

Cornell University  
School of Hotel Administration



旅遊學院  
INSTITUTO DE FORMAÇÃO TURÍSTICA  
Institute for Tourism Studies

# EXECUTIVE DEVELOPMENT PROGRAMME

## Strategic Thinking

「策略思維」高級管理課程

17 – 18 October 2016

Course Leader

**Dr. Michael Oshins**

Professor of the Practice, Executive Education Faculty  
School of Hotel Administration, Cornell University

# Executive Development Programme

## Strategic Thinking

### 「策略思維」高級管理課程

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#### Course Description:

Good strategy creation and execution are the key ingredients in a firm's recipe for success and starts with strategic thinking. This course focuses on how managers can guide their organisations in the formulation, implementation and evaluation of strategies. Our goal is to develop a mastery of the analytical tools to perform analyses of the industry and competitors. Attention is given to strategies for building competitive advantage and generating superior value for customers. It is also important to understand the elements of change when implementing new ideas. While readings and lecture are essential to provide foundation, effective strategic decision-making requires learning by active problem-solving; hence our emphasis will be on translating concepts into action through the case method and experiential exercises.

#### Key Benefits:

This course is designed to improve participants' skills in thinking strategically about the formulation and implementation of strategies to create value and competitive advantage.

- Understand key strategic-management concepts and ideas
- Learn from case analysis of various hospitality firms and application exercises
- Apply analytical tools to your own business to refine your own strategic direction and competitive positioning
- Understand the key concepts of change management

#### Topics include:

- The strategic management process
  - Strategic planning and strategic thinking
  - Analysing the industry, competitor analysis and key stakeholders
  - Direction setting and the creation of a vision
  - Managing change and the process of introducing change
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## Language

English

## Venue

Institute for Tourism Studies  
Colina de Mong-Ha, Macao, China

## Programme fee

Macao ID-holders: MOP8,650  
Non-Macao ID-holders: MOP14,840

## Registration Period

**1 – 31 August 2016**  
(on first-come-first-served basis)

## Registration Form & Website

<http://www.ift.edu.mo/EN/ExecutiveProgrammes/Home/Index/284>

## For further information or enquiry

Tel: (853) 8598 1250  
Fax: (853) 8598 1283  
Email: [edp@ift.edu.mo](mailto:edp@ift.edu.mo)



## Disclaimer

We reserve the right to postpone or cancel the course. In the case of cancellation, participants will NOT be subject to any charge or compensation.

## About the Organisers



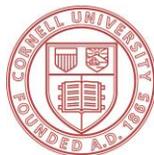
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# Michael Oshins, Ed.D.

Michael Oshins has been a faculty member of Boston University School of Hospitality Administration for over two decades. He was the first member to earn the title of *Associate Professor of the Practice* at the school. Mike has taught a dozen different courses at SHA, including Marketing, Service Quality & Human Resource Management and Leveraging Technology in Hospitality & Tourism. He currently teaches all incoming freshmen an overview of the industry with a focus on customer service and the senior capstone course in Hospitality Leadership.



Mike holds a doctorate in Human Resource Education from Boston University, a masters in professional studies in Hotel Administration from Cornell University, and a bachelor of arts in Literature and Rhetoric from Binghamton University of New York. His doctoral research involved developing an industry competency model for hotel managers – identifying the knowledge, skills and traits that distinguish great versus good hotel managers.

Mike is the current editor of the *Boston Hospitality Review*, an interdisciplinary journal devoted to scholarship and reflection about the theory and practice of hospitality as a business activity and cultural phenomenon. He has been published or cited for his industry expertise in numerous media outlets, including *The Cornell Hotel & Restaurant Quarterly*, *New England Hotel Magazine*, *New York Times*, *Los Angeles Times*, *Boston Globe* and *CBS*.

While on faculty at BU, Mike is actively involved with industry consulting practices, speaking engagements and board involvement. He was an associate for The Spire Group / The TQM Group, a Boston-based consulting firm specialising in total quality management for service organisations. Mike was also an associate with Heath & Company of Atlanta, GA, a hotel consulting company focused on labour management, operational efficiency and quality; his clients included Holiday Inn, Sheraton, Westin, and independent hotels. In 2015 Mike had the honour of representing the Cornell School of Hotel Administration for an executive education session on strategic leadership for AMLAK Corporation and the Qatar National Convention Center management team in Doha, Qatar.

Prior to his career in academia, Mike was Vice President of Integer Dynamics. A hospitality industry consulting company, Integer Dynamics focused in operational and technology-based productivity and quality consulting services for luxury hotel companies. Mike's operational experience includes hotel, restaurant, quick-service, and country club segments, highlighted by work at the iconic Waldorf-Astoria in New York.

As a Faculty Instructor at Harvard University School of Continuing Education for 14 years, Mike's Hotel & Restaurant Management graduate course earned the top 10% of course evaluations every year. As an adjunct faculty member at Brandeis Graduate School of Economics and Finance, he taught a Service Management course for six years, consistently earning among the highest course evaluations. He was also nominated multiple times for the university-wide Metcalf Award for Teaching Excellence at Boston University.