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DE TOURISME
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DU QUÉBEC

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ADVANCED STUDIES
IN INTERNATIONAL
HOTEL MANAGEMENT
PROGRAM

Courses

Leading
HOTEL SCHOOLS
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Québec 

COURSE SUMMARY (45 HOURS)

FIRST TERM: THE HOTEL OPERATOR AND THE BUSINESS

1-1 Commercial aspect of the hotel industry

In this course, students become familiar with the structure of the hotel industry while taking into account its unique political, economic, technological, social and cultural aspects. From a hotel operator’s perspective, students explore the dynamics that guide the various stakeholders in this industry and situate the field’s development through traditions and innovations. Students also develop a methodology to quickly find sources of information on a hotel’s commercial environment, regardless of its location. (Course offered in English)

1-2 The hotel business and how it works – The hotel as a business establishment

During this course, students explore various work organization methods used in hotels, based on the range of products and services they offer and their specific strategies.

From a hotel manager’s perspective, students must determine the business’s internal operating procedures based on the complexity of the service process and the organization’s target quality level. Students examine internal hotel operations by considering the human, material and financial resources on which they depend to meet the expectations of various stakeholders. (Course offered in English)

1-3 Managerial accounting and hotel operations

In this course, students report the revenue and expenses of various hotel services, taking into account the budget practices and accounting tools used in the industry. Upon completion of this course, students will be able to present a hotel department’s financial results and justify them. (Course offered in French)

1-4 Developing leadership skills

In this course, students learn how to become a leader. Taking into account the business’s various organizational structures and culture, they develop leadership skills within the context of decision making. (Course offered in French and English)

1-5 Managing rooms division operations

In this course, students develop managerial approaches to run the daily activities of the reception desk, housekeeping or any other service offered in the rooms division sector. Upon completion of this course, students will be able to evaluate the work processes of a hotel’s daily rooms division operations, based on its quality standards, work organization and budget framework. To do so, they must master the service processes and techniques pertaining to the arrival and departure of clients, maintenance activities and other types of services offered to clients. (Course offered in English)

1-6 Managing food service operations

In this course, students develop managerial techniques to run the daily activities of the kitchen, dining room, bar or any other point of service in a hotel. Upon completion of this course, students will be able to evaluate the work processes of a hotel’s daily food service operations, based on its quality standards, work organization and budget framework. To do so, they must master the work processes pertaining to food production and distribution. (Course offered in French)

1-7 Strategic management in acquiring goods and services

In this course, students evaluate the role of outsourcing in the cost structure of the goods and services offered by a hotel, based on the desired added value, quality control levels and competencies found within the organization. They develop their ability to analyze acquisition methods for the goods and services needed within the context of a hotel’s daily operations, and within the context of activities for managing the establishment’s human, commercial, financial and information systems resources. Upon completion of this course, students will be able to propose various types of contractual agreements between a hotel and its suppliers in order to purchase goods and services. (Course offered in English)

1-8 Improving interpersonal skills

In this course, students recognize various individuals’ profiles and needs, whether they be employees, clients, co-workers or stakeholders outside the hotel. They will thus be able to adapt their speaking and writing techniques, tailor their speech to their audience, and ultimately, maximize their impact.

From a hotel manager’s perspective, students will be able to apply an effective intervention strategy during routine encounters, crisis situations, conflicts or negotiations. (Course offered in French)

1-9 Optimizing the employee experience

In this course, students apply management techniques in order to develop employees’ full potential. Students will be able to adopt a proactive approach in a new employee’s integration process or current employees’ development activities by drawing on effective communication techniques, group dynamics and mobilization techniques tailored to their workplace. (Course offered in French)

1-10 Introduction to the management of hotel technological tools

In this course, students analyze the integration of a hotel’s various technological tools into daily operations management and the decision-making processes of managers. Students will be able to differentiate the various hardware components of systems, hotel management and business software programs, interfaces, databases and configuration activities used within the hotel.

They will thus have acquired the skills needed to successfully combine the technological integration and commercial performance of a hotel. (Course offered in English)

SECOND TERM: FIRST INTERNSHIP – THE CANADIAN HOTEL INDUSTRY

2-1 Occupation: Hotel manager

In this course, students examine the international hotel industry’s service culture and traditions from the perspective of a hotel management professional. They develop the know-how and social skills required in the art of hosting, in accordance with hotel industry best practices. Lastly, students learn to adopt the professional attitudes and behaviours necessary for the well-being of clients, employees and co-workers. (Course offered in English)

2-2 Improving hotel front-line position skills

In this course, students participate in a hotel’s rooms division and food services, in terms of both operations and supervision. They explore work techniques and processes, and then assess their performance, taking into account the target quality standards and conditions pertaining to the hotel’s work organization and budget framework. (Course offered in English)

2-3 Operations management: Peripheral hotel services

In this course, students analyze the methods of operation used by hotels to run peripheral services, such as activities in retail, spa services, entertainment, sports, etc. They will be able to assess the performance of these various services, based on their added value for the client, financial benefits for the hotel, and their combination with other services. (Course offered in English)

2-4 Adapting to the hotel work life environment

In this course, students develop their ability to adapt to the constant changes experienced by hotel managers. They develop techniques to overcome certain challenges that await them: stress, unexpected situations requiring a fast and effective reaction, and the need to be versatile and mobile within a hotel or hotel chain. (Course offered in English)

2-5 Developing sales skills

In this course, students develop sales skills by exploring techniques tailored to various accommodations, food services, conference and banquet contexts, and peripheral services.

They will thus have an overview of the range of sales approaches used in the hotel industry and will be able to apply the techniques appropriate to the context. (Course offered in English)

THIRD TERM: HOTEL OPERATORS AND STAKEHOLDERS

3-1 International legal frameworks for hotels

In this course, students become familiar with the legal framework within which hotels operate. They assess situations on the basis of labour law, civil liability and contractual agreements in order to make informed managerial and strategic decisions. Lastly, they develop a methodology to find relevant legal information on the management of a hotel’s operations and on the various stakeholders likely to be involved in the resolution or prevention of conflict, regardless of the legal framework. (Course offered in English)

3-2 Financial evaluation of hotel assets

In this course, students evaluate a hotel’s assets and determine the latter’s value to the establishment. By interpreting financial results, they will be able to justify the profitability of the hotel’s investments to upper management. (Course offered in French)

3-3 Managerial and strategic decision making

This course explores various decision-making processes and tools. It enables students to identify and apply various decision-making techniques based on management situations and to assess their managerial and strategic impact. (Course offered in English)

3-4 Managing the security of clients, employees and the hotel

In this course, students identify various components of hotel management that involve a security aspect for both employees and clients. They learn to judiciously apply security principles for managing the building during routine maintenance, renovation projects or crisis management. (Course offered in French)

3-5 Creativity, innovation and change management

In this course, students analyze hotel organizational dynamics in terms of innovation at work. They explore new individual and group practices related to organizational development and knowledge integration in order to foster creativity and innovation in the workplace and promote the practice among employees. (Course offered in French)

3-6 Optimizing the customer experience

In this course, students take a critical look at a hotel’s service delivery approach and identify its strengths and weaknesses. Where appropriate, they suggest a series of innovative corrective actions, taking into account the organization’s cultural aspects and quality standards. Lastly, they implement ways to improve the hotel’s service delivery approach by reviewing staff-client interactions and considering the equipment involved. (Course offered in English)

3-7 Marketing hotel products and services

In this course, students make connections between market analysis methods and traditional or innovative marketing and communication tools used in the hotel industry. They will then develop a marketing plan for a hotel’s marketing activities, covering all of its services and focusing on customer satisfaction and loyalty. (Course offered in English)

3-8 Strategic revenue management

In this course, students develop their ability to organize the sales-related tasks of a department in order to optimize their impact. They acquire techniques for maximizing accommodation, food service, convention and banquet service revenue in order to achieve the hotel’s sales objectives and optimize the use of various distribution networks. (Course offered in English)

3-9 Implementing new projects within the hotel

In this course, students integrate all of the components connected with the implementation of new projects in a hotel, with a sustainable development perspective. They analyze a company’s needs and assess a project’s feasibility, phases,

coordination and impact on the organization, taking into account the adaptability of individuals. Lastly, they assess the quality of the project. (Course offered in French)

3-10 The individual and upper management

In this review course, students learn to differentiate managerial work from executive work. The knowledge, personal skills and know-how developed over the previous three terms are connected with the key executive skills required of hotel managers: inter-personal relationships, communication, decision-making and political skills. Students are also required to personally assess their own executive skills. (Course offered in French)

FOURTH TERM: SECOND INTERNSHIP – FOREIGN COMPANIES

4-1 Coordinating group activities

In this course, students assess the link between group sales, preparing and holding events at the hotel, and activities following the group’s departure. From a multi-disciplinary perspective, students apply their skills to rooms division management, food service and peripheral services in order to optimize the use of resources and enhance the client experience. The development of skills for coordinating group activities occurs in the workplace, where student develop leadership and managerial decision-making skills. (Course offered in English)

4-2 Cultural aspects of the hotel work environment

In this review course, students integrate local cultural aspects in order to better define themselves, understand the context in which the hotel operates, and enhance their relations with clients, employees and business partners. They explore local cultural aspects, such as visual and performing arts, literature, handicrafts, gastronomy, urban or rural living, and the local customs. Lastly, they examine the impact of the cultural dimension on their role as a hotel manager. (Course offered in English)

4-3 Evaluating the performance of hotel technological tools

In this course, students evaluate the integration of hotel technological tools into management activities (rooms division, food service, human and financial resources management, and marketing activities). The students develop their ability to analyze the performance of these technological tools at the operational, managerial and executive levels. Following this evaluation, they will be able to develop a plan to integrate or optimize a technological tool for the hotel of their internship. (Course offered in English)

4-4 First comprehensive activity

In this course, students prepare a synthesis of their academic and professional knowledge by writing an essay on the challenges encountered during their internship. To do so, they select a problematic management situation, propose a theoretical framework to analyze the situation, and present recommendations. (Course offered in French)

4-5 Second comprehensive activity

In this course, students take a critical look at their role as a hotel manager by preparing a summary of their academic and professional knowledge. They subsequently present their summary to their classmates and program instructors. They review their management mandate and defend the recommendations that they have proposed. They then incorporate suggested improvements into their presentation, where appropriate, before submitting the final version to the hotel of their internship. (Course offered in French)

NOTE: The content of this program is subject to change without notice.

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