

Hospitality Leadership

Hospitality leadership involves you in every aspect of your business' many moving parts. From the front of the house to the back, you need a firm grasp on finance, marketing, and managing employees. Manage a successful, world-class operation with a foundation in essential industry best practices with skills and a certificate from University of Guelph and Cornell's School of Hotel Administration program.

For the Online program, you will choose from four elective tracks. The three core courses cover interpreting and using financial statements, leading people, and hospitality marketing. The track you choose gives you two elective courses that provide additional emphasis on financial management, foodservice, marketing or revenue management.

Participants who successfully complete the five courses and the 3-day onsite workshop in this program receive a Hospitality Leadership Certificate from University of Guelph and the School of Hotel Administration at Cornell University.



Who Should Enroll

Students who enroll in this program are F&B managers, front office supervisors, guest services managers, operations managers, general managers, room controllers, property owner/operators, and those who are transitioning into the hospitality field.

Inside the Online Program

- The online courses begin every 2 weeks, so you can start whenever you're ready. You can take the courses back to back or take time off between your courses.
- Students spend approximately 6-8 hours on each online course.
- Lectures, text transcripts, readings, discussions, and projects are accessible 24 hours a day for three weeks each.
- The online courses include multiple choice quizzes and instructor-moderated discussions. A final project is required for each course, allowing you to practice what you've learned in a real-world context.
- Expect plenty of opportunities for collaboration and networking with fellow participants both during and after your online courses.

Inside the 3-day Workshop

Understanding yourself as a leader of others is a prerequisite for your success. Through experiential activities, personal assessments, and interactive feedback, the workshop will enhance your understanding of your individualized, leadership styles and will strengthen your ability to lead others in your hospitality organizations.

You will obtain key insights into your unique leadership styles. You will learn how to overcome any blockages that are impeding your ability to effectively lead and manage others. In addition, you will strengthen your ability to motivate all types of employees.

Topics Include:

- Tapping into your personalized leadership style, including your emotional intelligence
- How to motivate both outstanding and challenging employees to higher levels of performance
- Leveraging the best parts of conflict
- Creating a values-driven culture
- Your leadership brand

To register today, visit the
University of Guelph website
www.uoguelph.ca/business/hospitality-leadership-certificate

Hospitality Leadership

Core Courses Include:

Leading Collaborative Teams

Based on the research and expertise of Professor Kate Walsh, Ph.D. of Cornell University's School of Hotel Administration, this course will teach you how to diagnose your team needs, set expectations for development, find how to utilize conflict to augment change, and build team autonomy. Using tools provided in this course, you will assess the roles and functions of your team members, define your team's purpose, and evaluate your leadership style. You will also identify your personal leadership brand and values, examine group decision-making, and explore team collaboration - including virtual teams.

Upcoming sections:

- March 21 - April 3
- April 18 - May 1
- May 16 - May 29
- June 13 - June 26

Services Marketing Planning and Management

Services marketing is often viewed in terms of its outcomes, such as advertisements and sales promotions. But services marketing is actually an analytic process. In this course, you will analyze modern service-centric marketing: the frameworks, tools, decision factors, and strategies that support marketing decisions.

Upcoming sections:

- March 28 - April 10
- April 25 - May 8
- May 23 - June 5
- June 20 - July 3

Understanding Financial Statements

Every company's finance function keeps detailed records of the daily transactions involved in the running of the organization. Periodically, they create reports that allow management, stakeholders, and regulating authorities to have insight into the financial health of the firm. As a manager, you need to understand both the metrics that are reported in income statements, balance sheets, and cash flow statements and how they relate to each other. You

also need to understand how comparing numbers across your company, the industry, and from year to year can help you assess the overall financial performance of the firm. Financial statements are documents, and this course emphasizes your ability to read, parse, and analyze them. The in-depth review of sample case studies in this course will provide you with the tools you need to examine your own organization's reports. As you make budgeting and investment decisions, your knowledge of how vital financial markers indicate relative health in the organization will help drive initiatives to meet your company's financial goals.

Upcoming sections:

- March 14 - March 27
- April 25 - May 8
- May 23 - June 5
- June 20 - July 3

Electives Include

Focus on Financial Management

Mastering the Time Value of Money

In today's competitive business world, managers are charged with making many project-related decisions, often involving costs or revenues that will be encountered some time in the future. In this course, participants develop a solid understanding of the time value of money to prepare them to make smart business decisions. Using timelines and cash-flow calculations they will learn 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.

Using Ratio Analysis to Evaluate Financial Performance

The ability of an organization to analyze its financial position is essential for improving its competitive position in the marketplace. Through a careful analysis of its financial performance, the organization can identify opportunities to improve performance at the department, unit, or organizational level.

Hospitality Leadership

In this course, participants will learn to use several ratio analysis instruments to achieve a comprehensive understanding of a firm's financial performance. The course then addresses how this financial health information can be used as a foundation upon which to design and implement initiatives for increased productivity and profitability.

Focus on Advanced Revenue Management **Price and Inventory Controls**

Technology- and Internet-savvy consumer behaviors have fundamentally changed the way in which revenue is managed. This online course encourages those schooled or experienced in traditional revenue management to elevate and fine-tune their approach to price manipulation, length of stay, and demand and availability control. This curriculum will prepare students to succeed in this new, highly competitive hospitality landscape.

Participants will investigate individual cases and strategies used by the world's top airlines, casinos, hotels and car rental businesses. They will learn how these top companies optimize their price setting and inventory control measures to generate maximum profit and minimize systematic inefficiencies.

Whether preparing to create a proprietary revenue management system or use a commercially available revenue management system, the principles and techniques learned in this course will serve as a foundation for the Advanced Revenue Management.

Price Sensitivity and Pricing Decisions

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

Participants will learn to measure demand sensitivity to price changes, measure the overall impact and even analyze and improve upon their competitors' strategies. See how pricing strategies in economic declines can bring volatility and bring about a "price

war" situation, like that of the airline industry. This course also provides the tools to conduct a break-even analysis, which is used to determine a baseline volume and price that will generate positive revenue.

Closely aligned with the break-even analysis is the concept of price elasticity, which is the measurement of change in demand as it relates to a change in price. By measuring demand sensitivity, running a break-even analyses and forecasting price elasticity participants will be able to develop a measured, data-driven approach to pricing strategy geared toward positive revenue generation and sustained profitability for their operation.

Focus on Services Marketing

Building a Resilient Services Marketing Information System

Services marketing efforts depend on information. Without relevant information, one risks wasting marketing resources targeting the wrong markets with products they don't want, at prices they won't pay, and using communications they won't find compelling. An effective services marketing information system captures, organizes, analyses, and interprets data from a wide variety of sources to create a robust portrait of the ideal customers for one's service, and the marketing offer that will best satisfy them. With the ideal buyer in mind, one can target that buyer with high-impact messages that share the organization's brand promise and entice them to purchase the service.

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

This course provides a grounding in brand management and focuses on the importance of identifying and establishing "brand promise"—the experience guests take away from engaging with a brand as the basis of new media management. Participants will experience the challenges involved in maintaining their brand's promise across a growing array of new media channels. They will be exposed to sound marketing concepts, advice from industry experts, and actual experience with new

Hospitality Leadership

media in exercises and simulations. Participants will then take what they have learned and apply it to their existing marketing efforts based on industry best practices and time-tested frameworks for profitable marketing.

Focus on Food, Beverage & Restaurant Management

The Business of Food & Beverage Operations

A food and beverage operation cannot survive failure of financial management. Even so, the financial side of managing a food and beverage operation business often doesn't get the attention it deserves.

Understanding and managing your food and beverage operation's income statement (profit and loss statement) provides you with the insight you need to make good decisions and optimize your food and beverage operation's success.

This course will teach you how to create an income statement that properly records the information that is critical to your specific type of restaurant, catch issues that can have a positive or negative impact on your operation and analyze your financial and performance information to identify, implement, and evaluate improvement solutions.

Optimizing the Effectiveness of Your Menu

Your menu does much more than inform guests about what you offer. It helps to create and communicate your food and beverage operation's identity, and influences your guests choices. This course will enable you to evaluate menus and identify changes that will optimize the value and profitability of your food and beverage operation. You will learn how to identify the key inputs that impact menu decisions, how to evaluate a menu's content and assess a menu's pricing and design.