



MODULE LEADER

Debra Adams is a qualified accountant (CIMA) with a background in hospitality management coupled with 15 years experience of working in financial management education involving the design and delivery of courses in finance, accounting and strategy for the service sector. Her early career was spent training and working in finance roles with an international hotel group followed by 11 years spent in higher education and subsequently 4 years with accredited training providers. As a result she has considerable experience of designing programmes including MBA, Corporate University, in-company and online programmes. She has written and presented widely on the subject of demystifying business accounting.

Debra is Director of Education for the British Association of Hospitality Accountants and has been instrumental in the development and success of several education projects for accountants working in the hospitality industry. She is also an advisor for Young Enterprise working in local schools.

RECOMMENDED READING

- ADAMS, D. (2006), *Management Accounting for the Hospitality Industry – A Strategic Approach*, Thomson Learning, London, ISBN-10: 0-3043-2906-9

MODULE DESCRIPTION

The current economic climate requires managers to demonstrate a greater understanding of the drivers of business performance in order to make operational decisions to improve revenues and maintain profits.

This highly interactive programme has been devised to provide the delegates with an opportunity to continue to update their financial knowledge and gain a better understanding of how to implement better planning and control processes present in the context of a service organisation.

Each delegate will have an opportunity to translate their learning directly in to the workplace with case studies and scenarios based on real business problems and financial information.

LEARNING OBJECTIVES

By the end of the Module, participants will be able to:

Knowledge

- Explain the 'bigger picture' – including the significance of profit, cash and asset management;
- Effectively employ budget management and business forecasting
- Understand the external business environment and the impact of external factors on decision making
- Manage shareholder and business wealth

Competencies

- Practise effective evaluation of business performance
- Interpret more effectively the business results and apply effective decision making
- Create business plans and forecasts.

Mindset

- Practise critical analysis of business performance
- Evaluate business performance
- Improved confidence when presenting on and discussing financial data.

METHODOLOGY

Balance of lectures and discussions with participant presentations, seminars, debates and team games. Participants are encouraged to bring reports from their business for evaluation.

PARTICIPANTS

This course has been designed for operational managers working in the hospitality, leisure and tourism sectors who are required to make decisions based on the interpretation of periodic performance reports. It is assumed that delegates will have some prior knowledge of the key accounting statements, accounting concepts and performance measures.