Welcome to eCornell. Each student who has been admitted into the Master of Management in Hospitality (MMH) degree program at the School of Hotel Administration, Cornell University, must first successfully complete six non-credit online courses through eCornell before attending the MMH program in May 2016. The goals of these courses are:

1. **Academic.**
   The courses, designed by the SHA faculty, will provide you with a foundation for the four core courses taught in the Summer Semester I block. The Semester I core is the qualitative “tool kit” that you will use during the MMH program. Be prepared to use the information from the online courses the first day of class.

2. **Social.**
   You will get to know your new classmates through the online forums in the pre-courses. This interaction prior to your arrival in Ithaca will help ease your transition to life at Cornell.

**Directions:**

- We will register each student in the six required course modules. You receive an email with a link to the eCornell system when that happens containing a user name and password which will allow you to access your eCornell account.

- You may begin the on-line courses on or after Monday, February 6, 2017. **You will not be able to access the eCornell system before this date.**

- After initially logging into the eCornell system, you will be able to change and customize the password on your account. Please also update any address information (where indicated) and provide a secondary email address, if possible.

- **Please begin work on the pre-courses as soon as possible as each course takes an average of six hours to complete.** The courses will be available from Monday, February 6, 2017 through Monday, May 8, 2017. There are **absolutely no course extensions available in the eCornell system beyond 8:00 a.m. (EST) on May 8, 2017; as of that date and time the courses will be closed.** The majority of students complete the courses by the end of April to ensure successful completion prior to the beginning of MMH Orientation.

- At the end of each module you will have two chances to pass the final exam. If you are not successful, you will need to petition us by email to take the exam a third time.

- **If you do not pass the final exams for all six course modules, you will not be permitted to commence Orientation or the MMH program.**
We strongly recommend that you complete the lower numbered courses before completing the higher numbered courses, (i.e. take HAME 507 MMH, then HAME 508 MMH, or take HAME 513 MMH, then take HAME 514, and so on) because the higher numbered courses build on the lower numbered courses. Here is a description of what each course cluster covers:

1: HAME507MMH Mastering the Time-Value of Money
2: HAME508MMH Making Capital Investment Decisions
Using timelines and cash-flow calculations, these two modules will teach you to project cash flow, calculate payments, establish the value of securities and investments, and determine when it is more cost-effective to lease or to buy. You will learn six capital-budgeting rules for making sound project-investment decisions, examine how these six rules differ from one another, and learn which rules are most appropriate when.

3: HAME513MMH Understanding Financial Statements
4: HAME514MMH Using Ratio Analysis to Evaluate Financial Performance
These two modules will teach you how to read and interpret income statements, cash-flow statements, and balance sheets and thus gain a solid foundation for more advanced analysis of a firm's financial performance. You also will learn to use ratio-analysis instruments. The course addresses how financial-health information can be used as a foundation on which to design and implement initiatives for increased productivity and profitability.

5: HAME515MMH Data Gathering and Analysis in the Hospitality Industry
6: HAME516MMH Statistical Decision Making for Hospitality Managers
Good managers understand how to use numbers to help solve managerial problems. These hands-on modules cover statistical concepts including descriptive statistics, probability, sampling, and correlation and regression.

The course content will become available again on May 31, 2017 for your use until August 30, 2017.