STRATEGIC HOSPITALITY MANAGEMENT II: CREATING VALUE

Course Focus

Long-term success in the hospitality industry requires a competitive advantage that can be leveraged to deliver superior results. This course focuses on the overall process of creating value within a firm and how managers can create sustainable competitive advantage by utilizing key internal resources and capabilities.

Successful hospitality managers and leaders have a thorough understanding of the process of creating value and the role of the value proposition in developing the best strategy to create a unique, sustainable competitive advantage. This course develops the skills necessary to evaluate strategic alternatives such as cost advantage and differentiation strategies, as well as the strategies of competitors, where they generate value, and their positioning. Participants learn to assess business-level strategies designed to create value at the property level; and corporate strategies, which deal with the strategic direction of the firm, the markets in which it will compete, and managing a portfolio of properties. Participants develop the skills to assess the ability of a variety of strategic alternatives to create value and competitive advantage as well as how to perform value-chain and competitor analyses to inform strategic decision-making.

Who Should Take this Course?

This course is designed for leaders at hospitality properties, including department heads, executive team members, current and aspiring general managers, and mid-to-senior-level management at corporate offices.

Course Benefits

After completing this course, participants will be able to:

• Create value and sustainable competitive advantage at their hotel
• Recommend strategies for competitive positioning appropriate to their hotel

Pricing & Registration

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

hotelschool.cornell.edu/execonline
Course Topics

Module 1 - Business-Level Strategies
1. Value and the value proposition
2. Cost advantage and differentiation strategies
3. Best-value strategy

Module 2 - Sustainable Competitive Advantage
1. The components of competitive advantage
2. Value chain analysis
3. Competitor analysis

Module 3 - Corporate-Level Strategies
1. Corporate growth strategies
2. Strategy selection criteria

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 facilitator 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 Strategic Leadership for the Hospitality Professional

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