



## MODULES

### 1. COMMUNICATION AND PRESENTATION SKILLS

Communications and presentation skills introduce participants to the strategies of effective workplace communication and presentation skills. This workshop–styled course is designed to build on, and reinforce the importance of communicating with clarity, diplomacy and tact. Participants will learn how to build credibility and achieve positive results through effective communication. Participants will select and organize pertinent information according to the needs and wants of the intended audience. Presenting one’s ideas clearly, precisely, and effectively in various oral and written formats, participants be evaluated and provided with valuable feedback in this course.

Key Learning Outcomes:

- a. Demonstrate clear communication and presentation skills and target improvement areas
- b. Heighten comfort and confidence in communicating and presenting effectively
- c. Employ communication strategies to use in challenging situations both with customers and employees
- d. Demonstrate the benefits of communicating with diplomacy and tact
- e. Identify the importance of planning before presenting and being personally aware in order to effectively communicate
- f. Identify the importance of meeting planning
- g. Reinforce the importance of email etiquette

### 2. HOSPITALITY MARKETING

Participants will be introduced to the fundamental concepts and practice of hospitality and tourism marketing. They will examine the unique characteristics involved in designing customer-driven marketing strategies. Using sector case studies, participants will identify and assess the application of essential marketing management principles such as developing a marketing plan, understanding consumer behaviour, conducting marketing research, and implementing the marketing mix.

Discussions, case studies, and exercises will enhance the participant's knowledge in preparation for a senior management position involving marketing management.

Key Learning Outcomes:

- a. Identify how global trends in consumer behaviour impact hospitality and tourism marketing  
Define the major steps in designing customer-driven marketing strategies via marketing segmentation, product differentiation, targeting and positioning
- b. Demonstrate the significance of branding in today's hospitality industry.
- c. Explain how the Marketing Mix applies to the hospitality industry when designing marketing strategies
- d. Analyze the various tools to promote products, including pricing, distribution channels, advertising, public relations, direct and online, and sales promotions to determine their effectiveness
- e. Demonstrate how to develop a marketing plan for a hotel
- f. Examine how the above elements support the overall Sales process

### 3. HOTEL MANAGEMENT ACCOUNTING

This course covers the complete accounting cycle, from an understanding of the various functions of the accounting department through to the preparation of common types of financial statements used by the hotel industry. Participants will develop a management perspective while learning how to interpret financial statements prescribed by the Uniform System of Accounts for Hotels. Cost control, financial statement analysis, and budgeting for rooms division and food and beverage are examined. Ratio analysis and the importance of the statement of cash flows will be discussed using actual financial statements from hotel operations.

Key Learning Outcomes:

- a. Examine the importance of the key elements of the Balance Sheet and Income Statement
- b. Compare performance of revenues and expenses to prior time periods and budgets, using variance analysis
- c. Calculate and interpret key financial and operating ratios to evaluate the performance of hotel operations including RevPar, Margins and Flex/Flow
- d. Examine the preparation of operating and capital budgets, including forecasting of revenues and expenses, and cash flow using industry-related performance criteria
- e. Evaluate the viability of various business decisions based on the short- term and long-term implications of fixed and variable costs
- f. Apply the Cost-Volume-Profit approach to determine sales levels in dollars and units

#### 4. HUMAN RESOURCES AND HOSPITALITY LAW

This course provides an overall understanding of the human resources function and its effect on the achievement of organizational goals and strategic objectives of hospitality organizations. The course examines topics such as the definition of human resources management, present and future human resources challenges, staff planning and selection, laws affecting the workplace, performance management, and key management skills required in both union and non-union properties.

Key Learning Outcomes:

- a. Define human resources management and gain an understanding in the areas of recruiting; onboarding and training; performance management; recognizing and rewarding excellence; creating an equitable and fair work environment and leading by example are to the bottom line of the hotel.
- b. Introduce the concept of engagement through empowerment, identifying barriers to associate engagement and strategies to eliminate barriers to build a highly engaged, guest-focused team.
- c. Review key legislation and discuss its impact on the approach to leadership; Employment Standards Act, Human Rights Legislation, Pay Equity, Health & Safety Act, Employment Equity, etc.
- d. Review and discuss examples of workplace harassment and discrimination and explore ways to ensure a fair and equitable work environment for all.
- e. Explore effective recruiting, hiring and onboarding practices that lead to employee engagement and superior service standards – customer focused teams. This will include approaches to interviewing and candidate assessment.
- f. Review the basic concepts to be incorporated into performance management and discuss the importance of providing immediate and specific feedback to ensure performance excellence.
- g. Explore and gain an understanding of the most effective approaches to performance management including the best and most impactful approaches to corrective action.

#### 5. E-COMMERCE

This course provides a comprehensive overview of the Digital and Mobile Ecosystem and the considerations involved in building and managing e-business principles in daily hospitality operations. Participants are introduced to the basic concepts and language of the Digital and Mobile ecosystem, e-commerce and e-marketing. Participants will identify and apply e-business models to examine ROI, increased sales, market share, and improved quality and cost effectiveness of business processes. The impact of the digital revolution and social media strategies on the hospitality and tourism sector will be examined.

Key Learning Outcomes:

- a. Describe Digital and Mobile ecosystem fundamentals in order to determine how each contributes to strategic marketing of hospitality organizations

- b. Apply the Customer Relationship Management tools in an e-business environment using examples from the digital world
- c. Examine the various digital segment profiles and what channels are most appropriate to reach the segment
- d. Identify the essentials and yet ever changing application of digital marketing, mobile marketing, website development, advertising, email marketing, and inbound marketing
- e. Evaluate contemporary creative approaches to digital mobile marketing and emerging topics and issues including social media and customer generated content
- f. Evaluating the ROI on Digital Marketing initiatives/campaigns

## 6. REVENUE MANAGEMENT

This course will examine the concepts, tools and techniques of revenue management (RM) or yield management as used in the hotel industry both in the Rooms Division and Food and Beverage. The course will review the components of forecasting demand, strategies and tactics, pricing, inventory and rate controls and the measurement of key performance indicators. Displacement analysis will be used to evaluate new potential sources of business. The impact of the electronic distribution channels on hotel operating profitability will be studied. Participants will apply the theory and concepts presented in class to evaluate the practice of revenue management in the hotel industry in a real-life case study.

Key Learning Outcomes:

- a. Evaluate the impact of Occupancy Index, ADR Index on RevPAR index
- b. Explain the main components of revenue management to include reservation sales, strategy, forecasting, pricing, distribution and measurement
- c. Describe the relationship between the front office, reservations and sales departments, and how they interact with each other in responding to demand for room and rate types, with the objective of maximizing RevPAR
- d. Demonstrate the steps used in the forecasting of demand for business and leisure markets, including the allowance for forecast errors and overbooking, and how they impact profitability and customer loyalty
- e. Identify the opportunities and challenges associated with electronic distribution channels in the current environment for both inventory management, marketing, and its effect on profitability
- f. Apply revenue management principles and concepts such as displacement analysis to analyze case studies from the industry
- g. Interpret revenue management reports and corresponding recommendations based on market variables and hotel data provided

## 7. HOSPITALITY SALES

This course provides an overview of the roles and responsibilities of a Hotel Sales Department. Learners will explore the sales process and will investigate the factors that influence the buyer's decision. This course will cover the essential components and steps necessary to develop and nurture

a successful Sales Department. The essential components of Hotel Sales are covered including sales planning, territorial and account assessment, sales tools and sales resources. These topics will be reviewed so that students have a comprehensive understanding of Hotel Sales. Students will engage in simulated activities including role-plays that will assist in furthering their knowledge.

Key Learning Outcomes:

- a. Describe the roles, responsibilities of a Hotel Sales Department.
- b. Explain the strategies, goals and tactics used to generate revenue for a hotel.
- c. Define the Sales Planning Process including territorial and account assessment as well as the importance of quarterly action plans.
- d. Demonstrate effective selling using the Features and Benefits method.
- e. Explain the main sales tools used to find, satisfy and retain hotel buyers.
- f. Apply selling techniques and the importance of telling stories to create an emotional connection.

## **8. HOSPITALITY LEADERSHIP**

This course challenges the student to analyze and reflect upon concrete, relevant and useable leadership skills. Students will learn about effective leadership and decision-making strategies, as well as the four functions of management used to achieve organizational success: planning, organizing leading, and controlling.