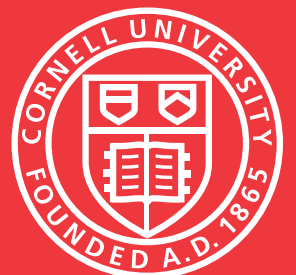




eCornell Course Catalog

Online Executive Education from Cornell University



Welcome to eCornell

As Cornell University's online learning subsidiary, eCornell provides many of the world's leading organizations with online professional development in the areas of finance, healthcare, hospitality, human resources, leadership, management, and marketing. eCornell's proven course development model and asynchronous instructor-led course delivery provide students with a flexible, engaging, and immediately applicable learning experience crafted by Cornell University faculty. eCornell has delivered online courses to over 90,000 students in more than 200 countries.

The eCornell Experience

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.

eCornell offers a proven delivery model 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 learners and the course instructor.
- Course projects, discussion forums, and job aids that help learners apply their new skills to real organizational situations.
- New skill development through interactive assessments and simulations.

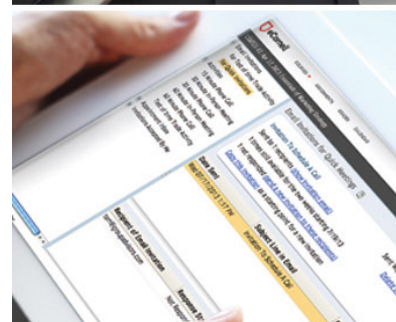
Program Quality Drives Motivation

eCornell courses provide the convenience of structure and flexibility with course sessions starting every other week, round-the-clock/round-the-world access to course materials, live online chat, telephone, and email customer support. This world-class online learning is designed to stimulate and build motivation resulting in industry-leading completion rates.

Campus Connections

Collaboration between Cornell faculty experts and eCornell's learning and user-experience designers create unique, engaging, and rigorous learning experiences. eCornell curriculum is developed in partnership with Cornell University's:

- College of Engineering
- College of Human Ecology
- Johnson School of Management
- School of Hotel Administration
- School of Industrial & Labor Relations



Accreditation

eCornell is a registered provider of professional re-certification or continuing education units by the following:

Cornell University

Students who successfully complete the required courses in a program series receive a certificate from Cornell University suitable for framing. All eCornell courses are eligible for continuing education units (CEU), from the School of Continuing Education at Cornell University. Courses with the prefix ILR, receive CEUs from the School of Industrial and Labor Relations at Cornell University.

Human Resources Certification Institute (HRCI)

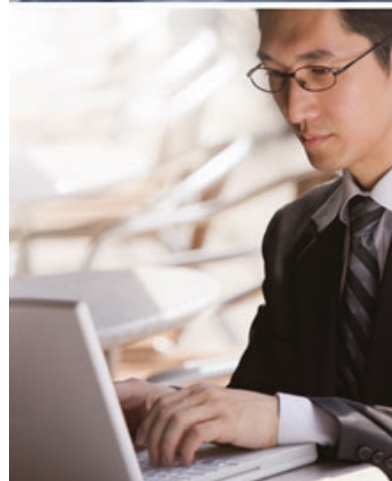
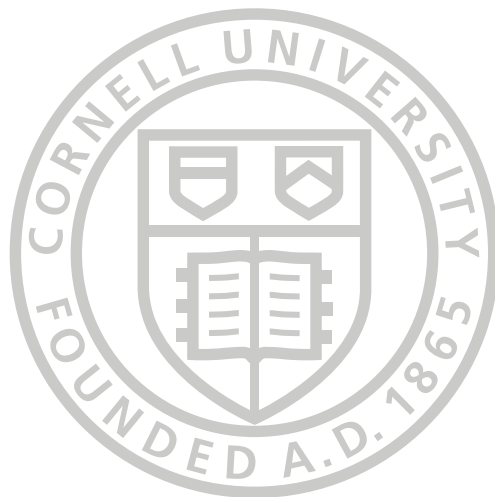
eCornell is a Human Resource Certification Institute (HRCI) Approved Provider. Many courses are approved toward PHR and SPHR recertification credit hours through HRCI.

For more information about certification and recertification, please visit the HRCI homepage at www.hrci.org.

Project Management Institute (PMI)

eCornell is a designated Global Registered Education Provider (R.E.P.) of the Project Management Institute (PMI). As a R.E.P., eCornell has been approved by PMI to issue Professional Development Units (PDUs) to Project Management Professionals (PMPs) seeking to maintain their certification for many leadership, strategic management, financial management, and management development courses.

For more information about PMI visit www.pmi.org.



Financial Management

These programs, developed by Cornell University faculty, are designed primarily for professionals who are not financial managers or cost accountants, but who are looking to develop and sharpen their financial acumen. The courses connect the principles of finance, accounting, and economics with the departmental activities of the rest of the organization.

(HAME507) Mastering the Time Value of Money

Get an understanding of the time value of money to assess critical decisions about investments. Project cash flows, calculate payments, and solve lease-or-buy dilemmas.

- Know the importance of the timing of future cash flows
- Understand the various time value of money concepts vital to the field of finance

(HAME508) Making Capital Investment Decisions

Use formal frameworks to evaluate the feasibility of new initiatives. Make sound investment decisions that increase your organization's profitability.

- Learn the rules that provide a framework for making investment decisions
- Know the right financial decision-making tools to use for research and analysis

(HAME509) Risk and Return: How to Identify, Measure, and Incorporate Into Capital Budgeting Decisions

For the non-financial manager, this answers the important question: how is risk factored into capital budgeting decisions?

- Understand and identify the risks that are relevant to the capital-budgeting decision
- Analyze and manage the the risk-return relationship into capital-budgeting decisions

(HAME510) Raising Capital: The Process, the Players, and Strategic Considerations

Learn about the decision frameworks used to create the ideal capital structure. Learn strategies for fundraising and project investment. Find out how capital-structuring decisions at the company level can influence project outcomes at the departmental level.

- Monitor economic data and develop strategies to balance debt and equity at your firm
- Know how decisions are made regarding corporate restructuring, mergers, acquisitions and bankruptcy

(HAME513) Understanding Financial Statements

Learn to read and interpret key financial statements. Conduct financial analyses in order to make informed business decisions.

- Know how to interpret income statements, balance sheets and cash flow statements
- Identify how online sources of financial information can be used to conduct research on other publicly traded firms and industries

(HAME514) Using Ratio Analysis to Evaluate Financial Performance

Use ratio analysis to inspect financial statements. Understand your organization's financial performance and improve its competitiveness.

- Understand and establish the function of ratios
- Know the purpose of various asset management ratios, solvency and capital structure ratios, and profitability ratios

Healthcare

Get the essential skills for meeting system design, cost, and patient-centered goals in courses that combine research with real-world insights from healthcare administrators and facilities experts. Courses are developed by faculty members from Cornell's College of Human Ecology as well as its Sloan Program in Health Administration.

(HAME509HC) Risk and Return: How to Identify, Measure, and Incorporate Into Capital Budgeting Decisions (Healthcare Edition)

For the non-financial manager, this course serves to answer the important question: how is risk factored into capital budgeting decisions?

- Discuss with your healthcare facility's finance team in correct meaningful dialogue
- Understand how the risk-return is incorporated into capital-budgeting decisions

(SLN551) Transformational Excellence: Change Leadership in Healthcare

To be competitive, reduce risk and meet patients' needs, hospitals and healthcare organizations must transform the way they deliver services and manage change. Identifying areas at risk and in need of improvement is the first step toward making healthcare organizations operate more efficiently and safely.

- Describe key areas in need of improvement in the U.S. healthcare system and the specific types of changes needed
- Compare transformational excellence strategies with traditional approaches to change

(SLN552) Strategic Planning for Healthcare Organizations

Strategic planning in healthcare requires a shift in perspective; the service provider must make decisions and strategize like a modern business person. Learn to evaluate the overall health of the organization and implement long-term plans for sustainability and success.

- Develop the right kind of strategies that align with your organization's core values
- Analyze data to identify areas in need of improvement

(SLN553) Revising and Implementing Your Strategic Plan

Learn how to design and implement a strategic plan that best reflects organizational goals. Periodic assessment and revision are usually necessary and generally smart business.

- Know how internal and external environments affect strategic plans
- Apply organizational goals and construct a plan for achieving them

(SLN561) Planning and Designing a Healing Environment

How can you be sure that capital improvement projects in your organization incorporate best practices and achieve their intended goals? The answer is to look at the evidence: what are the approaches that other healthcare facilities undertaking similar projects have used that have worked?

- Ask informed questions as a participant in these projects, leading the team to make better decisions
- Recommend ways to use scarce resources available for renovation and design projects to the best advantage

(SLN562) Basic Tools for Facility Planning

The process of designing a healthcare facility has a special mission: to have a positive impact on its many users—including patients, families, visitors, nurses, physicians, and other clinical and non-clinical staff—while simultaneously fostering cost-effective operations. This course introduces the must-know concepts and related terminology of healthcare facility planning.

- Utilize basic, hands-on skills for reading symbols, measuring dimensions, and interpreting plans
- Make more informed recommendations and provide feedback regarding building and renovation projects

(SLN563) Practice Based Research

When a healthcare organization is potentially committing millions of dollars to a capital improvement project, it's critical to ensure that the design conforms to best practices and is likely to achieve the intended results. This course lays out a practical approach to conducting small-scale, relatively rapid empirical research studies targeting a specific project, in contrast to relying exclusively on the published EBD research literature.

- Formulate a testable hypothesis that links the design feature to desirable outcomes and benefits
- Conduct a relatively quick and inexpensive on-site research study

Hospitality and Foodservice Management

The courses within these certificate programs are developed by professors from Cornell University's School of Hotel Administration, a top-ranked hospitality-management institution. Learn at your pace online with students from around the globe, build your network, and get the education you need to succeed from world-wide leaders in your profession.

(HAME515) Statistical Decision Making: Describing Data

Gather, describe, and analyze data on the hospitality industry to extract meaningful business information.

- Calculate, define, and apply descriptive statistics including median, mean, and standard deviation.
- Describe and select appropriate methods of gathering data.

(HAME516) Statistical Decision Making for Hospitality Managers

Predict future behavior from existing data. Make effective decisions by using statistical tools, identifying significant trends, and analyzing organizational data.

- Calculate the probability of a given event occurring.
- Determine if the results of a data analysis are statistically significant.

(SHA501) Marketing Fundamentals for the Hospitality Industry

Learn fundamental marketing concepts and principles as they relate to hospitality, observe marketing in action through case studies and understand how to put that knowledge into practice.

- Understand and speak to marketing techniques for the hospitality industry
- Be prepared for leadership and success in hospitality marketing

(SHA502) Conducting Effective Hospitality Marketing Research

Learn to conduct effective market research in the hospitality industry, identify target markets, and position your product for those markets.

- Develop an understanding of market analysis and strategic positioning
- Analyze and apply effective market research

(SHA503) The Hospitality Marketing Mix: Product and Price

Tailor the design and pricing of your hospitality products and services for your target market.

- Learn how to identify target markets for the right product
- Explore product life cycles and tailor that product to your business

(SHA504) The Hospitality Marketing Mix: Place and Promotion

Explore issues related to the location of your hospitality organization, to your products and services and to the distribution channels you use to reach target markets.

- Learn how to design promotions specific to your demographic market
- Develop a modern concept of “place” to gain advantages in reaching target markets

(SHA505) Meeting the Challenges of Foodservice Management

This course identifies major challenges facing foodservice operations and delivers the strategies hospitality professionals need to address them. It explores success and failure, providing critically useful perspectives for those intending to plan, open, and manage a foodservice operation.

- Learn a holistic approach to restaurant management
- Understand the fundamentals and practical skills for successful operation

(SHA506) Foodservice Management: Marketing, Service, and HR Systems

Learn how to enhance the customer experience and improve internal systems at your foodservice operation. Examine how market research drives decisions about service style and service level, and learn to overcome customer- and employee-related management challenges.

- Be able to find the right balance to optimize restaurant efficiency
- Use research information to improve the overall customer service experience

(SHA507) Foodservice Management: Menu Planning and Marketing, and Merchandising Strategies

This course explores the importance of menu design and layout, and looks at how the menu conveys the personality of the foodservice. You'll also learn how to develop and execute marketing and merchandising strategies.

- Develop an appealing menu that aligns with your business' values and goals
- Analyze various functions of marketing and merchandising in foodservice

(SHA508) Foodservice Management: Control Systems and Related Systems

Explore the functions of management in foodservice and discover how managers establish and use operational systems for purchasing, receiving, storage and production.

- Explore different management roles to assess control and effectiveness
- Be able to ensure that your customers enjoy a high-quality dining experience

(SHA509) Introduction to Restaurant Revenue Management

Examine the key concepts of the restaurant revenue management approach and learn how to implement it in five steps. Observe how others have used revenue management successfully to increase revenue during hot, warm, and cold business periods.

- Know how to modifying your business to the changing seasons
- Learn the various steps of the revenue management process

(SHA510) Managing Revenue with Service Cycle

Discover how to use service cycle data to identify operational problems that are inhibiting revenue generation. Use practical analytical tools to diagnose and overcome operational challenges.

- Develop the tools to generate revenue and profit more efficiently
- Know how to analyze data to determine how long it takes customers to eat

(SHA511) Managing Revenue with Table Mix

This course on restaurant revenue management explains how meal duration and occupancy levels can profoundly effect the bottom line. It presents concepts, methods, and time-tested strategies managers can use to increase revenue.

- Apply strategies to accommodate arrival patterns and manage occupancy and meal duration

(SHA512) Managing Revenue with Pricing

Pricing is one of the cornerstones of restaurant revenue management. This course shows you how to use variable pricing to increase revenue at your restaurant. It prepares you to perform analyses and make calculations needed for successful revenue management implementation.

- Provide guidance on how to implement strategies that will be most profitable
- Use variable-pricing approaches to develop recommendations for improving revenue

(SHA531) Introduction to Hotel Revenue Management

Implement a revenue management strategy that maximizes profits by shifting the focus to managing revenue per available room. Increase revenue by applying special pricing models and duration-management techniques.

- Know the component parts and critical considerations of hotel revenue management
- Understand different ways in which revenue management can be applied to other hospitality-related industries

(SHA532) Forecasting and Availability Controls in Hotel Revenue Management

Use forecasts to predict demand and learn how demand influences other organizational functions. Calculate and account for error and apply length-of-stay controls.

- Learn the role of forecasting hotel revenue management
- Recommend room rates and length-of-stay controls to your hotel

(SHA533) Pricing Strategy and Distribution Channels in Hotel

Revenue Management Set prices that align with your organization's sales and positioning strategies. Use the appropriate distribution channels to manage prices.

- Understand the impact of variable pricing and discounting on revenue management
- Recommend different approaches to making prices more variable

(SHA534) Overbooking Practices in Hotel Revenue Management

Overbook strategically to account for no-shows and minimize costs, uncertainty, and customer impact. Examine visiting groups' costs and revenues to identify profitable targets.

- Develop your own overbooking approach and manage the issues associated with it
- Know how to apply group-management decisions

(SHA535) Non-Traditional Applications of Hotel Revenue Management

Develop, implement, and monitor revenue-maximizing strategies in hospitality-related industries. Maximize top-line revenue in spas, golf courses, and meeting spaces.

- Develop your own successful functional revenue management plan
- Extend your own practice of revenue management to other industries

(SHA541) Price and Inventory Controls

Lay the groundwork for demand management as you learn the role of marginal value of capacity in revenue growth and overall revenue management strategy.

- Evaluate the effects of price, length of stay, demand, and availability controls on revenue
- Analyze the effects of multiple resource controls— rate and length of stay controls

(SHA542) Price Sensitivity and Pricing Decisions

Pricing strategy is the central component in your overall profit performance. This online course prepares you to anticipate the impact certain pricing decisions will have on consumer demand and thrive in a highly competitive environment.

- Estimate price sensitivity and use the results in pricing decisions
- Use mathematical modeling and analysis to understand the relationship between variable

(SHA543) Segmentation and Price Optimization

Lead team meetings that result in increased productivity. Structure personal time, workload, and priorities to maintain a positive work-life balance.

- Apply variable versus dynamic pricing strategies
- Use prospect theory to structure pricing communication

(SHA544) Displacement and Negotiated Pricing

Group events, conferences and negotiated business bookings frequently account for over 50% of hotel room reservations. This course will prepare you to develop your own data-driven, systematic approach to group pricing.

- Distinguish between transient revenue management and negotiated selling
- Calculate the implications of market mix

(SHA545) Search Engines and Online Selling: Stimulating Incremental Demand

Learn how to optimize your position on Internet search results and increase conversions: the moment when a search becomes a purchase.

- Recognize the role of online channels and the opportunities they provide in demand creation and management
- Effectively use search-engine marketing

(SHA546) Marketing the Hospitality Brand through New Media: Social, Mobile & Search

Master the tools of online marketing, mobile and social media and become more valuable to your employer.

- Know how to guide your organization toward sustained profitability
- Understand the importance of identifying and establishing your “brand promise”

(SHA547) Hospitality Customer Engagement through New Media Marketing

Create a plan to elicit timely feedback from customers and generate online buzz.

- Learn how new media can improve your marketing efforts
- Determine the future structure and role of your organization with respect to new media

(SHA548) Social and New Media Marketing

Apply marketing strategies to extend, protect, and enhance your brand using social media marketing, mobile marketing, and search-engine technologies.

- When creating a brand promise for your organization know how to define, align, and refine it
- Manage your organization’s engagement with customers through new-media marketing

(SHA551) Strategic Hospitality Management I: Formulating Strategy

Develop a strategic perspective for your firm and create a strategy designed to establish a clear organizational direction.

- Formulate a strategic vision and communicate your organization’s direction
- Perform an assessment of the general external environment

(SHA552) Strategic Hospitality Management II: Creating Value

Evaluate strategic alternatives and leverage the firm’s internal resources and capabilities to create value and sustainable competitive advantage.

- Discuss how firms create value and the key elements necessary for developing a sustainable competitive advantage
- Recommend strategies for competitive positioning appropriate to your hotel

(SHA553) Strategic Hospitality Management III: Implementing Strategy

Implement a strategy and establish a control system to ensure that strategic objectives are met.

- Use process tools to implement strategy at your hotel
- Use strategic control systems to effectively monitor and revise your strategy

(SHA561) Financial Analysis of Hotel Investments

Evaluate hotel investment and hotel financing decisions and structure deals that meet the needs of the owner, the operator, and the lender.

- Explore the factors involved in evaluating a real estate investment deal
- Understand how a deal is structured using debt and equity financing

(SHA562) Control of Hotel Real Estate

Learn how investors separate ownership from control of hotel properties, how management contracts are negotiated, and how to prepare term sheets from the perspectives of both owners and operators.

- Know how management contracts are negotiated
- Understand the key attributes of contemporary hotel leases

(SHA563) Valuing Hotel Investments Through Effective Forecasting

Develop, implement, and monitor revenue maximizing strategies in hospitality-related industries. Maximize top-line revenue in spas, golf courses, and meeting spaces. You'll learn a step-by-step process to develop, implement and monitor a revenue management strategy that maximizes revenue for your operation.

- Produce accurate forecasts of income and expenses
- Become an expert in occupancy, average rates, cash flows and real estate value needed to for hotel investment

(SHA564) Valuing Hotel Intellectual Property and Structuring the Capital Stack

Value the intellectual property rights created in management contracts and franchise agreements; learn how debt and equity capital markets are used to enhance the value of the real estate.

- Know the value of franchise agreements and their impact on shareholder value
- Understand the role of public equity and private equity in capital markets

(SHA565) Developing an Asset Management Strategy

Develop an asset management strategy and plan; use contemporary techniques to create forecasts and analyze sell versus hold alternatives.

- Develop a strategic vision for asset management to accomplish financial goals
- Analyze a management plan for a property's long-term needs

(SHA566) Achieving Hotel Asset Management Objectives

Administer and renegotiate management contracts, evaluate capital expenditures, benchmark a property's performance, perform asset risk analyses and evaluate hotel refinancing.

- Explore the role of benchmarking in hotel asset management
- Understand the use of contract negotiations as a tool of asset management

Human Resources Management

Developed by faculty from Cornell University's ILR School, the courses within this certificate bring together the insights and work of leading academic researchers with instruction grounded in practice and focused on real-world application. Whether you are new to HR, an accomplished HR practitioner, or an HR leader or business partner, there is a Cornell professional certificate that fits your career objectives

(ILRHR501) Issues and Concepts in Equal Employment Opportunities Law

Learn how to manage legal issues within your organization. Learn how employment laws affect employees and the organization as a whole.

- Understand the relationship between laws, court cases, agreements, and policies and procedures related to employment issues
- Develop strategies for helping your organization comply proactively with EEO, AA, and Diversity laws and policies

(ILRHR502) Employment Laws for the HR Professional

Recognize and manage legal issues in the workplace; familiarize yourself with OSHA, FLSA, FMLA, NLRA, and state laws and their applications.

- Learn the difference between U.S. federal, state, city, and other countries' laws
- Be able to ask questions and gather information to seek advice from a legal expert regarding employment laws.

(ILRHR503) Fundamentals of Welfare and Legal Benefits

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

- Define and describe welfare the right benefits and flexible benefits terms and concepts
- Develop the skills that you need to establish an ongoing relationship with employees.

(ILRHR504) Fundamentals of Retirement, Flexible and Additional Benefits

Learn about retirement benefits and health plans and accurately communicate that information to your employees. Understand all available options, including flexible benefits and flexible spending accounts.

- Recognize the difference between defined benefit and defined contribution plans
- Identify retirement benefit initiatives for your organization to consider

(ILRHR505) Organizational Culture and Work/Life Balance

Use a strong employee relations program to inspire optimal performance from employees. Promote balance between work and life and recognize how everyone's actions reflect corporate culture and strategy.

- Learn how to develop a strong employee relations program that inspires
- Identify and implement components of effective employee relations strategies and practices

(ILRHR506) Communicating and Coaching and Counseling for Improved Performance

Improve performance and resolve workplace issues through effective communications with all members of an organization. Provide counseling and coaching to employees.

- Use effective communication strategies to evaluate and resolve employee issues and concerns
- Discuss career development processes with employees

(ILRHR507) Applying and Expanding a Compensation Model

Align your organization's compensation plan to its strategic goals. Use market analysis to implement changes to a compensation plan. Assess internal and external factors and create a dynamic model to administer compensation.

- Understand the issue of alignment regarding an organization's compensation plan and that organization's strategic goals
- Recognize the key elements of job analysis for compensation.

(ILRHR509) Selection and Staffing: The Selection Process

Identify staffing needs and hire qualified, high-performing candidates. Create a long-term, systematic approach to hiring.

- Develop a systematic approach to selection and staffing issues
- Implement the selection techniques appropriate to your organization

(ILRHR510) Selection and Staffing: The Staffing Process

Retain your valued employees, and manage departures and workforce reductions. Systematically assess the effectiveness of selection and staffing in your organization.

- Implement effective strategies for managing employee departures and reductions in force
- Understand the seven stages of the internal consulting process

(ILRHR511) Assessing, Designing, and Implementing Performance Management Systems

Drive productivity and growth through performance management.

- Learn how to develop, implement, and assess a performance appraisal system
- Understand and describe the purposes of a performance management system
- Create your own process for designing and implementing a performance management system

(ILRHR512) Achieving Year-Round Performance Management and Appraisal

Appraise employee performance through constant feedback, effective communication, and goal-oriented leadership. Learn how to establish goals, identify development opportunities, and pinpoint areas for improvement.

- Learn the discipline of managing employee performance on a daily basis
- Effectively appraise and assess performance for improvement

(ILRHR513) Internal Consulting Skills for HR Professionals

Provide critical input into your organization's strategic initiatives. Cultivate internal consulting skills and become involved in implementing strategies.

- Know the core skills required for effective consulting
- Understand the seven stages of the internal consulting process

(ILRHR551) Human Resources Leadership

Develop strategies that improve strategic, ethical, legal, and financial outcomes for your organization. Manage the complexities of interpersonal dynamics at the most senior levels to nurture strong leaders.

- Learn how to provide value to leaders by supporting and advising them as they execute their strategy
- Discover how to become a leader in the unique position that the HR function occupies

(ILRHR552) Aligning HR Strategy with Organizational Strategy

Create a vertical-alignment strategy to improve decision-making, people outcomes, processes, and profits. Align HR functions with the organization to execute strategies.

- Know how to create and use strategy to improve HR decision-making, people outcomes, processes, customer outcomes, and financial results
- Use the correct skills required to plan and assess HR systems and practices

(ILRHR553) Diversity and Inclusion in Practice

Diversity and inclusion has shifted from “counting the numbers” to “making the numbers count.” This course describes the shift from diversity to inclusion and how to assess the three levels of inclusion for an organization.

- Understand and describe best practices for assessing the effectiveness of inclusion initiatives
- Analyze the three sources of inclusion in a workplace (organizational, work group, and immediate supervisor)

(ILRHR554) Building a Talent Management Culture

Attract and retain top talent by communicating and marketing an employment brand. Nurture future leaders and retain your organization’s top talent.

- Develop a strategic approach to manage and discover the likelihood of top talent in an organization
- Revise your employment brand when internal and external changes to the organization diminish its effectiveness.

(ILRHR555) HR Analytics for Business Decisions

Use HR data, metrics, and analytics to guide decision making and support the strategic goals of your organization.

- Develop the right techniques for collecting data within your organization that relates to the company’s strategic goals
- Use your own data collection to analysis and communicate the needed changes for improvement.

(ILRHR556) Employee Engagement

Improve the performance of your workforce. Use employee engagement as a strategic tool.

- Know why employee engagement is important as well as valuable
- Implement the skills to develop and build successful engagement programs at your organization

(ILRHR561) Designing and Implementing Effective Social Media Policy

Drive internal social media strategy by creating policies that promote quality social media practices in your organization.

- Explore current and anticipated trends in social media
- Learn to create the best approaches towards developing social media policies

(ILRHR562) Finding and Managing Talent Through Social Media

Explore and leverage current trends in using social media as a tool for attracting, selecting, and retaining key employees with employment brand.

- Explore how to effectively attract and retain the best employees
- Know how to use the right knowledge of social media in recruiting

(ILRHR563) Creating and Sustaining Remote-Work Programs

Remote work continues to proliferate as businesses embrace the benefits of a distributed workplace. Discover how HR professionals screen, train and work with management using social media and Internet tools to leverage the virtual work environment to everyone's advantage.

- Determine the right business goals for your own organization and ensure results
- Examine changes in leadership and technology to ensure a successful transition to virtual work environment

(ILRSM840) Managing Global Employment Issues and Work Practices

Acquire vital knowledge in the advanced HR topics of international employment issues, employee relations, alternative dispute resolution, and managing organizational conflict to broaden your understanding of key HR practices and strategies.

- Learn how to design a management system that increases efficiency, productivity, and profitability
- Analyze case studies to see how arbitration, mediation, and facilitation techniques can resolve workplace conflict and head off costly litigation

Leadership and Strategic Management

These programs focus on strategy development, business acumen, and the crucial leadership skills needed for execution. They provide practical, MBA-level content from two of the world's leading academic institutions in organizational leadership, business, and management: Cornell University's ILR School and its Samuel Curtis Johnson Graduate School of Management.

(HAME511) Managing Strategic Change

Carry out change initiatives that keep your organization productive and competitive in a dynamic environment. Assess your personal ability to facilitate change.

- Learn to assess your organization's readiness in a dynamic environment
- Effective techniques in facilitating change.

(ILRSM509) Developing an Agenda for Change

Drive change within your organization, adapting it to a dynamic environment and controlling how it evolves.

- Discuss change as a political process driven by individuals and leaders within the organization who emerge as change agents
- Understand economic, competitive, and global factors that influence how organizations conduct business

(ILRSM510) Mapping the Political Terrain of Allies and Resistors

Create a political agenda for change, accounting for both support and resistance to the transition. Anticipate and prepare for dissenting opinions.

- Learn how to frame your agenda in a way that helps you identify and assess potential allies and resistors
- Anticipate and prepare for arguments resistors may use in their attempts to derail the initiative

(ILRSM511) Negotiating Support and Buy-In for Your Agenda

Build and negotiate support for your change initiatives.

- Understand the principles of bargaining power and influence in the process of negotiating a strategic initiative
- Analyze the political agendas of others in the organization, identify sources of support for your agenda, and develop a strategy for building support for your initiative.

(ILRSM512) Mobilizing the Coalition for Action

React to change with an appropriate leadership style. Lead a coalition to manage the change and ensure successful implementation.

- Apply the leadership style appropriate to the situation and put a change coalition into place
- React to changing conditions in the organization to ensure successful implementation

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

Empower teams and establish momentum for carrying out change. Maintain the capacity to allocate resources efficiently and to evaluate performance and progress.

- Develop a “roadmap” for establishing momentum for your coalition’s agenda
- Apply facilitative and directive leadership styles appropriately in teams and organizations
- Monitor performance in order to evaluate progress and make corrections

(ILRSM514) Sustaining Momentum: Motivating Through Vision, Culture, and Political Agility

Manage organizational culture to sustain momentum.

- Become politically agile in ensuring continued support for their agenda
- Manage your coalition—and their agenda—for the long-term

(ILRSM515) Preparing for Negotiations

Learn how to be a proactive negotiator and how to effectively prepare for negotiations. Identify and assess the cultural, competitive, and cooperative elements of negotiation, and know when not to negotiate.

- Learn the critical skills of anticipating, analyzing, and preparing for negotiations
- Learn how to adjust and prepare for changing business situations

(ILRSM516) Tactics and Skills for Negotiating

Learn how to be a proactive negotiator and how to conduct effective negotiations. Ensure that you negotiate strategically and tactically in order to close the deal.

- Use negotiating to execute strategy and achieve objectives
- Develop the right agenda as an appropriate tactic to use in a variety of situations

(ILRSM517) The Coaching Mindset for Engaging and Developing Others

Learn how to maximize the proactive capacity of employees by adopting a coaching mindset. Develop the skills you need to establish and maintain a coaching dialogue; understand how coaching complements supervision and how to avoid common coaching mistakes.

- Learn how to recognize the use of language and how to balance the coaching of others
- Use the knowledge of coaching to improve job performance

(ILRSM518) The Coaching Process for Engaging and Developing Others

Learn to use the coaching process to identify issues and goals in four key coaching arenas and to work with your protégés to build the skills they need for success.

- Use goals to become a high-performance leader within the organization
- Understand the coaching tools for working effectively within an organizational culture

(LSM502) Strategic Thinking

For enterprise customers only. Assess your organization's strategy, culture, and operations and analyze competitors and the larger industry. Use strategic thinking to identify opportunities for competitive advantage.

- Explain fundamental strategic analysis models and apply them to your organization and industry.

(LSM503) Scenario Planning

For enterprise customers only. Use scenario planning to evaluate your organization's strategic position and competencies. Develop plans for expansion in an uncertain future.

- Explain the benefits and process of scenario planning
- Conduct a scenario-based analysis of your company and industry.

(LSM506) Executive Decision Making

Make swift and calculated business decisions and learn to make smart choices with limited time and resources.

- Apply formal decision-making processes in order to reduce risk and maximize benefit
- Learn the correct techniques for gathering data and making critical decisions

(LSM507) Leading Through Creativity

Promote organizational innovation and increase profits by encouraging creative thinking. Learn techniques that improve both individual and group creativity.

- Learn how organizational creativity can be used as a series to develop new ideas
- Develop and enhance your own capacity for creative thought.

(LSM509) Unlocking Your Leadership Potential

Identify and overcome obstacles using your personal leadership development plan. Develop strategies to enhance your team and complete new assignments.

- Identify leadership strengths and weaknesses in the context of your own career
- Create a development plan you can use to address leadership weaknesses and build competencies

(LSM510) Overcoming Challenges to Leaders and Their Teams

Identify and overcome obstacles using your personal leadership development plan. Develop strategies to enhance your team and complete new assignments.

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

(LSM531) Choosing the Right Performance Measures for Your Organization

This course introduces managers to the basics of measuring and reporting on the performance of your organization, whether it's a for-profit business, not-for profit, or governmental organization.

- Learn how to lay out your organization's business strategy
- Help employees work together across all departments to function properly

(LSM532) Aligning Performance Measures with Business Strategy

This online course explores the types and sources of measurement error, the use of causal models in analyzing measures of performance, and the differences between managing measures and managing performance.

- Understand why errors occur within your organization and how to remedy them
- Use your own performance measures to influence the behavior of others

(LSM533) Measuring and Motivating Performance

Learn how to match forms of incentive compensation to your firm's circumstances.

- Understand how to ensure incentive compensation helps both your employees and your organization
- Know how to identify and respond to incentive-strategy mismatches.

(LSM534) Measuring and Improving Margins

Discover how to analyze the true cost of products and services that rely heavily on shared resources, common methods of reporting these costs, and devise reports that link reported costs to business strategy.

- Accurately evaluate and apply margin performance
- Successfully identifying the sources of inefficiency and lowering costs

(LSM535) Managing Business Capacity with Activity-Based Costing

Explore one of the most challenging issues in measuring the margins created by individual managers, departments, products and services: allocating the costs that are incurred simply to provide productive capacity.

- Know how to invest when dealing with economic downturns and increased competition
- Understand which costing systems best meet your business needs

(LSM536) Measuring and Improving Efficiency

Become familiar with effective techniques for setting prices for the exchange of products and services between different units in a business.

- Manage techniques for setting prices that makes your services both appealing and profitable
- Evaluate how efficiency improvements will alter financial performance

(LSM541) Competitive Advantage and Profitability

Laying the groundwork for an MBA-level exploration of business strategy, this course will introduce you to well-known tools and frameworks that support evaluating your market landscape in a consistent and thorough way.

- Learn what makes a particular business profitable and how it achieves competitive advantage
- Know how to think practically about developing a competitive, profit-driven business strategy

(LSM542) Strategic Positioning in Markets

Central to your business plan is identifying your strategic position. Strategic positioning is essentially how your firm “stacks up” to the competition and helps to define the scope and scale of your business. Explore how strategic positioning gives you the advantage in a competitive environment.

- Apply a firm’s strategic consistency to strengthen position in a market
- Know the do’s and don’ts in the history of strategic positioning

(LSM543) The Strategy of Mergers and Acquisitions

Explore what factors motivate and bring about industry mergers and acquisitions (M&A). From the real and imagined benefits of cost reductions and synergies, to the perceived market power of a larger company, you will see where M&A has the potential to both help and harm a business.

- Recognize the two classes of potential gains associated with a merger
- Know how to ask key questions when evaluating a potential merger

(LSM544) Managing Supply Chain Threats and Opportunities

Growth can take on many forms. In this online course, learn about how different growth strategies such as horizontal and vertical mergers and buyouts can make your business more competitive.

- Discover real-world business maneuvers to identify pitfalls and drawbacks
- Explore and make smarter choices in your own strategy formulation

(LSM545) The Application of Game Theory to Business Strategy

In this online course, you’ll explore the phenomenon of Game Theory and learn how to use it to advantage in your own work.

- Learn to get inside the motivations and strategies of your rivals, exploit their weaknesses and bring more value to your business proposition
- Discover how to turn the odds in your favor.

(LSM546) Strategic and Tactical Pricing

Pricing products requires more than a comparative glance at the competitive landscape.

- Apply strategic and tactical approaches to product line pricing and design
- Learn and apply the fundamentals of pricing to bolster your market share

Management Essentials

Developed by Cornell University’s ILR School, supervisors and managers will learn 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.

(HAME504) Understanding Team Dynamics

Organize individuals into highly effective, productive, and dynamic teams. Create positive results and maintain competitive advantage through strong team performance.

- Explore the attributes of a well-organized team
- Learn how to assemble and lead a more energized, fulfilled and productive workforce

(HAME505) Facilitating Group Decisions

Develop creative solutions and generate new ideas through efficient group decision making. Enhance productivity and performance through cohesive, flexible, responsive teams.

- Explore the psychology of group decision making to improve organizational performance

(HAME506) Improving Personal and Workgroup Productivity

Lead team meetings that result in increased productivity. Structure personal time, workload, and priorities to maintain a positive work-life balance.

- Learn the best practices for structuring personal time, managing workloads and running great meetings

(HAME512) Managing People More Effectively

This course teaches you to recognize and minimize stress in the workplace. It provides guidelines for counseling and teaches how to establish supportive working relationships among team members.

- Develop strategies and stress-reducing techniques to get your company on the right track
- Master the basic skills of coaching that can improve productivity within an organization

(HAME518) Creating Service Cultures

Exceed customer expectations by establishing a strong internal service culture. Select and develop high-performing employees who set, maintain and regularly surpass service standards.

- Learn how to create a service-oriented team by selecting the right employees
- Manage a strong internal service that leads to increased company revenue

(HAME519) Secrets of Phenomenal Customer Service

Ensure consistent, high-quality customer service. Use training to develop and reinforce effective service skills and attitudes.

- Identify key service methods
- Train employees on these methods to ensure they can properly exceed customer's needs

(ILRMD501) Selection Requirements and Communications Skills for Interviewing

Structure effective interviews by focusing on communication and listening skills. Eliminate bias and stereotyping of job candidates and understand legal aspects of employment practices.

- Learn how to structure an interview in an effective way
- Understand how to focus on communication and listening skills for interviewing

(ILRMD502) Legal and Unbiased Interviewing and Selection

Conduct effective interviews and select the best-qualified candidates. Create a positive, legal, unbiased interviewing environment.

- Learn how to prepare for job interviews
- Identify the best-qualified candidate for any position

(ILRMD503) Overcoming Barriers to Successful Management

Create a continuous-improvement process in which employees communicate and collaborate to better the organization. Improve overall performance by shifting professional paradigms.

- Understand how to increase productivity, creativity, and efficiency in the workplace
- Improve communication and collaboration with employees

(ILRMD504) Leading People to Higher Performance

Create a motivated, team-oriented environment that aligns individual employee motivators with organizational goals. Appropriately confront problems and resolve workplace conflicts.

- Explore employee motivation techniques for a productive workforce
- Examine leadership styles that are exhibited by highly successful managers

(ILRMD505) Legal Issues in the Workplace

Improve understanding of organizational legislation and employment law. Learn to recognize and avoid legal risk in the workplace.

- Learn to recognize and avoid potential legal risks in workplace situations
- Know when to seek in-house or outside counsel

(ILRMD506) Preventing and Addressing Inappropriate Workplace Behaviors

Practice appropriate, legal behavior when interviewing, evaluating, and disciplining employees. Handle inappropriate behavior in accord with company policy and industry best practices.

- Learn how to avoid potentially illegal behaviors when interviewing future employees
- Understand how to handle inappropriate behavior according to company policy

(ILRMD507) The Power of Managing Your Time and Personal Priorities

Master time management and change mental patterns to enhance productivity. Set priorities that reflect personal values and life goals.

- Learn a series of invaluable techniques to enhance productivity
- Explore ways to improve performance while focusing on personal values and life goals

(ILRMD508) Managing People Issues to Stay Focused on Priorities

Maintain good work relationships to promote harmony and efficiency. Handle unproductive situations by resolving conflicts and communicating effectively.

- Use the right communication skills to improve productivity in the workplace.
- Know how to manage interruptions while maintaining good working relationships.

(ILRMD509) The Impact of Personality Styles on Communication

Develop effective interpersonal communication skills. Improve ability to work with and manage employees.

- Learn the importance of interpersonal communication skills
- Improve your ability to work with and manage employees

(ILRMD510) Managing Communication Challenges

Become both assertive and professional in dealing with communication challenges in the workplace. Analyze and use criticism for self-improvement.

- Know how to deal with challenging conversations and people
- Learn how to analyze and make use of criticism to improve skills

(ILRMD511) Managing Performance

Set organization-specific goals that motivate employees and increase organizational productivity. Improve performance through ongoing feedback and evaluation.

- Increase your organization's productivity with goal setting.
- Use the basis of these goals for ongoing feedback and job evaluations.

Marketing

Developed by faculty from Cornell's Johnson Graduate School of Management, these certificates cover a variety of topics including marketing concepts, strategy, and research methods. The courses are rich with examples and use timely discussions and relevant projects to help you apply the tools and concepts from the courses to the real-world challenges and opportunities facing your organization right now.

(LSM521) Essentials of Marketing Strategy

Examine the marketing mentality, the frameworks to aid in developing a marketing strategy, marketing ethics, and gain a high-level overview of branding.

- Gain a strategic view of your organization's "brand"
- Understand how to think strategically about the market you're in

(LSM522) Applied Marketing Strategy and Decision-Making Tools

Learn about the five of the most widely used marketing strategy frameworks; practice segmentation, targeting and positioning; and examine the role of pricing as a strategic tool.

- Explore the strategic role of pricing and methods for influencing buying decisions
- Know how to address common pricing errors and identify instances of pricing mistakes in the market

(LSM523) Marketing Research and Analysis

Define goals for marketing research and apply various research methods to gather the data you need. Review, examine and analyze marketing research to learn more about your customers and your products/services.

- Understand how to use marketing analyses effectively in the workplace
- Analyze opportunities for using marketing research to reach better managerial decisions

(LSM524) Creating and Communicating the Value of Your Brand

Take a strategic view of your brand and the value it brings to your customers and to your organization. In addition, you will relate the tools and techniques of marketing communication to building brand equity.

- Understand the various aspects of a brand's success
- Analyze the qualities that create an effective brand image

(LSM525) Introducing New Products: Successes and Failures

Address the importance of new products and services to a firm's portfolio and identify the various reasons so many new products fail...and how to avoid them.

- Know the importance of new product development to marketing strategy
- Recommend strategies for crossing the diffusion chasm to increase market success

(LSM526) Distribution Strategy and International Marketing

Define marketing channels and learn how to leverage them to deliver messaging to potential consumers. You will further develop these channels and use channel expansion strategies to address international marketing and distribution.

- Learn how to leverage marketing channels in order to deliver the right message to potential consumers
- Understand the basic reasons a company enters or develops new international markets

(LSM551) Measuring Customer Preferences

Apply the statistical method of conjoint analysis to uncover the product attributes most influential to your customers.

- Learn how to create a more customer-centric organization
- Analyze the what motivates your customers to buy and what they look for in a product

(LSM552) Analyzing Segmentation and Targeting

Meaningfully segment and target your market based on customer needs and preferences using cluster analysis.

- Discover how to find—and sell—to your customers base
- Predict and target the most profitable segments for your business

(LSM553) Using Data for Positioning Brands

Determine your customers' beliefs about your products using perceptual mapping to improve positioning and product mix.

- Identify which dimensions consumers use to differentiate among products, and how they perceive your products relative to competitors
- Establish opportunities to introduce and position new products, reposition existing products, and identify your true competitors

(LSM554) Predicting and Managing Customers' Lifetime Value

Make smarter predictions about customer behavior and better resulting marketing planning using the Customer Lifetime Value (CLV) model.

- Describe customer relationship management
- Segment and target customers based on their potential long-term value by building strategies

(LSM555) Market Response Modeling

Use statistical market response modeling to develop the right marketing mix, including when and where to spend money on advertising and trade promotions, and better forecast demand for your product or service among different customers.

- Identify specific business uses of market response models and learn how to develop a model for your business
- Predict the demand for your product or service among different customers

Project Leadership and Systems Design

These programs from Cornell University's College of Engineering address the human aspects of both of these vital disciplines: designing products and services to be used and enjoyed by people, and leading, motivating, influencing, and communicating with project teams that consist of people from a variety of functional areas and backgrounds. These programs are practical and transformative, and they will forever change the way you approach any project.

(CEPL551) Introduction to Project Leadership

Become a project leader and learn how to apply leadership skills to minimize uncertainty and maximize the contributions of your team.

- Develop leadership skills to become a better project manager and successful leader
- Framework for the development process, from brainstorming through production

(CEPL552) Project Teams: Mining Collective Intelligence

Learn how to leverage a team's collective intelligence by promoting cohesion and cooperation.

- How to create and maintain group cohesion for achieving desired outcomes
- Manage the human challenges of around building a motivated, productive team that is invested in seeing a project through to successful completion

(CEPL553) Dealing with Difference

Understand how difference and diversity can benefit or fragment a project team. Learn how individual characteristics and apparent contrasts can actually be leveraged to profound effect.

- Focus on the three main areas of difference—national and functional culture, personality, and learning style
- Master the two skills of managing collective intelligence and dealing with difference

(CEPL554) Earned Value Management

Learn how to monitor and control the performance of projects, teams, and individuals to ensure the successful completion of project objectives.

- Learn the tools to breakdown structures, network diagrams, schedules, budgets, and Gantt charts to ensure that things are on track
- Establish a framework for keeping team members and other stakeholders aligned with project objectives

(CEPL555) Influence Without Authority

Get projects accomplished by assessing and asserting your personal political power. Maximize your ability to exercise influence without authority.

- Learn how to apply your skills as individual contributor, functional manager, and project manager.
- Apply and understand the Power Motivation Inventory model

(CEPL556) Conflict Resolution

Learn how to resolve conflict without eliminating the creative tension that so often benefits high-performing organizations. Manage interpersonal conflicts to ensure harmony and productivity in the workforce.

- This course focuses on the approaches that a leader can use to resolve conflict
- You'll be able to diagnose and resolve conflicts in a manner that enhances your team and improves the likelihood of successful results.

(CESYS501) Getting Started on Product and Service Design

Learn how to create sustainable competitive advantage by fine-tuning your design process. Adopt a systems approach to product and service evaluation and development.

- Learn where behavioral psychology meets product analysis and service usage
- Decipher how to apply the best talent and resources to the development of a product or service

(CESYS502) Targeting Product and Service Designs to Customers' Needs

Identify and quantify customer demand and create a design process that maximizes your product or service's potential for commercial success.

- Identify and measure customer demand
- Define technical requirements for production based on a potential market.

(CESYS503) Exploring the Design Space and Optimizing the Design

Create a high-value product or service by optimizing the design space and improving your design processes.

- Learn how to take a raw concept and create a polished design
- Examine all angles to move your design one step closer to market.

(CESYS504) Thinking Through the Structure of System Design

Clear communication and well-prepared systems architectures enable design and development professionals to work together seamlessly and productively.

- Develop communication skills needed to help explain your concept for a successful product or service
- Learn to use the right language with everyone from the concept design group to the development team

(CESYS505) Ensuring the Success of Product and Service Design

Identify and eliminate risk factors in your design. Employ analytical tools to properly assess and mitigate risk in your development process.

- Reduce the severity of negative outcomes and become a problem solver
- Discover flaws in concept or design and know how to deploy the corrective measures

(CESYS506) Executing and Improving System Design

Create a design architecture and implement control measures to increase quality and efficiency as you execute your project plan.

- Be more creative, productive and efficient in your development projects.
- Know how to eliminate quality problems, product recalls and lawsuits when moving to production.

Sales Leadership

Winning with today's customers requires new sales skills. Based on the book *Sales Growth: Five Proven Strategies from the World's Sales Leaders*, authored by experts at McKinsey & Company, the courses translate insights from 150 sales leaders into clear and practical guidelines for action. These tools and strategies provide a foundation in key frontline sales concepts to drive real growth in your company.

(LSM561) Discovering Sales Growth Opportunities

Learn not only how to spot trends and uncover new pockets of growth, but also how to act on the insight.

- Find areas of growth within the market
- Identify and manage top prospects

(LSM562) Getting the Most From Your Sales Efforts

In this course, you'll learn how maximize your time and resources on sales efforts with priority clients.

- Apply your time wisely on accounts that will help grow your sales
- Maximize your efforts with your highest-value opportunities

(LSM563) Winning With Your Key Accounts

The course will focus on specific skills and actions to maximize value with your most important accounts.

- Tailor your value proposition to specific customers
- Create a specific plan to drive growth through account planning

(LSM564) Sales Negotiation to Maximize Value

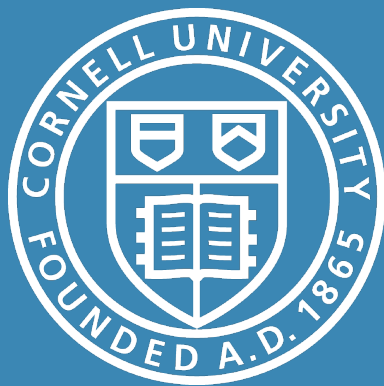
When conducting a sales call or negotiating a deal, learn how solid preparation and execution will help you capture the most value from that interaction.

- Develop skills for an effective sales call
- Know how to drive value beyond price

(LSM565) Managing Sales Performance for Growth

Learn how to drive performance improvement in your organization by tracking what matters and taking an active management approach.

- Track and manage sales performance and success
- Establish your own sales metrics, accountabilities, and targets



For more information
or to speak with a program specialist,
visit [eCornell.com/corporate-programs](https://ecornell.com/corporate-programs)
or email corporateprograms@ecornell.com.