Certification in Strategic Management

Intended primarily for middle and upper-level managers who wish to strengthen their understanding of and their ability to contribute to the organization’s strategic objectives. Also of interest to managers and directors who have direct responsibility for the design and implementation of corporate strategy. Participants will prepare themselves for financial, marketing and leadership functions that entail significant strategic responsibility.

Required Courses:

Strategic Hospitality Management
June 24 - 26, 2019 Instructor: Cathy Enz
Good strategy creation and execution are the key ingredients in a firm’s recipe for success. This course focuses on how managers can guide their hotels in the formulation, implementation, and evaluation of strategies. Our goal is to develop a mastery of the analytical tools to perform analyses of the industry and competitors. Attention is given to strategies for building competitive advantage and generating superior value for customers. Readings and lectures are essential to provide foundation. In addition, effective strategic decision making requires learning by active problem solving; hence, our emphasis will be on translating concepts into action through the case method.

Topics Include:
- The strategic-management process
- Strategic planning and thinking
- Analyzing the industry and key stakeholders
- Competitor analysis and strategic groups
- Developing competitive advantage and the value chain
- Understanding how to identify the key environmental influences that impact a firm and how to respond to these influences

Innovation and Change Management
June 27 - 29, 2019 Instructor: Cathy Enz
This course is about strategic innovation, change and the designing of effective management practices. Innovation involves taking new knowledge and turning it into new products, processes, services or business models. How successful an organization is in doing so depends on its ability to recognize important opportunities and change while maintaining and exploiting the existing business simultaneously. Hence, to innovate is to change and becoming an effective manager of change is the focus of this course. We will explore the challenges and trends that are driving change, discuss the variety of innovation types available to firms, and explore the process of diffusing innovation.

Topics Include:
- Origins and sources of innovation
- Idea generation, types of innovation and the value of lead users
- Disruption and change
- Business model innovation
- Selling and exploiting innovation
- Building a change management process
- Handling resistance to change

Strategic Financial Management for Hotels
July 4 - 6, 2019 Instructor: Steve Carvell
This course will help hotel managers bridge the gap between business strategy and operational performance. The course focuses on value creation from the perspective of the hotel operator with the expectation that getting the most value out of the individual business units will, over time, aid in the company's goal of value maximization. Considerable time is also spent understanding and managing the natural agency conflicts that exist between stakeholders in the hotel.

Topics Include:
- Understanding how value is created by a hotel in a competitive market
- Measuring performance and value from the operator and connecting it to the hotel owner’s value
- Identifying how we assess whether investments made in the hotel create value for the hotel’s owner
- 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 in a competitive hotel market
- Assessing the value of outsourcing and in-sourcing in the hotel industry
- Assessing the value of the hotel’s revenue management results from the owner’s perspective
- Improving value from space reallocation in the hotel
- Understanding how to allocate resources within the hotel to maximize value
- Identifying specific cost-saving strategies for hotels to create value

https://sha.cornell.edu/execed/pdpstratman
Select ONE of the Following Courses:

Women in Hospitality Leadership: Navigating the Labyrinth to the Top
July 1 - 3, 2019 Instructor: Susan Fleming

During this intensive and highly interactive course, the instructor will draw on the latest academic research and her 25+ years of experience as an analyst, investor, and corporate director, to explore the current state of empirical evidence about the status of women as leaders, investigate the barriers that have made it more difficult for women to reach the top of the hospitality industry, and consider ways in which individuals can overcome them. Participants will complete the course feeling more empowered and knowledgeable about when and why gender matters in organizational advancement; will have thought more deeply about their own biases about themselves and others; and will have developed a toolkit of useful skills, strategies, and approaches for effectively managing their path to leadership and reducing gender inequality within the organizations in which they work and lead.

Topics Include:

- The current state of women in hospitality leadership and beyond
- The business case for gender diversity: Understanding how gender bias prevents leaders from tapping the full potential of their teams, and the organizational benefits of eliminating it
- Navigating the “double bind” dilemma facing women seeking leadership
- Identifying and overcoming the gendered power and status dynamics that limit women’s influence and advancement
- Negotiating effectively as a woman – both for yourself and your organization
- How to lead authentically and with executive presence as a woman
- Developing and maintaining mentoring and sponsorship networks to increase influence and opportunities.
- Handling “sticky” situations commonly encountered by women working in a male-dominated world

Strategic Marketing for Hotels and Restaurants
July 1 - 3, 2019 Instructor: Robert Kwortnik

This course offers participants innovative and practical approaches for addressing strategic marketing challenges to improve revenue, profit, and customer loyalty. Through class discussions, case studies, and real-world examples, learn the latest applications of strategic thinking and analysis to marketing challenges facing the hospitality industry. Case studies and examples will be drawn from hotels, restaurants, and other world-class hospitality firms worldwide.

Topics Include:

- Concepts of strategy and strategic planning, and how both guide all marketing decisions.
- How to understand consumer research that is the foundation of strategy development.
- The different marketing activities firms undertake and how these can be used to influence the building blocks of competitive advantage to increase profitability.
- Corporate strategy initiatives used to refine and expand the brand.
- The emerging role of customer experience management for designing and implementing brand strategy.
- Communicating the brand promise through integrated services marketing communications.
- Evolving marketing media—search, social, and mobile—and how these areas are affecting consumer choice and marketing strategy

Strategic Leadership
July 1 - 3, 2019 Instructor: Tony Simons

Growing uncertainty, increasing competition, and rising customer demands have intensified the pressure on companies around the globe to provide exceptional service and create unprecedented customer value. As you confront this ever-changing business landscape, or the unfamiliar territory, you need to have the necessary strategies, tools, and techniques to lead with vision and confidence. This course provides innovative strategies and tools necessary to unleash a leadership culture across the organization and gain a customer-strategic perspective on your personal strengths to deliver superior value.

Topics Include:

- Mastering personal and company credibility
- Building an extraordinary, creative management team
- Leading change within your organization to achieve superior customer value
- Developing talent from a strategic perspective and creating a culture of leadership in order to build productive teams
- Crafting your company’s mission, vision and values