

Hospitality & Tourism Management
Executive Education Certificate

1) Management Competencies for Hospitality Success

This is a self-development session with focused attention on becoming a better supervisor and leader. It is HR-related and features a discussion surrounding the topic of job competencies.

This session provides an overview of empirical-based research studies on competencies important for hospitality management success. Specific attention will be given to core competencies common across multiple lodging career tracks (i.e. front office operations, food & beverage and sales & marketing). Covered also will be the life cycle of competencies starting from entry-level management through to senior-level executive positions. Other influencers of success including personal antecedents of intrinsic attributes, personal character, strategic positioning and professional education will be reviewed. Highlighted will be management philosophies embraced by successful hospitality leaders, as well as popular employee retention practices of local lodging organizations. The session will conclude with a summary of knowledge sources for hospitality management professionals and strategic tips for career success. Class exercises will include an “Intern Requisite & Exit Competencies Challenge”, “Self-Assessment of Professional Competencies” and “Best Organizational Practices Contest”.

2) The Law & You as a Hospitality Supervisor

The legal portion addresses the following:

In this session we discuss issues of employment discrimination; appropriate and inappropriate questions to ask at interviews and in hiring; rights and obligations with regard to guest property left or abandoned in room or common areas; legal issues related to guaranteed reservations of guests; issues related to guest reservations made through Online Travel Agents(OTA's) that might not be forwarded to hotel; full disclosure of all fees both in advertisements and website; actual case studies are used throughout the program and audience participation is encouraged. The issue of hotel taxes and OTA's will also be briefly discussed including the current status of litigation on that issue in Florida and other jurisdictions. And, in general a presentation of how day-to-day supervisors and managers should consider the legal ramifications in all they do without having a law degree in hand.

3) Meetings & Events Management for the Hospitality Professional

Students learn about the importance of this market segment to the overall success of their property. We begin with a brief overview of how the Meetings & Events segment has evolved into high profile, highly sought after business, and by examining the balance with the property's other market segments; students learn how to understand patterns and cycles, and we review the various types of meetings and events, determining the benefits of each, and learn how to evaluate opportunities in order to focus on those that are the best fit for a property. Next, we discuss processes including brand and property sales and marketing strategies, the planner's site selection process, proposals, site inspections, tastings, and contract negotiations. We review the planning and execution of meetings and events from the perspective of the planner and of the property, and cover meetings, documents, and communications that ensure success. We examine methodologies to measure ROI and review the factors that contribute to the success or failure of a meeting or event. The day concludes with a brief overview of current hot topics in the Meetings & Events arena, and a discussion about how one could move into a hospitality career path in the segments of Sales, Catering, or Event Management.

4) Basics of Hospitality Marketing and Revenue Management

The main topics in this section will survey marketing practices and revenue management highlights that are unique to the hospitality industry, primarily hotels, and useful for supervisors to be familiar with. These topics include:

Marketing: In the Hospitality Industry; Understanding the role and importance of Marketing in Hospitality Businesses – hotel focus.

Economics: Micro and Macro; Identify Economic challenges and issues faced by hospitality marketers.

Service: Is the Customer Always Right; Develop a service perspective of hospitality marketing and how to identify service inspired team members; instead of pure guest service covered elsewhere, this is more of a “matching your market segments to the product your portray” and making the experience authentic.

Revenue Management: Pick Your “BAR” Wisely; Identify pricing strategies and apply the elements of pricing to your particular hotel or resort and why supervisors should be prepared to management differently based upon different BARs throughout the year.

E-Commerce: Key Words to Social Media. How the hospitality industry is using the Internet to maintain a leadership position.

5) Analyzing Performance for Hospitality Supervisors, Managers, and Leaders

This session aims to introduce participants to fundamentals of financial statements, financial analysis and performance measurement in hotel organizations. The session begins with a brief introduction to components of the income statement. Participants are introduced to various sources of revenues, types of expenses, and profit levels. As a next step, attendees will explore the basics of financial analysis. Namely, these include: horizontal analysis, vertical analysis and ratio analysis. Key financial measures such as RevPAR, occupancy rate, ADR, labor cost percentage, and food cost percentage are discussed in detail. In addition, attendees learn the fundamentals of operations forecasting and budgeting. Actual budgets of local hotels are used to reinforce learning among students.

The second part of the session offers a holistic perspective of performance analysis by describing the causal relationship between employee retention, customer satisfaction and profitability. In addition, this session incorporates a tool – the Balanced Score Card (BSC) - that considers not only financial, but also non-financial performance measures for today’s hospitality supervisors, managers, and leaders. The BSC helps participants discover how employee satisfaction drives guest satisfaction which, in turn, improves financial performance. The culmination point of this session takes place when students develop a BSC and discuss a key measure that they use in their present position.

6) Excellence in Guest Service – It’s All About Our Guests

This section is, quite simply, 6 hours dedicated to everything we do through the eyes of the guest. The participants are removed from all their pre-existing thinking styles, prejudiced, and guest incidents in memory and are completely refreshed with seeing and thinking and doing EVERY part of their role through the eyes of the guest.

Data is shared throughout the day incorporating how important it is to measure everything we do through the guest feedback angle and remember, continuously, to improve what we do (a quality improvement plan) all based 100% on what the guests tell us is their “reality”. The mantra that guest perception is reality is enhanced through readings, exercises, and videos.

At the end of the day, participants leave refreshed, energized, and refocused on caring 100% for their guests and on maintaining and changing business practices and procedures based on what our guests tell us. The attendees also see the financial value of operating in this manner and “shed” some of the pre-conceived negative notions and beliefs about guests who are “always out to beat the hospitality operator”.