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HR professionals emphasise need for standard HR metrics language at CNI HR Thought Leaders Roundtable 2007

Co-sponsored by Howarth Asia Pacific and TTG Asia, the forum brought together an exclusive group of senior HR executives and faculty members from CNI and NBS

Cornell-Nanyang Institute of Hospitality Management (CNI) held its second annual CNI Thought Leaders in Human Resources Roundtable on 24 and 25 May 2007, to discuss key considerations in “Strategic HR as Competitive Business Advantage”. A major takeaway derived from the Roundtable was the agreement that a set of HR metrics was necessary to demonstrate that HR initiatives impact the financial bottom line.

The forum recognised that the lack of such metrics results in a lack of clear measures and a common language for HR, thereby inhibiting effective communications with senior management. Another fundamental issue discussed was how HR can help successful organizations further distinguish themselves from their competitors. The experts also shared their views on other challenges such as HR’s strategic contributions and competencies, including pertinent issues such as employee recruitment and retention, and lack of industry innovation.

Professor Judy Siguaw, Dean of CNI, said, “The CNI Thought Leaders in Human Resources roundtable highlighted interesting challenges faced by senior HR executives. Most importantly, this forum emphasised the need for HR metrics that can provide the basis for a common HR language that is readily understandable and appreciated by CEOs and CFOs. Such metrics would provide the HR link to the bottom line that is so badly needed.”

The CNI HR Thought Leaders Roundtable 2007 forum brought together an exclusive group of senior HR executives, representing all the key businesses in Asia’s hospitality industry, as well as faculty members of Cornell University’s School of Hotel Administration and the Nanyang Business School. The event provided participants with opportunities to interact with industry peers, faculty experts, consultants and graduate students from CNI.
The roundtable was also a good opportunity for CNI’s Master of Management in Hospitality (MMH) students to network with industry professionals, and gain insights on employment and career success in the hotel industry. The industry professionals provided career guidance for CNI’s MMH students, by sharing their vast experience and in-depth knowledge of the hospitality industry.

Mr. Osman Khawaja, CNI’s MMH student and a participant of the forum, said, “As a student interested in HR, the CNI Human Resources roundtable was a unique chance to interact with HR leaders of this industry. The sharing of best practices at the roundtable provided me with a real interesting insight into what leading hospitality companies are doing to tackle the HR challenges.”

Other CNI Roundtable series that are held annually include entrepreneurship, marketing and real estate finance and investment.

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About Nanyang Technological University

Nanyang Technological University (NTU) is a research-intensive university with globally acknowledged strengths in science and engineering. The university is located in a garden campus in western Singapore, tracing its roots back to 1955.

NTU has 4 colleges comprising 12 schools. The College of Engineering comprises six schools focused on technology and innovation. Its research output ranks among the top four in the world. The College of Science pushes the boundaries of Singapore’s life sciences initiatives. The Nanyang Business School (the College of Business) offers one of the world’s top 100 MBA programmes. The College of Humanities and Arts boasts Singapore’s first professional art school offering degree courses in art, design and interactive digital media, the Humanities and Social Science School, and the Wee Kim Wee School of Communication and Information, a top journalism and media school in Asia.

The 13th school, S Rajaratnam School of International Studies, will be inaugurated in 2007. An important component of this autonomous school is the Institute of Defence and Strategic Studies, long recognised as a world authority on strategic studies and terrorism.

NTU is also home to the internationally-acclaimed National Institute of Education, Singapore’s only teacher-training institute.

NTU has in place multi-country programmes and initiatives with established institutions worldwide. Key partners include MIT, Stanford University, Cornell University, Caltech, University of Washington, Georgia Institute of Technology, Carnegie Mellon University in USA, Peking University, Shanghai Jiaotong University, Waseda University, Indian Institute
of Technology in Asia, Cambridge University, Imperial College and Swiss Federal Institute of Technology in Europe.

For more information, visit [www.ntu.edu.sg](http://www.ntu.edu.sg)

**About Cornell-Nanyang Institute of Hospitality Management**

The Cornell-Nanyang Institute of Hospitality Management (CNI), a partnership between Cornell University's School of Hotel Administration and Nanyang Technological University's Business School, offers a joint degree in Masters of Management in Hospitality (M.M.H.). The M.M.H. degree is equivalent to a M.B.A.

CNI is housed at the Nanyang Business School in the NTU campus in Singapore. In the course of a twelve month intensive program, students will spend six months in Singapore and six months in Ithaca, New York.

The innovative learning experience at CNI is led by world-renowned faculty from Cornell and NTU and key industry leaders who serve as a valuable resource for insights on cutting-edge developments in the field. For more information, visit [www.cni.ntu.edu.sg](http://www.cni.ntu.edu.sg)