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# eCORNELL

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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.
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Certificate Program

Hotel Revenue Management
A five-course certificate series from Cornell University
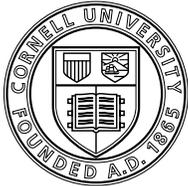
SHA531 **Introduction to Hotel Revenue Management**
SHA532 **Forecasting and Availability Controls in Hotel Revenue Management**
SHA533 **Pricing and Distribution Strategy in Hotel Revenue Management**
SHA534 **Overbooking Practices in Hotel Revenue Management**
SHA534 **Non-Traditional Applications of Hotel Revenue Management**

Interactive, rigorous, and relevant professional education from Cornell University

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.

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.

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.

Certificate Overview

Hospitality managers are charged with making strategic and proactive decisions to increase occupancy rates and total revenue for their properties. Applying a systematic process to such decision-making can increase their success. This five-course certificate series in hotel revenue management, developed by renowned revenue management expert Dr. Sheryl Kimes of Cornell's School of Hotel Administration, provides a holistic view of the application of revenue management concepts and practices to the hospitality industry.

The courses in this series focus on several high-impact drivers for maximizing revenue: forecasting and availability controls, pricing and distribution channel management, overbooking and group management, and non-traditional revenue management applications. Each course explores a topic in depth, with particular emphasis on the role of strategy in effective revenue management and the practical application of tools and techniques in the hospitality setting

*Participants who successfully complete all required courses in the series receive a **Certificate in Hotel Revenue Management** from Cornell University's School of Hotel Administration.*

Who Should Take This Certificate?

his certificate series is designed for hospitality managers, general managers, revenue managers, and other hospitality professionals responsible for the financial performance of their organization.

Certificate Information

To earn the Certificate in Hospitality Marketing, students must complete the following five courses:

- SHA531 **Introduction to Hotel Revenue Management**
- SHA532 **Forecasting and Availability Controls in Hotel Revenue Management**
- SHA533 **Pricing and Distribution Strategy in Hotel Revenue Management**
- SHA534 **Overbooking Practices in Hotel Revenue Management**
- SHA534 **Non-Traditional Applications of Hotel Revenue Management**

Accreditation

Participants who successfully complete the five courses in the series receive a Certificate in Hotel Revenue Management from Cornell University's School of Hotel Administration.

SHA531 Introduction to Hotel Revenue Management
880.00

Implementing a revenue management strategy can be one of the most important revenue-generating initiatives available to a hotel, significantly increasing room revenue and profits. This course provides an overview of revenue management applications to the hotel industry designed to inspire a strategic shift to managing revenue per available room (RevPAR).

Revenue management is a systematic process designed to increase revenue by selling the right room to the right person at the right time for the right price. In addition to evaluating different pricing models and applying duration-management strategies, this course provides a foundation for more advanced revenue management courses in forecasting, group management and overbooking, pricing strategy, and application of revenue management techniques to other hospitality-related industries including spas and athletic facilities.

Who Should Take This Course?
This course is designed for hospitality managers, general managers, revenue managers, and other hospitality professionals responsible for the financial performance of their organization.

Benefits to Learner
Participants who complete this course will be able to:
- Describe hotel revenue management and its benefits to the organization
- Discuss the strategic levers of hotel revenue management and how they can be manipulated to increase revenue
- Describe hotel revenue management in terms of its component parts and critical considerations
- Recommend non-traditional ways in which revenue management techniques can be applied to increase revenue in the hospitality industry

Certificate Information
This course can be applied to the following certificate:
- Certificate in Hotel Revenue Management

Authoring Faculty
Sheryl E. Kimes, Ph.D., Professor

Sponsoring School
Cornell University's School of Hotel Administration

SHA532 Forecasting and Availability Controls in Hotel Revenue Management
880.00

All successful revenue management strategies are based on the ability to forecast demand accurately and control room availability and length of stay.

This course explores the role of the forecast in a comprehensive revenue management strategy, including the selection of the best type of forecast and the impact of forecasting on other functions such as labor scheduling and purchasing. It presents a step-by-step approach to the mechanics of creating an accurate forecast. Participants learn how to build booking curves; account for "pick-up"; segment demand by market, group, and channel; and calculate error and account for its impact. The course also explores the impact of availability controls, including length-of-stay management, on revenue management and how they can be leveraged.

Participants use Microsoft Excel to practice forecasting and availability control techniques.

Who Should Take This Course?
This course is designed for hospitality managers, general managers, revenue managers, and other hospitality professionals responsible for the financial performance of their organization.

Benefits to Learner
Participants who complete this course will be able to:
- Explain the role of forecasting in hotel revenue management
- Create a forecast and measure its accuracy
- Apply length-of-stay controls to their hotel
- Manage availability and make rate recommendations based on demand patterns

Certificate Information
This course can be applied to the following certificate:
- Certificate in Hotel Revenue Management

Authoring Faculty
Sheryl E. Kimes, Ph.D., Professor

Sponsoring School
Cornell University's School of Hotel Administration

SHA533 Pricing and Distribution Strategy in Hotel Revenue Management
880.00

Pricing is one of the most powerful tools a hotel can use to increase revenue. This course teaches you how to set the right prices, develop rate fences (differentiate prices by customer type), and use multiple distribution channels to manage price more effectively. You'll learn about the impact of variable pricing and discounting on revenue management in the context of price elasticity, optimal price mix, perceived fairness, and congruence with positioning and sales strategies.

Channel management is an essential tool for controlling differentiated pricing, maintaining rate fences, and increasing revenue. You'll explore various approaches to managing distribution channels including direct sales, agencies, the Internet, and opaque pricing channels.

Finally, discussions of best practices and industry case studies help you extend and contextualize your learning experience.

Participants use Microsoft Excel to practice pricing and distribution-channel-management techniques.

Who Should Take This Course?
This course is designed for hospitality managers, general managers, revenue managers, and other hospitality professionals responsible for the financial performance of their organization.

Benefits to Learner
Participants who complete this course will be able to:
- Use variable pricing strategies to increase revenue
- Develop effective rate fences
- Manage prices using distribution channels

Certificate Information
This course can be applied to the following certificate:
- Certificate in Hotel Revenue Management

Authoring Faculty
Sheryl E. Kimes, Ph.D., Professor

Sponsoring School
Cornell University's School of Hotel Administration

SHA534 Overbooking Practices in Hotel Revenue Management
880.00

Businesses that accept reservations must cope with the problem of no-shows: customers who make a reservation but fail to honor it. Hotels can protect themselves from the revenue-losing no-shows and generate increased revenue by overbooking. This course teaches you how to strategically overbook and how to manage issues associated with overbooking, as well as how to evaluate groups and determine which rates to charge.

This course explores the components of a successful overbooking strategy including no-show forecasting, no-show rates, arrival uncertainty, pricing policies, and cancellation forecasts. It explores the risks of overbooking and presents strategies to minimize costs and mitigate customer impact.

To fully realize your property's revenue potential, you must be able to manag group reservations. This course teaches you how to create a group forecast and explores yieldable and non-yieldable business and incremental group costs and revenue opportunities. It introduces models to calculate displacement costs and contribution margins to determine which groups are most profitable.

Participants use Microsoft Excel to practice overbooking and group-management techniques.

Who Should Take This Course?
This course is designed for hospitality managers, general managers, revenue managers, and other hospitality professionals responsible for the financial performance of their organization.

Benefits to Learner
Participants who complete this course will be able to:
- Develop an overbooking approach
- Manage issues associated with overbooking
- Evaluate groups
- Determine appropriate group rates

Certificate Information
This course can be applied to the following certificate:
- Certificate in Hotel Revenue Management

Authoring Faculty
Sheryl E. Kimes, Ph.D., Professor

Sponsoring School
Cornell University's School of Hotel Administration

SHA535 Non-Traditional Applications of Hotel Revenue Management

880.00

Revenue management can be applied to any industry with relatively fixed capacity, time-variable demand, and perishable inventory. This course teaches you how to apply revenue management concepts and practices to hospitality-related industries such as restaurants, meeting spaces, spas, and golf facilities. You'll learn a step-by-step process to develop, implement, and monitor a revenue management strategy to maximize top-line revenue.

Who Should Take This Course?
This course is designed for hospitality managers, general managers, revenue managers, and other hospitality professionals responsible for the financial performance of their organization.

Benefits to Learner
Participants who complete this course will be able to:
- Refine the practice of revenue management to include other aspects of the hotel industry
- Extend the practice of revenue management to other industries
- Lead a revenue management effort, from gathering baseline data to monitoring results post-implementation

Certificate Information
This course can be applied to the following certificate:
- Certificate in Hotel Revenue Management

Authoring Faculty
Sheryl E. Kimes, Ph.D., Professor

Sponsoring School
Cornell University's School of Hotel Administration