The rapidly changing hospitality industry and the sophistication of travelers requires more nimble, opportunistic, and tightly executed strategies. Hospitality leaders who are effective at strategy formulation, implementation and evaluation are able to create value in a highly competitive marketplace.

The six-course certificate in Strategic Leadership for the Hospitality Professional prepares managers to evaluate the competitive environment, create and assess strategic alternatives, and successfully execute a strategy. Participants will learn a proven process that can be used in their own property or firm to develop, implement, and execute a strategic plan that will create change, generate sustainable competitive advantage, and ensure superior ongoing results for their customers and investors.

Certificate Courses
This certificate requires approximately 36 hours of study time and is earned upon completion of four required courses and one pair of focus electives. Course descriptions can be found on the reverse.

Required:
- Strategic Thinking
- Strategic Hospitality Management I: Formulating Strategy
- Strategic Hospitality Management II: Creating Value
- Strategic Hospitality Management III: Implementing Strategy

Focus Electives, choose one pair:
- Financial Analysis of Hotel Investments & Control of Hotel Real Estate
- Mastering the Time Value of Money & Making Capital Investment Decisions
- Managing Strategic Change & Leading Through Creativity
- Risk and Return: How to Identify, Measure, and Incorporate Into Capital Budgeting Decisions & Raising Capital: The Process, the Players, and Strategic Considerations

About Online Learning at Cornell
Our online courses offer a proven model for successful management development and incorporate the best aspects of online and traditional classroom learning, including:

- Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose
- Learning experiences that target individual competencies and skills
- Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor
- Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations
- CourseNotes, an interactive note taking tool
- New skill development through interactive assessments and simulations

Pricing & Registration
The six-course certificate price is US$3600. Register online at:

sha.cornell.edu/online/strategic-lead
CERTIFICATE IN STRATEGIC LEADERSHIP FOR THE HOSPITALITY PROFESSIONAL

**Strategic Thinking**
Learn how to prepare a competitive analysis of an organization, with recommendations for strategic development based on an industry analysis and an understanding of the organization’s history, culture, and current operations.

**Strategic Hospitality Management I: Formulating Strategy**
Develop the skills and techniques necessary to prepare mission and vision statements for your firm, communicate that direction internally, and strategically evaluate trends in the external environment.

**Strategic Hospitality Management II: Creating Value**
Learn the overall process of creating value within a firm and how managers can create sustainable competitive advantage by utilizing key internal resources and capabilities.

**Strategic Hospitality Management III: Implementing Strategy**
Learn how to write an implementation action plan and build capabilities to manage stakeholder relationships and organizational resources to implement and manage a strategy to create competitive advantage.

**Financial Analysis of Hotel Investments & Control of Hotel Real Estate**
Learn how a deal is structured using debt and equity financing, and the impact of debt financing on equity returns. Learn how management contracts are negotiated and about the motivations of each negotiating party.

**Mastering the Time Value of Money & Making Capital Investment Decisions**
Develop a solid understanding of the time value of money. Learn six capital budgeting rules that provide a framework for making sound project investment decisions.

**Managing Strategic Change & Leading Through Creativity**
Identify and enhance the particular leadership style that matches your personal strengths. By using a range of assessment tools, including an online 360-degree evaluation, learn critical leadership competencies essential to career development and advancement. Learn to enhance your capacity for creative thought and how to use those abilities to develop your organization’s ability to be innovative, resulting in increased market share and profit.

**Risk and Return: How to Identify, Measure, and Incorporate Into Capital Budgeting Decisions & Raising Capital: The Process, the Players, and Strategic Considerations**
Discover how the risk-return relationship is measured and incorporated into capital-budgeting decisions. Gain the insight you need to contribute to decisions in your own firm and obtain a more complete understanding of corporate restructuring, mergers, acquisitions, and bankruptcy.

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