



CERTIFICATE IN STRATEGIC HOSPITALITY LEADERSHIP

Today's hospitality leaders need to be able to turn their organization into a sustainable, competitive, and collaborative entity. This certificate will teach you how to achieve that by identifying what needs to change and how to manage internal and external relationships to ensure change happens as seamlessly as possible. Become an effective, engaging leader for your organization as you learn how to diagnose obstacles, determine organizational goals, recognize restraints, and formulate strategic plans.

The courses in this certificate will equip you to:

- Identify the external factors driving change
- Develop a change vision and identify the types and magnitude of change needed in your firm
- Understand your team's skill sets and develop a plan to build synergy and collaboration, creating healthy team behaviors
- Evaluate the pros and cons of different approaches to process improvement
- Recognize constraints of commonly used approaches for measuring financial performance and develop alternatives that promote sustained quality and service excellence
- Determine what will allow your organization to have a sustainable competitive advantage and recommend strategies to make your hotel more competitive
- Use process tools to implement strategy at your hotel
- Manage internal and external relationships to support strategy implementation and use strategic control systems to effectively monitor and revise your strategy

Certificate Courses

This certificate requires approximately 36 hours of study time and is earned upon completion of the six courses below. Course descriptions can be found on the reverse.

- Strategic Hospitality Management I: Formulating Strategy
- Strategic Hospitality Management II: Creating Value
- Strategic Hospitality Management III: Implementing Strategy
- Leading Strategic Change Initiatives
- Leading Collaborative Teams
- Quality and Service Excellence

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
- 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/st-lead

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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.

Leading Strategic Change Initiatives

Learn how to properly lead change within your organization to ensure the process is successfully managed and implemented with minimal resistance. Articulate a change vision and build an approach for identifying and influencing key stakeholders. Establish a process framework for leading the change initiative and develop an action plan for the introduction of change in your own work setting.

Leading Collaborative Teams

In order to effectively lead a team, you must first figure out how to ensure that your team works seamlessly together. Learn how to build a functional and successful team. Learn how to diagnose team skill sets and develop a plan to build synergy and collaboration. Facilitate team development and determine team expectations and goals.

Quality and Service Excellence

If your customers aren't happy, your organization won't succeed. Learn how to ensure your organization is providing the highest quality service across the board. Develop measures and standards of service quality that are consistent with the expectations of internal and external customers. Devise employee-related practices that improve your organization's learning and thereby enhance service outcomes to customers.

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The Hotel School
Cornell
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