CONTROL OF HOTEL REAL ESTATE

Course Focus

In most hotels, the physical ownership of the property is separated from the control and management of the hotel. This course explores the ways in which hotel investors separate ownership from control of the hotel and examines the two major decisions faced by owners--first, what are the benefits and costs of franchise affiliation? Second, under what conditions should an owner hire a professional operator?

Participants will learn how management contracts are negotiated and about the motivations of each negotiating party. They will learn to prepare term sheets from the perspectives of both owners and operators to provide insight into how to structure the most advantageous deal. This course also examines contemporary hotel leases prevalent around the world.

Who Should Take this Course?

This course is designed for -

- Managers and professionals in the hospitality industry with financial or operational responsibility for real estate, investments, or management contracts;
- General managers, asset managers, and others with asset management responsibilities;
- Business development professionals with branded operators who have professional interaction with owners;
- Lenders, investors, real estate professionals, and developers who seek entrance into the hospitality real estate market.

Key Benefits

Participants who complete this course will be able to...

- Explain the factors contributing to deciding who controls the daily operations of hotels and why
- Describe the key attributes of contemporary hotel leases and their applicability in different international settings
- Evaluate a proposed franchise agreement
- Assemble term sheets for new management contracts
- Analyze management contracts from the perspective of owners and operators

Pricing & Registration

The online course price is US$769. Register online at:

sha.cornell.edu/online/courses
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Course Topics

- **Module 1 - Operating Agreement Choices and Trends**
  1. Who Controls the Operations?
  2. Choosing the Operator and Type of Branding
  3. Leasing

- **Module 2 - Negotiating Contemporary Hotel Franchise Agreements**
  1. Evaluating Franchisse Affiliation
  2. Franchises in the Future

- **Module 3 - Negotiating Contemporary Management Contracts**
  1. Owner-Manager Relationships
  2. Negotiating the Contract--The Provisions of the Term Sheet
  3. Case Study--Crafting an Advantageous Management Agreement

Course Format

Our online courses take a problem-based approach to learning, and we build each course around realistic case studies and scenarios. All courses are self-paced, and are managed by an online instructor who leads the online discussions and is available to answer any questions about the course content. You will have a 2-week instructional period at the beginning of the course within which you will complete the required elements of the course. You will have access to the course content for one additional week following the instructional period.

**Number of Hours to Complete Course:** 6

This course is part of an online certificate:
- Certificate in Hotel Real Estate Investments and Asset Management
- Certificate in Strategic Leadership for the Hospitality Professional

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