Designed for individuals who wish to develop a solid foundation of hospitality management concepts and skills. Participants gain essential management skills in the areas of marketing, leadership, finance, and foodservice management, helping managers succeed and progress in their organization.

Required Course:

**Hospitality Financial Management: Operations Decision Making**  
June 25 - 27, 2018 Course Instructor: Mary MacAusland

Learn how to use financial statement analysis tools to increase profitability within your operation. Learn techniques to make more strategic operational decisions about costs, volume, profit and pricing, as well as how to best manage operating and capital budgets. Managerial accounting tools will also be explained, examined, and applied as they relate to the decision-making process within the organization. Emphasis will be on communicating and interpreting revenue and cost data from a General Manager’s perspective.

Select TWO of the following courses:

**Marketing Management**  
June 25 - 27, 2018 Course Instructor: Helen Chun

Understand key marketing-management concepts and principles, learn a disciplined approach to the analysis and management of hospitality-marketing challenges, apply the ideas, concepts, and principles to develop innovative and profitable strategies and programs.

**Essential Skills for Leadership**  
July 5 - 7, 2018 Course Instructor: Kate Walsh

Through experiential activities, personal assessments, and interactive feedback, this course will enhance participants’ understanding of their own individualized, leadership styles and strengthen their abilities to lead others in their hospitality organizations.

**Building the Human Capital Base: Essential Human-Resources Practices for Managers**  
July 5 - 7, 2018 Course Instructor: Bruce Tracey

Learn how to manage the most expensive and arguably most important organizational resource: human capital. The course will focus on a number of “best practices” for staffing, training and development, performance management, incentive systems and related HR practices that can be used to enhance functional effectiveness and improve firm performance in a wide variety of hospitality settings.

**Sustainable Hospitality Operations and Management**  
July 2 - 4, 2018 Course Instructor: Jeanne Varney

Learn the strategies and tactics for sustainable hotel and restaurant operations. Discuss a broad range of triple-bottom-line issues and solutions that every hospitality operation can implement in areas including energy, water and waste saving tactics (and carbon footprint reduction), sustainable food and beverage strategies, green events, global green certifications, community engagement activities, and more. By the end of the class, participants will be able to speak conversantly about the overriding issues related to environmental management of hospitality venues and be equipped to implement sustainable principles, practices and policies pertaining to any business in the hospitality industry.

**Managing Diversity and Inclusion to Drive Organizational Success**  
July 2 - 4, 2018 Course Instructor: Susan Fleming

Understand the ways in which stereotypes and biases limit both individual and organizational performance. Learn how to become a more inclusive leader, and how to create a team culture and climate that celebrates and exploits diversity for the benefit of all.
Select ONE of the following courses:

**Essentials of Foodservice Management**  
June 28 - 30, 2018 Course Instructors: Alex Susskind, Cheryl Stanley

This course presents the basics of profitable foodservice management applicable in hotels, restaurants, resorts, and catering outlets, with a shared emphasis on tactical and strategic issues.

**Beverage Management**  
July 2 - 4, 2018 Course Instructors: Cheryl Stanley, Douglass Miller

Understand the different beverage categories and how they can impact their overall operation. Product evaluations will be conducted throughout the course with the focus on determining value and quality. The course material will be on the selection, costing/pricing, service, control, and sale of the beverages appropriate for the individual market.