

University of Cape Town Graduate School of Business

Hospitality Leadership | 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 fast-moving world of business, across a range of Business and Leadership topics. 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 short course**, which is specifically 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 **67th 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 course** 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 drawing on the expertise 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 Airbnb, have certainly fast-tracked disruption in this sector. Managing a hospitality business 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 short course. The course is **targeted at mid to 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 course has been specifically 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.

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
- The 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"> • Demonstrate an understanding of critical analysis • Integrate theoretical constructs, market insights and apply to practical scenarios • Create value for hospitality businesses in SA and Africa
Construct a medium term, integrated strategic business plan for a hospitality business operating in South Africa or Africa	<ul style="list-style-type: none"> • Use applied understanding of blue ocean strategy and business canvas • Make key financial decisions for implementing an effective strategy • Construct a strategic and tactical hospitality marketing plan • Use balanced scorecard approach to construct strategic objectives
Design, systemise and script experiential frameworks to improve performance for hospitality businesses	<ul style="list-style-type: none"> • Apply principles of experience economy framework to create memorable, compelling and unique hospitality experiences • Categorise, prioritise and design moments of truth related to a hospitality enterprise • Operationalise and link the experience framework to people management, service design, operations streamlining, training initiatives and resource deployment
Identify, analyse and suggest sustainable innovation imperatives to meet strategic challenges faced by hospitality businesses embedded in emerging markets	<ul style="list-style-type: none"> • Delineate and explain the hospitality value chain • Integrate factors that consider the historical, social and economic development of the SA hospitality sector • Define the current status quo and provide feasible solutions to identified challenges • Identify contemporary regulatory and international expansion challenges affecting hospitality businesses in Africa

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 or diploma and 3 years' management or industry experience.

Upon application, applicants are required to submit:

- A 1-page CV summarising key experience and previous experience
- A 500-word motivation

Applicants without a tertiary qualification, but with requisite experience are encouraged to apply, provided a strong motivation from management accompany their application.

Important Information

Kick-off Date: 7 August 2017, Pre-course materials released

Course Dates: 21-26 August 2017

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

Application Deadline: 21 July 2017

Certification

This UCT GSB Hospitality Leadership course is offered at postgraduate-level – NQF Level 8 equivalent (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.

Contact Timetable

Day	Monday 21-Aug-17	Tuesday 22-Aug-17	Wednesday 23-Aug-17	Thursday 24-Aug-17	Friday 25-Aug-17	Saturday 26-Aug-17
Theme	Overview of Hospitality Leadership	Key Financial Decisions	Strategy & Innovation	Strategic Marketing	The Experience Economy	Working Productively
08:00-10:30	Introduction to Hospitality Leadership	Key financial decisions	Blue Ocean Strategy	Strategic marketing	Experience economy	Hotspot innovation
10:30-10:45	Break	Break	Break	Break	Break	Break
10:45 -12:45	Values-based leadership	Revenue optimisation	Disruptive Innovation	Digital environment	Scripting experiences	Negotiation & communication
12:45-13:45	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch
13:45- 15:45	Strategic challenges in hospitality business in Africa	Value creation fundamentals	Business plan formulation	Tactical marketing and marketing 2.0	Balanced scorecard	Group Presentations
15:45-16h00	Break	Break	Break	Break	Break	Break
16:00-18:00	Strategic challenges in hospitality business in Africa	Investment & asset management	Business Plan Formulation	Brand fundamentals	Planning the future with people	Group presentations

Detailed Course Description

A. Pre-course preparation and assessment

To ensure that delegates are all on the same level of preparation, and familiar with fundamental concepts central to achieving course outcomes, they will be required to complete some essential reading and complete an assignment prior to the course commencing.

B. Contact Period

Day 1 – Overview of Hospitality Leadership Challenges in South Africa & Africa

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. Managing a hospitality business is complex, and educating future leaders and managers in the industry requires a specialised approach. These sessions frame that context.

Introduction to the course

This session will introduce the course, explain the logic and core outcomes, assessments and group projects, as well as touch base on the core concepts introduced during pre-course work.

Values-based leadership

This session will introduce delegates to core concepts around values-based leadership, such as Ken Wilbur's integral approach to leadership, as a useful framework for delegates to draw on during the course.

Strategic challenges in the hospitality business in Africa

To highlight the principles in the previous session a couple of contextual sessions will follow. Hospitality is a burgeoning business in Africa as tourists seek compelling, memorable and unique experiences in the pursuit of lifestyle. However, the African and South African hospitality businesses are embedded in an emerging market characterised by volatility, inequality and complexity. Therefore, context presents significant challenges and opportunities. Leaders require a grasp of these challenges framed under macro-economic, logistical, regulatory and international trade perspectives.

Day 2 – Key Financial Decisions for Hospitality Leaders

To fulfil the outcome of creating value for their organisations and drafting an effective business plan, delegates must be familiar with how to create financial value for stakeholders.

To do so requires a practical understanding of

- Key financial decisions hospitality leaders face
- Working effectively with reports and metrics
- Development of effective financial objectives
- Strategies to optimise revenue and sales
- Asset management and investment; leveraging hospitality contracts
- In-depth value creation screening in supply chains

Day 3 – Competitive Strategy & Innovation

To survive in the competitive domain, hospitality organisations need to discover new ways of doing things and find uncontested space in the market.

Blue Ocean strategy

This session introduces delegates to the strategic management process and focuses on the principles of Blue Ocean strategy. It gives practical instruction on how to develop an effective strategy canvas as part of a business plan. This process will also assist in developing a positioning plan during strategic marketing sessions.

Disruptive innovation

This session introduces the delegates to the value proposition and principles of disruptive innovation – aims to create new markets and value propositions that will eventually displace established market leaders, products and alliances.

Business plan formulation

These are two cornerstone sessions in the programme. Developing successful enterprises (entrepreneurship) or projects within larger business (intrapreneurship) are key take-home practical outcomes. Delegates will be guided on how to integrate various principles of strategy, finance, marketing and operations into a napkin business canvas. This will be fleshed out in conjunction with a hospitality business plan case study so that by the end of the course delegates will be able to construct a viable medium term business that will add value to their department.

Day 4 – Strategic Marketing

Developing an optimal value proposition that speaks to the functional, social, emotional and self-expressive desires of consumers is a key activity in strategic marketing.

Strategic marketing principles

This session deals with the process of moving: from vision to marketing mix; from collaboration through business model to the consumer; and from competitor to context.



The digital environment: e-marketing

The digital environment has had a significant impact on hospitality businesses worldwide and the need to market, manage image and engage effectively online through rating sites, social media, booking platforms, revenue management sites etc. has become an essential practice. This session gives critical insights into some of the key disciplines in this world and uses a case study approach to assist in delivering outcomes.

Marketing tactic formulation and marketing 2.0

This session guides delegates in developing and fine-graining effective ways to operationalise the marketing mix into a set of tasks, practices, routines, roles and systems. To build on the values-based leadership model, core principles of social marketing will be outlined and related to the practical context.

Brand leadership

This session will give delegates an overview of the nature of brands and brand leadership. They will learn to integrate concepts such as value propositions, brand equity, brand identity, brand associations and brand awareness and apply them to the hospitality context. Delegates will also be guided on how to apply a brand planning process to the hospitality business environment. This may include understanding brand building, constructing brand architecture and effective brand extensions.

Day 5 – The Experience Economy Framework

The progression of value creation in economies has seen a move from goods to authentic experiences as the value proposition.

Experience economy principles

This session guides the delegates in understanding the fundamental principles of the experience economy framework and relates it to the hospitality industry.

Experience mapping

Applying experience economy principles requires reverse mapping moments of truth that shape the DNA of the consumer experience. This enables leaders to effectively script service design, operational objectives, competencies and resource allocation requirements in hospitality businesses.

Balanced scorecard

For hospitality organisations to win in the long term they need to take a balanced approach around organisational performance and determining the organisations health. Linking this tool to principles of values-based leadership, in the emerging market context, can be valuable in imprinting organisational vision, mission and values in the organisation.





Planning the future with people

Effective hospitality leaders require well-developed people's skill both in the consumer domain and personnel domains. This session identifies and guides delegates on key people management techniques, current HR best practices and labour relations regulations applicable to the hospitality industry.

Day 6 – Working Productively

Hotspot innovation

Hotspots are pockets of energy (between people/organisations) that excite and fuels new ways of thinking (innovation). The development of hotspots requires a set of attitudes and practices that foster collaboration; span boundaries, inspire purpose and generate productive capacity amongst teams, between team members and between organisations. The session guides delegates through application of this methodology to their own organisations and so create value. Delegates will also be required to apply this methodology within their groups.

Negotiation and communication

This session provides delegates with a snapshot guide of how to negotiate effectively and practical impromptu communication methods in the business environment.

C. Post-course assessment

To ensure that application of the learning is encouraged, delegates are required to complete an assignment in the two months following the contact period that will count 55% towards the overall course. The assignment will consist of an action research component – in the form of a business plan, case study analysis to assess the degree to which core outcomes have been integrated, and a macro-study related to strategic challenges facing the hospitality business in South Africa and elsewhere on the continent.

Next steps

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