

The 6th Hong Kong Winter School

2008



21-26 January 2008

The 6th Hong Kong Winter School (2008) developed by The Hong Kong Polytechnic University's School of Hotel & Tourism Management, jointly with the Hong Kong Hotels Association, is an executive training programme for senior hospitality industry managers. The hospitality industry faces many challenges, notably, stiff competition, increasing costs and talent shortages. The **Hong Kong Winter School 2008** will develop your skills, deepen your understanding, and help you make a strategic contribution to the development and growth of your organization. The programme uses cutting-edge research and management tools to equip you for the future. Don't miss this unique once a year opportunity.

The Hong Kong Winter School will offer three in-depth workshops each covering two full days. The workshops will be leading-edge, practical and applied. You can choose to take one, two or three workshops. The three workshops are:

- **Human Resources Management**
- **Financial Management**
- **Service Quality Management**

Jointly organised by:

School of 
Hotel & Tourism Management
酒店及旅遊業管理學院

 **HONG KONG
HOTELS
ASSOCIATION**

Sponsored by:


FOUR SEASONS HOTEL
Hong Kong


PATA
Pacific Asia Travel Association
FOUNDATION

Executive Programme in Hospitality Management

Programme

<i>Date</i>	<i>Workshop</i>	<i>Teaching Faculty</i>
21-22 January 2008 (Monday, Tuesday)	Human Resources Management	Dr Dennis Reynolds <i>Associate Director and Ivar Haglund Distinguished Professor of Hospitality Management School of Hospitality Business Management Washington State University</i> Professor Robert H. Bosselman <i>Professor and Chair of the Department of Apparel Educational Studies & Hospitality Management Iowa State University</i>
23-24 January 2008 (Wednesday, Thursday)	Financial Management	Dr Basak Denizci <i>Assistant Professor School of Hotel & Tourism Management The Hong Kong Polytechnic University</i> Mr Thomas A. Maier <i>Vice President - Hotel Operations Red Lion Hotels Corporation</i>
25-26 January 2008 (Friday, Saturday)	Service Quality Management	Mr William Mackay <i>Regional Vice-President and General Manager Four Seasons Hotel Hong Kong</i> Professor Kaye Chon <i>Chair Professor and Director School of Hotel & Tourism Management The Hong Kong Polytechnic University</i>

Workshop Outline

Human Resources Management

21-22 January 2008 (Monday, Tuesday)

Outcome-Based Human Resources Management: Leveraging Human Capital in the Workplace

21 January 2008 (Monday)

Dr Dennis Reynolds

*Associate Director and
Ivar Haglund Distinguished Professor
of Hospitality Management
School of Hospitality Business Management
Washington State University*



In their quest to maximize profit, most service firms incorporate various aspects of human resources management. Yet few firms understand the array of approaches designed to systematically leverage human capital, leading to enhanced service quality and, in turn, consumer loyalty and revenue growth. Through highly interactive discussions, demonstrations, and experiential exercises, this seminar provides you with emerging best practices along with research-based tools and heuristics – all designed to ultimately boost revenue and profit. Topics include: How do we best value human capital; What are the key drivers in the service-delivery experience; Identifying internal and external customers' value drivers; Recognizing management approaches that enhance (or detract) from service delivery; Creating operation-specific human resources management approaches – designed specifically to increase the bottom line.

Managing Multi-generation Workers

22 January 2008 (Tuesday)

Professor Robert H. Bosselman

*Professor and Chair of the Department of Apparel
Educational Studies & Hospitality Management
Iowa State University*



What the issue is: While organizations have successfully recruited new, younger talent for their firms, the integration with established, usually older workers has not always been smooth. Issues such as work ethic, respect for authority, dress code, and other work-related arrangements are often in conflict. These conflicts, viewed as generational, are actually more complex and reflect change in the business world. As business transitions to the 21st century, we need to recognize that our firm is a complex and dynamic organization that requires skillful stewardship by those in management. What we will accomplish: An understanding of attitudes about generations of workers; Insights into generational differences that will impact the work environment; Identify those conflicts attributed to generational differences, and develop plan to resolve; Communication skills with those older or younger; Leadership tools that successfully address working with various generations.

Strategic Decision Making from a Hospitality Financial Management Perspective

23 January 2008 (Wednesday)

Dr Basak Denizci

Assistant Professor

*School of Hotel & Tourism Management
The Hong Kong Polytechnic University*



When we boil down important requirements of successful strategic decision making from a financial management perspective, we probably end up with the following two most significant requirements: (1) Understanding the process of value creation; (2) Being able to analyze its financial position for improving performance at different levels of the firm. The underlying framework of financial management is the principle of value maximization. An understanding of what value means and how it is created through investment decisions is very critical to making the right strategic decisions. One of the objectives of this seminar is to review capital budgeting rules as well as the accounting and finance based decision techniques that are used to make an investment decision. Evaluation of a firm's financial performance by using financial ratios will also be discussed through class exercises. Outcome of this evaluation will set the basis for designing and implementing strategies for higher efficiency and profitability. At the end of the seminar, the participants will be able to evaluate a potentially value creating investment option and use ratio analysis to assess a firm's financial position.

Revenue Management

24 January 2008 (Thursday)

Mr Thomas Maier

*Vice President – Hotel Operations
Red Lion Hotels Corporation*



Today, revenue management is the art and science of predicting real-time customer demand at the micro-market level and optimizing the price and availability of products to match that demand. Effective revenue management requires competency in big-picture thinking, continual analysis, decision making skills, and the ability to manage third-party, electronic-channel provider relationships. Over the years the approach to revenue management within the lodging industry has become increasingly more complex. Not only have revenue management principles become more complex, so too has the competitive landscape. This seminar will examine essential principles in today's revenue management approach and role in driving optimal profitability in lodging operations. Topics include: Identifying market dynamics; Creating inventory control strategies; Demand forecast modeling; How to conduct inter-departmental revenue management integration; Maximizing distribution strategy; and Identifying and implementing market segmentation pricing patterns.

Managing People and Profitability

25 January 2008 (Friday)

Mr William Mackay

*Regional Vice-President and General Manager
Four Seasons Hotel Hong Kong*



Beyond the comfort of the bed, the beauty of the flowers, or the serenity of the spa, it's the people of Four Seasons who make each experience so exceptional. The deeply instilled Four Seasons culture is personified in its employees – people who share a single focus and are dedicated, highly skilled and inspired to offer great service. Managing people is accorded the highest priority in Four Seasons because we know that it is our people who make the hotel different and what it is. It is the highly motivated employees who will give our guests the fond memory and bring them back as satisfied customers.

The question of how to create, nurture and keep the most important asset in a hotel will be discussed and illustrated with examples. The relationship between people management, service quality, corporate culture and their impact on the bottom line will be explored, with the help of practical models. The session will also cover bottom line contribution as a result of seamless integration of different departments.

Developing Service Quality Management

26 January 2008 (Saturday)

Professor Kaye Chon

*Chair Professor and Director
School of Hotel & Tourism Management
The Hong Kong Polytechnic University*



This session covers the principles and practical guidelines in generating profitability in the hospitality industry through service quality enhancement and customer satisfaction. Qualities of leadership in hospitality will be examined in relation to generating high customer value. The session covers the demand of service quality in the hospitality industry in a rapidly changing socio-cultural, economic and political environment. Case studies from the hospitality and tourism industries will be presented to demonstrate and explain the core principles in service quality management. The session will help participants develop understanding and specific methods of improving service quality and customer satisfaction which will lead to an increase of profit. Methods for delivering quality service, in addition to implementing service audit and evaluation systems will be discussed.

Fee

Registration fee for each workshop is US\$650. Discount for registration of three workshops is offered. Additional discount is offered to members of the Hong Kong Hotels Association and registration by 7 December 2007.

Registration fee for three workshops:

	<i>HKHA members</i>	<i>Non-HKHA members</i>
Registration by 7 Dec 2007	US\$1,500	US\$1,700
Registration after 7 Dec 2007	US\$1,700	US\$1,900

Notice of cancellation must be received in written form before 4 January, 2008 to qualify a 50% refund. No refund will be made for cancellation after this date.

In order to maintain a high level of interactivity and ensure the depth of sharing involved, the number of participants is limited to 24 for each workshop.

On completion of three workshops, participants will receive a **Hong Kong Winter School Certificate of Achievement**.



Contact Information:

For further information, please contact Miss Flora Ng, School of Hotel & Tourism Management, The Hong Kong Polytechnic University, Hung Hom, Kowloon, Hong Kong.
Email: hmf@polyu.edu.hk Tel: (852) 3400 2635 Fax: (852) 2362 9362
or visit www.polyu.edu.hk/htm/edp/hkws2008 for the registration form.

THE 6TH HONG KONG WINTER SCHOOL

21 - 26 JANUARY 2008

108

Personal Information

Prof / Dr / Mr / Mrs / Ms	First Name	Surname
Position	Organisation	
Address (Work)		
City	State & Post Code	Country
Phone	Fax	Email

Registration

Registration fee for all three workshops on 21 – 26 January 2008:

Full programme registration	HKHA members	Non-HKHA members
Registration (by 7 December 2007)	<input type="checkbox"/> US\$1,500	<input type="checkbox"/> US\$1,700
Registration (after 7 December 2007)	<input type="checkbox"/> US\$1,700	<input type="checkbox"/> US\$1,900

Registration fee for one workshop is US\$650 and two workshops is US\$1,300.

- Human Resources Management on 21-22 January 2008
- Financial Management on 23-24 January 2008
- Service Quality Management on 25-26 January 2008

Payment

Registration fee may be paid either by cheque/bank draft (in US\$) or by credit card. Please make the payment to "The Hong Kong Polytechnic University". For payment in HK\$, please use the exchange rate of US\$1 = HK\$7.8.

Mode of Payment:

- Cheque/ bankdraft
- Credit card, please tick the appropriate
- Card type: Visa MasterCard

Name as printed on Card	Expiry Date
Card Number	
Authorized Amount	Cardholder Signature

Remarks: Registration will be confirmed on a first-come-first-served basis and on receipt of full payment. Priority will be given to registration for all three workshops. Notice of cancellation must be received in written form before 4 January, 2008 to qualify a 50% refund. No refund will be made for cancellation after this date.

Please return the completed Registration Form with payment to:

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