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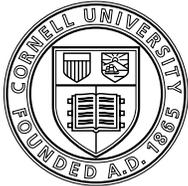
Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of certificate programs and courses.

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

## Certificate Program

### Leading Management Teams

*A six-course certificate series 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**

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.

# 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

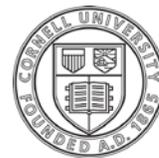
Participants who successfully complete the six courses in the series receive a Certificate in Leading Management Teams from Cornell University.

## 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 courses 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.*

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

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

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



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