

# HOSPITALITY STRATEGY CERTIFICATE

## Program Description

To achieve sustained success and survive unpredictable economic challenges, hospitality organizations need to set themselves apart from their competitors. That differentiation requires an effective strategy.

In this certificate program, you will carefully examine the key elements in the strategic management process, which consists of two equally important parts: strategy formulation and strategy implementation. You will first investigate the fundamentals of strategy, including what makes a good strategy, how to think like a strategist, and which of your organization's resources and capabilities will lead to a sustainable competitive advantage. Next, you will explore strategy formulation, which involves planning strategies that define where and how your company will compete. More specifically, you will explore the key elements of direction setting and develop a strategic vision and mission. You'll also study business-level and corporate-level strategies to compete and create value.

You will then examine strategy implementation, which focuses on the shorter-term actions and choices intended to carry out the strategic plan. Even if your organization has carefully formulated and articulated its strategy, your organization won't get far without the ability to implement it, so you will determine how to put strategy into action. You will look at how to set priorities and objectives to build a strategy-supporting structure and culture. You will also analyze how to evaluate performance and control actions. Finally, you will delve into the details of action planning and master the tools and concepts needed to develop and lead strategic organizational change. You'll come away from the program better prepared to position your hospitality brand for success in even the most competitive and volatile markets.

For the best experience in this program, it is strongly recommended to take these courses in the order that they appear.

## What You'll Earn

- Hospitality Strategy Certificate from Cornell School of Hotel Administration
- 60 Professional Development Hours (6 CEUs)

## Who Should Enroll

- Senior leadership at hotel properties
- General managers
- Executive committee personnel
- Managers hoping to move into a senior leadership position
- Hotel owners
- Corporate-level managers interested in formulating business-unit and corporate strategy

## Total Investment

- 3 months to complete all the courses

## How To Enroll

For more information on how to enroll, please visit Hospitality Strategy Certificate (<https://ecornell.cornell.edu/certificates/hospitality-and-foodservice-management/hospitality-strategy/>).

## Courses

Code	Title	Hours
eCornell SHA551	Fundamentals of Hospitality Strategy	0
eCornell SHA552	Formulating Hospitality Strategy	0
eCornell SHA553	Implementing Hospitality Strategy	0
eCornell LSM598	Becoming a Strategic Leader	0