



Professional Development Program
Anheuser-Busch Foundation 90 YEARS OF EXCELLENCE AT CORNELL!



**STRATEGIC
 HR MANAGEMENT**

The courses in this certification provide an essential understanding of the goals and responsibilities of human resource management in a hospitality organization. Participants will learn the most effective ways to organize and manage human resources in their companies. This certification is geared toward the manager interested in or in the beginning stages of a career in hospitality human resource management. When completed, recipients will have a keen understanding of how to address the most pressing human resource needs the industry faces. They will be well-prepared to apply the knowledge and skills learned through this course-set to their careers in human resource management.

Required Courses:

Strategic Hospitality Management

June 25 - 27, 2018 Course Instructor: Cathy Enz

Develop skills in the formulation and implementation of strategies to create value and competitive advantage. Explore key strategic-management concepts and ideas, learn from case analysis of various hospitality firms and application exercises, and apply analytical tools to refine strategic direction and competitive positioning.

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
- Identifying key environmental influences

Innovation and Change Management

June 28 - 30, 2018 Course Instructor: Cathy Enz

Improve your ability to develop innovations and build a sound change management strategy to implement new ideas. 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 & the value of lead users
- Disruption and change
- Business model innovation
- Building a change management process
- Handling resistance to change
- Selling and exploiting innovation

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.

Topics Include:

- Recognizing the true value of leveraging interpersonal differences (such as gender, race, ethnicity, culture, disability and sexuality), i.e. to drive organizational success, not just “because it is the right thing to do”
- Identifying personal biases, where they come from, and how they affect your judgment, decisions and behavior
- Understanding the role of bias in preventing leaders and organizations from tapping the full potential of their teams, including in your organization
- Defining inclusive leadership
- Learning strategies for overcoming barriers and creating an inclusive team culture and climate
- Developing skills to lead difficult conversations about diversity to enhance relationships
- Applying what you have learned to drive change within yourself and your organization

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.

Topics Include:

- HR planning methodologies
- High-performance staffing
- Compensation tools
- HR metrics and analytics
- Linking human-resources practices with company goals and performance

