Intended for both non-financial managers and seasoned financial professionals who need to deliver measurable results to the bottom line and make effective business decisions. This series includes a combination of finance and accounting topics and enables participants to interpret financial information, assess the costs and benefits of business decisions, and communicate operational and financial strategies. Upon completion, participants will be prepared to effectively communicate and discuss project and investment alternatives with the organization’s financial managers.

Required Courses:

**Hospitality Financial Management: Operations Decision Making**
June 26 - 28, 2017 Course Instructor: Michael Flannery
Examine managerial accounting tools and learn how they relate to the decision-making process. Emphasis will be on communicating and interpreting financial data from a general manager's perspective. Common terminology used by owners, operators and others involved in the development process will be defined and incorporated in an operational analysis.

Topics Include:
- Understanding the Uniform System of Accounts for hotels and restaurants; revenue-and-expense tracking to ensure reporting accuracy.
- Using operational and capital-expenditure budgeting.
- Using ratio and comparative analysis of operations through industry and competitive-set statistics.
- Understanding cost/volume/profit (CVP) analysis to evaluate operating alternatives.

**Driving Profit: Putting Financial Resources to Work**
June 29 - July 1, 2017 Course Instructor: Linda Canina
Using project and case analysis, this course will give you an understanding of the key financial management tools and techniques required to estimate the impact of your strategies and decisions on cash flows.

Topics Include:
- Understanding the role of finance in supporting the functional areas of a firm.
- Making sound financial forecasts by examining the ratios of cash-flow measures of the department as well as the company.
- Utilizing the analytical skills and the principles of cash flow computation and forecasting.
- Evaluating the effectiveness of a company's strategy in improving departmental and company level cash flows as well as operating and investing performance.
- Proforma financial statements.
- Sensitivity analysis.

**Driving Profit through Capital Budgeting, Financing, and Payout Decisions**
July 3 - 5, 2017 Course Instructor: Steve Carvell
Through projects and case analysis, this course will give you the opportunity to implement financial management project analysis, investment, financing and payout decision tools, and techniques that are critical in managerial decision making.

Topics Include:
- Understanding how the economic outcomes of managerial decisions are reflected in your organization’s financial reports.
- Pro-forma financial statements.
- Evaluating projects and the impact of decisions using alternative investment criteria.
- The impact of investment, financing and payout decisions on value.
- The impact of payout policy on external financing and capital budgeting.

**Strategic Financial Management for Hotels**
July 6 - 8, 2017 Course Instructor: Steve Carvell
Learn how best to measure financial performance and value creation for hotels and how companies connect these metrics with the hotel’s strategic goals and its managers’ performance.

Topics Include:
- Understanding how value is created by a hotel in a competitive market.
- Identifying specific strategies that can enhance profitability and value in the hotel.
- Improving financial performance by maximizing the use of working capital and long-term assets.
- Assessing the value of the hotel’s revenue management results from the owner’s perspective.
- Identifying specific cost-saving strategies for hotels to create value.
- Assessing the value of outsourcing and insourcing.