Oman Tourism College, in collaboration with one of the world’s leading hotel schools, **Hotelschool The Hague**, presents:

**MANAGEMENT DEVELOPMENT PROGRAMME**

**CERTIFICATE IN BUSINESS ACUMEN: HOTEL**
Introduction

PURPOSE OF THE COURSE

Hospitality professionals are increasingly required to strengthen their business skills, think like owners, and have the mindset of a “Chief Business Manager”. This course sharpens the skills and knowledge that form the business foundations of a successful leader throughout their career. It provides the following three essentials of hotel business acumen that are needed for effective decision-making, efficient execution of these decisions, and positive business scorecard results:

1. **Financial Competence**
2. **Strategic Thinking**
3. **Communications**

ATTENDEES

With over 4,000 graduates in more than 40 countries, this Hotel Business Acumen course has benefited staff and managers in different forms of lodging operations: rising General Managers, Heads of Department, Senior Supervisors, Sales & Marketing and Revenue Directors.

COURSE METHOD

The course is dynamic and based on blended learning: e-learning, classroom conference, and a real-time hotel simulation competition in a dynamic market—using the world’s leading lodging business simulation.
COURSE LEADERS

The course is led by experienced lodging professionals with multinational experience in operations leadership and management training. Meet our experts:

**Peter Starks**

Peter is a “Certified Hotel Educator”, a member of the American Society of Training and Development, and an elected Fellow of the Institute of Hospitality, United Kingdom. He has served as General Manager of several organisations in the hospitality industry and has had positions in government and education over the world.

**Heidi Anaya**

Heidi has 20 years of experience in service, leadership, and HR development. In training, she serves as Senior Trainer for Signature Canada and the REDglobal Group. In these roles she has coached many lodging and F&B professionals in over 30 countries. Heidi is experienced in the hospitality industry in Catering and in Front Office.

**Eric Aebi**

Eric has worked in 53 countries, on 6 continents. He is an experienced, multi-lingual management consultant in both lodging and tourism. In his role as international Quality Expert he has conducted over 400 “mystery shop inspections” for transnational companies. Eric is a celebrated educator working with management schools.
Course Content

COURSE MODULES

Targeting Business Priorities
Provides complete competence in using the Income Statement, Balance Sheet, and Cash Flow Statement to target the business priorities that will produce business results. You will become financially fearless in putting financial information to use for your organisation.

Managing Business Priorities
You will master the Smith Travel Research (STR) metrics, terminology, and calculations that assist you in turning business priorities into measurable results. You will be competent in measuring internal business results and indexing those results against those of the competitors.

Leading with Communications
Turning business priorities into business results means working through and with other people. Here you will learn your own communications skills and how to turn them into one-on-one and group communications that create business results, allowing you to lead the firm.

Partnering with Owners Priorities
Although the goals of owners and managers are similar, their views, jargon, and calculations may be different. Here you learn the owners’ perspective, which enables you to partner effectively with owners in areas of Asset Management, Capital Investment, contracts, and Equity.
“In my 10 years in the industry I have never gained so much useful know-how so quickly. And, I can use it all starting tomorrow. Excellent!”
REAL WORLD LEARNING

The learning modules are put to immediate use in a real-life, Internet-based business simulation where you learn how competitive strategies and decisions affect a hotel’s results and those of the competition. Working in teams, you will perform in the role of General Manager. You compete with other hotel teams in real time, and within these market dynamics, experience competition between hotels. Participants work together and compete with each other to construct, promote and deliver a competitive “price-for-value” proposition. In this way, learning is stimulated using different approaches:

Mindset

The participants act at General Management level and take the required actions from this position, based on the information input of the course. This stimulates:

- Strategic thinking, strict planning, and competitive pro-activity in a dynamic market;
- Development of a cost-effective, competitive product that offers both market value and sound levels of financial returns;
- Awareness of the financial impact on daily decisions of monthly and annual business results;
- Total overview of the hotel and how departments interrelate to produce business results.
Knowledge & Skills
Participants learn to act quickly and decisively with the confidence of competence in:

- Targeting business priorities, competitive response, forecasting, budgeting, and financial analysis;
- Financial statements, industry metrics, STR indexes, financial ratios, capital investment, and cash flow.

Decision-Making Ability
During the simulation, participants make decisions on all aspects of hotel management:

- Pricing in Rooms and F&B outlets, refurbishments, capital improvements, staffing and salaries, training and development, marketing and advertising, and revenue displacement analysis.

Reporting & Analysis
To make their decisions, participants need to be aware of all levels and be able to interpret the reports:

- Business scorecards, revenue variances, (financial) ratios, room market segment share, F&B and other departments, rentals and other income, competition, reputation management, staffing levels, competence and turnover, guest feedback and general trends.

COURSE CERTIFICATION
Upon successful completion of the course, participants are authorised to add the letters “CBA” (Certified for Business Acumen) to their business cards and stationary.
Course Specifics

- Four full days of training, including lunch
- Lecturer from Hotelschool The Hague
- Course venue: Oman Tourism College
- Certificate from Hotelschool The Hague

Minimum 10 Participants
OMR 750 per person

Minimum 15 Participants
OMR 660 per person

Contact & Registration

For more information and registration, please contact Jaana Raisanen, Director of Quality - Professional and Vocational Studies at Oman Tourism College.

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