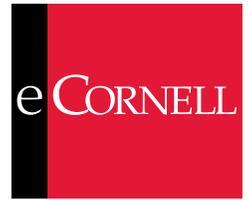




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## NTIS and eCornell - eTraining Partners

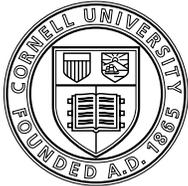
Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of certificate programs and courses.

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

## Certificate Program

### Foodservice Management

*A four-course certificate series from Cornell University*



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**

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.

# 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.*

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



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