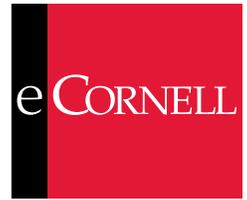




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## NTIS and eCornell - eTraining Partners

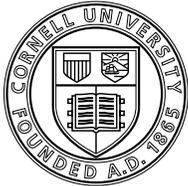
Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of certificate programs and courses.

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

## Certificate Program

# Financial Management

*A four-course certificate series from Cornell University*



HAME507 **Mastering the Time Value of Money**

HAME508 **Making Capital Investment Decisions**

HAME513 **Understanding Financial Statements**

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

Interactive, rigorous, and relevant professional education from Cornell University

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

## Welcome to eCornell

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

eCORNELL

### Welcome to eCornell

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

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

### Course Experience - How it Works

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

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

### Program Quality Drives Motivation and Success

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

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



## Connected

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

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



In 1865 Ezra Cornell had a vision.

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

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

*eCornell is the next step in achieving the vision.*

## Powerful

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

## Convenient

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

## Accreditation



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



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

# 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

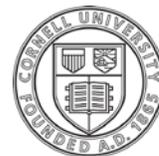
Participants who successfully complete all four courses in the series receive a Certificate in Financial Management from Cornell University.

## 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.*

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



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