



The Hotel School
Cornell
SC Johnson College of Business

GENERAL MANAGERS PROGRAM

Session Descriptions*

*Information subject to change

GMP

ORIENTATION DINNER

Session Focus:

The program launches with a brief presentation on learning expectations followed by a discussion of global trends shaping the industry.

Key Benefits:

A collective discussion of the trends that are shaping the global economy.

Explore whether the hospitality industry landscape has been altered beyond a mere turn in the business cycle and which global trends are most critical for hoteliers to monitor.

Topics Include:

- A model for learning
- Global trends to watch

Faculty:

- Cathy A. Enz, Ph.D., Professor of Strategy and The Lewis G. Schaeneman Jr. Professor of Innovation and Dynamic Management

CREATING SUSTAINABLE COMPETITIVE ADVANTAGE

Session Focus:

Good strategy creation and execution are the key ingredients in an organization's recipe for success. This session focuses on how you, as a manager, can guide your hotel in creating sustainable competitive advantage. Our goal is to develop a mastery of the analytical tools to perform analyses of the industry and competitors. Our emphasis will be on translating concepts into action through the use of case analyses and experiential exercises.

Key Benefits:

Improve your skills in thinking strategically about the formulation and implementation of strategies to create value and competitive advantage.

Understand key strategic management concepts and ideas.

Learn from a case analysis of a hospitality firm and exercises.

Apply analytical tools to your own hotel to refine your strategic direction and competitive positioning.

Topics Include:

- What is strategy
- The strategic management process
- Corporate growth strategies
- Building sustainable advantage
- Setting a direction
- Analysis of the business situation
- Strategic choices

Faculty:

- Cathy A. Enz, Ph.D., Professor of Strategy and The Lewis G. Schaeneman Jr. Professor of Innovation and Dynamic Management

LEADERSHIP: MOTIVATING MANAGERS TO HIGH PERFORMANCE

Session Focus:

Strong leaders excel at drawing high performance from others. Through surveys, experiential activities and interactive feedback, this session will offer key insights into ways to strengthen your leadership style and refine your motivational skills. You will learn how to inspire high levels of performance from all employees through developing your executive team and middle managers. The goal is to create a developmental path for future success.

Key Benefits:

Gain insight into your own leadership style and ways this style transcends throughout the hotel.

Learn how to apply motivational concepts and techniques to draw exceptional performance from others.

Topics Include:

- Truths and myths about leadership
- What great leaders (vs. efficient managers) do
- A situational model of leading and developing others
- The role of emotional intelligence
- Tapping into managers' intrinsic motivation
- Motivating employees through your management team

Faculty:

- Kate Walsh, Ph.D., Dean and E. M. Statler Professor

LEADERSHIP: ETHICAL DILEMMAS AND DECISION-MAKING

Session Focus:

Ethics are about the choices leaders make when addressing issues related to finance, operations, customers, employees, and just about every aspect of their jobs. Through a presentation of ethical decision making frameworks and a facilitation of experiential activities and case studies, this session will help you consider the impact of your own personal values and beliefs - and those of others - on the critical business decisions you make every day.

Key Benefits:

Obtain key insights into ways to frame and resolve critical ethical dilemmas at work so you sleep better at night.

Learn how to encourage ethically-based behaviors from others.

Topics Include:

- Nagging problems with ethics
- Challenges facing today's hospitality leaders
- Ethical decision-making frameworks
- Ways to develop an ethically-based perspective in others
- Your predominant conflict management style
- Suggestions for sleeping at night (i.e. how to make decisions that best support your personal values and beliefs)

Faculty:

- Kate Walsh, Ph.D., Dean and E. M. Statler Professor

HUMAN RESOURCES STRATEGY

Session Focus:

One of the most difficult challenges in hospitality firms today is leveraging human capital for growth and improved operational quality, while maintaining efficiencies and reducing costs. The purpose of this session is to examine a number of strategic and operational procedures for addressing these competing demands and identifying ways to enhance the value of the HR program. In this session, we will be using a number of real-world case examples and critical incidents to examine the various roles that the HR function can and should serve, and identify the policies and practices that can be used to guide and support the overall business plan.

Key Benefits:

Understand ways to link the HR program with the strategic management process of the organization.

Create alignment and congruence within the HR function.

Improve HR systems and practices.

Topics Include:

- Strategic and functional role requirements for creating a sustainable, competitive advantage
- HR policies, practices, and systems for maintaining efficiency and supporting growth and quality

Faculty:

- J. Bruce Tracey, Ph.D., Professor

FINANCIAL MANAGEMENT FOR VALUE CREATION

Session Focus:

We will focus on defining and identifying value in a hotel, understanding value creation from the standpoint of the various stakeholders in a hotel, operational benchmarking, measuring an individual hotel's value creation from the owner's perspective and how to reallocate resources within a hotel to maximize the property's ability to create value.

Key Benefits:

Understand the competing interests within a hotel and how to understand the concept of value creation from each one's perspective.

Learn how to measure the creation of value for a hotel as well as how to enhance the hotel's ability to create value.

Topics Include:

- Defining value
- Agency conflict issues within the hotel
- Value measurement and creation
- How hotels create value
- Measuring hotel performance: operational benchmarking
- Value to Owner (VTO) analysis
- Benchmarking to improve VTO

Faculty:

- Steven Carvell, Ph.D., Professor

LEADERSHIP: BUILDING YOUR TEAM'S CAPABILITIES

NOTE: For one morning, you will choose to attend the session that best meets your development goals: Either "Leadership: Building Your Team's Capabilities" or "Hotel Asset Management."

Session Focus:

This session builds on the foundational leadership day, with an explicit focus on determining strategies for developing a sustained leadership pipeline within your organization. We will examine your key role in shaping a high performance culture in your area of responsibility through developing the human capital of your team. A key part of this session will be an examination of your own influential role as leader, and how you reach your service-level staff through developing the leadership framework and skills of your direct reports. We will explore your role as a teacher, evaluator and source of inspiration for your team.

Key Benefits:

Learn how to strengthen the leadership and self-management of your team, from executive members to line-level supervisors.

Use your work values and the organization's culture to create sustained, enhanced levels of performance.

Topics Include:

- A harder look at softer skills
- Inspiring knowledge workers
- Performing a leadership brand assessment
- Visioning future competencies required for success
- A model of managerial work

Faculty:

- Kate Walsh, Ph.D., Dean and E. M. Statler Professor

HOTEL ASSET MANAGEMENT

NOTE: For one morning, you will choose to attend the session that best meets your development goals: Either “Leadership: Building Your Team’s Capabilities” or “Hotel Asset Management.”

Session Focus:

Increasingly, hotels are owned by firms who see their hotels as part of an investment portfolio. These financial owners have motivations that are different from the traditional hotelier. Asset management is a new reality in hotel management, with owners and their asset managers becoming increasingly active in directing their investments through the asset management process. To be successful, you need to understand the orientation, skill sets, and objectives of financial owners and be able to work with their asset managers to achieve the owner’s goals.

Key Benefits:

Gain a practical and theoretical overview of the topic.

Introduction to contemporary asset management practice and the motivations of financial owners.

Overview of the owner’s strategic planning process for an individual asset.

Through a case study, learn the wide range of solutions that are possible in a given situation.

Topics Include:

- Overview of Hotel Asset Management foundations
- Why real estate and hotels are part of a modern investment portfolio
- How a financial owner decides whether to invest in a hotel
- Property level strategic asset planning – theory and practice

Faculty:

- Jan deRoos, Ph.D., Associate Professor and HVS International Professor of Finance and Real Estate

LEADERSHIP: MAKING YOUR INDUSTRY IMPRINT

NOTE: For one afternoon, you will choose to attend the session that best meets your development goals: Either “Leadership: Making Your Industry Imprint” or “Hotel Management Contracts.”

Session Focus:

“Don’t let your career drive you; let your passion drive your life.” This quote was made by Randy Komisar, a Silicon Valley virtual CEO, when writing about creating an authentic, sustainable, passion-driven career. At any point in your career-life, it is valuable to gain insight into your own plans and goals. We will review the forms of human capital required for success at executive-level positions. In addition, we will explore your own skills, values and passion in shaping a vision for your career and your plan for making your industry imprint. Finally we will review your ‘Leadership Brand,’ as you strategize how to market and position yourself in your network of colleagues, potential employers and potential funders.

Key Benefits:

Examine your career plans for leaving your “industry imprint.”

Gain an understanding of how you position yourself as a leader, as well as the brand you personally advertise.

Understand your personal, unique mix of human capital and map this capital onto your strategy for creating a meaningful work-life.

Topics Include:

- What it takes to be successful at the executive level
- The meaning of meaningful work
- Visioning your path ten-years out
- How leaders create and use networks
- Creating your leadership brand and honing your pitch

Faculty:

- Kate Walsh, Ph.D., Dean and E. M. Statler Professor

HOTEL MANAGEMENT CONTRACTS

NOTE: For one afternoon, you will choose to attend the session that best meets your development goals: Either “Leadership: Making Your Industry Imprint” or “Hotel Management Contracts.”

Session Focus:

Financial owners of hotels see the management contract as the most important strategic lever in defining the rights and responsibilities of hotel owners and hotel operators. Never has there been a more diverse set of management contracts in use. Management contracts were originally born of a desire to allow financial or passive owners to participate in the ownership of hotel real estate while contracting with managers to operate the hotel on the owners' behalf. This desire has evolved into a very sophisticated market in which owners of hotels contract with operators over the use, branding, and long-term control of hotel assets. In this session, we explore contemporary management contract structures and provide insight into how they are negotiated and administered.

Key Benefits:

Learn about global practices and recent trends in management contracts, including how management fee structures vary across the hotel industry.

Understand the major clauses and how they impact the hotel operation.

Topics Include:

- Contemporary practice and trends in management contracts
- Major hotel management contract clauses; term, fee, termination rights, operator financial contribution
- Management contract negotiation and administration

Faculty:

- Jan deRoos, Ph.D., Associate Professor and HVS International Professor of Finance and Real Estate

BRAND MANAGEMENT: BUILDING, PROTECTING AND ENHANCING YOUR HOTEL'S MOST VALUABLE ASSET

Session Focus:

Brands have become the central organizing principle of most hospitality organizations, guiding every decision and every action. The traditional hospitality business model is undergoing massive change from an operations-centric model to a brand-centric model. This session guides independent and chain-affiliated hotels seeking to maximize the value of their hotel's brand and addresses the important decisions you face. You will understand how to manage your brand via the professor's Harvard case studies, research insights, and in-class exercises. Using his 8-part brand management model, you will learn the essential elements of creating and sustaining a strong brand to increase premium, loyalty, advocacy and profitability.

Key Benefits:

Individuals that are adept at developing and managing brands well can reap great rewards. You may be with an independent hotel seeking to break out of an enormously cluttered and confusing brandscape with your own brand, or part of a multi-unit brand doing the same and trying to balance the demands of your brand manager with the pressure of the local market. The objectives of this session are to:

- (1) Appreciate the importance of brands,
- (2) Understand the important concepts and principles for developing, managing and growing brands, and
- (3) Learn how to diagnose and analyze contemporary brand management challenges facing hospitality brands in order to develop innovative, practical and profitable solutions.

Topics Include:

- Brand Purpose: Define your brand story
- Brand Positioning: Target your brand's sweet spot
- Brand Promise: Formulate a unique brand proposition
- Brand Promotion: Curate exciting brand content
- Brand Process: Create memorable guest journeys
- Brand Partners: Develop strategic alliances
- Brand Practices: Select profitable brand standards
- Brand Performance: Build your brand dashboard

Faculty:

- Chekitan S. Dev, Ph.D., Professor

MANAGING CHANGE

Session Focus:

What does it take to successfully introduce needed organizational changes? To answer this question we will explore effective change management and build strategies for action. How you ready your staff, owners, key stakeholders, and yourself for change is as important as what you change. Many hotel companies around the world have formulated innovative new ideas or practices, but fail in implementation. This session will offer you a well-defined approach to successfully introducing change.

Key Benefits:

Gain hands-on-experience introducing a change innovation through use of the Hospitality Change Simulation, developed by Professor Enz. Participants will work in teams to discover how to most effectively introduce a change initiative. This highly engaging experience puts you in the position of using a variety of different strategies all within cost and time constraints. Continuous feedback is provided throughout the simulation.

Understand a three-step process for the effective introduction of change based on an extensive and proven body of literature on the introduction of innovations. Emphasis will be placed on how to implement change. For each step in the change process, you will be provided with specific guidelines for developing a change action plan.

Learn to cope with resistance to change and develop strategies for implementing new ideas.

Topics Include:

- An understanding of what drives change and the process of introducing change
- An emphasis on how to implement change
- Developing a sound change management strategy
- Discovering how to manage reluctant managers and how to move them toward change

Faculty:

- Cathy A. Enz, Ph.D., Professor of Strategy and The Lewis G. Schaeneman Jr. Professor of Innovation and Dynamic Management

STRATEGIC MARKETING

Session Focus:

Marketing - more than any other business function - connects consumers to companies. Marketing identifies profitable target markets. Marketing crafts competitive positioning strategies and articulates the brand promise. Marketing listens to the voice of the customer to guide product innovation, pricing, and distribution. Marketing attracts consumer attention and shapes attitudes toward the brand. Marketing monitors guest satisfaction with the service experience and fosters guest loyalty. Thus, it is critical for you to understand how marketing integrates the activities of hospitality organizations to create value for guests.

Key Benefits:

Adopt a strategic-marketing orientation to develop a keen sense for how marketing influences most every aspect of hospitality production, from design of the hospitality experience to operations and human resources activities.

Acquire a new lens for seeing how guests perceive the hotel product and for making more tactical operational and marketing decisions that best build the brand - and enhance guest loyalty.

Topics Include:

- Ways to identify, understand, and segment target markets
- Methods for mining marketing information from customers, competitors, and the marketing environment
- Tools for assessing brand marketing/ operations alignment, in terms of people, process, and physical evidence strategies
- An approach for designing integrated marketing communications, with a focus on new digital media
- Ideas for strengthening customer relationships, loyalty, and profitability
- Evaluation of best-practice brand building in the hospitality industry

Faculty:

- Robert Kwortnik, Ph.D., Associate Professor

LEADERSHIP: THE ROLE OF THE GM IN THE 21ST CENTURY

Session Focus:

In this turbulent economic environment, general managers assume a new realm of responsibilities and confront a unique set of challenges. Through this session, you develop a sound understanding of the crucial role you play in the success of your company, and return with the knowledge and skills to competitively position your business well into the future.

Key Benefits:

Step back from your day-to-day responsibilities and gain a broad, integrated perspective in understanding your role and how it encompasses all organizational disciplines.

Learn to manage up, down, across, and outside the organization, perform a working assessment of your organization, and formulate solutions to your job challenges.

Topics Include:

- Aligning management with leadership, culture with values, and strategy with vision
- Creating a culture of leadership in order to build productive teams
- Leading talent from a strategic perspective
- Optimizing the creativity of your team
- Creating a personal vision

Faculty:

- Ali V. Kasikci, M.B.A., President/CEO, Bentley Management

ACTION PLANNING FOR THE FUTURE

Session Focus:

We must each be our own Chief Executive Officer in the management of our lives and our careers. It is up to you to plan your own life, to explore the learning from this program, and to build a strategy for your future. This session focuses on the key ideas you learned and wish to put into action upon returning to your organization. Our goal is to prioritize your next steps and discuss what and how we as a group will move forward in our own organizations.

Key Benefits:

Prepare yourself for re-entry into your organization with a list of high priority ideas and actions.

Topics Include:

- Building a life of excellence
- Action planning

Faculty:

- Cathy A. Enz, Ph.D., Professor of Strategy and The Lewis G. Schaeneman Jr. Professor of Innovation and Dynamic Management