ADVANCED CERTIFICATION IN OPERATIONS ANALYSIS

Designed to expose hotel and restaurant managers to sophisticated tools for decision making and planning. Data-focused information gathering and analysis provide participants the opportunity for precision and clarity in people-driven service businesses. Upon completion, participants will have learned critical techniques and processes for managing hotel and restaurant operations. Participants will also have gained a sense of how their businesses are managing operations compared to other organizations.

Required Courses:

**Product and Process Innovation in the Hospitality Industry**
June 24-26, Course Instructor: Rohit Verma

The purpose of this course is to provide the participants with an understanding of the state-of-the-art tools and techniques for effective product and service innovation in a competitive and dynamic marketplace.

*Topics include:*
- Why it is necessary to invest in product and service innovation
- State-of-the-art techniques for understanding customer choices
- Contemporary topics in product development such as Blue Ocean Strategy, radical and disruptive innovation, mass customization, time-based competition, and concurrent engineering
- Tools for effectively developing new products and services such as quality function deployment, reliability analysis, and principles of robust design

**Project Management for the Hospitality Industry**
June 27-29, Course Instructor: Rohit Verma

Discuss the concepts and techniques for effective project management within the context of hospitality businesses using case studies, readings, class discussions, and a series of hands-on exercises and demonstrations.

*Topics include:*
- The unique aspects of projects in hospitality businesses
- The managerial concepts associated with different phases of projects
- Critical and necessary skills for a project manager
- Project-management techniques such as work breakdown structure, Gantt chart, critical path analysis, program evaluation and review technique, cost- and time-tradeoff analysis, and resource and risk management

**Operations Analysis for the Hospitality Industry**
July 1-3, Course Instructor: Gary Thompson

Learn the key concepts in operations analysis and understand how these concepts can be used to improve profitability. Develop conceptual and quantitative skills for dealing with the key issues in the management of hospitality operations.

*Topics include:*
- Bottlenecks—identifying where they are and where they should be
- Managing bottleneck operations—the key to a profitable business
- Performing quick-and-dirty capacity analyses
- Calculating operations capabilities
- Calculating the cost of having customers wait for service
- Predicting and managing waiting lines
- The effect of variability on operations and how it can be reduced
- Designing quality into a service system
- Lean services

**Decision Analytics for Driving Hospitality Profits**
July 4-6, Course Instructor: Gary Thompson

Participants will develop insights into their own decision making and into the quality of decisions made in their firms. They will learn how to make better and more profitable decisions.

*Topics include:*
- The importance of choosing the right measures of performance
- Why random outcomes (i.e., chance) matter(s)
- Managerial discretion in decision making
- Managing risk, maximizing rewards
- Software for decision making
- Using Excel® for decision modeling
- How decisions go bad
- Tracking the quality of decisions
- Methods for identifying the best decisions across operating units
- Participants’ challenges and successes in decision making