop a personal mission statement to balance work and personal goals in a way that promotes achieving both
- Identify time-wasters and practice techniques for managing them
- Use tools to set and rank priorities
- Process paperwork systematically and efficiently
- Create an action plan for managing multiple priorities

### Certificate Information

This course can be applied to the following certificates:

- ME: Managing Productivity
- Supervisory Skills

### Authoring Faculty

Judith D. Hampton, Professor

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

Successful leaders and managers are dependent on their abilities to deal with and manage the interruptions, conflicts, and stress that are inherent in managing others. In this course, participants will learn about a number of resources and practical techniques for maintaining good working relationships and working with others efficiently and harmoniously. They will also learn the tools and techniques that are instrumental for effective communication and conflict resolution and how to deal with potentially unproductive situations and co-workers.

### Who Should Take This Course?

Entry-level managers, administrative personnel, and shift supervisors. Employees needing to improve their priority management skills (such as information technology employees, office managers, etc.). Employees with supervisory responsibilities.

### Course Format

This course contains the following modules:

#### Manage Interruptions

- Recognizing interruptions that have little or no relevance to responsibilities
- Using a positive approach to handle interruptions
- Redesigning work to reduce interruptions

#### Delegation, Motivation, and Communication

- The meaning of delegation and the strategic use of delegation techniques
- Applying active listening techniques to be more productive
- The value of prompt and lasting conflict resolution
- Tools that enhance efficiency

#### Successfully Managing Stress

- Indicators that you are under stress, and situations in your life that generate stress
- Stress-management techniques

### Benefits to Learner

Participants who complete this course will be able to:

- Manage interruptions while maintaining good working relationships
- Improve productivity by delegating tasks, motivating others, and resolving conflicts
- Successfully manage stress
- Create an action plan for managing multiple priorities

### Certificate Information

This course can be applied to the following certificates:

- ME: Managing Productivity
- Supervisory Skills

### Authoring Faculty

Judith D. Hampton, Professor

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

Interpersonal communication is one of the most challenging and important aspects of a successful career. It is essential for leaders and managers to understand the basics of communications, their own communication styles, the critical role of emotional intelligence, and the impact of all of this on their co-workers and their organization. In this course, participants will learn why good interpersonal communication skills are so important, how personality styles affect personal communication styles, and how this understanding can improve one's ability to work with and manage employees.

### Who Should Take This Course?

Employees with supervisory responsibilities, entry-level managers and supervisors, and shift supervisors. Members of revolving project teams with no direct reports.

### Course Format

This course contains the following modules:

#### Effective Communication

- Competencies of good communication
- Benefits of improved communication in the workplace and elsewhere
- Emotional intelligence and how it relates to communication competencies

#### Communication Preferences

- The impact of the four Myers-Briggs scales
- Effects of personality type on methods of communication
- Work preferences for a variety of Myers-Briggs types
- The effect of various response styles in different work place situations

#### Listening

- Skills needed to listen actively
- The role of nonverbal communication in listening

### Benefits to Learner

Participants who complete this course will be able to:

- Increase awareness of, and ability to manage, workplace communication behaviors
- Understand the influence of personality type on communication
- Develop strategies for effective listening
- Sustain positive rapport during difficult discussions
- Manage nonverbal messages
- Give constructive feedback

### Certificate Information

This course can be applied to the following certificates:

- HR: Employee Relations
- ME: Interviewing and Selection
- ME: Managing Productivity
- Supervisory Skills

### Authoring Faculty

Nancy Lampen, Director, International Programs

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

Interpersonal communication is often one of the most challenging aspects of a career. To communicate successfully, professionals need to find a balanced approach to dealing with difficult people or conversations. One must be assertive enough to avoid being taken advantage of, but not so aggressive that he or she alienates or upsets co-workers. In this course, participants will learn how to be assertive and professional when dealing with challenging conversations and people. They will also learn how to analyze and make use of criticism to improve their skills and abilities.

### Who Should Take This Course?

Employees with supervisory responsibilities, entry-level managers and supervisors, and shift supervisors. Members of revolving project teams with no direct reports.

### Course Format

This course contains the following modules:

#### Assertive Communication Skills

- Optimizing your message and your meaning when it's your turn to speak
- Assertive communication skills
- Coping with communication anxiety
- Managing criticism

#### Communicating with Difficult People

- Decreasing defensiveness in a challenging situation
- Remaining assertive during challenging conversations
- Analyzing difficult people
- Building rapport
- Non-verbal factors that influence challenging communication

### Benefits to Learner

Participants who complete this course will be able to:

- Demonstrate the skills needed to communicate in an assertive manner in all situations
- Identify how to manage and cope with criticism
- Identify how to manage and cope with communication anxiety
- Use feedback to improve professionalism
- Identify skills for clearly communicating ideas, thoughts, and feelings in challenging conversations
- Create a plan for conducting a challenging conversation
- Demonstrate an understanding of how non-verbal behavior can be used effectively in a challenging conversation
- Identify effective methods for dealing with difficult people and situations

### Certificate Information

This course can be applied to the following certificates:

- HR: Employee Relations
- ME: Managing Performance
- ME: Interviewing and Selection
- ME: Managing Productivity
- Supervisory Skills

### Authoring Faculty

Nancy Lampen, Director, International Programs

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

Organizations that run at peak performance understand that managing employee performance must be an active, continuous, and structured process of valuable feedback and constructive assessment. In this course, participants learn how to successfully design and use an integrated performance management model to effectively set specific goals that are tied to the organization's productivity and are a basis of ongoing feedback and periodic job evaluations.

### Who Should Take This Course?

Entry-level managers and supervisors, and shift supervisors. Human Resources specialists, coordinators, and managers.

Recruiting professionals, administrative personnel who support the performance management process, and employees affected by corporate initiatives to improve supervisory effectiveness.

### Course Format

This course contains the following modules:

#### Managing Performance

- The role of the manager in the performance management process
- Recognizing and overcoming factors that make managing performance challenging
- Managing within the "Nine Boxes" of performance management
- Collaborative goal setting
- Using ongoing feedback and effective performance-based communication
- Planning and writing performance appraisals, incorporating employee input
- Delivering a collaborative performance appraisal
- Engaging employees in the performance management process

### Benefits to Learner

Participants who complete this course will be able to:

- Demonstrate the role a manager should play in the performance management system
- Participate in a collaborative goal-setting process that reflects overall organization goals
- Use ongoing feedback and effective performance-based communication
- Deliver a collaborative performance appraisal

### Certificate Information

This course can be applied to the following certificates:

- ME: Managing Productivity
- Supervisory Skills

### Authoring Faculty

Cathy Lee Gibson, Associate Director  
Tom Willett, Director, Management Development Program  
Ronald M. Katz, Adjunct Faculty

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

In realizing the vision of phenomenal customer service, high-performing organizations focus first on serving and satisfying the customers within. This course helps managers establish a strong internal service culture toward the goal of exceeding customer expectations. The course emphasizes the methods of creating and maintaining an organizational culture that rewards and reinforces internal service behaviors. Participants learn how to select and develop high-performing employees and how to set and maintain service standards.

### Who Should Take This Course?

This course is invaluable for all those—from mid-level and high-potential managers to upper-level executives—charged with creating, implementing, and sustaining an internal service culture as a strategy to drive future organizational success.

### Course Format

This course contains the following modules:

#### Identifying High-Potential Service Employees

- The Intangible Side of Providing Phenomenal Service
- Identifying the Intangibles of Phenomenal Service

#### Creating and Maintaining Internal Service Systems

- Communicating Standards of Phenomenal Service
- Supporting Phenomenal Service
- Providing Leadership for Phenomenal Service

### Benefits to Learner

Participants who complete this course will be able to:

- Discuss the nature and importance of intangible personal characteristics in the delivery of phenomenal service
- Describe the variety of selection strategies available to identify service intangibles
- Clearly articulate service standards and communicate them throughout the organization
- Create internal systems to maintain and continuously improve processes related to phenomenal service
- Discuss the impact implementing the ideas from this course can have on your organization's service quality

### Authoring Faculty

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

### Sponsoring School

Cornell University's School of Hotel Administration

Every employee is an important member of the service delivery team. Organizational members must work together to ensure consistent, high-quality customer service. Effectiveness requires the development of exceptional customer-service skills appropriate to the particular organization. This course prepares supervisors and managers to identify these key service requirements and implement a variety of training methods to ensure the development and reinforcement of service attitudes and skills.

### Who Should Take This Course?

This course is essential for everyone - from supervisors through upper-level and high-potential managers - whose success depends on their and their employees' ability to deliver phenomenal customer service.

### Course Format

This course contains the following modules:

The First Secret: Phenomenal Verbal Communication Skills

- Responding with Empathy
- Responding Objectively

The Second Secret: Phenomenal Non-Verbal Communication Skills

- Controlling Vocal Cues
- Reinforcing Verbal Messages
- Using Body Language

The Third Secret: Phenomenal Listening Skills

- Influences on Listening Effectiveness
- Listening as a Customer Service Skill

### Benefits to Learner

Participants who complete this course will be able to:

- Describe challenges confronting employees in the area of service communication
- Identify essential service skills specific to a particular position
- Describe the secrets of effective service communication: phenomenal verbal communication, nonverbal communication, and listening skills
- Analyze service encounters to better address specific customer needs and requirements

### Authoring Faculty

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

### Sponsoring School

Cornell University's School of Hotel Administration

In today's litigious workplace environment, being on top of legal issues that directly affect individual employees and your organization is critical to your success as an HR professional. This course will introduce you to the relationship between Equal Employment Opportunities (EEO) laws, Affirmative Action (AA) laws, and the concept of Diversity. With our case study approach, you will not only learn about relevant federal, state, and local laws, but also be able to apply them to daily operations and special situations.

### Who Should Take This Course?

HR generalists looking for stronger skills at preventing and managing internal legal issues and an understanding of the laws affecting employer-employee relations. Line managers and supervisors who would benefit from a working knowledge of laws affecting the workplace.

### Course Format

This course contains the following modules:

Putting Employment Laws into Context

- An examination into the layers of employee rights
- What employment laws cover, and how various laws, court rulings, and agreements all influence employer-employee relations

EEO, Affirmative Action, and Diversity

- The relationship between Equal Employment Opportunities (EEO) laws, Affirmative Action (AA) laws and the concept of Diversity
- The separate EEO and AA laws, specifically Title VII of the Civil Rights Act of 1964 (Title VII), Age Discrimination in Employment Act (ADEA), Americans With Disabilities Act (ADA), and AA laws

### Benefits to Learner

Participants who complete this course will be able to:

- Describe the relationship between laws, court cases, agreements, and policies and procedures related to employment issues
- Describe EEO, AA, and Diversity, as well as some of the key legal aspects of each law or policy
- Recognize EEO, AA, and Diversity issues within your workplace
- Conduct investigations into EEO, AA, and Diversity issues by identifying questions and information you will need to gather
- Organize information needed by legal experts when seeking advice about EEO, AA, and Diversity matters
- Develop strategies for helping your organization comply proactively with EEO, AA, and Diversity laws and policies

### Certificate Information

This course can be applied to the following certificates:

- HR: Benefits and Compensation
- HR: Selection and Staffing
- HR: Employee Relations
- HR: Performance Management
- Human Resources Studies

### Authoring Faculty

Susan Brecher, Esq., Director, Curriculum Training & Design

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

This course will introduce you to OSHA, FLSA, FMLA, NLRA, and state laws, what they cover, how they apply, and how to recognize and handle issues pertaining to these laws in the workplace.

### Who Should Take This Course?

HR generalists, line managers and supervisors who would benefit from a working knowledge of laws affecting the workplace.

### Course Format

This course contains the following modules:

#### Exploring Individual Laws

- Key employment laws and theories for FMLA, FLSA, OSHA, NLRA, and related state and local laws
- Identifying and organizing information needed in order to seek advice from a legal expert on issues surrounding these laws
- Strategies for helping an organization comply proactively with these laws

#### Exploring Multiple Laws

- Identifying the legal issues surrounding FMLA, FLSA, OSHA, NLRA, and related state and local laws that may apply to complex workplace situations
- Asking the right questions to determine which employment laws may apply to complex workplace situations
- Gathering the necessary information to help in the legal analysis of situations involving multiple laws

### Benefits to Learner

Participants who complete this course will be able to:

- Describe FMLA, FLSA, OSHA, NLRA, and state and local laws, as well as some of the key legal aspects of each law or policy
- Recognize workplace issues related to FMLA, FLSA, OSHA, NLRA, and state and local laws
- Conduct investigations into workplace issues involving one or more of these laws by identifying questions and information you will need to gather
- Organize information needed by legal experts when seeking advice about FMLA, FLSA, OSHA, NLRA, and state and local matters
- Develop strategies for helping your organization comply proactively with FMLA, FLSA, OSHA, NLRA, and state and local laws and policies

### Certificate Information

This course can be applied to the following certificates:

- HR: Benefits and Compensation
- HR: Selection and Staffing
- HR: Employee Relations
- HR: Performance Management
- Systems and Processes in HR
- Human Resources Studies

### Authoring Faculty

Susan Brecher, Esq., Director, Curriculum Training & Design

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

### Prerequisites

If unfamiliar with this topic you may want to complete *Issues and Concepts in Equal Employment Opportunities Law* (ILRHR501) prior to ILRHR502.

As an HR professional, successfully negotiating, procuring, and administering an attractive benefits package enhances your value to your organization and employees.

This course explores the current environment of the benefits industry and goes in-depth into retirement plans.

### Who Should Take This Course?

HR generalists who require a comprehensive overview of the benefits function, and individuals who have recently acquired responsibility for benefits administration and/or planning.

### Course Format

This course contains the following modules:

#### The World of Benefits

- Vocabulary and tools of the trade used in the benefits world
- The different components of benefits programs
- The importance of communication to any benefits program

#### Retirement Plans

- Understanding the retirement planning goals of individuals
- Ways in which retirement plans can be structured
- The difference between defined benefit and defined contribution plans
- Communicating the features of retirement benefit plans to employees

### Benefits to Learner

Participants who complete this course will be able to:

- Define and describe retirement benefits terms and concepts
- Recognize the difference between defined benefit and defined contribution plans
- Identify retirement benefit initiatives for your organization to consider
- Communicate (or assist in communicating) the features of retirement benefit plans to management and employees
- Begin to develop the skills needed to establish an ongoing relationship with employees, benefit experts, and service providers in order to help people understand their retirement benefits and make the right decisions

### Certificate Information

This course can be applied to the following certificates:

- HR: Benefits and Compensation
- Human Resources Studies

### Authoring Faculty

M. Michael Markowich, Ph.D., Extension Faculty  
Deborah Peters, Teaching Associate

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

The focus of this course is health, or welfare, benefits: what they are, how they are funded, what is mandated and what options exist.

The course also explores other types of benefits, including flexible benefits and flexible spending accounts.

### Who Should Take This Course?

HR generalists who require a comprehensive overview of the benefits function, and individuals who have recently acquired responsibility for benefits administration and/or planning.

### Course Format

This course contains the following modules:

#### Group Welfare Plans

- Welfare benefits terms and concepts
- Effectively communicating the features of welfare benefits to employees
- Cost shifting options
- Flexible spending accounts

#### Flexible Benefits and Trends

- Flexible benefits: what they are and how they work
- Future trends in the world of benefits
- Additional types of benefits that can help you serve a diverse workforce
- Effectively communicating the features of flexible benefits to employees

### Benefits to Learner

Participants who complete this course will be able to:

- Identify general benefits terms related to health insurance
- Use a Benefits Manual, Summary Plan Description, or other internal and external resources to understand the benefit plans that an organization offers
- Describe and define welfare benefits terms and concepts
- Identify health benefit initiatives for your organization to consider
- Communicate (or assist in communicating) the features of health benefit plans to management and employees
- Begin to develop the skills needed to establish an ongoing relationship with employees, benefit experts, and service providers in order to help people understand their health benefits and make the right decisions

### Certificate Information

This course can be applied to the following certificates:

- HR: Benefits and Compensation
- Human Resources Studies

### Authoring Faculty

M. Michael Markowich, Ph.D., Extension Faculty  
Deborah Peters, Teaching Associate

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

This course covers how to develop a strong employee relations program that inspires people to deliver maximum levels of performance, models the company culture, and carries out your corporate strategy.

The course uses an interactive case study simulation to address many of these topics

### Who Should Take This Course?

HR professionals who have responsibility for employee relations in their organizations, and employees who have recently assumed this function in addition to other duties.

### Course Format

This course contains the following modules:

#### The World of Employee Relations

- The role of the HR practitioner with respect to employee relations
- Internal and external factors impacting employee relations
- Sources of employee relations issues and concerns
- Employee relations programs/strategies in your organization

#### Organizational Culture

- Organizational culture and its connection to employee relations
- Strategies to resolve conflicts between personal values and organizational values
- The role of employee relations in addressing discrepancies between organizational and personal values

#### Work/Life Balance

- The relationship between employee relations and work/life balance
- Factors driving the trend toward increased focus on work/life balance issues on the part of both employees and employers
- Implementing work/life balance programs

### Benefits to Learner

Participants who complete this course will be able to:

- Identify and analyze factors within the organization--including behaviors, lack of harmony between organizational and personal values, and others--that may give rise to employee relations issues and concerns
- Assess the impact of organizational culture on employee relations
- Identify and implement components of effective ER strategies and practice

### Certificate Information

This course can be applied to the following certificates:

- HR: Employee Relations
- Systems and Processes in HR
- Human Resources Studies

### Authoring Faculty

Mary S. Rudder, Adjunct Instructor

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

This course covers the relationship between effective communication and coaching and counseling to employee relations. The course uses an interactive case study simulation to address many of the topics.

Participants will examine the ways communication occurs in an organization, communication styles, and techniques for gathering information. The second part of the course explores appropriate uses of coaching and counseling, and also addresses workplace violence, a related topic that must be addressed by HR professionals.

**Who Should Take This Course?**

Human Resources professionals who have responsibility for employee relations in their organizations. Employees who have recently assumed this function in addition to other duties.

**Course Format**

This course contains the following modules:  
**Communicating to Enhance Employee Relations**

- Four basic communication styles, and the connection between communication styles and communication problems
- Using appropriate communication styles to address employee relations issues
- Effective communication techniques
- Methods of information gathering
- The relationship between communication practices and employee relations

**Coaching and Counseling for Improved Performance**

- The steps involved in coaching and counseling
- Benefits of coaching and counseling from both an employee's and manager's perspective
- Coaching and counseling techniques for specific situations

**Benefits to Learner**

Participants who complete this course will be able to:

- Utilize effective communication strategies to evaluate and resolve employee concerns and issues
- Utilize effective coaching and counseling techniques and discipline strategies for improved performance
- Discuss measures for preventing violence in the workplace

**Certificate Information**

This course can be applied to the following certificates:

- HR: Employee Relations
- Human Resources Studies

**Authoring Faculty**

Mary S. Rudder, Adjunct Instructor

**Sponsoring School**

Cornell University's School of Industrial and Labor Relations

This course introduces the concept of Total Compensation and highlights the importance of aligning an organization's compensation plan to its strategic goals.

The process of conducting an internal compensation analysis is explained, as well as the components of direct and indirect compensation, the most common methods of job evaluation, and the elements of job analysis for compensation.

**Who Should Take This Course?**

Compensation practitioners, as well as HR professionals seeking to broaden their skill sets to incorporate compensation.

Those new to compensation looking to maximize the day-to-day impact they can have on their organizations' compensation-related programs.

**Course Format**

This course contains the following modules:  
**Compensation: An Element of the Human Resource System**

- Fundamental concepts and components of total compensation
- Conducting an effective compensation analysis in an organization
- Tying a compensation model to an organization's mission and culture

**Internally Consistent Compensation**

- The role of communication relative to compensation programs
- Gathering internal information necessary to perform an internal compensation analysis at the structural level
- Legal considerations surrounding compensation (including issues related to FLSA, EEO, and ADEA)

**Benefits to Learner**

Participants who complete this course will be able to:

- Define the fundamental concepts and components of total compensation
- Recognize the value of aligning compensation to an organization's mission and culture
- Gather internal information necessary to perform an internal compensation analysis at the structural level
- Identify pertinent legal considerations surrounding compensation issues

**Certificate Information**

This course can be applied to the following certificates:

- HR: Benefits and Compensation
- Human Resources Studies

**Authoring Faculty**

Cathy Lee Gibson, Cornell/ILR Extension Faculty, Associate Director Management Programs  
Lisa L. Hunter, Adjunct Faculty  
Deborah Peters, Teaching Associate

**Sponsoring School**

Cornell University's School of Industrial and Labor Relations

This course covers the application for assessing and implementing a compensation model by considering external factors, analyzing market data, and developing recommendations and implementing changes to an organization's compensation administration policies.

### Who Should Take This Course?

Compensation practitioners, as well as HR professionals seeking to broaden their skill sets to incorporate compensation. Those new to compensation looking to maximize the day-to-day impact they can have on their organizations' compensation-related programs.

### Course Format

This course contains the following modules:

#### Conducting an External Assessment

- Identifying appropriate comparator groups at the industry and job levels for establishing competitive pay practices
- Market data adjustment methods, including aging and weighting
- Comparing external market data with corresponding internal information for compensation analysis

#### Recommending Actions

- Principles underlying merit and variable performance-based pay plans
- Assessing compensation administration policies at the structural, job, and employee level
- Aligning compensation to an organization's guiding principles and Human Resources structure
- Strategies for implementing compensation policies
- Applying an updated compensation program to decisions at the job and employee level

### Benefits to Learner

Participants who complete this course will be able to:

- Identify a model for conducting an effective compensation analysis in organizations
- Conduct a market comparison as part of the compensation analysis
- Recommend actions based on the results of the compensation analysis

### Certificate Information

This course can be applied to the following certificates:

- HR: Benefits and Compensation
- Human Resources Studies

### Authoring Faculty

Cathy Lee Gibson, Cornell/ILR Extension Faculty,  
Associate Director Management Programs  
Lisa L. Hunter, Adjunct Faculty  
Deborah Peters, Teaching Associate

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

### Prerequisites

This course is part of a series of eCornell courses devoted to compensation. If you are unfamiliar with this topic or uncertain of your ability to accomplish this courses' objectives, you may want to complete *Applying a Compensation Model: Internal and Legal Considerations* (ILRHR507) prior to enrolling in ILRHR508.

This course covers the process of identifying staffing needs, conducting searches, and finding the best candidates. It will introduce a systematic approach that can be applied to most organizations.

### Who Should Take This Course?

HR professionals responsible for recruiting, screening, hiring, promoting, and outplacing employees. Line managers, supervisors, and team leaders who are involved in the recruiting process or in making promotion and succession decisions.

### Course Format

This course contains the following modules:

#### Do We Need to Hire?

- Identifying the need, and when additional staffing is the best way to fill that need
- Elements of effective job descriptions and job postings
- Diversity as a strategic initiative within the organization
- Internal and external sources for recruiting new employees
- Sources to help diversify your workforce

#### Whom Are We Going to Hire?

- Developing effective selection criteria
- Evaluating resumes
- Structuring interviews, and developing effective, non-discriminatory interview questions
- Evaluating candidates with respect to the selection criteria you have established
- Addressing challenges associated with multicultural awareness
- Achieving diversity in the selection process
- Best practices related to giving and checking references
- Laws and legal issues surrounding the selection process
- The use of testing as a predictor of performance

### Benefits to Learner

Participants who complete this course will be able to:

- Describe a systematic approach to selection and staffing issues
- Implement and integrate the selection techniques appropriate to your organization
- Evaluate candidates with respect to the selection criteria you have established

### Certificate Information

This course can be applied to the following certificates:

- HR: Selection and Staffing
- Human Resources Studies

### Authoring Faculty

Ronald M. Katz, Adjunct Faculty

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

This course covers the issues and best practices related to employee retention, reductions in force, and documenting and reporting on the selection and staffing process. It illustrates a systematic approach that can be applied to most organizations.

### Who Should Take This Course?

HR professionals responsible for recruiting, screening, hiring, promoting, and outplacing employees.

Line managers, supervisors, and team leaders who are involved in the recruiting process or in making promotion and succession decisions.

### Course Format

This course contains the following modules:

#### How Do We Keep Employees?

- Effective orientation as a retention tool
- Implementing an effective orientation program
- Elements of an effective succession plan
- Identifying high-potential employees

#### What Happens When People Leave?

- How and why people leave an organization
- Effective and legal strategies for managing a downsizing
- The role of HR in managing a workforce reduction
- Structuring and conducting an effective exit interview

#### Reporting and Effectiveness

- Reports, tools, and measurements the HR department can use to demonstrate its value to the organization
- Effectiveness versus efficiency
- Aligning HR effectiveness measurements with the organization's strategic business priorities

### Benefits to Learner

Participants who complete this course will be able to:

- Identify effective strategies for retaining valued employees
- Implement effective strategies for managing employee departures and reductions in force
- Use reports to measure the effectiveness of the HR department's selection and staffing process

### Certificate Information

This course can be applied to the following certificates:

- HR: Selection and Staffing
- Systems and Processes in HR
- Human Resources Studies

### Authoring Faculty

Ronald M. Katz, Adjunct Faculty

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

### Prerequisites

This course is part of a series of eCornell courses devoted to selection and staffing. If you are unfamiliar with this topic or uncertain of your ability to accomplish this course's objectives, you may want to complete *Selection and Staffing: The Selection Process* (ILRHR509) prior to enrolling in ILRHR510.

Learning how to drive productivity and growth in your organization through effective performance management and appraisals is one of the most challenging responsibilities for HR professionals.

This course explores the elements, purposes, and types of performance appraisal systems. Through an interactive case study, the course covers the assessment and implementation of a performance appraisal system.

### Who Should Take This Course?

HR managers responsible for implementing or maintaining performance management and/or appraisal systems within their organizations.

Non-HR business professionals desiring a fast-track introduction to the business human resources function. Line managers wishing to improve their knowledge and skills in managing subordinates.

### Course Format

This course contains the following modules:

#### Assessment

- The elements of a performance management system
- The roles and responsibilities of managing a performance management system
- Comparing and selecting performance appraisal instruments

#### Design and Implementation

- The stakeholders in the design and implementation of a performance management system
- Other factors within the organization that inform the design of a performance management system
- The performance management system design process
- Overcoming resistance to changes in the performance management system
- Relationships between performance management and other key HR systems, such as compensation, job descriptions, training and development, etc.

### Benefits to Learner

Participants who complete this course will be able to:

- Identify the elements and describe the purposes of a performance management system
- Identify different types of performance appraisals, and be able to make assessments regarding the advantages and disadvantages of each as they relate to the mission and goals of an organization
- Outline the process of designing and implementing a performance management system

### Certificate Information

This course can be applied to the following certificates:

- HR: Performance Management
- Human Resources Studies

### Authoring Faculty

Cathy Lee Gibson, Cornell/ILR Extension Faculty,  
Associate Director, Management Studies  
Ronald M. Katz, Adjunct Faculty

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

In this course, you will learn the discipline of managing employee performance on a daily basis, as well as how to effectively appraise and assess performance by properly reviewing past goals, establishing future goals, identifying development opportunities, and pinpointing areas for improvement.

This course features an interactive case study that lets you practice the skills you need to support the managers of your organization as they set performance objectives and plan and conduct appraisals for their employees.

### Who Should Take This Course?

HR managers responsible for implementing or maintaining performance management and/or appraisal systems within their organizations. Non-HR business professionals desiring a fast-track introduction to the business human resources function. Line managers wishing to improve their knowledge and skills in managing subordinates.

### Course Format

This course contains the following modules:

The properties of performance objectives

- Developing performance objectives
- Implementing the objective-setting process
- Methods for providing feedback

Appraisal Delivery and Employee Development

- Preparing and delivering written appraisal forms
- Planning and conducting an effective performance appraisal meeting
- The functions and characteristics of development plans
- The role of compensation decisions in the employee development process
- The role of promotion decisions and succession planning in the employee development process
- Barriers and resistance to the employee development process
- Strategies for securing employee buy-in in the employee development process

### Certificate Information

This course can be applied to the following certificates:

- HR: Performance Management
- Human Resources Studies

### Authoring Faculty

Cathy Lee Gibson, Cornell/ILR Extension Faculty,  
Associate Director, Human Resource Series  
Ronald M. Katz, Adjunct Faculty

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

### Prerequisites

This course is part of a series of eCornell courses devoted to performance management and appraisal. If you are unfamiliar with this topic or uncertain of your ability to accomplish this courses' objectives, you may want to complete *Assessing, Designing, and Implementing Performance Management Systems* (ILRHR511) prior to enrolling in ILRHR512.

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

This course is based on the research and industry expertise of Patrick M. Wright, Ph.D., Professor and Director of the Center for Advanced Human Resources Studies (CAHRS) at Cornell University. It introduces Dr. Wright's SELF Model of Human Resources Leadership that defines the leadership and influencing competencies needed to balance the tradeoffs present in the formation of organizational strategy. The SELF Model focuses on HR's role in guiding strategy development to ensure that it will result in the expected **Strategic, Ethical, Legal, and Financial** outcomes for an organization. This course also introduces the Human Frailties framework, a tool for managing the interpersonal dynamics at the most senior levels of the organization in order to produce the most positive results.

### Who Should Take This Course?

This course is essential for HR professionals at the senior manager, director, and executive levels. Participants should have completed a Cornell University Certificate in Human Resources or hold a management or leadership position in the HR field.

### Course Format

This course contains the following modules:

#### How HR Leads

- HR Then and Now

#### Strategy and the HR Professional

- Influencing Strategy Formulation
- Decision-making Perspectives
- The SELF Model

#### Managing Strategy Formation

- The Human Frailties Framework
- The HR Director's Roles

### Benefits to Learner

Participants who complete this course will be able to:

- Articulate HR's role in the formation of organizational strategy
- Evaluate HR's role in their organization
- Apply the SELF model to their organization
- Use the Human Frailties Model to identify enablers as well as opportunism & hubris
- Perform a self analysis regarding their role as an HR leader

### Certificate Information

This course can be applied to the following certificate:

- Strategic Human Resources Management

### Authoring Faculty

Patrick M. Wright, Ph.D., Professor and Director, Center for Advanced Human Resources Studies

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

This course, based on the research and expertise of Christopher Collins, Ph.D., Associate Professor and Director of Executive Education for Cornell University's School of Industrial and Labor Relations, develops the skills needed to assess how organizations create value and to align the HR function to execute the organization's strategy. Participants analyze the Balanced Scorecard approach as a means of vertically aligning the HR system with organizational objectives. They learn how to create a vertical-alignment strategy and use it to improve HR decision-making, people outcomes, processes, customer outcomes, and financial results. And they learn the skills required to plan and assess horizontal alignment of HR systems and practices. Finally, the course discusses best practices related to workforce partitioning, performance variability, value identification, and employee impact.

### Who Should Take This Course?

This course is essential for HR professionals at the senior manager, director, and executive levels. Participants should have completed a Cornell University Certificate in Human Resources or hold a management or leadership position in the HR field.

### Course Format

This course contains the following modules

#### Value Creation

- Creating Value
- Competency

#### Vertical Alignment of HR

- The Balanced Scorecard
- Establishing a Need for HR
- Horizontal Alignment of HR
- What is Horizontal Alignment?
- Assessing Horizontal Alignment

### Benefits to Learner

Participants who complete this course will be able to:

- Define value and how organizations create value
- Define competency and evaluate how their organization develops competency
- Define the need for vertical alignment of HR in their organization
- Apply the balanced scorecard to improve HR decision making
- Define and assess the horizontal alignment of HR in their organization

### Certificate Information

This course can be applied to the following certificate:

- Strategic Human Resources Management

### Authoring Faculty

Christopher J. Collins, Ph.D., Associate Professor and Director of Executive Education

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

This course summarizes the evolution of diversity and inclusion management; outlines key management practices for improving performance, contextualizes diversity in terms of current challenges, and provides direct linkages between diversity and the bottom line at the organizational and functional levels.

Dr. Roberson's model of strategic approaches to diversity and inclusion provides a comprehensive toolkit for strategic diversity management, implementing next generation high-involvement practices, and ensuring stakeholder alignment with strategic objectives.

### Who Should Take This Course?

This course is essential for senior managers, directors, and executive level HR professionals. It is also designed for department and division management who can leverage diversity and inclusion to produce improved outcomes.

Participants should have completed a Cornell University Certificate in Human Resources or hold a management or leadership position.

### Course Format

This course contains the following modules:

#### Defining Diversity and Inclusion

- Evolution of Diversity Management
- A Business Case for Diversity

#### Diversity and Inclusion Practices I

- A Basis for Diversity
- Diversity Building Blocks
- Devising Diversity Strategy
- Stakeholder Management

#### Diversity and Inclusion Practices II

- Diversity in Context
- Diversity in Work Groups

#### Diversity and the Bottom Line

- Diversity Framework and Ethics
- Effectively Impacting the Bottom Line

### Benefits to Learner

- Define the evolution of diversity management
- Articulate the economic costs and benefits of strategically managing diversity
- Discuss best practices of diversity and inclusion and their implementation
- Explain the relationship complexity of diverse teams and organizations
- Identify and measure the outcomes of diversity and inclusion strategies
- Discuss the future of diversity and inclusion practices

### Certificate Information

This course can be applied to the following certificate:

- Strategic Human Resources Management

### Authoring Faculty

Qunietta M. Roberson, Ph.D., Associate Professor

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

As the existing "war for talent" intensifies and becomes increasingly global, organizations must develop strong talent-management practices that are tightly aligned with business strategy. Successful organizations build talent-management cultures to take advantage of their human capital. They focus on attracting top talent, identifying and developing future leaders, and retaining the best prospects in the high-potential talent pool.

This course focuses on developing a strategic approach to managing core talent. Such an approach begins with the development of an employment brand in order to attract the best talent to the organization, promote the organization as a preferred employer, and produce superior recruiting outcomes. Organizations must then identify and implement an integrated marketing and communication strategy to build brand awareness. The complexity of managing employee retention and engagement includes understanding the root causes of talent-retention problems. The course identifies practices and solutions for increasing the likelihood of top talent remaining with the organization and becoming its future leaders.

### Who Should Take This Course?

This course is essential for HR professionals at the senior manager, director, and executive levels.

Participants should have completed a Cornell University Certificate in Human Resources or hold a management or leadership position in the HR field.

### Course Format

This course comprises the following modules:

#### Attracting Talent to the Organization

- The role of the employment brand
- Creating the employment brand
- Identifying an advertising/marketing communication strategy

#### Retaining Top Talent

- Identifying drivers of turnover and retention
- Increasing retention by creating employee embeddedness

### Benefits to Learner

- Articulate the need for an employment brand
- Identify how to differentiate their organization as an employer of choice
- Employ best practices for leadership development
- Recognize key drivers of turnover and retention
- Maximize employee engagement and embeddedness

### Certificate Information

This course can be applied to the following certificate:

- Strategic Human Resources Management

### Authoring Faculty

Christopher J. Collins, Ph.D., Associate Professor and Director of Executive Education

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

HR leaders have the ability to drive business performance by defining, designing, developing, and delivering competitive advantage through people. A key component of their ability to do so is a solid understanding of the organization's business drivers and a demonstrable competence in matching human capital to strategic initiatives.

This course focuses on identifying and developing key measures of HR's impact on business outcomes. It distinguishes between business metrics and HR metrics and relates them in terms of how to measure and communicate HR's value. Metrics must support the organization's business model. This course provides models for matching metrics to organizational outcomes and developing business-based metrics including the use of the balanced scorecard tied to financial, customer, process, and people outcomes. This course also provides frameworks for categorizing and analyzing metrics according to the business value they measure, analyzing HR metrics, and building a model to link metrics to organizational goals and priorities.

### Who Should Take This Course?

This course is essential for HR professionals at the senior manager, director, and executive levels.

Participants should have completed a Cornell University Certificate in Human Resources or hold a management or leadership position in the HR field.

### Course Format

#### Metrics for HR Leaders

- Meeting Challenges and Making Decisions
- Metrics That Support the Business Model

#### Metrics for Business Literacy

- Developing a Strategy Map
- Using the Balanced Scorecard

#### Metrics for Business Value

- Categorizing Metrics for Value
- Building Your Metrics Model

### Benefits to Learner

- Articulate why metrics should be used and which metrics best support your business model
- Develop a strategy map for creating business-based metrics
- Use the balanced scorecard to measure financial, customer, process, and people outcomes
- Categorize appropriate metrics for measuring business value
- Build a metrics model and design the metrics best suited to your business model

### Certificate Information

This course can be applied to the following certificate:

- Strategic Human Resources Management

### Authoring Faculty

Patrick M. Wright, Ph.D., Professor and Director, Center for Advanced Human Resources Studies

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

*This course is currently under development. Course Description will be available Fall 2007.*

### Who Should Take This Course?

This course is essential for HR professionals at the senior manager, director, and executive levels.

Participants should have completed a Cornell University Certificate in Human Resources or hold a management or leadership position in the HR field.

### Certificate Information

This course can be applied to the following certificate:

- Strategic Human Resources Management

### Authoring Faculty

Patrick M. Wright, Ph.D., Professor and Director, Center for Advanced Human Resources Studies

Christopher J. Collins, Ph.D., Associate Professor and Director of Executive Education

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

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

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

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

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

Learn the key elements to successful foodservice operations in hotels, restaurants, and other outlets. You will learn about the current issues and challenges affecting foodservice operations. You will be able to identify strategies for managing trends and fads, and identify strategies for influencing customer value perception. The course will enable you to distinguish the different phases of a restaurant life cycle. You will also learn how to leverage the systems approach to maximizing the profits of your foodservice operations.

### Who Should Take This Course?

Foodservice professionals from hotels, chain and independent restaurants, and other hospitality outlets looking to increase profits and advance their careers.

### Course Format

This course contains the following modules:

#### Meeting the Challenges in the Foodservice Industry

- Why restaurants fail
- A systems approach
- Why restaurants succeed
- Issues and challenges of foodservice operations
- Managing trends and fads

#### Marketing System

- Marketing research
- Concept development and the market
- Influencing customer value perception
- Monitoring the life cycle of a restaurant

#### Service and Human Resources Systems

- The function and components of various service systems
- A quick look at reservations
- Managing the customer experience
- Function and components of a Human Resources system
- The staffing subsystem
- The scheduling subsystem

### Benefits to Learner

Participants who complete this course will be able to:

- Determine the factors that drive a restaurant toward success or failure
- Discuss current issues and challenges affecting foodservice operations
- Identify strategies for managing trends and fads
- Use market research to assess your market and to develop a successful restaurant concept
- Identify strategies for influencing customer value perception
- Distinguish the different phases of a restaurant life cycle
- Identify the function and components of a service system and a human resources system

### Certificate Information

This course can be applied to the following certificates:

- Master Certificate in Foodservice Management
- Certificate in Foodservice Management

### Authoring Faculty

Stephen A. Mutkoski Ph.D., Professor

### Sponsoring School

Cornell University's School of Hotel Administration

In this program you will learn to identify the function and components of several foodservice systems, and to assess their effectiveness. Areas covered include menu-planning and menu-pricing systems, where you will have the opportunity to evaluate menu layout, design, and current menu trends, and how to match your menu pricing strategy to specific objectives.

### Who Should Take This Course?

Foodservice professionals from hotels, chain and independent restaurants, and other hospitality outlets looking to increase profits and advance their careers.

### Course Format

This course contains the following modules:

#### Menu Planning Systems

- Overview of foodservice systems
- Menu planning and menu design
- Pricing strategies

#### Purchasing, Receiving, Storage, and Production Systems

- Purchasing system: functions and specifications
- Purchasing system: buying methods and selection of suppliers
- Receiving system
- Storage and issuing system
- Production system

#### Control and Management Systems

- Control system
- Management system
- Leasing vs. operating
- Management tools for financial analysis

#### Marketing and Merchandising Systems

- Functions of the marketing system
- Designing promotional strategies
- Checklist for effective advertising
- Advertising strategies
- Competitive analysis

### Benefits to Learner

Participants who complete this course will be able to:

Identify the function and components, and assess the effectiveness of the following:

- Menu planning system
- Purchasing system
- Receiving system
- Storage system
- Production system
- Control system
- Management system
- Marketing and merchandising strategies for a restaurant

### Certificate Information

This course can be applied to the following certificates:

- Master Certificate in Foodservice Management
- Certificate in Foodservice Management

### Authoring Faculty

Stephen A. Mutkoski, Ph.D., Professor

### Sponsoring School

Cornell University's School of Hotel Administration

This course examines the restaurant revenue management theory of achieving maximum profits in food and beverage operations and applies necessary metrics and analysis tools to establish a revenue management baseline.

### Who Should Take This Course?

Foodservice and hospitality professionals looking to improve their understanding of foodservice and restaurant revenue management.

### Course Format

This course contains the following modules:

#### Introduction to Restaurant Revenue Management

- Instruments for restaurants to measure the success or failure of revenue management
- What is restaurant revenue management?
- Implementing restaurant revenue management
- Revenue per available seat-hour (RevPASH)

#### Developing the Baseline: Analyzing Duration

- Using time study to identify the source of duration problems
- Calculating RevPASH
- Managerial uses of RevPASH

#### Analyzing Occupancy

- Demand patterns
- Arrival patterns
- Calculating occupancy rates
- Developing load charts

#### Understanding the Causes

- The service blueprint
- Fishbone diagrams
- Bottleneck analysis

### Benefits to Learner

Participants who complete this course will be able to:

- Describe the benefits of restaurant revenue management
- Analyze data relating to operations, revenue, and sales to develop a baseline understanding of the following factors as they relate to a particular restaurant:
  - Demand patterns: party mix, arrival patterns, constrained vs. unconstrained demand
  - Duration: how long does it take people to congregate?
  - Table and seat occupancy

### Certificate Information

This course can be applied to the following certificates:

- Master Certificate in Foodservice Management
- Certificate in Foodservice Management

### Authoring Faculty

Sheryl E. Kimes, Ph.D., Professor

### Sponsoring School

Cornell University's School of Hotel Administration

Course participants will learn to develop detailed recommendations for improving revenue using restaurant revenue management. You will analyze the potential return on investment associated with implementing restaurant revenue management strategies, as well as how to measure the improvement associated with implementation of those strategies.

### Who Should Take This Course?

Foodservice professionals from hotels, chain and independent restaurants, and other hospitality outlets looking to increase profits and advance their careers.

### Course Format

This course contains the following modules:

- The Revenue Management Approach for Restaurants
  - Five steps in restaurant revenue management
  - Hot/Warm/Cold approach to revenue management
  - Using RevPASH or seat occupancy to identify hot, warm, and cold periods
- Developing a Strategy: Duration and Occupancy
  - Managing arrivals
  - Table mix
  - Managing meal duration
- Developing a Pricing Strategy
  - Scenarios in which price can and cannot be varied
  - Strategies to make price more variable and to effectively implement variable pricing
  - Menu engineering
  - Choosing the right pricing strategy and setting the right price
- Implementing a Strategy
  - Understanding and monitoring the financial impact of a chosen revenue management strategy
  - Estimating the payback period
  - Implementation issues related to staffing, management, and training
  - Measuring results

### Benefits to Learner

Participants who complete this course will be able to:

- Develop detailed recommendations for improving revenue using restaurant revenue management
- Implement and discuss the effectiveness of strategies to increase hot revenue
- Analyze the potential return on investment associated with implementing restaurant revenue management strategies
- Measure the improvement associated with implementation of strategies developed using restaurant revenue management

### Certificate Information

This course can be applied to the following certificates:

- Master Certificate in Foodservice Management
- Certificate in Foodservice Management

### Authoring Faculty

Sheryl E. Kimes, Ph.D., Professor

### Sponsoring School

Cornell University's School of Hotel Administration

Making effective business decisions requires gathering and analyzing data. In the hospitality industry we have access to significant amounts of data about customers, buying patterns, pricing, occupancy rates, etc. With a solid understanding of basic statistical analysis, a manager can begin to make sense of all these numbers and extract meaningful business information. A critical first step in many analyses is using surveys to gather data, and this course provides a step-by-step approach to creating and using surveys in your organization. This course also uses hospitality scenarios and hands-on exercises and labs to provide you with the skills needed to gather, describe, and analyze data.

### Who Should Take This Course?

This course is important for managers and individuals at any level who need to analyze data for their organization—especially those responsible for project and business planning, market research, revenue management, or designing customer or employee satisfaction surveys.

We strongly recommend this course to those who have completed or plan to complete eCornell courses in scenario planning, hospitality marketing, or restaurant revenue management.

### Course Format

This course contains the following modules:

#### Describing and Analyzing Data

- Hospitable Statistics
- Graphing
- Mean, Median, and Other Measures
- The Normal Distribution

#### Gathering Data

- Sourcing Data
- Designing Surveys

### Benefits to Learner

Participants who complete this course will be able to:

- Discuss applications of statistics in the hospitality industry
- List common ways in which statistics can be misused to distort or misrepresent data
- Apply the appropriate graph for a given data set
- Calculate, define, and apply descriptive statistics including median, mean, and standard deviation
- Use Excel's display and analysis tools for graphs, PivotTables, descriptive statistics, and optimal problem solutions
- Describe the normal distribution
- Describe and select appropriate methods of gathering data
- Choose appropriate survey methods

### Certificate Information

This course can be applied to the following certificate:

- Certificate in Hospitality Marketing

### Authoring Faculty

Sheryl E. Kimes, Ph.D., Professor

### Sponsoring School

Cornell University's School of Hotel Administration

Being able to discern meaningful and statistically significant trends in your organization's data will allow you to make more effective decisions. For example, do your company's sales correlate with the age or income level of the buyer? How might the answer affect your marketing and promotion plan and budget? This course presents several hospitality scenarios designed to help you answer these questions. You will learn about correlation, regression, and probability - tools that will help you predict future behavior based on existing data. The course includes several hands-on activities and labs to reinforce the key concepts.

### Who Should Take This Course?

This course is important for managers and individuals at any level who need to analyze data for their organization—especially those responsible for project and business planning, market research, revenue management, or designing customer or employee satisfaction surveys.

We strongly recommend this course to those who have completed or plan to complete eCornell courses in scenario planning, hospitality marketing, and restaurant revenue management.

### Course Format

This course contains the following modules:

#### Relating Data - Correlation and Regression

- Correlation
- Regression

#### Using Data - Probability and Significance

- Calculating Probability
- Determining Significance

### Benefits to Learner

Participants who complete this course will be able to:

- Calculate and define correlation and regression
- Calculate the probability of a given event occurring
- Determine if the results of a data analysis are statistically significant

### Certificate Information

This course can be applied to the following certificate:

- Certificate in Hospitality Marketing

### Authoring Faculty

Sheryl E. Kimes, Ph.D., Professor

### Sponsoring School

Cornell University's School of Hotel Administration

Implementing a revenue management strategy can be one of the most important revenue-generating initiatives available to a hotel, significantly increasing room revenue and profits. This course provides an overview of revenue management applications to the hotel industry designed to inspire a strategic shift to managing revenue per available room (RevPAR).

Revenue management is a systematic process designed to increase revenue by selling the right room to the right person at the right time for the right price. In addition to evaluating different pricing models and applying duration-management strategies, this course provides a foundation for more advanced revenue management courses in forecasting, group management and overbooking, pricing strategy, and application of revenue management techniques to other hospitality-related industries including spas and athletic facilities.

### Who Should Take This Course?

This course is designed for hospitality managers, general managers, revenue managers, and other hospitality professionals responsible for the financial performance of their organization.

### Benefits to Learner

Participants who complete this course will be able to:

- Describe hotel revenue management and its benefits to the organization
- Discuss the strategic levers of hotel revenue management and how they can be manipulated to increase revenue
- Describe hotel revenue management in terms of its component parts and critical considerations
- Recommend non-traditional ways in which revenue management techniques can be applied to increase revenue in the hospitality industry

### Certificate Information

This course can be applied to the following certificate:

- Certificate in Hotel Revenue Management

### Authoring Faculty

Sheryl E. Kimes, Ph.D., Professor

### Sponsoring School

Cornell University's School of Hotel Administration

All successful revenue management strategies are based on the ability to forecast demand accurately and control room availability and length of stay.

This course explores the role of the forecast in a comprehensive revenue management strategy, including the selection of the best type of forecast and the impact of forecasting on other functions such as labor scheduling and purchasing. It presents a step-by-step approach to the mechanics of creating an accurate forecast. Participants learn how to build booking curves; account for "pick-up"; segment demand by market, group, and channel; and calculate error and account for its impact. The course also explores the impact of availability controls, including length-of-stay management, on revenue management and how they can be leveraged.

Participants use Microsoft Excel to practice forecasting and availability control techniques.

### Who Should Take This Course?

This course is designed for hospitality managers, general managers, revenue managers, and other hospitality professionals responsible for the financial performance of their organization.

### Benefits to Learner

Participants who complete this course will be able to:

- Explain the role of forecasting in hotel revenue management
- Create a forecast and measure its accuracy
- Apply length-of-stay controls to their hotel
- Manage availability and make rate recommendations based on demand patterns

### Certificate Information

This course can be applied to the following certificate:

- Certificate in Hotel Revenue Management

### Authoring Faculty

Sheryl E. Kimes, Ph.D., Professor

### Sponsoring School

Cornell University's School of Hotel Administration

Pricing is one of the most powerful tools a hotel can use to increase revenue. This course teaches you how to set the right prices, develop rate fences (differentiate prices by customer type), and use multiple distribution channels to manage price more effectively. You'll learn about the impact of variable pricing and discounting on revenue management in the context of price elasticity, optimal price mix, perceived fairness, and congruence with positioning and sales strategies.

Channel management is an essential tool for controlling differentiated pricing, maintaining rate fences, and increasing revenue. You'll explore various approaches to managing distribution channels including direct sales, agencies, the Internet, and opaque pricing channels.

Finally, discussions of best practices and industry case studies help you extend and contextualize your learning experience.

Participants use Microsoft Excel to practice pricing and distribution-channel-management techniques.

### **Who Should Take This Course?**

This course is designed for hospitality managers, general managers, revenue managers, and other hospitality professionals responsible for the financial performance of their organization.

### **Benefits to Learner**

Participants who complete this course will be able to:

- Use variable pricing strategies to increase revenue
- Develop effective rate fences
- Manage prices using distribution channels

### **Certificate Information**

This course can be applied to the following certificate:

- Certificate in Hotel Revenue Management

### **Authoring Faculty**

Sheryl E. Kimes, Ph.D., Professor

### **Sponsoring School**

Cornell University's School of Hotel Administration

Businesses that accept reservations must cope with the problem of no-shows: customers who make a reservation but fail to honor it. Hotels can protect themselves from the revenue-losing no-shows and generate increased revenue by overbooking. This course teaches you how to strategically overbook and how to manage issues associated with overbooking, as well as how to evaluate groups and determine which rates to charge.

This course explores the components of a successful overbooking strategy including no-show forecasting, no-show rates, arrival uncertainty, pricing policies, and cancellation forecasts. It explores the risks of overbooking and presents strategies to minimize costs and mitigate customer impact.

To fully realize your property's revenue potential, you must be able to manage group reservations. This course teaches you how to create a group forecast and explores yieldable and non-yieldable business and incremental group costs and revenue opportunities. It introduces models to calculate displacement costs and contribution margins to determine which groups are most profitable.

Participants use Microsoft Excel to practice overbooking and group-management techniques.

### **Who Should Take This Course?**

This course is designed for hospitality managers, general managers, revenue managers, and other hospitality professionals responsible for the financial performance of their organization.

### **Benefits to Learner**

Participants who complete this course will be able to:

- Develop an overbooking approach
- Manage issues associated with overbooking
- Evaluate groups
- Determine appropriate group rates

### **Certificate Information**

This course can be applied to the following certificate:

- Certificate in Hotel Revenue Management

### **Authoring Faculty**

Sheryl E. Kimes, Ph.D., Professor

### **Sponsoring School**

Cornell University's School of Hotel Administration

Revenue management can be applied to any industry with relatively fixed capacity, time-variable demand, and perishable inventory. This course teaches you how to apply revenue management concepts and practices to hospitality-related industries such as restaurants, meeting spaces, spas, and golf facilities. You'll learn a step-by-step process to develop, implement, and monitor a revenue management strategy to maximize top-line revenue.

### **Who Should Take This Course?**

This course is designed for hospitality managers, general managers, revenue managers, and other hospitality professionals responsible for the financial performance of their organization.

### **Benefits to Learner**

Participants who complete this course will be able to:

- Refine the practice of revenue management to include other aspects of the hotel industry
- Extend the practice of revenue management to other industries
- Lead a revenue management effort, from gathering baseline data to monitoring results post-implementation

### **Certificate Information**

This course can be applied to the following certificate:

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