

# Course Catalogue

Undergraduate programs  
Academic year 2023-2024



EHL Hospitality Business School - Mission

« We bring together academia and hospitality to create the higher education of action-driven individuals and develop insightful thinking together with innovative practices in the international service industry. »

# TABLE OF CONTENTS

PREAMBLE .....	7
EHL EDUCATIONAL MODEL .....	8
OVERVIEW OF THE BACHELOR PROGRAM .....	11
PREPARATORY YEAR COURSES .....	14
PREPARATORY YEAR - SEMESTER 1 .....	15
Module: Introduction to Hospitality Management .....	15
7160BC – Introduction to F&B Management .....	15
7175BC – Rooms Division and Spa Operations .....	15
7181BC – Fundamentals of Sustainable Business .....	15
7155BM – Introduction to French .....	15
7182BC – Introduction to Business Communication .....	16
Module: Introduction to Business Tools .....	16
7171BC – Applied Mathematics and Excel for Business Hospitality Management .....	16
Modules: Food & Beverage Workshops I and II .....	16
Module: Food & Beverage Workshops I .....	16
7100BC – Fine Dining Cuisine .....	16
7110BC – Fine Dining Restaurant .....	17
7114BC – Events: Management and Operations .....	17
7117BC – Catering .....	17
7184BC – Pastry Making .....	17
Module: Food & Beverage Workshops II .....	18
7115BC – R&D Design Lab .....	18
7116 BC – International Cuisine .....	18
7118BC – Bar & Restaurant Outlets .....	18
7141BC – Stewarding .....	18
7183BC – Bakery Making .....	19
Module: Wine & Mixology .....	19
7120BC – Oenology and Wine-producing Regions .....	19
7179BC – Mixology .....	19
Module: Rooms .....	19
7136BC – Housekeeping .....	20
7138BC – Front Office .....	20
Field Trip .....	20
7170BC – Michelin Star Experience .....	20
PREPARATORY YEAR - SEMESTER 2 .....	21
Module: Internship .....	21
7200BC – Operational Internship .....	21
BACHELOR PROGRAM COURSES YEAR 1 .....	22

SEMESTER 1 (BOSC1) .....	24
Module: Business Tools I .....	24
9101BC – Financial Accounting .....	24
9102BR – Microeconomics .....	24
9103BR – Management Information System Tools / Spreadsheets .....	24
9104BR – Mathematics .....	25
Module: Foundations of Hospitality Management I .....	25
9110BC – Food and Beverage Cost Control .....	25
9113BC – Foundations of Hospitality Marketing .....	25
9114BC – Human Behavior & Performance in the Workplace .....	26
Module: Communication & Culture I .....	26
9120IM – Business Communication .....	26
9121-1BM – French (Beginner - A1.1) .....	26
9121-2BM – French (Beginner - A2.1) .....	27
9121-3IM – French (Intermediate - B1.1) .....	27
9121-4IM – French (Intermediate - B2.1) .....	27
9122-1BM – Spanish (Beginner - A1.1) .....	27
9122-2BM – Spanish (Beginner - A2.1) .....	28
9122-3IM – Spanish (Intermediate - B1.1) .....	28
9122-4IM – Spanish (Intermediate - B2.1) .....	28
9123-1BM – German (Beginner - A1.1) .....	28
9123-2BM – German (Beginner - A2.1) .....	29
9123-3IM – German (Intermediate - B1.1) .....	29
9123-4IM – German (Intermediate - B2.1) .....	29
9124-1BM – Mandarin (Beginner - A1.1) .....	29
9126-1BM – Russian (Beginner - A1.1) .....	30
9127-1BM – Malay (Beginner – A1.1) .....	30
9128-1BM – Japanese (Beginner – A1.1) .....	30
SEMESTER 2 (BOSC2) .....	31
Module: Business Tools II .....	31
9201BC – Topics in Financial Analysis .....	31
9202BR – Macroeconomics .....	31
9203BR – Statistics .....	31
Module: Foundations of Hospitality Management II .....	32
9211BC – Service Quality and Design .....	32
9228BR – Computational Thinking .....	32
9213BR – Hospitality Economics .....	32
9214BC – Rooms Division Management .....	33
Module: Communication & Culture II .....	33
9220BM – Academic Writing .....	33

9221-1BM – French (Beginner - A1.2).....	33
9221-2BM – French (Beginner - A2.2).....	33
9221-3IM – French (Intermediate - B1.2) .....	34
9221-4IM – French (Intermediate - B2.2) .....	34
9222-1BM – Spanish (Beginner - A1.2) .....	34
9222-2BM – Spanish (Beginner - A2.2) .....	34
9222-3IM – Spanish (Intermediate - B1.2).....	35
9222-4IM – Spanish (Intermediate - B2.2).....	35
9223-1BM – German (Beginner - A1.2).....	35
9223-2BM – German (Beginner - A2.2).....	36
9223-3IM – German (Intermediate - B1.2) .....	36
9223-4IM – German (Intermediate - B2.2) .....	36
9240-1BM – Mandarin (Beginner - A1.1) .....	36
9224-1BM – Mandarin (Beginner - A1.2) .....	37
9226-1BM – Russian (Beginner - A1.2).....	37
9227-1BM – Malay (Beginner – A1.2) .....	37
9228-1BM – Japanese (Beginner – A1.2) .....	37
BACHELOR PROGRAM COURSES YEAR 2.....	38
SEMESTER 3 (BOSC3) .....	40
Module: Business Analysis .....	40
9301IC – Revenue Management.....	40
9302IC – Managerial Accounting .....	40
9311IR – Customer Information and Distribution Channel Management .....	40
Module: Applied Hospitality Management.....	41
9310IC – Talent Management Systems.....	41
9312IC – International Services Marketing .....	41
9313IR – Services Operations Management .....	42
Module: Communication & Culture III .....	42
9321-1BM – French (Beginner - A1.1).....	42
9321-2BM – French (Beginner - A2.1).....	42
9321-3IM – French (Intermediate - B1.1) .....	43
9321-4IM – French (Intermediate - B2.1) .....	43
9321-5AM – French (Advanced - C1.1) .....	43
9322-1BM – Spanish (Beginner - A1.1) .....	44
9322-2BM – Spanish (Beginner - A2.1) .....	44
9322-3IM – Spanish (Intermediate - B1.1).....	44
9322-4IM – Spanish (Intermediate - B2.1).....	44
9322-5AM – Spanish (Advanced - C1.1) .....	45
9323-1BM – German (Beginner - A1.1).....	45
9323-2BM – German (Beginner - A2.1).....	45

9323-3IM – German (Intermediate - B1.1) .....	45
9323-4IM – German (Intermediate - B2.1) .....	46
9323-5AM – German (Advanced - C1.1) .....	46
9324-1BM – Mandarin (Beginner - A1.1) .....	46
9324-2BM – Mandarin (Beginner - A2.1) .....	46
9326-1BM – Russian (Beginner - A1.1) .....	47
9326-2BM – Russian (Beginner - A2.1) .....	47
9328-1BM – Japanese (Beginner – A1.1) .....	47
9328-2BM – Japanese (Beginner – A2.1) .....	48
9332IR – Legal challenges of the Hospitality Manager .....	48
9334IR – Corporate Sustainability .....	48
SEMESTER 4 (BOSC4) .....	49
Module: Management in Practice .....	49
9401SC – Industrial Attachment (Internship) .....	49
BACHELOR PROGRAM COURSES YEAR 3 .....	50
SEMESTER 5 (BOSC5) .....	53
Module: Integrated Business Analysis .....	53
9501AC – Corporate Finance .....	53
9504AC – Corporate Strategy .....	53
9506AR – Research Methodology .....	53
9507AR – Project Management .....	54
9508AR – Market Research .....	54
Module: Integrated Hospitality Management .....	54
9502AC – Hotel Asset Management .....	55
9503AC – Leadership and Organizational Behavior .....	55
9505AC – Real Estate Finance .....	55
9511AC – Leadership and Organizational Behavior .....	56
BOSC5 OPTION - INNOVATION MANAGEMENT AND SUSTAINABLE GROWTH STRATEGIES .....	57
Module: Integrated Business Analysis And Innovation .....	57
9501AC – Corporate Finance .....	57
9504AC – Corporate Strategy .....	57
9509AC – Innovation for Sustainable Growth .....	58
Module: Sustainable Hospitality Management .....	58
9503AC – Leadership and Organizational Behavior .....	58
9505AC – Real Estate Finance .....	58
9510AS – Data Analytics and Storytelling for Decision-making .....	59
SEMESTER 6 (BOSC6) .....	60
Module: Advanced Electives .....	60
9606AS – Hospitality Mergers and Acquisitions .....	60
9607AS – Developing Entrepreneurial Projects .....	60

9608AS – Innovation Management.....	61
9612AS – Digital Marketing.....	61
9614AS – Wine Economics and Finance.....	61
9615AS – Portfolio Management.....	62
9616AS – Hospitality Luxury Brand Management .....	62
9618AS – Influence and Leadership: Negotiation and Communication Tools .....	62
9622AS – Strategic Hotel Investments .....	62
9623AS – Creating the Future of Food Service .....	63
9624AS – Branding - Thinking beyond Products and Services .....	63
9626AS – Crisis/Strategic Communication.....	64
9632AS – Technology Trends in the Hospitality Industry – Programming Skills for Businesses .....	64
9633AS – Decision Making: Techniques for Better Managerial Decisions .....	65
9635AS – Prototype Your Digital Startup in 5 Days.....	65
9636AS – Private Equity and Venture Capital .....	65
9640AS – Concept Brief Development for Restaurants and Bars .....	65
9643AS – Introduction to Management Consulting.....	66
9644AS – Guest Experiences in Luxury and Hospitality .....	66
9645AS – Data Driven Business.....	67
9648AS – 360 View on Large Event Management .....	67
9649AS – Sustainability Transitions and Innovations.....	67
9650AS – Hotel Real Estate – Planning and Development.....	68
9656AS – Hospitality for Social Change .....	69
9657AS – Ethical Decision-Making for Responsible Managers .....	69
BOSC6 OPTION - INNOVATION MANAGEMENT AND SUSTAINABLE GROWTH STRATEGIES .....	71
Module: Advanced Innovation Management & Sustainable Growth Strategies.....	71
9651AS – Managing Sustainability for Value Creation.....	71
9652AS – Digital Growth Strategies .....	71
9653AS – Cross-Cultural Business Development .....	71
Module: BOSC Diploma Work – Available on all campuses .....	72
9646SC – SBP (Student Business Project) .....	72
9647SC – Bachelor Thesis.....	72
DEFINITION OF A MODULE .....	73

# PREAMBLE

This catalogue presents an overview of the course of study offered by the EHL Hospitality Business School (hereafter EHL) at the undergraduate level during the academic year 2023/2024.

Programs	Modalities	Languages	Availability of the program on EHL Campuses
<b>Preparatory Year (AP)</b>	Full-time 1 year	English	<ul style="list-style-type: none"> <li>› EHL Campus Lausanne</li> </ul>
<b>Bachelor in International Hospitality Management (BOSC)</b>	Full-time 3 years	French <sup>1</sup> and English	<ul style="list-style-type: none"> <li>› EHL Campus Lausanne</li> <li>› EHL Campus Passugg (semesters 3 &amp; 5 only)</li> <li>› EHL Campus Singapore (semester 1&amp;2 until February 2024)</li> </ul>

Students enrolling in the French-speaking section of EHL's Bachelor can refer to the French version of the course catalogue.

⇒ [See Catalogue de cours – Programme Bachelor de l'EHL](#)

The following graduate and executive programs are presented in a separate course catalogue:

⇒ [See EHL Graduate courses catalogue](#)

Programs	Modalities	Languages	Program delivery locations
<b>Master of Science</b>			
Master of Science in Global Hospitality Business (MGH)	Full-time 16 months	English	<ul style="list-style-type: none"> <li>› EHL Campus Lausanne</li> <li>› Hong Kong Polytechnic University, School of Hotel and Tourism Management</li> <li>› University of Houston, Conrad N. Hilton College in Houston</li> </ul>
Master of Science in Wine and Hospitality Management (MWH) <sup>2</sup>	Full-time 16 months	English	<ul style="list-style-type: none"> <li>› KEDGE Business School campus (Paris and Bordeaux)</li> <li>› Online (for EHL components, with a short visit to the EHL Campus Lausanne)</li> </ul>
Master of Science in Hospitality Management (MiHM)	Full-time 16 months	English	<ul style="list-style-type: none"> <li>› EHL Campus Lausanne</li> </ul>
<b>Executive Education</b>			
MBA in Hospitality (MBA-IH)	Part-time 24 months	English	<ul style="list-style-type: none"> <li>› Online (80%)</li> <li>› EHL Campus Lausanne (20%)</li> </ul>
Hospitality Executive MBA (HEMBA)	Part-time 18 months	English and Chinese (Mandarin)	<ul style="list-style-type: none"> <li>› EHL Campus Lausanne</li> <li>› China Europe International Business School Campus Shanghai and Zurich</li> <li>› Various locations in Asia</li> </ul>

Please refer to [gs.ehl.edu](https://gs.ehl.edu) website for new developments in executive education training programs and shorts courses offering.

## IMPORTANT NOTICE

EHL reserves the right to modify the content of the present document. Enrolled students are encouraged to consult the learning management system (EHLisa) for detailed and updated information regarding the available courses, including course objectives and assessment modalities.

<sup>1</sup> The Bachelor program is partially available in French (solely on EHL Campus Lausanne). Please refer to the French version of the course catalogue for detailed information.

<sup>2</sup> This program is discontinued



# EHL EDUCATIONAL MODEL

## Learning experience

The pillars of hospitality education at EHL include:

- *Experiential Education* - Learning from experience involves being open to new situations and perspectives, integrating these ideas, and being able to experiment in real-world situations. The combination of practical experience and traditional academic courses creates an atmosphere where students can apply their learning right away, as well as bring their work experience back into the classroom.
- *A Social Learning Context* - Learning is a social process and to be successful in the business world, students learn to work together throughout their studies. Individuals acquire knowledge, rules, skills, strategies, beliefs, and attitudes as they observe and work in groups and teams.
- *Leadership* - EHL students learn to become leaders, not just managers. Leadership involves influencing others to achieve a common goal. In addition to working in the classroom, students have the opportunity to sharpen their leadership skills while participating in student committees and other service activities.
- *An Awareness of and Appreciation for Lifelong Learning* - EHL education provides students with an awareness that learning is a lifelong process. EHL graduates obtain the skills and drive necessary to continue to learn long after their academic journey at EHL.

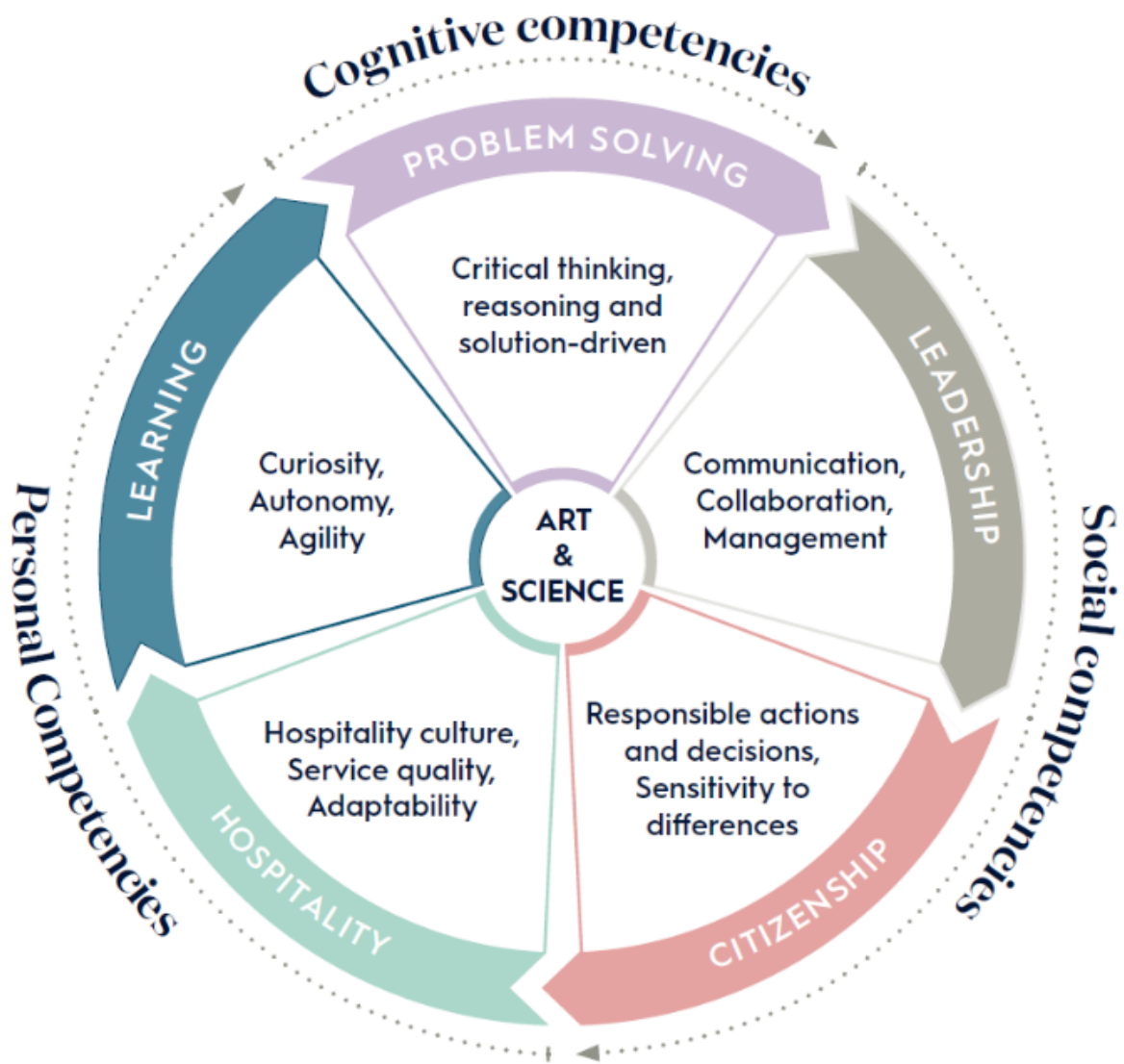
## EHL Graduate attributes

The following definition characterizes the profile of EHL graduates.

EHL graduates are pragmatic, innovative professionals. They critically assess data using strong analytical skills, reasoning and appropriate technology to be effective **Problem-solvers** who can work in complex and uncertain situations.

- As future **Leaders** in hospitality management and the wider international service industry, they are proactive and effective communicators, collaborators and managers across diverse audiences and organizations.
- EHL graduates are responsible **Citizens** and decision-makers, who are sensitive to cultural differences in a global context and who contribute to sustainable development, through their understanding of environmental, economic, social and ethical issues.
- Inspired by their "savoir-être" cultivated at EHL, they possess the finest **Hospitality mindset**, are courteous, offer service quality, and are able to adapt to diverse social contexts. They are open-minded, cultivated, and knowledgeable about humanity.
- As **lifelong Learners**, EHL graduates are known to be self-critical, autonomous in both group and individual work, and ever curious in their pursuit of knowledge.





### Global Learning Goals and Objectives

EHL articulates learning goals and competencies for students which are common to all programs and in line with the EHL Graduate definition. The programs are designed to differentiate between undergraduate and postgraduate levels in line with the Dublin descriptors.

EHL Graduate attributes	Global learning goals (LGs)	Global learning objectives (GLOs)
PROBLEM SOLVING	Our graduates propose data-driven, innovative, and pragmatic solutions in service and hospitality business contexts.	1. Gather and evaluate appropriate information
		2. Analyze approaches and strategies
		3. Propose solutions
LEADERSHIP	Our graduates are proactive and effective communicators, collaborators and managers across diverse audiences and organizations.	4. Communicate across audiences
		5. Contribute to and lead teams
		6. Plan and manage projects and organizations
CITIZENSHIP	Our graduates are integrative, ethical and socially responsible decision-makers on a global scale.	7. Identify and prioritize actions
		8. Make appropriate decisions
		9. Demonstrate sensitivity to differences
HOSPITALITY	Our graduates leverage human value to deliver refined services in diverse situations.	10. Understand hospitality culture
		11. Act with courtesy and adaptability
		12. Offer service quality in diverse situations
LEARNING	Our graduates cultivate a commitment for lifelong learning.	13. Cultivate curiosity and autonomy
		14. Act with agility
		15. Develop a learning mindset

# OVERVIEW OF THE BACHELOR PROGRAM

The Bachelor Program at EHL was designed by academics and industry professionals to deliver a comprehensive management education, rooted in hospitality practices. It aims to train managers in the hospitality and service industry, covering the range of components which contribute to running hospitality and service businesses, from operations to key management tools, and business strategy and planning. The program offers a balanced curriculum that combines industry immersion with management theory and applied business projects.

At the end of their bachelor studies, students should have achieved the following learning outcomes:

- Demonstrate knowledge and understanding of all key areas in the hospitality industry to provide effective and innovative solutions to stakeholders, showing awareness of environmental, social and ethical issues.
- Critically apply knowledge and understanding of the hospitality industry by gathering and interpreting relevant data, in order to make informed decisions when faced with diverse situations and in a changing environment.
- Communicate effectively with both specialist and non-specialist audiences in a multi-cultural environment.
- Demonstrate social and personal skills including effective teamwork, leadership, self-knowledge, autonomy, and recognize the importance of ongoing learning.
- Make use of their experience, senses and service culture to interact with confidence, enthusiasm, and creativity in a professional environment.

## *Program Highlights*

- Multi-campus study opportunities in Switzerland (Lausanne & Passugg Campuses) and Singapore.
- Workshops and practical training to learn to manage businesses from the ground-up.
- Michelin-star experiences with award-winning chefs.
- Dual excellence in academic and industry practice taught by experts.
- Extra-curricular activities and committees to develop leadership and creativity.
- R&D workshops and a chance to intern in your own start-up company.
- Two internships and a business project for a head start in your career.

## *Outcomes*

The EHL Bachelor in International Hospitality Management is the ideal business degree foundation with the added excitement of hospitality know-how and internships. It prepares young professionals to embrace careers in the hospitality and services industry by learning from leading experts in academia and industry practices. It uses a dual-excellence approach that develops the perfect balance of hospitality know-how and soft skills, combined with management expertise and academic rigor.

Through our academic association with the University of Applied Sciences and Arts Western Switzerland (HES-SO<sup>3</sup>), EHL's Bachelor is recognized by the Swiss Confederation. The 4-year program is also accredited by the New England Commission of Higher Education (NECHE<sup>4</sup>). EHL therefore ensures alignment with the frameworks governing the awarding of academic credits in Switzerland, Europe and the USA and uses both ECTS<sup>5</sup> credits and US credits. To graduate, students in EHL's Bachelor in International Hospitality Management must therefore earn a minimum of 120 US semester credit-hours (up to 160 US credits, including the Preparatory Year) and 180 ECTS credits (as a Bologna-compliant Bachelor of Science degree).

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<sup>3</sup> [www.hes-so.ch](http://www.hes-so.ch)

<sup>4</sup> [www.necche.org](http://www.necche.org)

<sup>5</sup> ECTS = [European Credit Transfer System](#)

UNDERGRADUATE PROGRAM – Academic year 2023-24

EMPLOYMENT / MASTER, e.g., EHL MiHm

## Preparatory Year (AP)

EHL's Bachelor program in International Hospitality Management begins with a Preparatory Year (often referred to as AP, based on the French title "*Année Préparatoire*"). This one-year introduction to the world of hospitality will teach you everything you need to know about hotel and restaurant operations and create a professional foundation for the managerial and strategic courses of the degree.

The program of the Preparatory Year encompasses two major learning objectives:

- Students should develop and apply the best practices and values in operational departments of a hotel;
- They should build a comprehensive understanding of the hospitality sector to prepare themselves for the academic demands of the Bachelor program.

During the first six months, students will rotate through the Lausanne campus' diverse food and beverage outlets and the reception and room division departments to give them first-hand knowledge of hotel and restaurant operations. Students will also follow exciting and challenging academic courses to help kick-start their understanding of hospitality management. Then, students are off on their internship for a 6-month adventure in the real-world, where they will test the achieved skills and develop a sense of independence and professionalism in a hospitality workplace.

- The Preparatory Year is delivered in English only and exclusively on EHL Campus Lausanne. This aims to ensure that practical arts components will be delivered in state-of-the-art facilities, as well as to support the nurturing of the "EHL spirit" among the student community.
- Completion of the Preparatory Year is a prerequisite to join EHL's Bachelor of Science program.
- Exemptions are possible – the *Policy for exemption from the Preparatory Year* is published on EHL's website.

## Bachelor of Science in International Hospitality Management (BOSC)

After the Preparatory Year, students join the 6-semester BOSC program to gain knowledge and develop competencies in business and management.

After three semesters on campus, students embark on a 6-month administrative internship to gain additional practical experience in an area that interests them. This business internship constitutes a key differentiating component of EHL's learning experience and has proved its value in helping students to apply the theoretical courses and prepare them for their future professional career.

During the last semester, students can choose among a variety of advanced elective courses. Finally, the last part of the semester is dedicated either to an academic dissertation (Bachelor Thesis) or a Student Business Project (SBP). These are not only intended to ensure that students have acquired the expected knowledge and competencies, but also to prepare them for their future professional career or for further studies.

- Students are offered various language options (semesters BOSC1, BOSC2 and BOSC3) and elective courses (BOSC6). The Singapore campus offers a specialization option in BOSC 5 and 6 focusing on Innovation Management & Sustainable Growth Strategies. All other courses within the curriculum are mandatory and with a similar content on each campus.
- At our campus in Singapore and Passugg the courses are delivered in English only, whereas Lausanne hosts both an English and a French language sections. Regarding course content and achievement, the classes are the same.
- A direct entry path into BOSC 3 semester is possible for candidates fulfilling the conditions detailed in the *EHL Policy for Direct Entry*. Students holding a professional degree in hospitality (Dipl. Hôtelière-Restauratrice/Hôtelier-Restaurateur HF/ES) are notably eligible to gain the Bachelor of Science in International Hospitality Management from EHL in 3 semesters (exemption of BOSC4 administrative internship).

# PREPARATORY YEAR COURSES

Preparatory Year (AP) semester 1 courses are only available at the EHL Campus Lausanne, and solely delivered in English.

MODULE <sup>6</sup>	INTRODUCTION TO HOSPITALITY MANAGEMENT <sup>7</sup>	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	US CREDITS	DELIVERED ON CAMPUS <sup>8</sup>
7160BC	Introduction to F&B management	B	C	25h	0.6	L
7175BC	Rooms Division & Spa Operations	B	C	31h	0.7	L
7181BC	Fundamentals of Sustainable Business	B	C	12h	0.3	L
	<b>Language</b> , one of the following:					
7155BM	Introduction to French	B	M	41h	0.9	L
7182BC	Introduction to Business Communication	B	M	46h	1	L
MODULE	INTRODUCTION TO BUSINESS TOOLS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	US CREDITS	DELIVERED ON CAMPUS
7171BC	Applied Mathematics and Excel for Business Hospitality Management	B	C	44h	1.0	L
MODULE	FOOD & BEVERAGE WORKSHOPS I	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	US CREDITS	DELIVERED ON CAMPUS
7100BC	Fine Dining Cuisine	B	C	54h	1.2	L
7110BC	Fine Dining Restaurant	B	C	74h	1.6	L
7114BC	Events: Management and Operations	B	C	55h	1.2	L
7117BC	Catering	B	C	41h	0.9	L
71784C	Pastry Making	B	C	40h	0.9	L
MODULE	FOOD & BEVERAGE WORKSHOPS II	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	US CREDITS	DELIVERED ON CAMPUS
7115BC	R&D Design Lab	B	C	31h	0.7	L
7116BC	International Cuisine	B	C	60h	1.3	L
7118BC	Bar & Restaurant Outlets	B	C	90h	2	L
7141BC	Stewarding	B	C	24h	0.5	L
7183BC	Bakery Making	B	C	16h	0.4	L
7185	The Culinary & Table Arts by 1893	B	C	30h	0.7	L
MODULE	WINE & MIXOLOGY	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	US CREDITS	DELIVERED ON CAMPUS
7120BC	Oenology and Wine-producing Regions	B	C	54h	1.2	L
7179BC	Mixology	B	C	66h	1.5	L
MODULE	ROOMS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	US CREDITS	DELIVERED ON CAMPUS
7136BC	Housekeeping	B	C	44h	1.0	L
7138BC	Front Office	B	C	38h	0.8	L
MODULE	FIELD TRIP	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	US CREDITS	DELIVERED ON CAMPUS
7170BC	Michelin Star Experience	B	C	10h	0.2	L
MODULE	INTERNSHIP	LEVEL	TYPE		US CREDITS	DELIVERED ON CAMPUS
7200BC	Internship	B	C	-	20	

<sup>6</sup> Definition of module, level and type of course are provided in the Appendix of the present document.

<sup>7</sup> During the module Introduction to hospitality management, beginners (A1) in French will attend the language course. All other students will be enrolled in Introduction to business communication.

<sup>8</sup> Availability of the course on each campus for Academic year 2023/2024: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.

# PREPARATORY YEAR - SEMESTER 1

## Module: Introduction to Hospitality Management

In this academic module, students will discover the theory related to the main themes within the hospitality industry. It introduces students to the complex world of hospitality management including hotels, food and beverage operations, rooms division operations and sustainability. Beginners in French language will have the opportunity to improve their French skills in a 30-hour intensive course. Students who already have a certain level in French will follow the Introduction to business communication course.

### 7160BC – Introduction to F&B Management

25 hours total learning workload – 0.6 US credit

#### Summary

During this course, students will identify the basic management steps to develop a food and beverage concept. Before coming to class students will learn concepts and notions via videos and fill out their F&B booklets. In-class knowledge gained will be assessed with graded quizzes. Concepts and notions learnt will be applied through examples, case studies, articles and debates. Finally, students will be able to draw basic connections between the external environment and F&B operations.

#### Objective

Upon successful completion of this course, students will describe each fundamental facet of F&B management, select the appropriate management tools, and draw connections within an applied project.

### 7175BC – Rooms Division and Spa Operations

31 hours total learning workload – 0.7 US credit

#### Summary

During this course, students will develop knowledge on rooms division and the spa industry within various types of lodging establishments. Through digital lessons, students will prepare individually for each class by completing a pre-work. During in-class activities, students will be introduced to the discover the main reports used in the daily operations of any hotel.

#### Objective

Upon successful completion of this course, students will describe the structure and main responsibilities of a rooms division department and a spa.

### 7181BC – Fundamentals of Sustainable Business

12 hours total learning workload – 0.3 US credit

#### Summary

During this course, students will explain and explore the social, economic and environmental principles required within the hospitality context. Before each class, students will prepare individually by completing a pre-work. Through a variety of class activities, students will identify the key factors required for a hospitality business, helping them to raise their awareness on sustainable practices.

#### Objective

Upon successful completion of this course, students will define the fundamental elements required for the creation of a sustainable business.

### 7155BM – Introduction to French

41 hours total learning workload – 0.9 US credit

#### Summary

During this course, students will communicate orally and in writing in French at the A1 level of the CEFR (Common European Framework of Reference for Languages). This course prepares students to communicate in a French speaking environment in a hospitality work environment, using appropriate language.



### Objective

Upon successful completion of the course, students will express themselves in simple sentences (orally and in writing) in everyday personal and professional situations.

## 7182BC – Introduction to Business Communication

46 hours total learning workload – 1.0 US credit

### Summary

During this course, students will employ effective business communication in English, a prerequisite for anyone wishing to enter an international working environment. Students will consolidate their communication skills while acquiring the business vocabulary needed to express themselves orally and in writing in a variety of professional situations related to the hospitality industry.

### Objective

Upon successful completion of this course, students will use a variety of economic and business vocabulary to communicate effectively, both orally and in writing, in various hospitality situations.

## Module: Introduction to Business Tools

In this module, students will reinforce their quantitative skills through math review and applied use of Excel. Through various applied exercises, students consolidate and develop the logic skills necessary for success in EHL's Bachelor of Science program. In a series of in-person classes, autonomous study, self-guided online work as well as tutoring sessions, students fine tune their mathematical and problem-solving abilities.

## 7171BC – Applied Mathematics and Excel for Business Hospitality Management

44 hours total learning workload – 1.0 US credit

### Summary

During this course, students will use an application-based approach to acquire quantitative skills relevant to the hospitality and business sector. Students will develop both mathematical and Excel skills that are necessary as prerequisites for success in the Bachelor program. This course is mainly based on weekly individual work guided by the online digital content. Students can work at their own pace on the required basic mathematical notions and Excel basics.

### Objective

Upon successful completion of this course, students are able to solve simple quantitative problems by applying the right mathematical tools and using basic functions in Excel.

## Modules: Food & Beverage Workshops I and II

In the F&B I and II modules, students will acquire operational skills by working in EHL's multiple food and beverage outlets. Students will be immersed in a real work environment and will apply the standards of hygiene and safety (HACCP). At the end of these modules, they will develop the basic skills necessary to work in various types of food and beverage concepts. Finally, through digital lessons coupled with class activities, students will gain knowledge on best practices and trends within the food and beverage industry, the culinary world and in events.

## Module: Food & Beverage Workshops I

### 7100BC – Fine Dining Cuisine

54 hours total learning workload – 1.2 US credit

### Summary

During this course, students will be totally immersed in one of the professional kitchen of EHL's fine dining restaurants, where they will develop their knowledge of fine dining cuisine operations. Students will work in small groups and will be supervised by lecturers and F&B professional staff, namely the station

manager, called the Chef de Partie. During the week, they work at different positions at the following stations: Cold kitchen, Fish, Meat and Pastry

#### Objective

Upon successful completion of this course, students will demonstrate a basic understanding of a gastronomic cuisine including the organization, design, investments, and benefits, among other aspects.

### 7110BC – Fine Dining Restaurant

74 hours total learning workload – 1.6 US credits

#### Summary

During this course, students will participate in the service activities of a fine dining restaurant. They will apply the standards of fine dining establishments, while organizing and managing their sequential work roles. Students will demonstrate appropriate communication with the restaurants' staff members, its clientele and their teammates. They will be supervised by professional lecturers and F&B professional staff

#### Objective

Upon successful completion of this course, students will apply processes and standards of service, and demonstrate service techniques used in a fine dining restaurant.

### 7114BC – Events: Management and Operations

55 hours total learning workload – 1.2 US credit

#### Summary

During this course, students will participate in the organization and execution of all the events scheduled at EHL during the week (e.g. gala, coffee break, aperitif, etc.). They will practice different work roles during an event service and will work in groups of students according to each event's scope. Throughout the course and its multiple activities, students will assimilate EHL's philosophy of service as well as the basic service techniques, supervised by professional lecturers and F&B professional staff.

#### Objective

Upon successful completion of this course, students will demonstrate basic service techniques necessary for an event and will prepare a sequence for an event's organization from beginning to end.

### 7117BC – Catering

41 hours total learning workload – 0.9 US credit

#### Summary

During this course, students will participate in food preparation and distribution for different workshop activities such as event and boutique catering, sushi corner, and preliminary preparation. Students will execute mise en place, production and service for events; for the boutique and sushi corner they will prepare the mise en place and packaging, and carry out in-house deliveries. Students will work in small groups, supervised by lecturers and F&B professional staff.

#### Objective

Upon successful completion of this course, students will explain the specificities of the catering industry and identify distinct catering techniques used for event and specialized delicatessen shops.

### 7184BC – Pastry Making

40 hours total learning workload – 0.9 US credit

#### Summary

During this course, students will participate in the three main activities for this workshop (central pastry making, boutique pastry making, and chocolate pastry making). They will produce desserts and other specialty sweets in both large and small-scale pastry kitchens. Students will work in small groups, supervised by lecturers and F&B professional staff.

#### Objective

Upon successful completion of this course, students will recognize the main stages of production of basic pastry products.

## Module: Food & Beverage Workshops II

### 7115BC – R&D Design Lab

31 hours total learning workload – 0.7 US credit

#### Summary

During this workshop, students will participate in a series of activities related to culinary research and development. Through dynamic, creative and applied activities, students will develop culinary techniques associated with an R&D unit. They will analyze and experiment with breaking down a traditional dish and then building it back up again. They will explain the importance of having an R&D department in the agribusiness industry.

#### Objective

Upon successful completion of this course, students will explain the main components to conduct an analysis within a research & development department in the agribusiness industry.

### 7116 BC – International Cuisine

60 hours total learning workload – 1.3 US credits

#### Summary

During this course, students are completely immersed in several high-volume professional kitchens. The workshop focuses on production, distribution of meals, and—perhaps more importantly—on the organization and logistics of a central kitchen. Many topics will be discussed, including choice of products, work methods, compliance with food safety standards, managing both food waste and loss, and menu planning. Students will work in small groups, supervised by lecturers and F&B professional staff.

#### Objective

Upon successful completion of this course, students will recognize the principles of the flow of food through a large volume operation within EHL's food court kitchen and quick service restaurant.

### 7118BC – Bar & Restaurant Outlets

90 hours total learning workload – 2 US credits

#### Summary

During this course, students will discover different concepts for bars and restaurants. Every day, students, in small groups, will familiarize themselves with a new point of sale, a new team and a new approach. Students will apply knowledge from in-class theory sessions directly through practical work and contact with clients. Students will create and discover products and promote them at the points of sale. They will be supervised by lecturers and F&B professional staff.

#### Objective

Upon successful completion of this course, students will apply different service techniques depending on the point of sale. By modifying their pace and style of service according to flow and client, they learn to adapt their service approach.

### 7141BC – Stewarding

24 hours total learning workload – 0.5 US credit

#### Summary

During this course, students will execute specific cleaning procedures and various tasks related to Stewarding operations. Managing such a department represents concrete challenges (e.g. physical, environmental, staff motivation). Students will identify the link between F&B operations and waste management. They will work in small groups supervised by lecturers and F&B professional staff.

#### Objective

Upon successful completion of this course, students will organize the work in a stewarding area and implement waste sorting management standards.

## 7183BC – Bakery Making

16 hours total learning workload – 0.4 US credit

### Summary

During this course, students will participate in the production of bread and viennoiseries for the different EHL outlets. They will work in small groups, supervised by lecturers and F&B professional staff.

### Objective

Upon successful completion of this course, students will recognize the main stages of production of basic bakery products.

## Module: Wine & Mixology

In this module, students will acquire basic knowledge of Oenology and Mixology. Oenology is the science of all aspects of winemaking and wine characteristics. Mixology is the skill of preparing drinks associated with a strong knowledge of various alcoholic beverages. In order to master these topics, students will have digital lessons coupled with in-class activities where subjects will be developed through tasting sessions and diverse gamified activities. Finally, they will learn the basics of cocktail making skills at one of EHL's cocktail bar outlets.

## 7120BC – Oenology and Wine-producing Regions

54 hours total learning workload – 1.2 US credits

### Summary

During this course, students will develop wine-related knowledge in order to gain confidence when working in a restaurant setting. Through digital lessons, students will gain knowledge on the science behind winemaking and will touch on topics including grape varieties, and the various production methods. They will recognize the different types of wines and the "appellation" system in Europe. This course also outlines the influence geographical features (e.g., soil, weather, microclimates) have on a wine's taste and identity, a concept known as terroir. During in-class activities, students will build their knowledge further through gamified activities and wine tasting sessions. Tasting wines is not required.

### Objective

Upon successful completion of this course, students will demonstrate a basic understanding of oenology and wine growing. Students will identify the differences between dissimilar "terroirs" and how it can affect the taste of the wine.

## 7179BC – Mixology

66 hours total learning workload – 1.5 US credits

### Summary

During this course, students will develop knowledge related to spirits and other specialty products. Through digital lessons, students will prepare individually for each class by completing a pre-work. In class, they will then build their knowledge through tasting sessions and diverse gamified activities. During their practical shift at one of EHL's outlets, students will practice the service skills required and use creativity to make a cocktail. Tasting alcohol is not required.

### Objective

Upon successful completion of this course, students will classify and describe alcoholic beverages and cigars according to production processes.

## Module: Rooms

In this module, students will become familiar with the rooms division organization in various lodging establishments. With this objective in mind, students will learn the functions of a front-office, concierge guest relations and Housekeeping departments.

## 7136BC – Housekeeping

44 hours total learning workload – 1.0 US credit

### Summary

During this course, students will develop the knowledge and skills necessary in order to work in a housekeeping department. Through digital lessons, students will prepare individually for each class by completing a pre-work. They will then apply their knowledge through practical shifts where they will clean EHL campus rooms under the supervision of a lecturer and professional staff. Students will engage in multiple in- class activities such as an inspection of a luxury hotel room using virtual reality.

### Objective

Upon successful completion of the course, students will demonstrate the knowledge necessary to work in a housekeeping department. They will develop operational skills to execute and inspect the cleaning of a hotel room.

## 7138BC – Front Office

38 hours total learning workload – 0.8 US credit

### Summary

During this course students discover essential daily procedures within the front office such as a reservation, check-in, handling requests and check out. Through digital lessons, students will prepare individually for each class by completing a pre-work. During in-class activities, students will explore the daily operational tasks performed by the front office, concierge and guest relations departments in full-service hotels.

### Objective

Upon successful completion of this course, students will demonstrate the basic front of the house tasks performed at the front office, the concierge, and the guest relations, in a full-service hotel.

## Field Trip

In this module, students develop their understanding of fine dining in the real world through an immersive experience. Before the field trip, they become acquainted with the establishment that they will visit through online material, articles and videos in order to fully appreciate the experience.

## 7170BC – Michelin Star Experience

10 hours total learning workload – 0.2 US credit

### Summary

During this course, students will explore a Michelin Star restaurant's operations and organization from the guest perspective. Students will observe the high-end techniques and methods involved in preparing and serving food and beverages. They will exchange about topics such as the daily organization, demanding guests' expectations, and the challenges faced by such an establishment.

### Objective

Upon successful completion of this course, students will describe the main facets of a real-world Michelin star restaurant and explain its organization.

# PREPARATORY YEAR - SEMESTER 2

## Module: Internship

7200BC – Operational Internship  
20 US credits

### Summary

The main purpose of the Preparatory Year internship is to provide students with an opportunity to gain valuable experience in the hospitality industry, in addition to the practical training received at EHL Campus Lausanne and the classes attended during their first semester. This internship is an integral part of their studies and a prerequisite to join EHL's Bachelor program. Students will put into practice the wide range of skills that they have acquired during their first semester, either in a hotel or other establishment with an F&B offer.

### Objective

Upon successful completion of the operational internship, students will be able to master the practical skills specifically related to their position, describe it in its entirety, and know how it connects and interacts with other departments within the institution. Students will be able to identify the central tasks, execute them and work autonomously.

# BACHELOR PROGRAM COURSES YEAR 1

BACHELOR PROGRAM SEMESTER 1									
MODULE <sup>9</sup>	BUSINESS TOOLS I 13 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS <sup>10</sup>	
9101BC	Financial Accounting	B	C	100h	45h	2.7	4.0	L	S
9102BR	Micro-economics	B	R	63h	30h	1.7	2.5	L	S
9103BR	Management Information System Tools/Spreadsheets	B	R	63h	30h	1.7	2.5	L	S
9104BR	Mathematics	B	R	100h	45h	2.7	4.0	L	S
MODULE	FOUNDATIONS OF HOSPITALITY MANAGEMENT I 12 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS	
9110BC	Food and Beverage Cost Control	B	C	100h	30h	2.7	4.0	L	S
9113BC	Foundations of Hospitality Marketing	B	C	100h	30h	2.7	4.0	L	S
9114BC	Human Behavior & Performance in the Workplace	B	C	100h	30h	2.7	4.0	L	S
MODULE	COMMUNICATION & CULTURE I <sup>11</sup> 5 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS	
9120IM	Business Communication	I	M	75h	30h	2.0	3.0	L	S
	<b>Language</b> choice of one among the languages below:		M	50h	30h	1.3	2		
9121-1BM	French (Beginner – A1.1)	B						L	S
9121-2BM	French (Beginner - A2.1)	B						L	S
9121-3IM	French (Intermediate - B1.1)	I						L	S
9121-4IM	French (Intermediate - B2.1)	I						L	S
9122-1BM	Spanish (Beginner - A1.1)	B						L	
9122-2BM	Spanish (Beginner - A2.1)	B						L	
9122-3IM	Spanish (Intermediate - B1.1)	I						L	
9122-4IM	Spanish (Intermediate - B2.1)	I						L	
9123-1BM	German (Beginner - A1.1)	B						L	
9123-2BM	German (Beginner - A2.1)	B						L	
9123-3IM	German (Intermediate - B1.1)	I						L	
9123-4IM	German (Intermediate - B2.1)	I						L	
9124-1BM	Mandarin (Beginner - A1.1)	B						L	S
9126-1BM	Russian (Beginner - A1.1)	B						L	
9127-1BM	Malay (Beginner – A1.1)	B							S
9128-1BM	Japanese (Beginner – A1.1)	B							S

<sup>9</sup> Definition of module, level and type of course is defined in the Appendix of the present document.

<sup>10</sup> Availability of the course on each campus for Academic year 2023/2024: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.

<sup>11</sup> During the module Communication and Culture I, students study Business Communication and one foreign language of their choice at the appropriate level. Specific languages and levels offer are to be confirmed at the beginning of the semester. French language courses are solely offered for students of the English section



BACHELOR PROGRAM SEMESTER 2									
MODULE <sup>12</sup>	BUSINESS TOOLS II 11 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS <sup>13</sup>	
9201BC	Topics in Financial Analysis	B	C	86h	30h	2.3	3.5	L	S
9202BR	Macroeconomics	B	R	86h	30h	2.3	3.5	L	S
9203BR	Statistics	B	R	100h	45h	2.7	4.0	L	S
MODULE	FOUNDATIONS OF HOSPITALITY MANAGEMENT II 14 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS	
9211BC	Service Quality and Design	B	C	86h	30h	2.3	3.5	L	S
9228BR	Computational Thinking	B	R	86h	30h	2.3	3.5	L	S
9213BR	Hospitality Economics	B	R	86h	30h	2.3	3.5	L	S
9214BC	Rooms Division Management	B	C	86h	30h	2.3	3.5	L	S
MODULE	COMMUNICATION & CULTURE II <sup>14</sup> 5 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS	
9220BM	Academic Writing	B	M	75h	30h	2.0	3.0	L	S
	<b>Language</b> choice of one among the languages below:		M	50h	30h	1.5	2.0		
9221-1BM	French (Beginner - A1.2)	B						L	S
9221-2BM	French (Beginner - A2.2)	B						L	S
9221-3IM	French (Intermediate - B1.2)	I						L	S
9221-4IM	French (Intermediate - B2.2)	I						L	S
9222-1BM	Spanish (Beginner - A1.2)	B						L	
9222-2BM	Spanish (Beginner - A2.2)	B						L	
9222-3IM	Spanish (Intermediate - B1.2)	I						L	
9222-4IM	Spanish (Intermediate - B2.2)	I						L	
9223-1BM	German (Beginner - A1.2)	B						L	
9223-2BM	German (Beginner - A2.2)	B						L	
9223-3IM	German (Intermediate - B1.2)	I						L	
9223-4IM	German (Intermediate - B2.2)	I						L	
9240-1BM	Mandarin (Beginner - A1.1)	B						L	S
9224-1BM	Mandarin (Beginner - A1.2)	B						L	S
9226-1BM	Russian (Beginner - A1.2)	B						L	
9227-1BM	Malay (Beginner - A1.2)	B							S
9228-1BM	Japanese (Beginner - A1.2)	B							S

<sup>12</sup> Definition of module, level and type of course are provided in the Appendix of the present document.

<sup>13</sup> Availability of the course on each campus for Academic year 2023/2024: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.

<sup>14</sup> During the module Communication and Culture II, students study Academic Writing, and one foreign language of their choice at the appropriate level. Specific languages and levels offer are to be confirmed at the beginning of the semester. French language courses are solely offered for students of the English section.

# SEMESTER 1 (BOSC1)

## Module: Business Tools I

13 ECTS Credits

In this module, students will learn how to represent the micro-environment of consumers and companies through the identification of different market structures.

Meanwhile representing the influences and behaviors of all economic exchanges, students will acquire the knowledge necessary to represent the economic exchanges, which a company has with other organizations by applying fundamental accounting principles and concepts related to the preparation of financial statements.

In parallel, students will learn how to apply mathematical methods appropriately to business solutions. This mathematical language of expressing certain aspects of all economic exchanges into quantitative terms will be supported by management information tools and techniques used for collecting and displaying this information.

### 9101BC – Financial Accounting

45 hours of contact – 2.7 US credits

#### Summary

This course focuses on the production of financial statements for a firm including the income statement, balance sheet, statement of retained earnings and statement of cash flows. Students will apply fundamental accounting principles and concepts related to the preparation of financial statements for both internal and external users of information.

#### Objective

Upon successful completion of this unit, students will record accounting transactions to prepare the four basic financial statements (income statement, balance sheet, statement of retained earnings and statement of cash flows) used by internal and external parties.

### 9102BR – Microeconomics

30 hours of contact – 1.7 US credits

#### Summary

The course provides an overview of the main areas of microeconomics, including: the market forces of supply and demand, the concept of elasticity, the analysis of optimal production as well as the analysis of different market organizations. Emphasis will be put on the graphical and mathematical analysis of microeconomic phenomena.

#### Objective

Upon successful completion of this course, you should be able to use simple but rigorous economic models to study the causes and consequences of microeconomic shocks for various economic actors.

### 9103BR – Management Information System Tools / Spreadsheets

30 hours of contact – 1.7 US credits

#### Summary

In this unit, students will acquire the competencies necessary to design spreadsheets using an analytical approach. They will use the appropriate tools within the framework of the current curriculum and in view of future professional needs.

#### Objective

On successful completion of this course, students will have acquired the competencies to use Excel functions and tools to solve various quantitative problems and present the results in the form of a summary or a graph.

#### Summary

The purpose of this course is to provide students with the mathematical skills they will need to successfully complete the Bachelor program and to enable them to develop their abilities in logic and abstraction. Notions such as the functions of one or more variables, optimization with or without constraints and mastery of algebra will be developed. Exercises and applications will play a major role in the learning process. These help not only to become familiar with mathematical tools and concepts and their operation, but also to develop the intuition necessary for handling abstract concepts and understanding the mechanisms linking causes to their effects.

#### Objective

After successfully completing this course, students will be able to select and use the appropriate mathematical tool according to the context, as well as interpret and evaluate results.

## **Module: Foundations of Hospitality Management I**

12 ECTS Credits

In this module, students will demonstrate a broad understanding of the hospitality environment and its specific concepts. The students will discover the hospitality marketing environment and learn how to make a market analysis. Moreover, daily tasks within the F&B division such as forecasting of revenue, costs and resources, F&B control will be dealt with in order to increase operating profit. In parallel, the focus will be on identifying one's own and other people's psychological characteristics (cognition, motivation, emotion, and behavior) that lead to high performance in the workplace.

## 9110BC – Food and Beverage Cost Control

30 hours of contact – 2.7 US credits

#### Summary

During this course, students are introduced to the finance side of food and beverage management. Starting with introducing the food and beverage industry and profit and loss statements, the course enables students to understand the financial impacts of daily managerial decisions, whether related to revenue or costs. Multiple key performance indicators widely used within the food and beverage operations are introduced throughout the course utilizing exercises and practical functional used in the daily food and beverage operations. The course provides a comprehensive look at the methods, tools, and techniques to optimize operating profit through revenue (menu design and pricing) and cost optimization - by controlling food, beverage, and labor expenses.

#### Objective

Upon completing this course, students can set up profit-maximizing operational strategies and cost control systems based on "prime costs".

## 9113BC – Foundations of Hospitality Marketing

30 hours of contact – 2.7 US credits

#### Summary

In this class, students will be familiarized with the basic tools that make up the foundation of marketing. They will learn the most fundamental marketing concepts and processes, as well as how to understand and adopt marketing language. Students will learn how this toolset forms the basis for an effective marketing strategy and see in real business scenarios from the hospitality industry how these concepts are applied. Based on a group assignment and complementary in-class discussions, students will take the first steps to applying these concepts to a service from the hospitality industry. Moreover, the students will use some key elements of the marketing mix (4Ps) and they will create a detailed strategic communication plan.

#### Objective

Upon successful completion of this course, the student will be able to: 1. Describe the basic principles of the marketing function in a company. 2. Explain how companies utilize marketing to bridge the gap between production and consumption.

## 9114BC – Human Behavior & Performance in the Workplace

30 hours of contact – 2.7 US credits

### Summary

Hoteliers and managers interact constantly with guests and employees. As such, they are required to have a good understanding of themselves and others. They need to lead by example, to be aware of their biases, to read others accurately, and to motivate them. Some individuals are naturally more talented than others in managing human interactions but this competence can also be developed. In this course, students will learn about the fundamentals of work and organizational psychology. They will acquire knowledge on psychological theories but they will also develop a new mindset about themselves and others.

### Objective

On successful completion of this course, you should be able to describe and understand human behaviors at work in professional contexts with the help of evidence-based psychological and management theories.

## Module: Communication & Culture I

5 ECTS Credits

In this module, students will learn to communicate effectively in a professional context and acquire oral and/or writing skills in a foreign language. They will extract and interpret relevant information from different sources to find a solution to a specific problem. They will gain insight into a different culture and learn how to function in a multicultural context. In the Business Communication unit, students will produce effective, well-structured business documents and give oral presentations, using an appropriate register for the specific purpose and intended audience.

## 9120IM – Business Communication

30 hours of contact – 2 US credits

### Summary

This course is designed to enable students to acquire the fundamental business communication competencies needed in today's international business context. Through the use of current, professional situations, students will learn to write formal internal and external business documents and also how to give effective, formal business presentations. They will also gain an understanding of how the use of new technologies impacts business communication.

### Objective

Upon successful completion of this course, you should be able to produce effective, well-structured written business documents and oral presentations, using an appropriate register for the specific purpose and intended audience.

## 9121-1BM – French (Beginner - A1.1)

30 hours of contact – 1.3 US credits

### Summary

This course aims to build and strengthen basic knowledge and skills of oral and written French. By the end of the course, students will be able to deal with simple professional and everyday situations, using appropriate language corresponding at least to the first half of A1 of the Common European Framework of References for Languages.

### Objective

On successful completion of this course, you should be able to interact in French in a simple way: introduce yourself and others, ask and answer questions about personal details, express likes and dislikes.

## 9121-2BM – French (Beginner - A2.1)

30 hours of contact – 1.3 US credits

### Summary

This course will build on the basic linguistic competences, both oral and written, already acquired by the student. It will enhance confidence in communication in personal and professional contexts in familiar and regularly encountered situations. By the end of this course, students should have acquired part of the competencies in French corresponding at least to the first half of A2 of the Common European Framework of References for Languages.

### Objective

Upon successful completion of this course, you should be able to participate extemporaneously in conversations about familiar subjects, using frequently used expressions, understanding the essential information of short written texts and handling basic written documents. By the end of this course, students should have acquired part of the competencies in French corresponding at least to the A2 level of the Common European Framework of References for Languages.

## 9121-3IM – French (Intermediate - B1.1)

30 hours of contact – 1.3 US credits

### Summary

Hotel management and Food and Beverage are sectors of the hospitality industry that require effective oral communication and adequate writing skills. The goal of this unit is to enable you to communicate effectively with French-speaking guests, both orally and in writing.

### Objective

On successful completion of this unit, students should be able to communicate effectively in many typical everyday personal and professional situations and acquired part of the competencies in French corresponding at least to the B1 level of the Common European Framework of References for Languages.

## 9121-4IM – French (Intermediate - B2.1)

30 hours of contact – 1.3 US credits

### Summary

In this course students will use French both in writing and speaking. In particular, they will actively participate in professional situations requiring them to present and defend their point of view. This context will enable students to reinforce their grammatical knowledge and acquire a professional vocabulary related to a wide range of situations connected to the professional world. By the end of this course, students should have acquired part of the competencies in French corresponding at least to the first half of B2 of the Common European Framework of References for Languages.

### Objective

Once you have successfully completed this course, you will be able to interact fluently in a French-speaking professional context as well as to understand and write documents related to the world of business.

## 9122-1BM – Spanish (Beginner - A1.1)

30 hours of contact – 1.3 US credits

### Summary

This course will provide students with basic linguistic competencies for everyday Spanish situations. Students will be able to understand and use basic expressions, express themselves in short and easily formulated conversations and follow a simple dialogue.

### Objective

Upon successful completion of this course, you should be able to introduce yourself and others as well as ask and answer questions about personal details such as where you live, people you know and possessions you have. By the end of this course, students should have acquired part of the competencies

in Spanish corresponding at least to the A1 level of the Common European Framework of References for Languages.

### 9122-2BM – Spanish (Beginner - A2.1)

30 hours of contact – 1.3 US credits

#### Summary

This Spanish course will build on the basic linguistic competences, both oral and written, that have already been acquired by the student. It will enable a certain confidence in communication in everyday personal situations.

#### Objective

Upon successful completion of this course, you should be able to participate extemporaneously in conversations about familiar subjects, using frequently used expressions, understanding the essential information of short written texts and handling basic written documents.

### 9122-3IM – Spanish (Intermediate - B1.1)

30 hours of contact – 1.3 US credits

#### Summary

This course will give students the competencies to handle many linguistic situations occurring in everyday life. Students will be able to express themselves on subjects of personal interest with an acceptable degree of fluency. They will be able to present and defend their points of view, using facts, experiences and projects in familiar contexts.

#### Objective

Upon successful completion of this course unit, you should be able to communicate effectively in a variety of common work situations. At the end of this course, students should have acquired a level of Spanish competence corresponding to at least B1.1 of the Common European Framework of Reference for Languages.

### 9122-4IM – Spanish (Intermediate - B2.1)

30 hours of contact – 1.3 US credits

#### Summary

This course will provide students with the oral and written skills they need to be able to communicate in most personal and professional situations in Spanish. Students will be encouraged to communicate with a good degree of autonomy and will participate in discussions, debates, etc. and work with texts related to the workplace and their interests.

#### Objective

On successful completion of this course unit, you should be able to communicate effectively, both orally and in writing, in a variety of everyday work situations. At the end of this course, students should have acquired and consolidated a level of competence in Spanish corresponding to at least level B2 of the Common European Framework of Reference for Languages.

### 9123-1BM – German (Beginner - A1.1)

30 hours of contact – 1.3 US credits

#### Summary

This German course will equip students with very basic linguistic competencies for everyday situations and for practical professional life in the hospitality world. Students will be able to express themselves in short and easily formulated conversations and follow a simple dialogue. By the end of this course, students should have acquired part of the competencies in German corresponding at least to the level A1 of the Common European Framework of References for Languages in everyday situations.

#### Objective

On successful completion of this German course, you should be able to introduce yourself and others, be able to ask and answer questions about personal details such as where you or your interlocutor come from, live and work.

## 9123-2BM – German (Beginner - A2.1)

30 hours of contact – 1.3 US credits

### Summary

By the end of this course, students should have acquired part of the competencies in German corresponding at least to the A2 of the Common European Framework of References for Languages. This German course builds on the basic linguistic competences, both oral and written, already acquired by the student. Situations are standard but students become more capable of operating in familiar circumstances, expressing opinions on abstract/cultural matters in a limited way or offering advice on basic topics.

### Objective

On successful completion of this German course, you should be able to participate in basic familiar and professional conversations, to understand the main information given by an interlocutor and to handle basic written documents for recurrent hospitality situations.

## 9123-3IM – German (Intermediate - B1.1)

30 hours of contact – 1.3 US credits

### Summary

By the end of this course, students should have acquired part of the competencies in German corresponding at least to the B1 of the Common European Framework of References for Languages. This German course will give students the competencies to handle many linguistic situations occurring in everyday life. Students will be able to express themselves on subjects of personal interest with an acceptable degree of fluency. They will be able to present and defend their points of view on facts, experiences and projects in familiar contexts.

### Objective

On successful completion of this course unit, you should be able to communicate in many typical professional and general day-to-day situations.

## 9123-4IM – German (Intermediate - B2.1)

30 hours of contact – 1.3 US credits

### Summary

By the end of this course, students should have acquired part of the competencies in German corresponding at least to the B2 of the Common European Framework of References for Languages. This course will give students the oral and written skills necessary to communicate in most language situations in both personal and professional situations in German. The student will be encouraged to communicate with a high degree of autonomy and will participate in discussions, debates, etc. He or she will work with texts related to the professional field and his/her interests, to increase vocabulary and fluency.

### Objective

Upon successful completion of this course, you will be able to communicate in German both orally and in written situations concerning personal and professional life.

## 9124-1BM – Mandarin (Beginner - A1.1)

30 hours of contact – 1.3 US credits

### Summary

This introductory course provides students with an overview of basic Mandarin vocabulary and grammar. Focused on conversational topics, student learning will be structured through reading, writing, listening, and speaking exercises so that they can begin to demonstrate their language skills in simple situations and contexts.

### Objective

Upon successful completion of this course, students will be able to demonstrate the ability to communicate at an elementary level in Mandarin through the four major linguistic skills (listening, reading, writing, speaking). They should have acquired part of the competencies in Mandarin



corresponding at least to the A1 level of the Common European Framework of References for Languages (HSK Level 1 according to HanBan).

### 9126-1BM – Russian (Beginner - A1.1)

30 hours of contact – 1.3 US credits

#### Summary

This course will provide students with basic linguistic competences in Russian, suitable for everyday life situations. It should allow students to communicate orally and in writing at the Elementary level of TORFL (Test of Russian as a Foreign Language), equivalent to level A1 of the CEFR (Common European Framework of Reference for languages). Students will learn basic communication skills in a limited number of everyday situations. They will be introduced to the Russian (Cyrillic) alphabet. This course will teach them how to find directions in a city, deal with hotel reception or find their way in an airport. These lessons will contribute to their training for working in the hospitality industry.

#### Objective

On successful completion of this course, you should be able to communicate and interact in Russian in everyday situations.

### 9127-1BM – Malay (Beginner – A1.1)

30 hours of contact – 1.5 US credits

#### Summary

This course provides students with an overview of basic Malay vocabulary and grammar needed for communication in simple everyday situations and contexts.

#### Objective

Upon successful completion of this course, students will be able to communicate at an elementary level in everyday situations through the four basic language skills (listening, reading, writing, speaking). They should have acquired part of the competencies in Malay corresponding at least to the A1 level of the Common European Framework of References for Languages.

### 9128-1BM – Japanese (Beginner – A1.1)

30 hours of contact – 1.5 US credits

#### Summary

This introductory course equips students with the ability to read and write Japanese alphabets and provides students with an overview of basic Japanese vocabulary and grammar. Through this course, students gain basic practical communication skills for everyday situations and context.

#### Objective

Upon successful completion of this course, students will be able to communicate at an elementary level in everyday situations through the four basic language skills (listening, reading, writing, speaking). This includes the ability to understand and use familiar everyday expressions and very basic phrases, introduce themselves, ask and answer some questions about the most common personal information, and handle some simple interactions with help from the other person. At the end of this unit, students should have acquired part of the competencies in Japanese corresponding at least to the A1 level of the Common European Framework of References for Languages.

# SEMESTER 2 (BOSC2)

## Module: Business Tools II

11 ECTS Credits

In this module, students will learn how to identify the pattern of a set of observations or phenomena. Students will be introduced to basic statistical tools to organize and analyze a set of data. These tools will also be used to perform a basic economic analysis aimed at bringing to light the major macroeconomic determinants of the behavior of firms and consumers.

In parallel students learn how to extract relevant data used in financial analysis in order to assess the performance of a firm and make sound judgments about investment opportunities or business relationships.

### 9201BC – Topics in Financial Analysis

30 hours of contact – 2.3 US credits

#### Summary

This course deals with the concept of investment decisions. The analysis of both historic and future information enables individuals to make sound judgments about investment opportunities or business relationships. Students will learn how to infer underlying events from financial statements, compute and use ratios and performance measures, assess different forms of risk, and determine if a company or project creates value.

#### Objective

On successful completion of this unit, you should be able to use financial statements, information about risk, and standard evaluation techniques to appraise a firm's or a project's value creation potential.

### 9202BR – Macroeconomics

30 hours of contact – 2.3 US credits

#### Summary

The course provides an overview of the main areas of macroeconomics, including national accounting, the determinants of fluctuations in macroeconomics activities, the role and the impact of fiscal and monetary policy, the interplay between macroeconomics aggregates and financial markets as well as the determinants of exchange rate movements.

#### Objective

On successful completion of this course, you should be able to use simple but rigorous macroeconomic models to determine the consequences of a shock in the macroeconomic environment.

### 9203BR – Statistics

45 hours of contact – 2.7 US credits

#### Summary

Managers often have to deal with droves of data. Various basic statistical tools relating to descriptive and inferential statistics are presented in this course. These tools will allow students to organize, present, visualize and analyze the data to extract meaningful information for good decision-making.

#### Objective

Upon successful completion of this course, you should be able to use statistical tools appropriately in order to critically evaluate the results of any statistical analysis that may be presented to you.

## Module: Foundations of Hospitality Management II

14 ECTS credits

In this module, students will be able to apply specific concepts of the hospitality marketing mix in a competitive business environment. The students will be able to identify the impact of the service design on customer experience and implement the necessary tools to measure the marketing performance. In parallel, students will be introduced to a variety of economic concepts, hospitality management and operational issues in both developed and developing countries.

### 9211BC – Service Quality and Design

30 hours of contact – 2.3 US credits

#### Summary

An introduction to service quality, service quality systems, and service quality management through a survey of the various philosophies, principles, techniques and procedures used by various organizations and/or managers to ensure customers are fully satisfied with the service delivered. The goal is for each student to gain a basic understanding of each course topic and be able to apply these topics in real life work situations through the lens of service design.

#### Objective

Upon successful completion of this course you should be able (1) to describe the underlying elements of the pre-experience, experience, and post-experience phases of the service process, (2) explain how these elements can be influenced through service design and (3) how they influence service quality.

### 9228BR – Computational Thinking

30 hours of contact – 2.3 US credits

#### Summary

During this course, students will develop their ability to break down and model computational problems as well as create and implement algorithmic solutions. The course consists primarily of short coding projects that provide students with opportunities to practice and apply computational thinking skills to solve diverse and increasingly complex challenges. Additionally, students will be exposed – through the use of Python – to the formalism, rigor, and power of programming languages.

#### Objective

On successful completion of this course, students will have developed, with guidance, their computational thinking skills, namely, problem decomposition, abstraction, logic, pattern recognition, and generalization. They will also have gained an appreciation for the power of modeling and computing to solve a wide range of real-world problems.

### 9213BR – Hospitality Economics

30 hours of contact – 2.3 US credits

#### Summary

Hospitality Economics applies fundamental economic theories and models to analyze businesses operating in the tourism and hospitality industry. The primary objective of this course is to equip students with essential analytical tools that enable them to analyze the operations and economic environment of a wide range of tourism and hospitality enterprises. This course is rooted in microeconomic theory while also drawing insights from macroeconomics.

#### Objective

Upon successful completion of this course, you will be able to use key economic theories and models to analyze the functioning of the tourism and hospitality industry as well as its current trends.

## 9214BC – Rooms Division Management

30 hours of contact – 2.3 US credit

### Summary

During this course, students will identify and analyze the managerial aspects of the Rooms Division of various lodging establishments. The direct link between operational decisions and customer satisfaction is monitored via relevant data sources such as customer comments, STR reports, and the profit and loss statement. Students will also be introduced to the group sales cycle, from the request for proposal to accounts receivables. The theoretical knowledge acquired is then applied in a simulation software where groups of students run a hotel in a competitive environment.

### Objective

On successful completion of this unit, you will be able to analyze the effects of the decisions taken in the Rooms Division in regards to services offered, staffing and training, as well as financial aspects on a hotel's overall performance in a competitive environment.

## Module: Communication & Culture II

5 ECTS Credits

In this module, students will broaden their communication skills and their understanding of a different culture by pursuing the foreign language begun in the first semester. Students will develop their presentation and critical thinking skills in their studies of Academic Writing. In the latter course, they will gain an understanding of the legal risks involved in the hospitality environment.

## 9220BM – Academic Writing

30 hours of contact – 2 US credits

### Summary

Undergraduate studies demand specific writing and thinking skills across the curriculum. In this unit, students become competent at reading texts critically and develop the writing process in a variety of academic contexts. Students write an extended academic paper using multiple sources, as well as a standard referencing format, in order to develop their information literacy.

### Objective

Upon successful completion of this course students should be able to critically read sources of information, and to collect, assess, and organize data to write an effective academic essay at a university level.

## 9221-1BM – French (Beginner - A1.2)

30 hours of contact – 1.5 US credits

### Summary

This course will allow students to communicate orally and in writing in French at most of the A1 level of the CEFR (Common European Framework of Reference for Languages). By the end of the course they will be able to deal with simple professional and everyday situations, using appropriate language.

### Objective

On successful completion of the course, you will be able to express yourself in simple sentences (verbally and in writing) in everyday personal and professional situations.

## 9221-2BM – French (Beginner - A2.2)

30 hours of contact – 1.5 US credits

### Summary

This course builds on the competences already acquired by the students and will enable them to communicate orally and in writing in French at most of the A2 level of the CEFR (Common European Framework of Reference for Languages). By the end of the course the students will be able to deal with professional and everyday situations, using simple but appropriate language.

### Objective

On successful completion of the French Business course A2, you should be able to deal with professional and everyday situations, using simple but appropriate language.

### 9221-3IM – French (Intermediate - B1.2)

30 hours of contact – 1.5 US credits

#### Summary

Tourism and Business are sectors that require effective oral communication and adequate writing skills. The goal of this unit is to enable students to communicate effectively with French-speaking guests and colleagues (in a French professional environment) both orally and in writing. In order to prepare students for their future career, the first part of the module is dedicated to French for Tourism at a B1 level of the CEFR for languages and the second part is focused on French for Business at a B1 level of the CEFR for languages.

### Objective

On successful completion of this course, you will be operational in French, using appropriate vocabulary, register and structure. By the end of this course, students should have acquired most of the competencies in French corresponding at least to the B1 of the Common European Framework of References for Languages.

### 9221-4IM – French (Intermediate - B2.2)

30 hours of contact – 1.5 US credits

#### Summary

This course continues from BOSC1 French Intermediate B2. In order to fully enter a francophone business world, students must be comfortable writing and speaking in French. In this course, faced with a French-speaking person in a business situation, students will learn to use written French effectively and to actively participate in professional situations presenting and defending their point of view. In this context, students will reinforce their grammatical knowledge and will acquire professional vocabulary in order to be comfortable in a vast range of business situations. By the end of this course, students should have acquired most of the competencies in French corresponding at least to B2 of the Common European Framework of References for Languages.

### Objective

Upon successful completion of this course you will be able to easily interact in a francophone business context as well as understand and write texts and articles linked with the business world. By the end of this course students should have acquired most of the competencies in French corresponding at least to the B2 of the Common European Framework of References for Languages.

### 9222-1BM – Spanish (Beginner - A1.2)

30 hours of contact – 1.5 US credits

#### Summary

This course will equip students with standard linguistic competences for practical professional life in the hospitality world. Furthermore, they will be able to express themselves in short and easily formulated Spanish conversations and interact in simple personal and professional situations.

### Objective

On successful completion of this Spanish course, you should be able to interact in a simple way in a personal and professional context. By the end of this course, students should have acquired and consolidated most of the competencies in Spanish corresponding at least to the A1 level of the Common European Framework of References for Languages.

### 9222-2BM – Spanish (Beginner - A2.2)

30 hours of contact – 1.5 US credits

#### Summary

This Spanish course will build on the basic competences already acquired by the student in order to enable a certain confidence in communication in a personal and basic professional context. Students

will exchange clear direct information concerning standard tasks in a familiar and professional environment. They will be able to understand short advertisements and write simple, clear texts on personal and professional subjects.

#### Objective

Upon successful completion of this course, you should be able to participate extemporaneously in conversations about familiar subjects, using frequently used expressions, understanding the essential information of short written texts and handling basic written documents. By the end of this course, students should have acquired part of the competencies in Spanish corresponding at least to the A2 level of the Common European Framework of References for Languages.

### 9222-3IM – Spanish (Intermediate - B1.2)

30 hours of contact – 1.5 US credits

#### Summary

This Spanish course will give students the competencies to handle many linguistic situations occurring in work and leisure time. Students will be able to confront unusual situations in familiar contexts, make themselves understood in an interview and take certain initiatives.

#### Objective

On successful completion of this unit, you should be able to communicate effectively in many typical everyday personal and professional situations. By the end of this course, students should have acquired part of the competencies in Spanish corresponding at least to the B1 level of the Common European Framework of References for Languages.

### 9222-4IM – Spanish (Intermediate - B2.2)

30 hours of contact – 1.5 US credits

#### Summary

This course will extend and enrich students' vocabulary and grammatical structures in Spanish through listening, talking, watching and reading. The student will be exposed to and will use extensive vocabulary, which includes specialized items in the hospitality industry, current news, information in brochures, menus, advertisements, surveys, cover letters, instructions and schedules, and will produce practical and useful professional documents, such as emails.

#### Objective

On successful completion of this unit, you will have acquired specific Spanish language skills that allow you to communicate in complex situations within the hospitality industry and understand professional documents. By the end of this course, students should have acquired and consolidated most of the competencies in Spanish corresponding at least to the B2 level.

### 9223-1BM – German (Beginner - A1.2)

30 hours of contact – 1.5 US credits

#### Summary

By the end of this course, students should have acquired and consolidated most of the competencies in German corresponding at least to the A1 of the Common European Framework of References for Languages. This course will equip students with basic linguistic competencies for everyday situations and for practical professional life in the hospitality world. Students will be able to express themselves in short conversations and use simple and standard written expressions.

#### Objective

Upon successful completion of this German course, students will be able to communicate and participate in simple conversations, if the interlocutor speaks slowly and clearly and is willing to help. Students will also be able to write and understand short, well-structured written texts using simple expressions.

## 9223-2BM – German (Beginner - A2.2)

30 hours of contact – 1.5 US credits

### Summary

By the end of this course, students should have acquired and consolidated most of the competencies in German corresponding at least to the A2 level. This German course builds on the basic linguistic oral and written competences already acquired by the student to communicate in a personal and professional context. It increases the students' confidence in communication and understanding of instructions in a personal and professional context in familiar and regularly encountered situations.

### Objective

On successful completion of this German Beginner course, you should be able to participate in simple conversations about familiar and professional subjects; understand instructions about classes and assignments; understand factual articles in newspapers, routine letters and information within a known area such as hospitality.

## 9223-3IM – German (Intermediate - B1.2)

30 hours of contact – 1.5 US credits

### Summary

By the end of this course, students should have acquired and consolidated most of the competencies in German corresponding at least to the B1 level. This German course will give students the competencies to handle many linguistic situations occurring in work and leisure time. Students will confront unusual situations in familiar contexts, make themselves understood in an interview and take the initiative.

### Objective

On successful completion of this German course unit, you should be able to communicate effectively in many personal and professional situations.

## 9223-4IM – German (Intermediate - B2.2)

30 hours of contact – 1.5 US credits

### Summary

By the end of this course, students should have acquired and consolidated most of the competencies in German corresponding at least to the B2 level. This course will extend and enrich students' vocabulary and grammatical structures through listening, talking, watching and reading. The student will use extensive and lively vocabulary, which includes specialized terms in the hospitality industry, in advertisements, in surveys, in instructions and schedules, and will accurately produce practical and useful professional documents, such as emails.

### Objective

On successful completion of this German course, you should be able to communicate with a considerably high degree of fluency and accuracy on complex matters in the field of your interests.

## 9240-1BM – Mandarin (Beginner - A1.1)

30 hours of contact – 1.5 US credits

### Summary

This introductory course provides students with an overview of basic Mandarin vocabulary and grammar. Focused on conversational topics, student learning will be structured through reading, writing, listening, and speaking exercises so that they can begin to demonstrate their language skills in simple situations and contexts.

### Objective

Upon successful completion of this course, students will be able to demonstrate the ability to communicate at an elementary level in Mandarin through the four major linguistic skills (listening, reading, writing, speaking). They should have acquired part of the competencies in Mandarin corresponding at least to the A1 level of the Common European Framework of References for Languages (HSK Level 1 according to HanBan).



## 9224-1BM – Mandarin (Beginner - A1.2)

30 hours of contact – 1.5 US credits

### Summary

A follow-up to the BOSC 1 Mandarin unit, this course will allow students to further develop the competences previously acquired in the four areas of sociolinguistic skills (speaking, reading, writing, listening). Students will move from basic conversational topics and contexts to more advanced social and professional situations.

### Objective

Upon successful completion of this course, students will be able to communicate with a more developed repertoire of Mandarin vocabulary, grammar, and syntax. They should have acquired and consolidated most of the competencies in Mandarin corresponding to the A1 level of the Common European Framework of References for Languages (HSK Level 1 according to HanBan).

## 9226-1BM – Russian (Beginner - A1.2)

30 hours of contact – 1.5 US credits

### Summary

This unit builds on previous knowledge and competences acquired during the first part of this course. By the end of this course students should have acquired most of the competencies in Russian corresponding to the Elementary level of TORFL (Test of Russian as a foreign Language), equivalent to level A1 of the CEFR (Common European Framework of References for Languages). Students should be able to meet their elementary communicative needs in more everyday situations. They will continue using the Russian (Cyrillic) alphabet. This unit will teach them how to order in a restaurant, book a room in a hotel or speak about their interests and hobbies. Therefore, it will contribute to their training for working in the hospitality industry. Finally, students will be able to get a glimpse of Russian culture, food and customs.

### Objective

On successful completion of this unit, you should be able to communicate and interact in Russian in even more everyday situations than the first part of this course.

## 9227-1BM – Malay (Beginner – A1.2)

30 hours of contact – 1.5 US credits

### Summary

This course provides students with an overview of basic Malay vocabulary and grammar needed for communication in simple every day and professional situations and contexts.

### Objective

Upon successful completion of this course, students will be able to communicate at an elementary level in everyday and professional situations through the four basic linguistic skills (listening, reading, writing, speaking). They should have consolidated most of the competencies in Malay corresponding at least to the A1 level of the Common European Framework of References for Languages.

## 9228-1BM – Japanese (Beginner – A1.2)

30 hours of contact – 1.5 US credits

### Summary

A follow-up to the BOSC 1 Japanese course, this course will allow students to further develop the competences previously acquired in the four areas of sociolinguistic skills (speaking, reading, writing, listening). Students will move from basic conversational topics and contexts to more advanced social situations.

### Objective

Upon successful completion of this course, students will be able to communicate in everyday and several professional situations with a more developed repertoire of Japanese vocabulary, grammar, and syntax. They should be able to understand and use familiar everyday expressions and very basic phrases aimed at the satisfaction of needs for themselves and for others. They should be able to answer questions about common topics and interact in a simple way.

# BACHELOR PROGRAM COURSES YEAR 2

BACHELOR PROGRAM SEMESTER 3										
MODULE <sup>15</sup>	BUSINESS ANALYSIS 11.5 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS <sup>16</sup>		
9301IC	Revenue Management	I	C	124h	45h	3.0	4.5	L	P	S
9302IC	Managerial Accounting	I	C	97h	30h	2.3	3.5	L	P	S
9311IR	Customer Information & Distribution Channel Management	I	R	97h	30h	2.3	3.5	L	P	S
MODULE	APPLIED MANAGEMENT 11 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS		
9310IC	Talent Management Systems	I	C	110h	30h	2.7	4.0	L	P	S
9312IC	International Services Marketing	I	C	97h	30h	2.3	3.5	L	P	S
9313IR	Services Operations Management	I	R	97h	30h	2.3	3.5	L	P	S
MODULE	COMMUNICATION & CULTURE III <sup>17</sup> 7.5 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS		
9332IR	Legal Challenges of the Hospitality Manager	I	R	110h	45h	2.7	4.0	L	P	S
9334IR	Corporate Sustainability	I	R	42h	15h	1	1.5	L	P	S
	<b>Language</b> choice of one among the languages below:		M	55h	30h	1.3	2.0			
9321-1BM	French (Beginner - A1.1)	B						L	P	
9321-2BM	French (Beginner - A2.1)	B						L	P	S
9321-3IM	French (Intermediate - B1.1)	I						L	P	S
9321-4IM	French (Intermediate - B2.1)	I						L	P	S
9321-5AM	French (Advanced - C1.1)	A						L	P	
9322-1BM	Spanish (Beginner - A1.1)	B						L	P	
9322-2BM	Spanish (Beginner - A2.1)	B						L	P	
9322-3IM	Spanish (Intermediate - B1.1)	I						L	P	
9322-4IM	Spanish (Intermediate - B2.1)	I						L	P	
9322-5AM	Spanish (Advanced - C1.1)	A						L	P	
9323-1BM	German (Beginner - A1.1)	B						L		
9323-2BM	German (Beginner - A2.1)	B						L		
9323-3IM	German (Intermediate - B1.1)	I						L		
9323-4IM	German (Intermediate - B2.1)	I						L		
9323-5AM	German (Advanced - C1.1)	A						L		
9324-1BM	Mandarin (Beginner - A1.1)	B						L		S
9324-2BM	Mandarin (Beginner - A2.1)	B						L		S
9326-1BM	Russian (Beginner - A1.1)	B						L		
9326-2BM	Russian (Beginner - A2.1)	B						L		

<sup>15</sup> Definition of module, level and type of course are provided in the Appendix of the present document.

<sup>16</sup> Availability of the course on each campus for Academic year 2023/2024: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.

<sup>17</sup> During the module Communication and Culture III, students study one foreign language course of their choice at the appropriate level. Specific languages and levels offer are to be confirmed at the beginning of the semester. French language courses are solely offered for students of the English section.

9328-1BM	Japanese (Beginner A1.1)	B	S
9328-2BM	Japanese (Beginner A2.1)	B	S

BACHELOR PROGRAM SEMESTER 4								
MODULE <sup>18</sup>	MANAGEMENT ROLE INTERNSHIP 30 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS <sup>19</sup>
9401SC	Industrial Attachment (Internship)	S	C		-	20	30	

<sup>18</sup> Definition of module, level and type of course are provided in the Appendix of the present document.

<sup>19</sup> Availability of the course on each campus for Academic year 2023/2024: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.

# SEMESTER 3 (BOSC3)

## Module: Business Analysis

11.5 ECTS credits

The student will learn about the creation of economic value through marketing functions and human resources in the hospitality industry context. The student will evaluate the impacts of marketing decisions and human resources on the future evolution of monetary flow, in terms of risks and profitability, in order to guarantee the sustainability of the firm and the satisfaction of the shareholders' demands.

Upon successful completion of this unit, students should be able to measure the creation of value in a food and beverage and hotel unit. This implies the evaluation of the acquisition criteria as well as the resources allocation and the impact of functional decisions on the evolution of financial criteria of the firm's performance.

### 9301IC – Revenue Management

45 hours of contact – 3 US credits

#### Summary

This course enables students to appraise the consequences of strategic and operational decisions (notably pricing and distribution) on the financial performance of hospitality companies. They will apply revenue management principles by analyzing the associated systems, methods and applications for effective hotel management. The participants will use revenue optimization techniques that are suitable for decision making in hotel units and chains.

#### Objective

Upon successful completion of this unit you will have acquired the necessary competencies to evaluate the financial impact of revenue management decisions and to model, execute, and manage revenue optimization processes for hotels at the business unit level.

### 9302IC – Managerial Accounting

30 hours of contact – 2.3 US credits

#### Summary

Management accounting provides relevant information for planning, decision-making and control. In this course, you will learn how to use the most important management accounting techniques that are used for these purposes. In particular, you will learn how to identify and estimate costs, compute breakeven measures, operating leverage and contribution margin, determine product costs, use relevant cost framework, build budgets, and use variance analysis to explain differences between planned and actual performance.

#### Objective

On successful completion of this unit, you will be able to identify, analyze, and interpret different types of revenues and cost information in multiple business decision-making contexts. Moreover, you will learn to distinguish and apply different management accounting techniques. You will understand how to use them for effective managerial decision-making and control.

### 9311IR – Customer Information and Distribution Channel Management

30 hours of contact – 2.3 US credits

#### Summary

Built on the foundation marketing course, this course develops students' competencies in managing relevant information for customers, and optimizing information and distribution channels for hotels. Managing relevant information for customers consists of two dimensions: information for customers and information about customers. Information for customers discusses information sources, online and offline touch points and buying decision processes. Information about customers discusses trends and challenges in relationship marketing, customer relationship management (CRM), loyalty programs, personalization, and privacy. Optimizing distribution channels for hotels involves the distribution channels

for hotels (both online and offline), the costs and benefits of distribution channels, major players, as well as trends and challenges.

#### Objective

Upon successful completion of this course, you will be able to identify the most effective information and distribution channels to reach different customer segments.

## Module: Applied Hospitality Management

11 ECTS credits

In this module, students will learn how to analyze, manage, and improve service processes throughout the value chain, ultimately to add value to the firm. Students will apply the tools needed for decision-making in operations management to optimize key drivers: costs, revenues, customer satisfaction, and productivity. They will be able to measure the impact of their decisions, including new investments and reorganization of day-to-day operations, on value creation.

Upon successful completion of this module, students will have a general overview of all organizational processes and will be able to optimize individual processes using operations management tools, while keeping a strategic organizational viewpoint. They will have analyzed and diagnosed different methods to manage inventories and planned and designed complex processes. The students will also have learned to analyze human resource and marketing issues applying the principles of process mapping.

### 9310IC – Talent Management Systems

30 hours of contact – 2.7 US credits

#### Summary

How can companies hire the best people? What management practices impact staff performance at work... and how? Why are people so key to business performance? In the context of a war for talent, hospitality business leaders are expected to manage their staff performance through integrated management systems. Thanks to the critical use of various models and concepts, and on the basis of supervised work, you, students, will explore management systems aimed to raise and retain talent within businesses. Upon successful completion of this unit, you will be able to manage processes involving job analyses, talent attraction, selection and integration, work conditions and relations, performance appraisals & auditing, training and rewarding approaches, and retention frameworks, and to develop related competencies.

#### Objective

Upon successful completion of this unit, you will be able to explain why and how talent management systems do improve the performance of various companies at both individual/personal and organizational levels.

### 9312IC – International Services Marketing

30 hours of contact – 2.3 US credits

#### Summary

This course will allow students to explore and understand marketing practices in an international environment. Moving from a strong theoretical background but anchoring the learning experience to recent events in the society, this course aims at preparing students to understand the relevance of service marketing in the international context with all the related intertwined issues.

From the perspective of an international marketing manager, students will learn about the scope and challenges of international marketing, the globalisation imperative, the global marketing environment, the analytical approach for selecting a foreign country, the characteristics of different modes of entering new markets, the dynamics of international trade and global market opportunities as well as the importance of culture in international marketing, and finally CSR management in international markets.

Topics studied will include the differences between globalisation and internationalisation and their relative challenges, the logic of the global marketing environment and the intertwined forces operating within. The course will also address the challenges of service businesses in the internationalisation process,

international market research opportunities, the process and method for selecting a new foreign country, global marketing entry strategies and distribution, the role of product Innovation, the importance of culture and consumer buying behaviours, the importance of communication in an international environment and the new challenges of corporate social responsibility and sustainable marketing practices in the global marketplace. Case studies, along with cutting edge reading material, will support the learning process by bringing real applied perspectives and stimulating the creation of a problem solving mindset. Lastly, groups work will be set up with the aim of creating the internationalisation strategy of a service company in order to apply student learning to practical contexts.

#### Objective

Upon completion of this course, you will be able to implement a strategic internationalization plan for service companies to succeed in a global market environment.

### 9313IR – Services Operations Management

30 hours of contact – 2.3 US credits

#### Summary

Managing operations is a constant effort to adapt the way organizations work to the pressure coming from clients, shareholders, employees, suppliers or the economic environment. A significant part of the course is dedicated to optimization models aiming at responding to various challenges including identifying root causes of operational issues, forecasting demand, waiting line management, process mapping as well as solving production bottlenecks.

#### Objective

Upon successful completion of the unit, you will be able to better anticipate and solve operational challenges by applying a structured approach to problem-solving, including the usage of different sets of practical tools.

### Module: Communication & Culture III

7.5 ECTS credits

In this module, students will have a further opportunity to acquire oral and/or writing skills in a foreign language. They will gain insight into a different culture and learn how to communicate in a multicultural context.

In addition, in Legal Challenges of the Hospitality Manager students focus on complex hospitality structures, such as groups and chains managing several hospitality facilities. They will also learn about the legal risk of intellectual property rights, as well as franchising and management agreements within the global constraints of tax and environmental issues.

### 9321-1BM – French (Beginner - A1.1)

30 hours of contact – 1.3 US credits

#### Summary

This course will allow students to communicate orally and in writing in French at the A1 level of the CEFR (Common European Framework of Reference for Languages). By the end of the course, they will be able to deal with simple professional and everyday situations using appropriate language.

#### Objective

Upon successful completion of the course, you will be able to express yourselves in simple sentences (orally and in writing) in everyday personal and professional situations.

### 9321-2BM – French (Beginner - A2.1)

30 hours of contact – 1.3 US credits

#### Summary

This course will build on the basic linguistic competences, both oral and written, already acquired by the student. It will enhance confidence in communication in personal and professional contexts in familiar and regularly encountered situations.

### Objective

On successful completion of the French Beginner course, you will be able to participate in simple oral conversations around familiar subjects, using frequently used expressions, understanding the essential information of short written texts, short oral messages and handling basic written communication.

By the end of this course, students should have acquired part of the competencies in French corresponding at least to the A2 level of the Common European Framework of References for Languages.

### 9321-3IM – French (Intermediate - B1.1)

30 hours of contact – 1.3 US credits

#### Summary

Tourism, Hotel management and Food and Beverage are sectors of the hospitality industry that require effective oral communication and adequate writing skills. The goal of this unit is to enable you to communicate effectively in French, both orally and in writing in everyday and professional situations.

### Objective

On successful completion of this course, you will be able to interact with guests and business partners in French, using appropriate vocabulary, register and structure. Students should have acquired part of the competencies in French corresponding at least to the beginning of B1 of the Common European Framework of References for Languages.

### 9321-4IM – French (Intermediate - B2.1)

30 hours of contact – 1.3 US credits

#### Summary

In order to fully enter a francophone business world, it is absolutely necessary to be comfortable writing and speaking in French. In this course, faced with a French-speaking person in a business situation, students will learn to use written French effectively and to actively participate in professional situations presenting and defending their point of view. In this context, students will reinforce their grammatical knowledge and will acquire professional vocabulary in order to be comfortable in a vast range of business situations.

### Objective

Upon successful completion of this course you will be able to easily interact in a francophone business context as well as understand and write texts and articles linked with the business world. By the end of this course, students should have acquired part of the competencies in French corresponding at least to the B2 of the Common European Framework of References for Languages.

### 9321-5AM – French (Advanced - C1.1)

30 hours of contact – 1.3 US credits

#### Summary

This course will give students the oral and written skills necessary to communicate in French using complex structures and a specific language. Students will be able to produce clear, well-structured, detailed texts on complex subjects, showing controlled use of organizational patterns, connectors and cohesive devices. The student should be able to convincingly defend a formal point of view answering questions and comments as well as counter-arguments spontaneously, fluently and accurately, in an academic as well as in a business context. By the end of this course, students should have acquired part of the competencies in French corresponding to the C1 level of the Common European Framework of References for Languages.

### Objective

On successful completion of this unit, you should be able to efficiently solve professional communication problems and show initiative and autonomy. You should understand and express yourself fluently in French with precision and nuance in the context of your professional and business field of experience.



## 9322-1BM – Spanish (Beginner - A1.1)

30 hours of contact – 1.3 US credits

### Summary

This course will provide students with basic linguistic competencies for everyday Spanish situations. Furthermore, they will be able to express themselves in short and easily formulated Spanish conversations and interact in simple professional situations.

### Objective

On successful completion of this Spanish course, you should be able to introduce yourself and others and ask and answer questions about personal details such as where you live, people you know and possessions you have as you interact in simple professional situations.

By the end of this course, students should have acquired part of the competencies in Spanish corresponding at least to the A1 level of the Common European Framework of References for Languages.

## 9322-2BM – Spanish (Beginner - A2.1)

30 hours of contact – 1.3 US credits

### Summary

This Spanish course will build on basic linguistic competences, both oral and written, already acquired by the student. It will enable students to communicate with confidence in a personal and professional setting.

### Objective

On successful completion of this Spanish course, you should be able to participate with a certain degree of spontaneity in oral conversations about familiar subjects using frequently used expressions. You will exchange clear direct information concerning standard tasks in a familiar and professional environment. You will understand the essential information from short written texts and be able to write and understand basic documents.

By the end of this course, students should have acquired and consolidated some of the competencies in Spanish corresponding at least to the A2 level.

## 9322-3IM – Spanish (Intermediate - B1.1)

30 hours of contact – 1.3 US credits

### Summary

This Spanish course will give students the competencies to handle many linguistic situations occurring in everyday life. Students will be able to express themselves on subjects of personal interest with an acceptable degree of fluency. They will be able to present and defend their points of view on facts, experiences and projects in familiar and professional contexts.

### Objective

On successful completion of this unit, you should be able to communicate effectively in many typical situations in daily personal and professional life.

By the end of this course, students should have acquired and consolidated some of the competencies in Spanish corresponding at least to the B1 level.

## 9322-4IM – Spanish (Intermediate - B2.1)

30 hours of contact – 1.3 US credits

### Summary

This course will provide students with the oral and written skills to be able to communicate fluently in most personal and professional situations in Spanish. The student will be encouraged to communicate with a good degree of autonomy and will participate in discussions, debates, etc. He / she will work with texts related to the professional field and their interests.

### Objective

On successful completion of this course unit, you should be able to communicate effectively, both orally and in writing, in a variety of everyday work situations. At the end of this course, students should have

acquired and consolidated a level of competence in Spanish corresponding to at least level B2 of the Common European Framework of Reference for Languages.

### 9322-5AM – Spanish (Advanced - C1.1)

30 hours of contact – 1.3 US credits

#### Summary

This course will enable students to communicate in Spanish autonomously both verbally and in writing, using complex structures and a specific language in different areas: social, academic and professional. The student will learn how to defend his point of view spontaneously, convincingly and fluently, both in hospitality and a business context.

#### Objective

On successful completion of this course, you should be able to express yourself clearly and correctly when dealing with professional challenges and complex situations.

By the end of this course, students should have acquired and consolidated some of the competencies in Spanish corresponding at least to the C1 level.

### 9323-1BM – German (Beginner - A1.1)

30 hours of contact – 1.3 US credits

#### Summary

This German course will equip students with very basic linguistic competencies for everyday situations and for practical professional life in the hospitality world. Students will be able to express themselves in short and easily formulated conversations and follow a simple dialogue.

By the end of this course, students should have acquired part of the competencies in German corresponding at least to the level A1.1 of the Common European Framework of References for Languages in everyday situations.

#### Objective

On successful completion of this German course, you should be able to introduce yourself and others, be able to ask and answer questions about personal details such as where you and your interlocutor come from, live or work.

### 9323-2BM – German (Beginner - A2.1)

30 hours of contact – 1.3 US credits

#### Summary

By the end of this course, students should have acquired part of the competencies in German corresponding at least to the A2 of the Common European Framework of References for Languages. This German course builds on the basic linguistic competences, both oral and written, already acquired by the student. Situations are standard but students become more capable of operating in familiar circumstances, expressing opinions on abstract/cultural matters in a limited way or offering advice within a known area.

#### Objective

On successful completion of this German course, you should be able to participate in basic familiar and professional conversations, to understand the main information given by an interlocutor and to handle basic written documents for recurrent hospitality situations.

### 9323-3IM – German (Intermediate - B1.1)

30 hours of contact – 1.3 US credits

#### Summary

By the end of this course, students should have acquired part of the competencies in German corresponding at least to the B1 of the Common European Framework of References for Languages. This German course will give students the competencies to handle many linguistic situations occurring in their personal and professional life. Students will be able to express themselves on subjects of personal and professional interest with an acceptable degree of fluency. They will be able to expose and defend their points of view on facts, experiences and projects in familiar contexts.

### Objective

On successful completion of this course unit, you should be able to communicate in many typical day-to-day situations.

### 9323-4IM – German (Intermediate - B2.1)

30 hours of contact – 1.3 US credits

#### Summary

By the end of this course, students should have acquired part of the competencies in German corresponding at least to the B2 of the Common European Framework of References for Languages.

This course will give students the oral and written skills necessary to communicate in most language situations in both personal and professional situations in German.

The student will be encouraged to communicate with a high degree of autonomy and will participate in discussions, debates, etc. He or she will work with texts related to the professional field and his / her interests, to increase vocabulary and fluency.

### Objective

Upon successful completion of this course, you will be able to communicate in German in a coherent manner, both orally and in written situations concerning personal and professional life.

### 9323-5AM – German (Advanced - C1.1)

30 hours of contact – 1.3 US credits

#### Summary

By the end of this course, students should have acquired part of the competencies in German corresponding at least to the C1 of the Common European Framework of References for Languages.

This course will enable students to understand a wide range of demanding, longer texts, and recognize implicit meaning.

The students will furthermore be able to express ideas fluently and spontaneously without much obvious searching for expressions, use language flexibly and effectively for social, academic and professional purposes. Students will be able to produce clear, well-structured and detailed texts on complex subjects, showing controlled use of organizational patterns, connectors and cohesive devices.

### Objective

On successful completion of this unit, you should be able to communicate with a high degree of fluency and accuracy when discussing complex matters in your field of interest.

### 9324-1BM – Mandarin (Beginner - A1.1)

30 hours of contact – 1.3 US credits

#### Summary

This introductory course provides students with an overview of basic Mandarin vocabulary and grammar. Focused on conversational topics, student learning will be structured through reading, writing, listening, and speaking exercises so that they can begin to demonstrate their language skills in simple situations and contexts.

### Objective

Upon successful completion of this course, students will be able to demonstrate the ability to communicate at an elementary level in Mandarin through the four major linguistic skills (listening, reading, writing, speaking). They should have acquired part of the competencies in Mandarin corresponding at least to the A1 level of the Common European Framework of References for Languages (HSK Level 1 according to HanBan).

### 9324-2BM – Mandarin (Beginner - A2.1)

30 hours of contact – 1.3 US credits

#### Summary

A follow-up to the BOSC 1 and BOSC2 Mandarin courses, this unit will allow the students to gain a more advanced level of language in the four areas of linguistic skills (speaking, reading, writing, listening).

### Objective

Upon successful completion of this unit, students will be able to communicate in moderately complex situations and contexts using an expanded repertoire of vocabulary, grammar, and syntax.

At the end of this course, with additional study outside of the classroom, students should have acquired almost all of the competencies in A1 level corresponding to the CEFR or level 1 corresponding to the HSK; and a certain competency in HSK level 2. On a completely voluntary basis, students can register and take the HSK level 1 test by themselves.

### 9326-1BM – Russian (Beginner - A1.1)

30 hours of contact – 1.3 US credits

#### Summary

This course will provide students with basic linguistic competences in Russian, suitable for everyday life situations. It should allow students to communicate orally and in writing at the Elementary level of TORFL (Test of Russian as a Foreign Language), equivalent to level A1 of the CEFR (Common European Framework of Reference for languages). Students will learn basic communication skills in a limited number of everyday situations. They will be introduced to the Russian (Cyrillic) alphabet. This course will teach them how to find directions in a city, deal with hotel reception or find their way in an airport. These lessons will contribute to their training for working in the hospitality industry.

### Objective

On successful completion of this course, you should be able to communicate and interact in Russian in everyday situations.

### 9326-2BM – Russian (Beginner - A2.1)

30 hours of contact – 1.3 US credits

#### Summary

This unit builds on previous knowledge and competences acquired during the whole A1 course. By the end of this course students should have acquired part of the competencies in Russian corresponding to the basic level of TORFL (Test of Russian as a foreign Language), equivalent of the level A2 of CEFR (Common European Framework of References for Languages). Students should be able to meet their communication needs in more everyday situations and socio-cultural areas of communication. They will continue using the Russian (Cyrillic) alphabet. This unit will teach them how to read short simple texts from different sources, how to be able to initiate dialogue in simple standard situations (work day, free time, shop, hometown, meeting, weather), how to use grammar to formulate statements about their plans in a limited number of situations. Therefore, it will contribute to their training for working in the hospitality industry. At the same time students will continue learning about Russian culture, customs and traditions.

### Objective

On successful completion of this unit, you should be able to communicate and interact in Russian in more everyday situations, corresponding to the level A2.

### 9328-1BM – Japanese (Beginner – A1.1)

30 hours of contact – 1.3 US credits

#### Summary

This introductory course equips students with the ability to read and write Japanese characters and provides students with an overview of basic Japanese vocabulary and grammar. Through structured reading, writing, listening, and speaking exercises, students gain practical communication skills for everyday situations and are trained to demonstrate their language skills in simple situations and contexts.

### Objective

Upon successful completion of this course, students will be able to demonstrate the ability to communicate at an elementary level in everyday situations through the four major linguistic skills (listening, reading, writing, speaking). They should have acquired some ability to understand and use familiar everyday expressions and very basic phrases. They should be able to introduce themselves and ask and answer some questions about the most common personal information. They should be able to handle some simple interactions with help from the other person.

## 9328-2BM – Japanese (Beginner – A2.1)

30 hours of contact – 1.3 US credits

### Summary

A follow-up to the BOSC 2 Japanese course, this course will allow students to further develop the competences previously acquired in the four areas of sociolinguistic skills (speaking, reading, writing, listening).

### Objective

Upon successful completion of this course, students will be able to communicate in everyday and some professional situations with a more developed repertoire of Japanese vocabulary, grammar, and syntax. They should be very familiar with the most common everyday expressions and somewhat familiar with frequently used expressions related to areas of most immediate relevance (e.g. shopping, local geography, employment). They should be confident in discussing personal details and have some ability to communicate in simple and routine tasks about familiar and routine matters. At the end of this course, with additional study outside of the classroom, students should have consolidated almost all of the competencies introduced in previous courses, and have acquired certain competencies in A2 level corresponding to the CEFR.

## 9332IR – Legal challenges of the Hospitality Manager

45 hours of contact – 2.7 US credits

### Summary

Practically all decisions taken by managers in the hospitality industry have a legal dimension and therefore involve risk/opportunity trade-offs or potential liabilities. In this unit, students will raise their awareness of the legal constraints and opportunities they will encounter in their career in diverse legal contexts and systems, as well as look into best practices in these areas.

### Objective

On successful completion of this course, you should be able to take the legal dimension into account in your business decisions in different legal systems with a view to preserving or even increasing the value of your business.

## 9334IR – Corporate Sustainability

15 hours of contact – 1 US credit

### Summary

Sustainability has become omnipresent in today's business context. The Corporate Sustainability course will discuss the evolving corporate management paradigm, which gradually aims to switch the traditional growth and profit-maximization model to a more sustainable one. While economic benefits remain a priority for businesses, corporate sustainability has taken an ever-increasing role and even expanded to encompass other concerns such as societal goals, environmental protection, social justice and equity.

Today, more and more companies seek to meet not only the growing expectations of more sustainable-oriented clients but also sustainability goals at the corporate level that respect the interests of their diverse stakeholders. Consequently, the course aims to provide students with an applied perspective of contemporary sustainability practices and challenges in the hospitality industry. Furthermore, the course also seeks to develop a solid awareness of the innovations, new technologies and business strategies that hotel companies implement, so students will be able to support the endeavors of their future companies along a more sustainable path.

### Objective

Upon successful completion of this course, students will have acquired basic skills that will enable them to understand the complexity of today's business context, including sustainability, corporate social responsibility, stakeholder relations, and accountability as elements of the company's corporate sustainability endeavors.

# SEMESTER 4 (BOSC4)

## **Module: Management in Practice**

30 ECTS credits

During the 4th semester of the Bachelor program, students are required to carry out a 24 weeks' administrative internship. These internships may be carried out, for example, in the following activities or departments: sales and marketing, revenue management, public relations, finance, human resources, development. They should preferably be in hospitality and in the following sectors: hotels/lodging, food and beverage, institutional catering (for example hospitals, education), events and MICE. However, other business sectors and companies related to the service industry, such as consumer goods, luxury industry, event management, advertising companies, may be considered.

### **9401SC – Industrial Attachment (Internship)**

24 working-weeks – 20 US credits

#### **Summary**

During this internship, students have the opportunity to apply the knowledge, skills and competences acquired, and become aware of the relationships between the subjects they have studied. Students will develop their autonomy and communication skills as they work independently and in teams. They will analyze their environment and social/ethical issues.

Students will be required to develop their critical thinking competencies by assessing in depth and reporting on their experience in the company and in their team.

#### **Objective**

On successful completion of this module, you will be able to function in a professional context at an administrative level, demonstrating the required social, personal and cognitive competencies and applying previously acquired theoretical skills appropriately.

# BACHELOR PROGRAM COURSES YEAR 3

BACHELOR PROGRAM SEMESTER 5									
MODULE <sup>20</sup>	INTEGRATED BUSINESS ANALYSIS <sup>21</sup> 15 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS <sup>22</sup>	
9501AC	Corporate Finance	A	C	165h	45h	3.7	5.5	L	P S
9504AC	Corporate Strategy <sup>23</sup>	A	C	165h	45h	3.7	5.5	L	P S
9506AR	Research Methodology <b>or</b>	A	R	120h	30h	2.7	4.0	L	P S
9507AR	Project Management	A	R	75h	20h	1.8	2.5	L	P
9508AR	Market Research	A	R	45h	10h	0.9	1.5	L	P
MODULE	INTEGRATED HOSPITALITY MANAGEMENT 15 ECTS CREDITS	LEVEL	TYPE		CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS	
9502AC	Hotel Asset Management	A	C	150h	30h	3.3	5.0	L	P
9505AC	Real Estate Finance	A	C	150h	30h	3.3	5.0	L	P S
9511AC	Leadership and Organizational Behavior	A	C	150h	30h	3.3	5.0	L	P S

## Singapore Campus option - Innovation Management and Sustainable Growth Strategies

BACHELOR PROGRAM SEMESTER 5									
MODULE	INTEGRATED BUSINESS ANALYSIS AND INNOVATION 15 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS	
9501AC	Corporate Finance	A	C	165h	45h	3.7	5.5	L	P S
9504AC	Corporate Strategy	A	C	165h	45h	3.7	5.5	L	P S
9509AS	Innovation for Sustainable Growth <sup>24</sup>	A	S	120h	30h	2.7	4.0		S
MODULE	SUSTAINABLE HOSPITALITY MANAGEMENT 15 ECTS CREDITS	LEVEL	TYPE		CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS	
9511AC	Leadership and Organizational Behavior	A	C	150h	30h	3.3	5.0	L	P S
9505AC	Real Estate Finance	A	C	150h	30h	3.3	5.0	L	P S
9510AS	Data Analytics and Storytelling for decision-making	A	S	150h	30h	3.3	5.0		S

<sup>20</sup> Definition of module, level and type of course are provided in the Appendix of the present document.

<sup>21</sup> During the Integrated Business Analysis module, students will follow either the Research Methodology or the Project Management and Market Research courses, depending on their final diploma work in semester 6.

<sup>22</sup> Availability of the course on each campus for Academic year 2023-2024: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.

<sup>23</sup> The courses Corporate Strategy, Research Methodology, Project Management, Real Estate Finance, Innovation for Sustainable growth, Data Analytics and Storytelling for decision-making and Hotel Asset Management are only available in English.

<sup>24</sup> Transitory solution: students selecting the thesis as diploma work will have to take the course unit "Research Methodology" in lieu of this course unit. As of Fall 2024, "Research Methodology" shall be integrated in the thesis itself across all EHL Campuses.



BACHELOR PROGRAM SEMESTER 6								
MODULE <sup>25</sup>	ADVANCED ELECTIVES <sup>26</sup> 12 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTA CT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS <sup>27</sup>
9606AS	Hospitality Mergers and Acquisitions	A	S	120h	30h	2.7	4.0	L
9607AS	Developing Entrepreneurial Projects	A	S	120h	30h	2.7	4.0	L
9608AS	Innovation Management	A	S	120h	30h	2.7	4.0	L
9612AS	Digital Marketing	A	S	120h	30h	2.7	4.0	L
9614AS	Wine Economics and Finance	A	S	120h	30h	2.7	4.0	L
9615AS	Portfolio Management	A	S	120h	30h	2.7	4.0	L
9616AS	Hospitality Luxury Brand Management	A	S	120h	30h	2.7	4.0	L
9618AS	Influence and Leadership: Negotiation and Communication Tools	A	S	120h	30h	2.7	4.0	L
9622AS	Strategic Hotel Investments	A	S	120h	30h	2.7	4.0	L
9623AS	Creating the Future of Food Service	A	S	120h	30h	2.7	4.0	L
9624AS	Branding – Thinking beyond Products and Services	A	S	120h	30h	2.7	4.0	L
9626AS	Crisis / Strategic Communication	A	S	120h	30h	2.7	4.0	L
9632AS	Technology Trends in the Hospitality Industry – Programming Skills for Businesses	A	S	120h	30h	2.7	4.0	L
9633AS	Decision Making: Techniques for Better Managerial Decisions	A	S	120h	30h	2.7	4.0	L
9635AS	Prototype your Digital Startup in 5 Days	A	S	120h	30h	2.7	4.0	L
9636AS	Private Equity and Venture Capital	A	S	120h	30h	2.7	4.0	L
9640AS	Concept Brief Development for Restaurants and Bars	A	S	120h	30h	2.7	4.0	L
9643AS	Introduction to Management Consulting	A	S	120h	30h	2.7	4.0	L
9644AS	Guest Experiences in Luxury and Hospitality	A	S	120h	30h	2.7	4.0	L
9645AS	Data Driven Business	A	S	120h	30h	2.7	4.0	L
9648AS	360 View on Large Event Management	A	S	120h	30h	2.7	4.0	L
9649AS	Sustainability Transition and Innovation	A	S	120h	30h	2.7	4.0	L
9650AS	Hotel Real Estate – Planning and Development	A	S	120h	30h	2.7	4.0	L
9654AS	Emotional Intelligence in Human Interaction	A	S	120h	30h	2.7	4.0	L
9655AS	Luxury Retail Management	A	S	120h	30h	2.7	4.0	L
9656AS	Hospitality for Social Change	A	S	120h	30h	2.7	4.0	L
9657AS	Ethical Decision-Making for Responsible Managers	A	S	120h	30h	2.7	4.0	L

<sup>25</sup> Definition of module, level and type of course are provided in the Appendix of the present document.

<sup>26</sup> During the Advanced Electives module, students will take three electives.

<sup>27</sup> Availability of the course on each campus for Academic year 2023/2024: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.

MODULE	BOSC DIPLOMA WORK 18 ECTS CREDITS	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS
9646SC	SBP (Student Business Project) <u>or</u>	S	C	-	12	18	L S
9647SC	Bachelor Thesis	S	C	-	12	18	L S

### Singapore Campus option - Innovation Management and Sustainable Growth Strategies

BACHELOR PROGRAM SEMESTER 6								
MODULE <sup>28</sup>	ADVANCED INNOVATION MANAGEMENT AND SUSTAINABLE GROWTH STRATEGIES <sup>29</sup> 12 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS <sup>30</sup>
9651AS	Managing Sustainability for Value Creation	A	S	120h	30h	2.7	4.0	S
9652AS	Digital Growth Strategies	A	S	120h	30h	2.7	4.0	S
9653AS	Cross-Cultural Business Development	A	S	120h	30h	2.7	4.0	S
MODULE	BOSC DIPLOMA WORK 18 ECTS CREDITS	LEVEL	TYPE		CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS
9646SC	SBP (Student Business Project) <u>or</u>	S	C		-	12	18	L S
9647SC	Bachelor Thesis	S	C		-	12	18	L S

<sup>28</sup> Definition of module, level and type of course are provided in the Appendix of the present document.

<sup>29</sup> During the Advanced Electives module, students will take three electives.

<sup>30</sup> Availability of the course on each campus for Academic year 2023/2024: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.

# SEMESTER 5 (BOSC5)

## Module: Integrated Business Analysis

15 ECTS credits

In this module, students will learn how to analyze and suggest improvements in service processes throughout the value chain, ultimately to add value to the firm. Students will integrate learning acquired in previous semesters to develop and analyze corporate and business strategies, evaluate and implement financial plans, and evaluate the contributions of the firm's real estate assets to its business operations.

Upon successful completion of this module, students will be able to optimize the financial operations of an organization in keeping with its strategic intentions. They will have analyzed and diagnosed different financing methods, and their relevance to the strategy of the organization. The students will have also learned to analyze and recommend the best real estate and financial options based on strategic needs.

### 9501AC – Corporate Finance

45 hours of contact – 3.7 US credits

#### Summary

The objective of this course is to provide students with the necessary tools to evaluate investment decisions at the corporate as well as personal level. Students will first take a closer look at how firms can raise money and how financial markets work. They will then examine various methods firms can apply to identify value-creating investment proposals. Furthermore, students will evaluate the prices, returns, and risk of bonds and stocks. Finally, students will turn to project and company valuation.

#### Objective

On successful completion of this course, you will be able to evaluate if a company is taking appropriate financing and investment decisions.

### 9504AC – Corporate Strategy

45 hours of contact – 3.7 US credits

#### Summary

During the previous two years the student has become familiar with the practical and operational management aspects of the hospitality industry. It is now time for the student to integrate his/her previous learning and work experiences in order to think strategically about the complex environment where s/he will compete. Students will learn to formulate a strategic assessment and define the appropriate strategic actions to implement. To do so, they will learn to analyze a given industry, its markets and to spot changes in the economic backdrop and the hospitality landscape. In addition, they will be able to use analysis tools and the research they have done to evaluate recent strategic decisions made by companies in the sector. Throughout the module, students will be required to apply the theoretical concepts seen in class to case studies involving companies in the hospitality industry. They will also be evaluated on group presentations they prepare and deliver on companies, which will enable them to better comprehend the strategic fundamentals seen in class.

#### Objective

In this course students will adopt a comprehensive understanding of the issues and strategic options for strategic decision making. Students will learn the tools and techniques allowing them to understand the strategic position of an organization, assess strategic choices for the future at different levels and make recommendations for decision makers based on their assessment.

### 9506AR – Research Methodology

30 hours of contact – 2.7 US credits

#### Summary

This course introduces the research process as a sequence of measurement, design and analysis. It will prepare students to make fundamental choices in each of the three domains. The primary goal is to

equip students with the basic skills they need to conduct applied empirical research under the guidance of their thesis supervisor. No prior knowledge or experience in research is required to take this course.

#### Objective

Upon successful completion of this course, you will be able to formulate your research question, select an appropriate research design, opt for an appropriate measurement strategy, and use appropriate analytical tools for both quantitative and qualitative research approaches. You will be proficient in fundamental concepts of descriptive and inferential statistics and will be capable of performing basic statistical analyses in Excel.

### 9507AR – Project Management

20 hours of contact – 1.8 US credits

#### Summary

This course provides a solid grounding in project management. It equips participants with a framework and the tools and techniques necessary for successful project management, directly applicable to the student business projects (SBPs) and beyond. Participants will learn how to apply proven techniques and use the principles over the life of a project, from beginning to end. This will include the initial project definition, planning and estimating, stakeholder management and communication, risk and issue management. This will help participants avoid project pitfalls and maximize the chance of projects' success.

#### Objective

Upon successful completion of this course participants should have acquired the necessary project management competences to manage a small business project.

### 9508AR – Market Research

10 hours of contact – 0.9 US credits

#### Summary

This course provides students with the main market research methods and tools to prepare them for the Student Business Project. The primary goal of this course is to equip students with an understanding of how market research can help them make business decisions and how they can transform research findings into actionable business insights. The course also aims to help students gain the ability to evaluate and interpret research designed and conducted by outside providers. During the course, we will discuss a wide range of research methods including in-depth interviews, focus groups, surveys and modeling, and their application to the services and non-profit sectors. We will also discuss data sources and data collection methods. Students will have the opportunity to define a business problem, develop a research plan, collect and analyze data and present findings and their implications as a class project.

#### Objective

Upon successful completion of this course you should have acquired the necessary competences related to the market research techniques and tools you will need to thrive during your SBP.

## Module: Integrated Hospitality Management

15 ECTS credits

In this module, students will learn how to analyze, manage, and improve service processes throughout the value chain, ultimately to add value to the firm. Students will integrate the tools and knowledge acquired in previous semesters to optimize the operational efficiency of a hospitality organization. Students will analyze and design the structure and leadership of hospitality organizations to achieve organizational success.

Upon successful completion of this module, students will have a general overview of all organizational processes and will be able to optimize individual processes using asset management tools, while keeping a strategic organizational viewpoint. They will have analyzed and designed different organizational structures in support of the organization's strategic aims. Students will also analyze and implement a leadership plan in the organization.

## 9502AC – Hotel Asset Management

30 hours of contact – 3.3 US credits

### Summary

A crucial role for today's senior hotel professionals is to enhance value for a hotel owner. This is a practical hotel industry course, using real-life experiences and examples to provide an understanding of the key revenue and profit drivers for all of the various operating units in a hotel, as well as how to identify opportunities to create value through investment, acquisition/exit strategies, cost control/productivity, performance review, branding options and operating models.

For each session, students need to listen to the pre-recorded documents summarizing the main concepts used in class as well as some reading prior to class. Classes are interactive and use different approaches to reinforce learning. Tutoring sessions will reinforce knowledge and calculation methodologies using calculation examples.

### Objective

On successful completion of this course you will be able to recommend and prioritize hotel investment decisions to drive value.

## 9503AC – Leadership and Organizational Behavior

30 hours of contact – 3.3 US credits

Yes

### Summary

This course is designed to introduce students to the major concepts, models, theories, and research in the field of organizational behavior and leadership. Macro organizational behavior (OB) is a multidisciplinary field of study concerned with understanding the role and impact of individuals, groups and structure in organizations in order to improve organizations' resilience, effectiveness and sustainable growth. The aim of this course is to review the key issues that students, as future managers and leaders, will face and the decisions and actions that are required to successfully manage and lead individuals and teams, innovation management and change, and organizational structure, networks and culture.

### Objective

On successful completion of this course, students will have a more in-depth understanding of the main organizational and leadership theories and will be able to apply them to assess and solve problems related to management and leadership, innovation, change management, organizational design and corporate culture.

## 9505AC – Real Estate Finance

30 hours of contact – 3.3 US credits

### Summary

This course introduces students to real estate markets and real estate as an asset class. Building on the principles of financial mathematics for real estate, students learn to use the discounted cash flow method (DCF) to estimate the market value of real estate assets, in particular hotels. The course subsequently delves into the impacts of financial leverage on risk and return, while also discussing potential lenders such as banks. These concepts are then applied in the form of leveraged investment analyses before and after taxes, using appropriate leverage ratios for different investor types. An exploration of the advantages and disadvantages of diverse mortgage loan types follows, enabling students to compare and contrast their potential impacts. The course culminates with students mastering the ability to make well-informed real estate financing decisions. They will learn to calculate effective borrowing costs and assess refinancing situations, thereby equipping them with the essential skills to navigate the dynamic landscape of real estate financing.

### Objective

Upon successful completion of this course, students will be able to estimate the market value of real estate assets, structure optimal transactions using equity and debt financing, as well as make prudent decisions related to mortgage financing.

## 9511AC – Leadership and Organizational Behavior

30 hours of contact – 3.3 US credits

### Summary

This course is designed to introduce students to the major concepts, models, theories, and research in the field of organizational behavior and leadership. Macro organizational behavior (OB) is a multidisciplinary field of study concerned with understanding the role and impact of individuals, groups and structure in organizations in order to improve organizations' resilience, effectiveness, and sustainable growth. The aim of this course is to review the key issues that students, as future managers and leaders, will face and the decisions and actions that are required to successfully manage and lead individuals and teams, innovation management and change, and organizational structure, networks, and culture.

### Objective

On successful completion of this course, students will have a more in-depth understanding of the main organizational and leadership theories, and will be able to apply them to assess and solve problems related to management and leadership, innovation, change management, organizational design, and corporate culture.

# BOSC5 OPTION - INNOVATION MANAGEMENT AND SUSTAINABLE GROWTH STRATEGIES

## Module: Integrated Business Analysis And Innovation

15 ECTS credits

In this module, students will learn how to analyze and suggest improvements in service processes throughout the value chain, ultimately to add value to the firm. Students will integrate learning acquired in previous semesters to develop and analyze corporate and business strategies, evaluate and implement financial plans, and evaluate the contributions of the firm's real estate assets to its business operations.

Upon successful completion of this module, students will be able to optimize the financial operations of an organization in keeping with its strategic intentions. They will have analyzed and diagnosed different financing methods, and their relevance to the strategy of the organization. The students will have also learned to analyze and recommend the best real estate and financial options based on strategic needs.

### 9501AC – Corporate Finance

45 hours of contact – 3.7 US credits

#### Summary

The objective of this course is to provide students with the necessary tools to evaluate investment decisions at the corporate as well as personal level. Students will first take a closer look at how firms can raise money and how financial markets work. They will then examine various methods firms can apply to identify value-creating investment proposals. Furthermore, students will evaluate the prices, returns, and risk of bonds and stocks. Finally, students will turn to project and company valuation.

#### Objective

On successful completion of this course, students will be able to evaluate if a company is taking appropriate financing and investment decisions while considering sustainable development goals.

### 9504AC – Corporate Strategy

45 hours of contact – 3.7 US credits

#### Summary

During the previous two years the student has become familiar with the practical and operational management aspects of the hospitality industry. It is now time for the student to integrate his/her previous learning and work experiences to think strategically about the complex environment where s/he will compete. This new environment includes the focus of society and industry on the need for concern for environmental and social governance in the way that a business is organized and operated. Students will learn to formulate a strategic assessment and define the appropriate strategic actions to implement. To do so, they will learn to analyze a given industry, its markets and to spot changes in the economic backdrop and the hospitality landscape. In addition, they will be able to use analytical tools and the research they have done to evaluate recent strategic decisions made by companies in the sector. Throughout the module, students will be required to apply the theoretical concepts seen in class to case studies involving companies in the hospitality industry. They will also be evaluated on group presentations they prepare and deliver on companies, which will enable them to better comprehend the strategic fundamentals seen in class.

#### Objective

In this course students will adopt a comprehensive understanding of the issues and strategic options for strategic decision making. Students will learn the tools and techniques allowing them to understand the strategic position of an organization, assess strategic choices for the future at different levels and make recommendations for decision makers based on their assessment. This includes applying their learning to the current challenges and issues affecting businesses such as global warming, climate change and societal concerns with the use of technology in businesses.



## 9509AC – Innovation for Sustainable Growth

30 hours of contact – 2.7 US credits

### Summary

This course allows students to cultivate a deep understanding of sustainability and innovation, empowering them to develop sustainable businesses using systems thinking, knowledge of green technologies and eco-innovations, circular economy, responsible supply chain management and other sustainable business models. To achieve sustainable growth, they will delve into sustainable innovation and growth strategies, and work with public policy and regulatory frameworks that promote the UN's Sustainable Development Goals. Students will put this knowledge to practice in real-world scenarios, by participating in design thinking and project management workshops, culminating in a sustainable business proposal to be presented to stakeholders – gaining confidence to lead innovation projects in future.

### Objective

Upon successful completion of this course unit, students will be able to develop and apply sustainable business models and growth strategies to innovate and develop a business.

## **Module: Sustainable Hospitality Management**

15 ECTS credits

In this module, students will learn how to analyze, manage, and improve service processes throughout the value chain, ultimately to add value to the firm. Students will integrate the tools and knowledge acquired in previous semesters to optimize the operational efficiency of a hospitality organization. Students will analyze and design the structure and leadership of hospitality organizations to achieve organizational success.

Upon successful completion of this module, students will have a general overview of all organizational processes and will be able to optimize individual processes using asset management tools, while keeping a strategic organizational viewpoint. They will have analyzed and designed different organizational structures in support of the organization's strategic aims. Students will also analyze and implement a leadership plan in the organization.

## 9503AC – Leadership and Organizational Behavior

30 hours of contact – 3.3 US credits

### Summary

This course is designed to introduce students to the major concepts, models, theories, and research in the field of organizational behavior and leadership. Organizational behavior (OB) is a multidisciplinary field of study concerned with understanding the role and impact of individuals, groups and structure in organizations in order to improve organizations' resilience, effectiveness and sustainable growth. The aim of this course is to review the key issues that students, as future managers and leaders, will face and the decisions and actions that are required to successfully manage and lead individuals and teams, organizational culture and structure, and innovation management and change.

### Objective

On successful completion of this course, students will have a more in-depth understanding of the main organizational and leadership theories and will be able to apply them cross-culturally to assess and solve problems related to management and leadership, corporate culture, innovation, change management, and organizational design, in accordance with sustainability-related challenges at large.

## 9505AC – Real Estate Finance

30 hours of contact – 3.3 US credits

### Summary

This course introduces students to real estate markets and real estate as an asset class. Building on the principles of financial mathematics for real estate, students learn to use the discounted cash flow method (DCF) to estimate the market value of real estate assets, in particular hotels. The course subsequently delves into the impacts of financial leverage on risk and return, while also discussing potential lenders such as banks. These concepts are then applied in the form of leveraged investment analyses before and after taxes, using appropriate leverage ratios for different investor types. An

exploration of the advantages and disadvantages of diverse mortgage loan types follows, enabling students to compare and contrast their potential impacts. The course culminates with students mastering the ability to make well-informed real estate financing decisions. They will learn to calculate effective borrowing costs and assess refinancing situations, thereby equipping them with the essential skills to navigate the dynamic landscape of real estate financing.

#### Objective

Upon successful completion of this course, students will be able to estimate the market value of real estate assets, structure optimal transactions using equity and debt financing, as well as make prudent decisions related to mortgage financing.

### 9510AS– Data Analytics and Storytelling for Decision-making

30 hours of contact – 3.3 US credits

#### Summary

This course acquaints students to the fundamentals of data design, gathering, and analytics to provide essential skills needed to make data-driven decisions. In a data-driven world, the ability to collect, transform, analyze, and interpret data is essential for guiding the business to success. Students will work with data sets applying data analytics while learning how to communicate the findings to stakeholders using data visualization and storytelling techniques.

#### Objective

Upon successful completion of this course unit, students will be able to compare and use different data sources and formats to build, visualize and deliver a compelling narrative to stakeholders, influencing the decision-making process and the strategic direction of the business in the hospitality industry and beyond.

# SEMESTER 6 (BOSC6)

## Module: Advanced Electives

12 ECTS credits

In this module, students will learn how to analyze, manage, and improve service processes throughout the value chain, ultimately to add value to the firm. Students will extend the knowledge and solution sets to organizational challenges they acquired in previous semesters with specialist knowledge in their desired elective field.

Upon successful completion of this module, students will have acquired specialist knowledge and be able to analyze, evaluate, and recommend organizational actions in their area of choice.

### 9606AS – Hospitality Mergers and Acquisitions

30 hours of contact – 2.7 US credits

#### Summary

The objective of this course is to undertake a rigorous presentation of the strategic and financial rationales, valuation methodologies and transaction considerations and tactics followed by industry participants and financial institutions (such as private equity firms) to acquire or sell hospitality businesses.

Students will learn about deal process management and review key commercial and legal terms in connection with public offers and private transactions. Students will need to search relevant information in their case study materials, but also infer information (from financial analysis) and make hypotheses when faced with incomplete information. We will make a concerted effort to explore the technical aspects of M&A whilst also summarising analyses in a crisp communication style. Finally, as negotiating parties are rarely neutral in an M&A process, you will role play, taking different (sometimes biased) positions promoting your own agendas.

The academic part of the course teaches M&A in a generalist sense and we then bring the hospitality dimensions via our in-class case studies and guest speakers. Furthermore, each student group will dissect a different hospitality case study in depth, then bring it to light over a presentation to the class on the last day. Students will hence be exposed to a range of hospitality deal types, rationales and tactics.

#### Objective

On successful completion of this course, you will be able to (i) analyze and assess strategic rationales by strategic and financial players as regards to mergers and acquisitions (M&A) transactions and other corporate activity in the hospitality sector, (ii) apply valuation methodologies and analytical tools to assess the value of a company, and (iii) identify and deal with key issues surrounding the negotiating, financial and legal processes implied by these transactions.

### 9607AS – Developing Entrepreneurial Projects

30 hours of contact – 2.7 US credits

#### Summary

The purpose of this course is to enable students to master the different steps that are necessary to develop an entrepreneurial project. These steps rely on the application and integration of interdisciplinary concepts that have been learned in previous classes (marketing, finance, strategy, and operations). The course also helps to assess the factors that favor the emergence of business opportunities and the abilities entrepreneurs need to demonstrate in order to capture them.

#### Objective

Upon successful completion of this course, you should be able to identify and assess business opportunities, analyze, and implement entrepreneurial projects.

## 9608AS – Innovation Management

30 hours of contact – 2.7 US credits

### Summary

In a world that continues to change at light speed, innovation is not a “nice to have” option, but rather a strategic imperative for any organization. Still, innovation is not random and needs structure and process. This Innovation Management course is designed to provide students with a comprehensive understanding of the principles, strategies, tools, and practices of managing innovation. It will help build capability to lead and design an organization that effectively implements innovation initiatives. The course will emphasize real-world examples and case studies. Participants will apply their learning through a real-life group project including the design of an innovation strategy and the development of an innovative idea.

### Objective

By the end of this course, students will have learned how innovation is a key contributor to corporate success and what are the critical elements of successful innovation.

## 9612AS – Digital Marketing

30 hours of contact – 2.7 US credits

### Summary

This digital marketing course has been designed to introduce students to the multifaceted and ever-changing world of technology-driven marketing. Students will be familiarized with the Hospitality Digital Marketing Canvas, a tool to define and implement strategies across customer touchpoints and digital ecosystems. The Hospitality Digital Marketing Canvas is a unique support to identify, orchestrate and manage the complexity of articulated digital marketing strategies. Moreover, from a pedagogical point of view, it represents the link between Bosc1-Bosc3 marketing classes and the concrete application of foundation concepts into a winning digital marketing strategy. The module will give the theoretical foundations of digital marketing, thus enhancing students' critical thinking and will provide a practice-based toolbox to master the complexity of the digital marketing landscape. Thanks to case studies, invited speakers and hands-on projects, students will be introduced to: consumers and business behaviors in the digital world, complex strategic design of digital ecosystems, search engine optimization and marketing, email marketing, social media content strategies and performance metrics.

### Objective

On completion of this unit, students will be aware of the complexity of digital marketing in the service field and will have a concrete toolbox to support their professional activities in the field. Particularly, case studies and live testimonies will enable students to develop critical thinking to assess and design digital ecosystems and campaigns. Through the Hospitality Digital Marketing Canvas approach, participants in the course will be able to coordinate strategy, tactics and channels to drive engagement and conversion in a professional way.

## 9614AS – Wine Economics and Finance

30 hours of contact – 2.7 US credits

### Summary

The goal of this course is to provide students with the necessary tools to study the functioning of the wine market and analyze wine pricing. Students will first examine how wine prices can be modeled. They will then review the determinants of wine prices and explore how attractive opportunities (i.e., underpriced wines) can be identified. They will also discuss wine quality, ratings, experts, and their relation to wine pricing. After that, students will assess the performance of a direct or an indirect investment in wine. Students will further explore the world's most renowned wine producing regions and discuss their individual characteristics.

### Objective

On successful completion of this course, you will be able to analyze the wine market and its functioning. You will also be able to model wine prices, identify attractive opportunities, and assess the performance of investment strategies involving wines.

## 9615AS – Portfolio Management

30 hours of contact – 2.7 US credits

### Summary

The objective of this course is to undertake a rigorous presentation of the portfolio construction techniques, asset allocation processes and investment strategies adopted by various financial institutions to manage the wealth of private and institutional clients. Students will learn about the impact of different combinations (portfolios) of risky investments on risk and return.

### Objective

On successful completion of this course, you will be able to make recommendations to private or corporate clients on asset allocation and fund selection to maximize performance per unit of risk.

## 9616AS – Hospitality Luxury Brand Management

30 hours of contact – 2.7 US credits

### Summary

This course will help students to understand the key rules and characteristics that define luxury and how to recognize and apply these generally and in the context of the hospitality and services industry. They will learn how to make strategic choices when implementing a luxury strategy to create added value and differentiate from premium or fashion brands. They will appreciate and be able to respond to challenges facing luxury brands in view of the social, cultural and economic changes affecting the luxury industry globally, like the democratization and the emergence of new definitions of luxury as well as the changing demographic profiles of luxury consumers and new consumption behaviors. Learning will be based on a mix of lectures, guest lectures, analysis of case studies and articles, class workshops and discussions, development of luxury concepts in luxury service and hospitality.

### Objective

On completion of this module, students will be able to make relevant analysis of luxury brands strategies, and contribute to the development and implementation of strategic marketing solutions for luxury brands as well as to apply this learning in the context of the luxury hospitality business.

## 9618AS – Influence and Leadership: Negotiation and Communication Tools

30 hours of contact – 2.7 US credits

### Summary

As future managers, students will need to be able to put in place relevant strategies of influence and persuasion. Knowing how to use these strategies will help students develop leadership skills and will be useful in negotiations and other scenarios where communication is important. The development of competencies related to influence and persuasion will boost students' performance when communicating or engaged in tense negotiations. Furthermore, students' social and personal skills will also be developed, thus enhancing their leadership abilities. Indeed, leadership is defined as the ability to motivate and bring people together, but the ability to influence and negotiate is also an essential part of being a successful leader.

### Objective

Upon successful completion of this course, you will be able to evaluate situations where influence and persuasion are important, and select the appropriate tools and strategies to leverage your leadership skills.

## 9622AS – Strategic Hotel Investments

30 hours of contact – 2.7 US credits

### Summary

This course is about strategic hotel development and the different roles, objectives, decision criteria, and processes used by hotel owners, hotel management companies, and/or lending institutions. While building on strategic management theory, the course focuses on providing the students with a very practical field approach to understanding the modern international hotel industry's structural implications and contemporary practices. Preliminary lessons will familiarize students with different hotel development stakeholders and their role, objectives, and practices in the hotel development process.

Students will make and evaluate decision-making opportunities related to branding, operations, management, financing, positioning, etc.

The course is centered on a multi-day bespoke role-playing exercise during which the students will buy and sell hotels, finance them, and negotiate hotel management, franchising and/or lease agreement terms in order to "to get the deal done" for their respective stakeholder(s). The course requires students to prepare written memorandums and/or presentations defending their ideas and decisions.

This workshop format is a unique experience in hospitality education as it offers students and hotel industry executives the opportunity to interact during an actual strategic hotel development scenario that plays out in real time. The exercise is not a computer simulation but rather a strategic investment role playing exercise involving human interaction. Students are assigned to teams of approximately five students each, with each team representing a set of distinct stakeholders in the hotel investment and development processes. Each team is provided with some of the information about their organization and substantially less about the game's other stakeholders with whom they will be collaborating and/or competing in order to draft the most profitable and sustainable deal(s). Such information may include real-life memos, operating budgets, market data, and lending structures. Additional research and extensive analysis is required to successfully represent their organization's objectives and evaluate alternative solutions.

Industry executives provide regular challenges and feedback to the students throughout the course. The academic team and industry executives guide the students in providing the organization(s). They represent with a comprehensive solution for the strategic investment decision(s) they face.

#### Objective

Upon successful completion of this course, you will be able to make and evaluate solid strategic hotel investments by better understanding the roles of multiple stakeholders and their decision-making processes and criteria.

### 9623AS – Creating the Future of Food Service

30 hours of contact – 2.7 US credits

#### Summary

In this course, you will be able to expand your understanding of food service by shifting your focus from "thinking" to experimenting and, hence, "doing" in the context of creative problem-solving for a real client. That is, we will cover relevant theoretical concepts, but the main focus of the course is on "doing creativity" to create a better world through innovative food service solutions. You will work in groups to explore the customer experience for a real client, and, thereby, you will experience a creative journey with no fixed route. But, don't worry, the teacher will be there coaching you on how to discover new food spaces that may change how we think about our industry and the experience economy at large. This course is for people who have the drive to set the benchmarks for the future. In order to enjoy and really benefit from this course, you must be able to step back from the various concepts taught in textbooks and, instead, engage in an ever-changing process of trying to understand the meaning of these concepts in praxis (i.e., the practical application of a theory). This course provides you with the unique opportunity to start your personal process of becoming a competent practitioner.

#### Objective

Upon successful completion of this course students should be able to (1) conceptually discuss the shift from value creation as value-in-exchange (i.e. value is embedded in goods and services) to value-in-use (i.e. value is rooted in the use of goods and services), (2) critically appraise the role of experiences as distinct economic values in the form of personally engaging events that remain memorable for the customers, and (3) apply the notion of networks as a locus of competence and the notion of the 'experience space' as the locus of innovation in a real-life client setting.

### 9624AS – Branding - Thinking beyond Products and Services

30 hours of contact – 2.7 US credits

#### Summary

Every day, we are exposed to more than 4,000 brands. From our morning toothpaste to our late-night whisky, brands are part of our very existence. Established and new brands alike want to get to our mind, to our heart and to our wallet. Successful brands command an unfair price premium (brand premium),



engage their customers emotionally (brand engagement), attract talent (employer branding) and benefit from lower marketing costs (brand awareness and loyalty). But what is a brand made of? How do you develop or relaunch one? What are the creative, legal and organizational implications of branding? In this elective, students will develop a deep understanding of the development and management of brands – from a strategic to an implementation level. Through storytelling, students will learn how to give context to products and services and change their perceived value. On completion of this course, students will gain confidence in analyzing, developing and managing brands across industries.

#### Objective

On successful completion of this course, you will be able to 1) Demonstrate a holistic understanding of the discipline of branding, 2) Use storytelling as a source of innovation in the development of hotel concepts, 3) Manage the various parts of a brand development (visual identity, naming, tone of voice etc.).

### 9626AS – Crisis/Strategic Communication

30 hours of contact – 2.7 US credits

#### Summary

In a world wrought with negative comments and online reviews, a company's reputation is only as good as its communication. Companies like Enron and Volkswagen both endured a crisis, but one went bankrupt while the other is thriving. What made the difference in these cases? Communication. Just recently, Tesla's reputation has suffered from reports of mass firings and racial discrimination. No company is immune to crisis, but it is the manner in which they react to it that will make a difference. In the workplace, our students (and future managers) will be faced with crises, both natural and human-made, and they will need to have the skills to deal with them.

This course is designed to help students learn how to best communicate in a time of crisis and strategically keep their reputation intact. In groups, students will be presented with a crisis which they have to manage over five weeks, resulting in a comprehensive and thorough communication plan. This plan will detail all of the oral and written communication channels in a logical order which are necessary when a crisis erupts.

#### Objective

Upon successful completion of this course, you will be able to choose the most effective communication channels and messages to address a crisis situation in a timely and appropriate manner.

### 9632AS – Technology Trends in the Hospitality Industry – Programming Skills for Businesses

30 hours of contact – 2.7 US credits

#### Summary

This course will train you in creative problem-solving by covering programming fundamentals like Object Model Programming, Variables and Data Types, Procedures and Iterations, and Debugging. This course is specifically geared to students interested in becoming Data, Finance and Market Research Analysts, Accountants, Big Data Analytics Architects, or anyone interested in programming, as the knowledge acquired during the course is transferable to many other activities: the ability to define a specific business problem in a particular situation, create a solution and communicate it to clients.

We'll be tapping into the powerful programming, automation and customization capabilities of Visual Basic for Applications (VBA). With VBA you can create macros to automate repetitive word- and data-processing functions, and generate custom forms, graphs, and reports. Students will create a tool to automate a table of contents, a sales reporting tool and an invoice generation tool.

#### Objective

Upon successful completion of this course, you will have basic knowledge on programming fundamentals, on how to work with the Visual Basic Editor, how to automate tasks in Excel that can also interact with other applications (Word, PowerPoint, Outlook) and use the debugging tools.

By learning these essential techniques, students will be able to solve real-life cases more creatively, create automatic procedures and use numerical techniques to create "live solutions" to solve targeting and optimization problems.



## 9633AS – Decision Making: Techniques for Better Managerial Decisions

30 hours of contact – 2.7 US credits

### Summary

This elective will introduce students to decision theory and behavioural science. By the end of the course, students will be better equipped to structure and take better, unbiased management decisions. It aims to cover: background to decision theory and behavioural insights and why they matter; decision theory in action; behavioural insights in hospitality. The course will link theory and application, through relevant data and real-life case studies from hospitality and other industries to enable practical application of the academic insights.

### Objective

On successful completion of this course, you will be able to:

- Better structure decisions with reference to key tools and insights
- Articulate key biases preventing effective decision making
- Recognise and learn to avoid biases in decision making
- Understand the behavioural insights underpinning biases
- Improve business performance by applying behavioural insights to corporate situations

## 9635AS – Prototype Your Digital Startup in 5 Days

30 hours of contact – 2.7 US credits

### Summary

This course is made for students who want to give life to their ideas and build their MVP (Minimum Viable Product). We will teach you many aspects of the relevant technology. We will also show you how to assemble online Tools to build a functional Digital Prototype with almost no coding. Digital is a hands-on skill and this course is designed for you to learn by doing. At the end of the course, you will pitch your MVP to a panel of entrepreneurs.

### Objective

On successful completion of this course, you will have knowledge about Technology & Programming. You will also know how to turn any idea you have into a functional MVP by assembling Digital Tools.

## 9636AS – Private Equity and Venture Capital

30 hours of contact – 2.7 US credits

### Summary

This course is aimed at students who would like to deepen their understanding of finance-related topics beyond listed equity markets by learning more about private market investing, with a particular focus on private equity and venture capital. Students wishing to consider a career in private banking and wealth management may seek to broaden their knowledge as regards a highly topical subject in this sector, as high net worth individuals increase their wealth allocations towards alternative assets, including private investments. The course might also be of particular interest to students who would like to develop their own entrepreneurial venture and may wish to know more about how VC investors assess opportunities and structure deals to finance and support fledgling companies. Given the increasing role played by PE investors in the overall hospitality sector, it may also attract students seeking to embark on a hospitality management career, as they are most likely to interact with this type of company owners in the future.

### Objective

On successful completion of this course, you will be able to analyze and make recommendations as to PE and VC investments, either as an investor or on behalf of an investee company.

## 9640AS – Concept Brief Development for Restaurants and Bars

30 hours of contact – 2.7 US credits

### Summary

Owners, Operators, Developers or Entrepreneurs look for expertise when developing the right F&B concept for a hotel, stand-alone location, multiple brand, renovation or self-operated unit. Students will be exposed to real life examples of projects and processes, through a five-day interactive course. This course will demonstrate the step by step development of real projects and concepts created for owners,

entrepreneurs and operators in Asia, Australasia, USA, MEA and Europe.

The course takes the students through projects related to restaurants and bars from the original owner's or entrepreneur's vision to the concept identification and the specific guidelines for the designers, architects, Back of House/kitchen designers and the operators. The course is an interactive demonstration with experience sharing, innovative approach, exercises, testimonials, benchmark processes, success stories and the do's & don'ts when developing a turn-key unit or concept brief. What does it take to develop a concept from a culinary perspective, including restaurant and kitchen logistics, operational efficiency and local market positioning? This course will complement other EHL F&B specific courses, by leveraging what students have learned and then presenting a concept Brief with confidence to the Owner or Entrepreneur.

#### Objective

Upon successful completion of this course, students will be able to develop a concept brief and a project solution for a developer, owner or entrepreneur. Students will also be equipped with the tools and process necessary for developing a concept, with a clear understanding of structural, commercial and innovative but relevant requisites.

### 9643AS – Introduction to Management Consulting

30 hours of contact – 2.7 US credits

#### Summary

Organizations of every nature and size in the hospitality industry regularly face complex situations characterized by ambiguity and uncertainty, such as, for example, the decision to enter a new market, the development of a marketing strategy as well as the need to interface with different audiences during a crisis. In this context, management consulting plays a key role in helping organizations to recognize and address the problems they encounter through effective and efficient ways to achieve business objectives. The objective of the elective course is to provide students with the introductory elements to understand the practice and profession of consulting in the areas of management, corporate communication and marketing. At the same time, the course aims to give students some practical tools to work in consulting.

#### Objective

On successful completion of this course, you will be able to understand the practice and profession of management consulting both from the perspective of the consultant and from the one of the client. Thanks to this course you will also be able to understand if consulting is a type of career that suits you.

### 9644AS – Guest Experiences in Luxury and Hospitality

30 hours of contact – 2.7 US credits

#### Summary

Students will acquire a theoretical and practical understanding of how to create brand experiences for a client or guest with a specific focus on luxury and hospitality. They will analyze the key dimensions to creating an experience in the context of the experiencescape and that is specific to the brand. This will include delivering service excellence as a reflection of the brand's identity – its values and culture; aspects of communication, creating emotional engagement, as well as the role of the senses and the use of technology. Students will also investigate dimensions of national culture as it affects the individual guest experience and other influences that personalize the experience such as personality traits, social and group influence and the situational context, i.e. the time and place in which the experience takes place.

The student's analysis of the guest experience will extend from the creation of an experience in the context of an activity or event, to how to create emotional engagement and brand experiences at key touch points through the guest journey and as a basis for creating brand loyalty.

#### Objective

On successful completion of this course, you will be able to conceptualize and deliver a multi-sensorial guest experience for a brand, specifically in the context of luxury and hospitality that incorporates service excellence and emotional engagement, as well as demonstrates cultural and contextual sensitivity, which will help create brand loyalty.

## 9645AS – Data Driven Business

30 hours of contact – 2.7 US credits

### Summary

The hospitality sector caters to millions of travelers every day, and each one of them checks in with their own set of expectations. Meeting and addressing the needs of each and every customer is a top priority for high-performing businesses. Understanding customer desires, both in the present and future, is critical for business success. Knowing when, how, why, and where to appeal to them, be it through personalized marketing or a larger, mass-market approach, can mean the difference between occupied rooms and empty ones. Big Data is the solution for the hospitality industry in terms of appealing to customers more effectively. The sheer amount of information regarding customer behavior, decision-making, past experiences, and other relevant metrics is larger now than it has ever been in the past.

This Data-Driven Business course gives students an understanding of how to gain maximum value from data. The main objective is to provide students with an overview of data strategy development using data management systems and analytical tools. The first part will focus on how to develop a Data-Driven Strategy using the whole process: strategic objective, data collection, data processing, data modeling, and pattern development. The second part will focus on how to use predictive analytics and machine learning for data modeling to improve performance and to develop the most relevant marketing decisions. More than 80% of the course time will be based on real case studies from the hospitality industry with Big Data applications using different software such as SPSS for Data analytics, Datawrapper for Data Visualization and Apify for Web Scraping.

### Objective

On successful completion of this course, students will be able to develop a driven data strategy using Canvas Data Model and applying common machine learning algorithms (ACP, RFM, TSC, Deep learning and Sentiment analysis, Decision Tree, etc.) to make management decisions and improve business performance.

## 9648AS – 360 View on Large Event Management

30 hours of contact – 2.7 US credits

### Summary

The International Event Industry - Festivals, Sports Events, Music Concerts, Conferences, Exhibitions and Meetings - employs an estimated 200 million people working in this dynamic, multi-stakeholder industry. In previous years, EHL students have become familiar with the strategic and operational management aspects of the hospitality industry. This course builds on prior acquired knowledge and skill sets to address the complex environment of experiential hospitality concepts and asks them to apply their know-how to the field of large-scale event management. This course aims to provide students with the necessary knowledge and skills to master the crucial questions around designing, planning, and executing large-scale events. Students learn to plan and manage event details and help them achieve event goals that span from business to societal and customer-related needs and objectives.

Students benefit from more than a decade of experience of the faculty member, who helped orchestrate two UEFA European Championships. In addition, guest speakers are experts in their respective fields of managing large events – sponsoring, event experience & design, marketing, etc. Finally, students will be put in the driver's seat to demonstrate their acquired learning by proposing a hands-on solution for a large event.

### Objective

Upon successful completion of this course, you will have acquired the relevant competences that allow you to conceptualize and execute large-scale events that seamlessly cater to business, societal and customer-centered objectives.

## 9649AS – Sustainability Transitions and Innovations

30 hours of contact – 2.7 US credits

### Summary

The social, environmental and financial challenges that lie ahead are global and systemic. Therefore, to achieve the UN's long-term sustainability goals, the core systems of our societies and economies will have to change dramatically. That is especially true for the systems related to consumption, food,

energy, mobility and construction. Sustainability transitions are defined as radical transformations towards a more sustainable society, in response to pressing problems confronting our industries and societies. The main goal of the course is to provide critical management tools to assess sustainability transitions of firms in order to develop innovative solutions as the world tackles broader environmental, social and economic challenges. This advanced course gives students a solid foundation to think about where the industry is today and where we must go. Most importantly, it provides a forum to discuss applied innovative subjects and help students understand – no matter which side of the debate they are on – how to engage with relevant actors to establish common ground and produce positive outcomes for the future.

#### Objective

Upon successful completion of the course, students will be able to:

- Demonstrate an understanding of sustainability transitions, innovation, and business development to address sustainability challenges in a global context
- Apply a set of priority skills to be future-ready and get out in front of the challenges posed by sustainability transitions
- Identify, act on and evaluate their professional and personal actions as future business leaders and citizens

### 9650AS – Hotel Real Estate – Planning and Development

30 hours of contact – 2.7 US credits

#### Summary

This elective gives you the opportunity to learn about the mechanics of the hotel real estate development process, broken down into ten steps – starting from sourcing an opportunity, through to underwriting, construction and opening a new hotel. Working in teams, we will explore each step in a real live project allowing you to immediately apply your learning, with the help of your team members and lecturer. The topics covered include understanding corporate expansion strategies, site evaluation and selection, market feasibility and research, space planning and costing, concept design and branding, applying business models and preparing projections. Through role-plays, you will negotiate key commercial terms, both owner and operator side and perform a high-level investment analysis to determine the viability of the project. You will benefit from real life examples by the lecturer who is working in HPD and the guest lecturer, an industry expert who will share their experience and provide a hands-on understanding of the development process.

#### Objective

On successful completion of this course you will be able to comprehend the hotel development landscape in terms of brands, business models and market expansion strategies. You will also be able to explain the development process and appreciate the importance of the underlying hotel development planning process, including space planning, costing and underwriting/feasibility.

### 9654AS – Emotional Intelligence in Human Interaction

30 hours of contact – 2.7 US credits

#### Summary

In the age of artificial intelligence (AI), emotional intelligence has become an increasingly valuable skill in many industries. As machines become more adept at handling routine tasks, human-centric skills such as empathy, collaboration, and emotional regulation have become key differentiators in the workplace. Emotional intelligence is particularly important in fields such as hospitality, healthcare, education, or leadership, where effective communication and relationship building are essential for success. Emotional intelligence has been found to be a key predictor of success in life, including in personal relationships, workplace interactions, and leadership roles. In this course, we will explore the theory and practice of emotional intelligence in the context of human interactions. We will examine the latest research on emotional intelligence and its relationship to areas such as empathy, social awareness, self-awareness, and self-regulation. The course will be structured around a series of simulations, and interactive exercises designed to help you develop your emotional intelligence skills. You will learn how to recognize and regulate your own emotions, understand the emotions of others, and communicate effectively in emotionally charged situations. You will also explore the importance of emotional intelligence in building trust, creating meaningful connections, and fostering positive relationships.

By the end of the course unit, you will have gained a deep understanding of emotional intelligence and its role in human interactions. You will be equipped with practical tools and techniques to enhance your emotional intelligence skills, and you will have a greater appreciation for the importance of human-centric solutions in our increasingly complex world.

#### Objective

On successful completion of this course, students will develop specific emotional competences, will be able to train others in emotional competences, and will demonstrate the positive consequences of emotional competences for organizations.

### 9655AS – Luxury Retail Management

30 hours of contact – 2.7 US credits

#### Summary

In parallel to their search for exciting careers in hospitality, an increasing proportion of EHL students are exploring professional opportunities in the luxury industry. In parallel, And luxury brands are increasingly recruiting students from EHL. Estimated at more than €350 billion in sales in 2023 and set to rise at a minimum of 5% per year, personal luxury goods are booming. Despite the fast evolution of online sales, more than 70% of transactions will still be made in brick-and-mortar stores as of 2025. Why?

While physical points of sale are becoming the new media for the brands, for increasingly young clients they are becoming the true points of experience and engagement with the brand. In this context, luxury brands are looking to recruit the best talents who will be able to support and lead the business performance growth of their stores and retail networks, which requires a lot of agility and specific skills. This course will provide solid insights into the exciting world of managing luxury stores where beyond the brand and products, excellency, hospitality and human dimension play a critical role. It will be designed to introduce the dynamics and mechanisms of luxury retail management and to equip students with some of the foundations required for a successful career in this industry. This engaging course will give students foundational professional acumen on luxury retail.

#### Objective

Upon successful completion of this course, students will have acquired a real understanding of modern luxury retail management dynamics and the ability to apply key strategies, tactics and techniques with a view to boosting luxury retail business performance.

### 9656AS – Hospitality for Social Change

30 hours of contact – 2.7 US credits

#### Summary

This course is founded on the principles of social entrepreneurship. It aims to co-create with the learners a unique operating model for a small-scale hospitality project focusing on addressing social challenges. Guided by the faculty and representatives from charitable organizations, students will use collaborative tools to build a real project whose core mission is both social and economic performance. The aim of the elective is to address a need in the industry and complement the current curriculum with regard to managing small and very small hospitality offerings. In addition to developing this unique skillset, we aim to combine these competencies by enabling students to acquire the fundamentals of social entrepreneurship.

#### Objective

Upon successful completion of this course, the learner will be able to add value to a social enterprise in the hospitality industry that sustainably generates profits while alleviating social problems. S/he will be able to design, defend and improve the operating model for a small (to very small) hotel that strives to achieve sustainable, social and economic goals.

### 9657AS – Ethical Decision-Making for Responsible Managers

30 hours of contact – 2.7 US credits

#### Summary

Since the demand for ethical behavior in business has become ever more universal, this course aims to provide students with a sound understanding of key ethical concepts that can be tangibly

implemented in professional situations. An applied ethical decision-making toolbox will be developed so students, as future professionals, will be able to resort to it while handling realistic business disputes. Furthermore, the risks of unethical behavior for corporations will be studied through genuine historical cases and their financial impacts evaluated. Concrete situational factors promoting ethical irresponsibility will be analyzed and assessed. The course will articulate different steps and measures to reduce the unethical climate of an organization.

Finally, students will also be encouraged to acquire an awareness of the differences in ethics originating from the plurality of cultures to handle efficiently conflicts related to values, which may arise in an organization.

#### Objective

Upon successful completion of this course, you should have acquired the ability to resolve managerial dilemmas in accordance with the ethical standards currently required of companies.



# BOSC6 OPTION - INNOVATION MANAGEMENT AND SUSTAINABLE GROWTH STRATEGIES

## Module: Advanced Innovation Management & Sustainable Growth Strategies

12 ECTS credits

In this module, students will learn how to analyze, manage, and improve service processes throughout the value chain, ultimately to add value to the firm. Students will extend the knowledge and solution sets to organizational challenges they acquired in previous semesters with specialist knowledge in their desired elective field.

Upon successful completion of this module, students will have acquired specialist knowledge and be able to analyze, evaluate, and recommend organizational actions in their area of choice.

### 9651AS – Managing Sustainability for Value Creation

30 hours of contact – 2.7 US credits

#### Summary

Focused on the intersection of sustainability and value creation, this course explores the process of identifying and managing sustainability risks and opportunities to develop strategies that align with an organization's values and objectives. Students will be able to implement sustainable strategies, manage operations, and communicate sustainability performance, utilizing quantitative and qualitative methods. By gaining competences on how to shift organizations towards sustainable business models, investing, and reporting methods, students will be able to create value for stakeholders in compliance with global sustainability frameworks.

#### Objective

Upon successful completion of this course unit, students will be able to create value for all stakeholders by assessing and transforming business strategies and operations in compliance with sustainability frameworks.

### 9652AS – Digital Growth Strategies

30 hours of contact – 2.7 US credits

#### Summary

In this course, students will gain the necessary skills to develop or grow a business utilizing digital growth strategies and tools including automation, cloud computing, internet of things, mobile workforce, and artificial intelligence. While investigating real-world situations, students will learn to identify inefficiencies, develop solutions, and implement innovative technologies to accelerate growth, and improve customer experiences and operational efficiency.

#### Objective

Upon successful completion of this course unit, students will be able to identify and implement the most innovative technologies to build digital strategies and accelerate growth in the service industry.

### 9653AS – Cross-Cultural Business Development

30 hours of contact – 2.7 US credits

#### Summary

This course equips students with essential knowledge, tools, skills, and strategies to lead teams in an increasingly multicultural and virtual environment, fostering sustainable business growth. Students will explore cultural dimensions, adapt business strategies, navigate legal and ethical considerations, develop cross-cultural awareness and soft skills to adapt to local market needs. Through case studies, role-plays, hands-on workshops, and interactive lessons, students will acquire skills to succeed as cross-cultural business leaders.

#### Objective



Upon successful completion of this course unit, students will be able to lead teams in a multi-cultural environment to expand and grow a business.

## **Module: BOSC Diploma Work – Available on all campuses**

18 ECTS credits

### **9646SC – SBP (Student Business Project)**

9 weeks – 12 US credits

#### **Summary**

During this module students will work in teams of six on junior consulting mandates for established organizations or entrepreneurs. Based on the mission given by the client students will be responsible for scoping, planning and executing the project under guidance from experts and faculty members.

Typical projects may include topics such as concept development, marketing and financial planning, or event creation. In all cases students will have to implement or execute proper market research methodology in order to support their recommendations.

#### **Objective**

Upon successful completion of this course you will have developed a holistic approach to project development and client relationship management, and you will have leveraged all your knowledge, tools and frameworks acquired during your studies and applied them to a real-life situation.

### **9647SC – Bachelor Thesis**

9 weeks – 12 US credits

#### **Summary**

Under faculty supervision, students are required to develop an independent, scientific research topic, which may be generalized to a hospitality-specific problem. A research hypothesis is tested using appropriate statistical methods against the backdrop of a comprehensive literature review. Students will identify sources of information and data that have a high level of integrity, use existing conceptual knowledge to build valid arguments and creatively extend existing knowledge about a particular topic, employ different statistical tools to test hypotheses, develop a coherent report or thesis, and respond orally and in writing to critical evaluation of their ideas. While not intended to have the depth of a post-graduate thesis, the thesis must stand on its own merit and must be defended orally by the student before a faculty jury.

#### **Objective**

On successful completion of this module, you will be able to write a well-researched thesis, which includes a literature review and is based on a well-defined methodological approach, and present results in an appropriate academic format.

# DEFINITION OF A MODULE

According to the requirements of the Bologna Declaration that apply to all European universities, a study program must be structured in the form of modules. A module comprises one or more learning units.

EHL offers 2 types of modules: integrated modules and non-integrated modules. Non-integrated modules bring together a set of independent courses. Integrated modules include a set of courses that all treat the same central issue.

Definition of the level of modules according to the Bologna Declaration:	There are three kinds of modules:
<b>B</b> - Basic level module/course unit: Module introducing fundamental concepts of the field	<b>C</b> - Core module/course unit: Module covering the main field of study
<b>I</b> - Intermediate level module/course unit: Module expanding on fundamental concepts of the field	<b>R</b> - Related module/course unit: Module broadening the scope of the main field
<b>A</b> - Advanced level module/course unit: Module developing the core competencies of the field	<b>M</b> - Minor module/course unit: Complementary or optional module
<b>S</b> - Specialized level module/course unit: Module developing the specialized competencies of the field	