

Courses

Managing People More Effectively

Managing Dynamic Teams

Principles of Financial Accounting in the Hospitality Industry

Managerial Accounting in Action

Marketing Analysis in the Hospitality Industry

Marketing Planning in the Hospitality Industry

Now you can take Cornell courses in **Hospitality Management** on your computer!



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The world's best education in **hospitality management** is as close as your computer!

If you can't come to Cornell University's School of Hotel Administration, the School will come to you, through eCornell

Established in 1922, Cornell University's School of Hotel Administration is the first, finest, and foremost management institution for the hospitality industry.

Students and industry professionals from all over the world attend its courses and conferences.

Cornell Hotel School education has been the "passport for success" for tens of thousands of professionals in the hospitality industry. Cornell-educated individuals are easy to spot -- their attention to detail, professionalism, and pride. Cornell education shows!

These online courses instill the same learning and values that have been the hallmark of the School of Hotel Administration for the past 80 years.

You'll be taught from the same curriculum as on-campus students.

Each online course was written by a Cornell Hotel School faculty member, based on years of classroom and industry experience. Each course centers around real-world situations and problems. You will apply what you learn on the job. You will advance your career. Learn with the best and be your best!

You'll enjoy contact with other online course participants.

You'll interact with other online students from around the world via Internet discussion boards. Whenever you have questions or need guidance, you can email your assigned mentor. Studying on your computer does not mean you will be learning alone!

No prerequisites. No red tape. No special skills required.

World-class courses in Hospitality Management are available to you -- anywhere, anytime -- through eCornell. All you need is a computer and a connection to the Internet.

Each online course was designed in collaboration with the eLearning experts of eCornell. Each course is easy to follow and simple to navigate. You'll enjoy the interactivity, the real-life case studies, the actual workplace situations. These courses are practical, and there is nothing else like them available online.

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Managing People More Effectively

How to manage people to increase productivity and ensure success.

Key Topics:

- Strategies for solving time-management problems
- Identifying and managing personal stress
- Signs and symptoms of employee problems
- Appropriate and effective counseling strategies



Who should take this course?

Hospitality professionals who lead or manage teams of people and seek to enhance productivity and effectiveness for themselves and their employees; anyone wishing to enhance their skills in time and stress management.

Course objectives

Do you manage time well? Do time-robbers inhibit your productivity? How can you prioritize? Delegate more effectively? How do you reduce your personal stress and that of your employees? This course helps you manage time and stress and implement strategies to increase productivity. You'll learn how to analyze your work habits and activities. How to gain control over time-management situations. How to reduce your personal stress, and how to counsel "stressed-out" employees.

This course teaches you how to set priorities and take control of events, so events don't control you. You'll learn how to transform your priorities into concrete and measurable goal statements. You'll learn how to distinguish between urgent and important crises. How to diagnose stress in employees and how to offer employees effective counseling.

Price: \$985
Course Number: HOTEL01

Managing Dynamic Teams

How to get your team to perform at a higher level.

Key Topics:

- Understanding teams
- Effective team leadership
- Facilitating group decisions
- Effective problem-solving



Who should take this course?

Hospitality professionals who lead or manage teams of people, or aspire to, and seek to enhance team functioning and decision-making to improve overall productivity.

Course objectives

Teamwork gets tasks done. But what is a team? How does it function? What are the dynamics of a team? What does it take to be an effective team leader? This course teaches you the characteristics of a well-functioning team and techniques for effective group decision-making. How to develop and adapt your own leadership style. How to set effective team goals and how to implement strategies to secure the commitment of team members.

This course will provide you with proven techniques to help you and your team reach peak performance. You'll learn ways to engage, involve, and motivate team members so they work better as a group and accept higher levels of responsibility. You'll learn the dynamics of group decision-making and how to evaluate your team's performance.

Price: \$985
Course Number: HOTEL04

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Or register online at www.ecornell.com/online/HT99

Be sure to inquire about bulk purchase and group rates.

Principles of Financial Accounting in the Hospitality Industry

How to use an information system to describe and measure the financial performance of a hospitality business.

Key Topics:

- Understanding the basic principles, transactions and concepts that form the foundation of an accounting system
- Relating financial transactions in terms of the appropriate Uniform System of Accounts categories
- Understanding what income statements, balance sheets, and cash flow statements reveal, and how they relate to each other
- Utilizing accounting reports to communicate the financial performance of a business



Who should take this course?

Hospitality professionals who seek a basic understanding of financial accounting principles and concepts enabling them to communicate financial information within their organization; this course will also help professionals to enhance their current job performance or to prepare them for advancement.

Course objectives

You don't have to be an accountant to grasp the fundamentals of hospitality accounting. In non-technical terms, this course teaches you how to read, compose, and communicate financial information. You will see how income statements, balance sheets, and cash flow statements describe a business and its performance. After completing the course, you will be better able to gather, understand, and share financial data within your organization. You will make more effective presentations and better decisions, setting the stage for your own career advancement.

This course will teach you relevant accounting terms and concepts as they apply in the hospitality industry, including the Uniform System of Accounts. You will learn the relevance of various transaction types and accounting principles, how to assign the proper category when processing a transaction, and how to track the financial performance of a business using our unique Integrated Accounting Spreadsheet (IAS) system.

After completing the course, you will be better able to gather, understand, and share financial data within your organization.

Price: \$985

Course Number: HOTEL03

Managerial Accounting in Action

This course takes you beyond the fundamentals of financial accounting and teaches you how to interpret financial information to increase productivity within your organization.

Key Topics:

- Using financial statements for planning and decision-making
- Understanding and using cost-volume-profit analysis
- Using accounting information to forecast a business's future performance



Who should take this course?

Hospitality professionals who seek an understanding of managerial accounting to make informed decisions that can enhance their current job performance, better solve organizational problems or prepare them for advancement.

Course objectives

This course teaches you about the essentials of managerial accounting and information reporting. By learning how to interpret and apply financial information, you will achieve better operational forecasting and organizational performance. After completing the course, you will understand the process of operational planning and cost-volume-profit analysis.

This course teaches you how financial reports measure business performance. It will help you understand how various operating tactics support your business strategy.

Price: \$985

Course Number: HOTEL06

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Marketing Analysis in the Hospitality Industry

How to use marketing analysis to identify strategic opportunities in today's highly competitive operating environment.

Key Topics:

- Identify the fundamental aspects of modern marketing
- Define the relationship between customer value and marketing
- Conduct an environmental analysis in order to develop an effective marketing strategy for an organization



Who should take this course?

Hospitality professionals who seek a better understanding of the elements of strategic marketing and the role it plays in making their operations more competitive.

Course objectives

The first in a two-part series, this course provides a basic understanding of marketing analysis in the hospitality industry as the first step in a process that evolves from the strategic to the tactical. Through case studies and real-life examples, you will gain an understanding of marketing's role in the organization as a strategic initiative, central to the organization's ability to identify and satisfy customers.

The course introduces the marketing process continuum. Discusses key value drivers for customers in the hospitality industry. Provides hands-on practice in conducting marketing research. You'll learn how to collect and interpret data, analyze customer behavior, and perform a SWOT analysis. This is the first stage in the development of a marketing plan that defines the organization's business strategy.

Price: \$985

Course Number: HOTEL02

Marketing Planning in the Hospitality Industry

How to reach customers and ensure that customers can reach you.

Key Topics:

- Identifying a target market and its needs
- Developing and refining product concepts to meet the needs of the target market
- Creating the appropriate marketing mix
- Developing successful sales and promotional strategies



Who should take this course?

Hospitality professionals who seek a better understanding of the elements of tactical marketing and the role it plays in making their operations more competitive.

Course objectives

This is the second course in a two-part series. This course teaches you how to design, develop, implement, and evaluate a comprehensive marketing plan. Through a course-long case study and numerous anecdotal examples, you will learn how to identify a target market and develop a marketing mix (involving product, price, promotion, and place) specific to that market and its particular needs. You'll investigate advertising, direct mail, public relations, and sales promotion strategies designed to reach and retain your target customers and increase your market share.

Segmenting markets and targeting customers is becoming increasingly vital to success in the hospitality industry. This course will help you determine market positioning and create an appropriate marketing plan. Make better decisions about marketing issues from pricing and advertising to menu design and guest-frequency programs.

Price: \$985

Course Number: HOTEL05

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Be sure to inquire about bulk purchase and group rates.

eCornell FAQ

What is the course schedule?	Enrollment is on a rolling basis. You can register at any time.
How long does each course	Courses take approximately 4 to 6 weeks to complete. You will have access to all course materials for two months.
Are eCornell courses the same as Cornell University School of Hotel Administration courses?	Yes. eCornell has taken Cornell's School of Hotel Administration course curriculums and adapted them for online participation. The online courses are developed by renowned Cornell Hotel School faculty.
Can I combine eCornell courses and on-campus courses?	Yes. eCornell online courses can be applied to the Cornell Hotel School's on-campus Professional Development Program (PDP). Two eCornell courses are equivalent to one on-campus PDP course. For information on PDP courses, please visit : http://hotelschool.cornell.edu/execed/pdp .
What happens after I register?	Very soon after you register, you will receive an email confirmation that includes details about your instructor, contents of the course, and some pre-course activities you'll want to participate in. You'll also receive a Welcome Kit that includes an instructional CD-ROM to help you get started. If you should ever have any questions, you can ask them online or call toll-free, 1-866-eCornell (1-866-326-7635), outside the U.S. call +1 646 735 3070, 9 a.m. - 5 p.m. (GMT - 5:00h).
How much time should I expect to devote to each course?	Each course requires approximately 15 hours to complete. You will have up to two months to access your course materials and complete assignments.
How do I interact with other course participants and receive feedback?	Courses offered through eCornell take advantage of the latest Internet collaborative technology to provide you with a dynamic learning environment. You'll have round the clock access to bulletin boards and forums that allow you to exchange information with both your mentor and the other students.
How is course information delivered?	Case studies and explanations are provided by on-screen videos and interactive presentations. You'll also be able to see, question, and follow-up on your course activities and exchange ideas about the course with your fellow students. All under the guidance of an assigned mentor, who is always available if you need help or to answer questions.
Do I have to use the same computer each time I log on?	No. One of the biggest advantages to the Cornell Hotel School courses through eCornell is the ability to access course content –including assignments, feedback, and bulletin boards – from any computer with an Internet connection, at any time of the day or night. Your password is your key, and we maintain state-of-the-art security measures to make sure your information and course-work are protected.
What if I have technical questions?	Even if you have limited Internet experience, you will find it easy and intuitive to navigate these courses. However, if you do have questions, we have specially-trained advisors ready to help by calling toll-free 1-866-eCornell, outside the U.S. call +1 607 330 3222, 9 a.m. - 5 p.m. U.S. Eastern Time (GMT - 5.00h) or email us at helpdesk@ecornell.com .
What if I have a question that isn't answered in this brochure?	Just ask. Call an enrollment counselor at 1-866-eCornell (1-866-326-7635), outside the U.S. call +1 646 735 3070, 9 a.m. - 5 p.m. U.S. Eastern Time (GMT - 5.00h) or email us at helpdesk@ecornell.com .



Florence Berger, Ph.D., is a professor at the Cornell School of Hotel Administration, where she teaches courses in human resources management, human relations skills, organizational development, and hospitality industry training. Her consulting clients include Marriott, Four Seasons Hotels, Hilton International, and Loews Hotels. Professor Berger has lectured worldwide on team building, creative management, and organizational change. Her numerous articles have appeared in leading industry publications. She is co-author of two management books for the hospitality industry, and co-author of two eCornell courses: *Managing People More Effectively* and *Managing Dynamic Teams*.



Judi Brownell, Ph.D., is a professor at the Cornell School of Hotel Administration, where she teaches organizational and managerial communication, and organizational behavior. Professor Brownell has designed and conducted training seminars for the hospitality industry focusing on such topics as effective listening, quality customer service, and teambuilding. She has also developed assessment centers for hospitality management development. Her current research includes identifying the key competencies for career advancement in the hospitality industry, communicating quality service standards in international environments, building trust in partnerships, and the mentoring practices of women executives. Professor Brownell has published over eighty articles and is the author of several texts. She is co-author of two eCornell courses: *Managing People More Effectively* and *Managing Dynamic Teams*.



Judy A. Siguaw, D.B.A., is an associate professor at the Cornell School of Hotel Administration, where she teaches marketing. Before coming to Cornell, she trained newly-hired sales representatives at General Foods Corporation. Dr. Siguaw has published over 35 academic journal articles and has addressed many domestic and international conferences. She is co-author of *American Lodging Excellence: The Key to Best Practices in the U.S. Lodging Industry*, and a forthcoming book on hospitality sales. Her research includes the areas of personal selling, sales management, channels of distribution, and marketing strategy. Dr. Siguaw is the author of two eCornell courses: *Marketing Analysis in the Hospitality Industry* and *Marketing Planning in the Hospitality Industry*.



Robert M. Chase, M.B.A., is a professor at the Cornell School of Hotel Administration, where over the last 40 years he has taught property management, information systems, accounting, finance, and business strategy. Professor Chase has developed several management “games” including the Cornell Hotel Administration Strategic Exercise and CHESS-I, a real time rooms management exercise. These are now used at numerous colleges, institutes and corporations, both domestically and internationally. He has enjoyed long associations with Hyatt, Inter-Continental Hotels, Westin Hotels and Resorts, and Hilton International. Professor Chase is author of two eCornell courses: *Principles of Financial Accounting in the Hospitality Industry* and *Managerial Accounting in Action*.

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