

# University of Cape Town Graduate School of Business

## Hospitality Leadership Academy | Short Course

### Introduction

**Executive Education at the UCT Graduate School of Business (UCT GSB)** offers a range of targeted short courses that are relevant and responsive to the world we live in. All courses are rich in industry insights and underpinned by the latest theory to support a new generation of leaders and managers who are eager to invest in themselves and add value to their organisations.

We are excited to share information on a newly launched **Hospitality Leadership Academy** short course, focussed on developing a pool of future talent for the industry.

### About Executive Education at the UCT GSB



Rated as the **best business school in Africa by its global peers**, the UCT GSB is a school on the move, with a vibrant and pioneering spirit. Although small by international standards, it commands an international reputation for excellence and emerging market expertise. It is just one of three business schools in Africa with triple-crown accreditation and is ranked **56th in the Financial Times (FT)** global ranking for **Executive Education Customised Programmes**.

Understanding that emerging economy business is confronted by high degrees of uncertainty, complexity and often, excessive inequality, the GSB is focused on shaping leaders that can be effective and **lead sustainably into the future**. To be successful today, leaders, teams and individuals alike need resilience and courage. They need to challenge taken-for-granted assumptions and practices and be able and prepared to innovate. The GSB takes a four-pronged approach to excellence that combines academic rigour, societal relevance, innovation in teaching and thought leadership to transform students – taking them **from a place of knowing, to doing, to being**.



Graduate School  
of **BUSINESS**  
UNIVERSITY OF CAPE TOWN

# FAST FACTS



## GSB AFFILIATIONS

- Association of African Business Schools (**AABS**)
- South African Business Schools Association (**SABSA**)
- The Academy of Business in Society (**ABIS**)
- Principles for Responsible Management Education (**PRME**)
- Graduate Management Admission Council (**GMAC**)
- Global Business School Network (**GBSN**)
- Global Network for Advanced Management (**GNAM**)

## SPECIALISED UNITS

- ★ Allan Gray Centre for Values Based Leadership
- ★ Bertha Centre for Social Innovation and Entrepreneurship
- ★ Centre for Coaching
- ★ Development Finance Centre
- ★ Lean Institute Africa
- ★ Managing Infrastructure Reform and Regulation Programme
- ★ MTN Solution Space
- ★ Raymond Ackerman Academy for Entrepreneurial Development
- ★ Spark Health

## EXECUTIVE EDUCATION

The **Executive Education** unit offers customised programmes, short courses. **Ranked 67th** in the **2016 Financial Times** ranking of **Executive Education Customised and Open Programmes**.

The department designs high-impact learning solutions for organisations, to help them achieve strategic business goals.

### Short courses offered in following areas:

- Business Acumen
- General Management
- Leadership and Sustainable Performance
- Doing Business in Emerging Markets
- Innovation and Entrepreneurship
- GMAT Prep Courses

## ACCREDITATION

The GSB is **1 of just 3** business schools in Africa to have the prestigious **triple-crown accreditation** – meaning that it is accredited by the three leading global accreditation bodies.



## RANKINGS, AWARDS AND RECOGNITION

- ★ Ranked in the Financial Times' **Global Top 100 MBAs for 12 consecutive years**
- ★ Rated the **top business school in Africa nine years in a row** by the prestigious **Eduniversal Rating Agency**
- ★ The Bertha Centre for Social Innovation and Entrepreneurship at the GSB has been profiled as one of the **world's top five social impact educators** by the **Bridgespan Report**.
- ★ Ranked in the **top 40 of the Corporate Knights 2015 Better World MBA**
- ★ Ranked **top in its category** and **winner of the 2015 Global Business Challenge**

## OPEN ACADEMIC PROGRAMMES

- Master's in Business Administration (MBA)
- MBA in Executive Management (EMBA)
- Master of Commerce in Development Finance
- Master of Philosophy in Inclusive Innovation
- PhD Programme
- Postgraduate Diploma in Management Practice

## RESEARCH OUTPUT

**Over 202 accredited** scholarly publications between 2012 and 2016 – including over **147 peer-reviewed journal papers**. The highest number of National Research Foundation (**NRF**) rated researchers of **any business school** in South Africa. Global recognition includes the prestigious **Best Article Award** (for 2016) of the Academy of Management Review, the **top-rated management journal**.



The GSB is located at the historic Breakwater Campus at the V&A Waterfront. **5 minutes** from the **Cape Town CBD 15 minutes** from **Cape Town International Airport On major transport routes. A short drive to beaches and winelands.**

### For more information contact

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## What?

The Hospitality Leadership Academy is the only training programme of its kind in South Africa that focuses on the development of the leadership skills required by the fast-evolving hospitality industry. It gives delegates critical market insight and the business acumen and leadership skills needed to maximise opportunities in the industry and make themselves and their organisations more competitive. The course comprises a bridging component (online), followed by a 6-day contact period at the GSB, and an action research project in the delegate's workplace, as supported by a mentorship program. The programme will be delivered under the auspices of leading academics, practitioners and hospitality business leaders.

## Why?

The hospitality industry in South Africa and on the continent is embedded in an emerging market context – characterised by high levels of complexity, inequality and volatility – and further immersed in a global business environment that is highly competitive and dynamic. The rise of digital platforms, both for managing bookings and reviewing travel destinations, as well as the rise of intermediaries such as Air B'nB, have certainly fast-tracked disruption in this sector. Managing a hospitality business, therefore, is complex and educating future leaders and managers in the industry requires a specialised approach. Delegates will learn from some of the most respected academics, hospitality practitioners and policy makers in the field in South Africa. The interactive, practice-driven case-study approach is easy to engage with and delivers valuable insights along with practical skills such as business plan formulation. Furthermore, the programme offers an unrivalled opportunity to engage, network with and learn from like-minded industry professionals.

## Who?

Anyone wishing to build a career in the hospitality industry would benefit from the UCT GSB Hospitality Leadership Academy course. The course is targeted at mid-senior management (general management) in the hospitality industry; senior restaurant management, franchisees, senior hotel, conferencing and event management personnel.

## Course topics 2017

The UCT GSB Hospitality Leadership Academy course has been tailored to the needs of organisations across the sector. The content is delivered by a number of respected practitioners, policy makers and academics to ensure that the course is academically rigorous and relevant.

Provisional topics include:

- Business plan formulation for entre- and intrapreneurship
- Blue ocean strategy



- People management, HR and labour relations
- Advanced experience design, service optimisation and operations management
- Values-based leadership development and critical thinking
- Sales, negotiations and communication
- Digital environment
- Strategic and tactical marketing
- Advanced finance for hospitality
- Economics and trends in emerging markets
- International expansion and regulations

## Course Outcomes

Exit level learning outcomes	Specific outcomes
Analyse complex hospitality case scenarios for effective ways to create value	<ul style="list-style-type: none"> <li>• Demonstrate an understanding of critical analysis</li> <li>• Integrate theoretical constructs, market insights and apply to practical scenarios</li> <li>• Create value for hospitality businesses in SA and Africa</li> </ul>
Construct a medium term, integrated strategic business plan in application to a hospitality business operating in South Africa or Africa	<ul style="list-style-type: none"> <li>• Use applied understanding of blue ocean strategy and business canvas</li> <li>• Make key financial decisions for implementing an effective strategy</li> <li>• Construct a strategic and tactical hospitality marketing plan</li> <li>• Use balanced scorecard approach to construct strategic objectives</li> </ul>
Design, systemise and script experiential frameworks to improve performance for hospitality businesses	<ul style="list-style-type: none"> <li>• Apply principles of experience economy framework to create memorable, compelling and unique hospitality experiences</li> <li>• Categorise, prioritise and design moments of truth related to a hospitality enterprise</li> <li>• Operationalise and link these to people management, service design, operations streamlining, training initiatives and resource deployment</li> </ul>
Identify, analyse and suggest sustainable innovation imperatives into meeting strategic challenges faced by hospitality businesses embedded in emerging markets.	<ul style="list-style-type: none"> <li>• Delineate and explain the hospitality value chain and the field of hospitality leadership and management</li> </ul>



	<ul style="list-style-type: none"> <li>• Integrate factors that consider the historical, social and economic development of the SA hospitality sector</li> <li>• Define the current status quo and provide feasible solutions to identified challenges</li> <li>• Explain and address contemporary regulatory and international expansion challenges affecting hospitality businesses in Africa</li> </ul>
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## Assessment

### Pre-course assessment

- Bridging tests and pre-assignment (10%)

### In-course assessment

- Group work and presentations during contact (30%)

### Post-course assessment

- Action research project (55%)
- Mentor evaluation (5%)

## Admission Requirements

A programme at this level assumes a first degree and 3 years management or industry experience. Applicants without a tertiary qualification may be required to furnish an online Recognition of Prior Learning (RPL) at their own cost. Applicants will be notified once their application is received whether they need to complete the RPL process.

## Important Information

**Dates:** 21 -26 August 2017

**Tuition Fee:** 30 375 (based on a minimum of 20 delegates)

**RPL Fee:** R1 000

**Application Deadline:** 21 July 2017

## Certification

This UCT GSB Hospitality Leadership Academy course is offered at postgraduate-level – NQF Level 8 (i.e. Honours level). It culminates in a certificate of completion. It assumes 250 notional hours of work. To receive a certificate of completion, delegates must receive passing grades in group assignments, an individual post-contact assignment. Attendance of all contact and group sessions is a prerequisite for certification.

## Next steps

For more information, please contact:

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