# TABLE OF CONTENTS

## Preamble ......................................................................................................................... 6

## Welcome to EHL Hospitality Business School! .................................................................. 7

- Greetings from the Executive Dean .................................................................................. 7
- Welcome to EHL’s new campus in Singapore ..................................................................... 8

## Presentation of the EHL Campuses .................................................................................. 9

## EHL Educational Model .................................................................................................. 10

## Master of Science HES-SO in Global Hospitality Business (MGH) .............................. 13

## Presentation of partner Campuses .................................................................................... 14

### MGH Courses ................................................................................................................ 15

#### Semester 1 ..................................................................................................................... 16

- **Module - Mastering Hospitality Complexities** ................................................................. 16
  - 2101AC – Hospitality Business Strategies in Europe, Middle East, Africa .......................... 16
  - 2105AR – Project Management Tools ............................................................................. 16

- **Module - Hospitality Finance & Statistics** ................................................................. 17
  - 2102AC – Hospitality Real Estate Finance & Investments ................................................... 17
  - 2103AC – Advanced Corporate Finance & Concepts of International Finance ............... 17
  - 2104AR – Business Research Methods ........................................................................ 17

- **Module – Embracing Hospitality Realities** ................................................................. 17
  - 2108AC – Business Field Trip: Europe ........................................................................ 17
  - 2107AC – Academic Business Project ........................................................................ 18

#### Semester 2 ..................................................................................................................... 18

- **The Hong Kong Polytechnic University, School of Hospitality & Tourism Management** ............................................................... 18
  - HTM562 – Marketing Management in the Hospitality & Tourism Industry .................... 18
  - HTM563 – Revenue Management in the Hospitality Industry .......................................... 19
  - HTM564 – Quality Service Management for the Hospitality & Tourism Industry .......... 19
  - HTM565 – Hospitality Business Strategies in Asia: China Hotel & Tourism Business Studies ...................................................... 19

#### Semester 3 ..................................................................................................................... 20

- **University of Houston, Conrad N. Hilton College of Hotel & Restaurant Management** ......................................................................................................................... 20
  - HRMA 6324 – Hospitality Business Strategies in the Americas & the Caribbean .......... 20
  - HRMA 6317 – Innovative Hospitality Technologies ........................................................... 20
  - HRMA 6340 – Organizational Behavior & Hospitality Leadership Strategies ............... 20

### Professional Certificates ............................................................................................... 21

- Professional Certificate I – Mastering Industry Analytics [STR] ......................................... 21
- Professional Certificate II – Doing Deals & Valuing Hotels [HVS] ....................................... 21
- Professional certificate III - Hospitality Financial and Technology Professionals (HFTP)/ University of Houston (UH) certificate ................................................................. 22

## Master of Science in Wine and Hospitality Management ............................................... 23

## Presentation of Our Partner Institution .......................................................................... 24
MWH courses ................................................................................................................................................. 25

Module 1: Wine Knowledge ................................................................................................................................. 26
  KEDGE – WSET Level 3 Award in Wines ........................................................................................................... 26
  KEDGE – Wine Regions ....................................................................................................................................... 26
  KEDGE – Business Field Trip: French Wine Regions .......................................................................................... 27

Module 2: Wine Culture ......................................................................................................................................... 27
  1112-1 – Art and Wine .................................................................................................................................... 27
  1112-2 – Business Field Trip: Swiss and Surrounding Wine Regions ............................................................. 27

Module 3: Wine Business ...................................................................................................................................... 28
  KEDGE – Wine Economics ............................................................................................................................... 28
  KEDGE – Wine Markets .................................................................................................................................. 28
  KEDGE – Wine Distribution Channels & Negotiations with Distributors ......................................................... 28

Module 4: Restaurant Business ............................................................................................................................. 28
  KEDGE – Restaurant Economics ...................................................................................................................... 28
  KEDGE – Sommellerie & Wine Cellar Management .......................................................................................... 29

Module 5: Hotel Business ..................................................................................................................................... 29
  1063 – Hospitality Economics ........................................................................................................................ 29
  1062 – Trends, Innovations and New Business Models ..................................................................................... 29
  1061 – Managing Underperforming Properties .............................................................................................. 29

Module 6: Sustainability and Entrepreneurship ...................................................................................................... 30
  KEDGE – Entrepreneurship ........................................................................................................................... 30
  KEDGE – Wine and Hospitality: CSR and Sustainability .................................................................................. 30

Module 7: Hospitality Finance ............................................................................................................................... 30
  1031 – Hotel Financial Statement Analysis ...................................................................................................... 30
  1033 – Advanced Corporate Finance for the Hospitality Industry ...................................................................... 30

Module 8: Valuation and Investment Decisions in Wine .......................................................................................... 31
  1213-1 – Valuation of Wine Assets ................................................................................................................ 31
  1213-2 – Investment Strategies in Wine ........................................................................................................... 31

Module 9: Wine and Hospitality Marketing ........................................................................................................... 31
  KEDGE – Strategic Wine and Hospitality Marketing ......................................................................................... 31
  KEDGE – Applied Wine and Hospitality Marketing ......................................................................................... 31

Module 10: Driving Hotels Revenues .................................................................................................................... 32
  1022 – High Performance Distribution Strategy for Hotels ............................................................................. 32
  1021 – Revenue Management for Market Leaders .......................................................................................... 32

Module 11: Leadership and Management Practices ................................................................................................ 32
  1052 – Maximize Individual and Collective Performance ............................................................................... 32
  1081 – Business Research Methods .............................................................................................................. 32
  1082 – Project Management / Consultancy .................................................................................................... 33

Module 12: Internship and Capstone Thesis .......................................................................................................... 33
  1311-1 – Internship and Capstone thesis ........................................................................................................ 33

PRESENTATION OF OUR PARTNER INSTITUTION .......................................................................................... 35
HEMBA Courses.................................................................................................................................................. 36
Module 1 Leadership........................................................................................................................................... 37
Module 2 Strategic Management in the Hospitality Industry ......................................................................... 37
Module 3 Organizational Behavior .................................................................................................................. 37
Module 4 Creating Shared Value....................................................................................................................... 38
Module 5 Service Marketing............................................................................................................................. 38
Module 6 Financial Reporting............................................................................................................................ 38
Module 7 Macro Economics ............................................................................................................................. 39
Module 8 Service Creativity and Executing Service Excellence ...................................................................... 39
Module 9 Identifying, Selecting and Financing Service-based Investment Opportunities .......................... 39
Module 10 Managerial Economics .................................................................................................................. 40
Module 11 Expansion and Governance of Service Business .......................................................................... 40
Module 12 Entrepreneurship and Innovation .................................................................................................. 40
Module 13 Service Culture and managerial cognition .................................................................................... 41
Module 14 Elective Course.................................................................................................................................. 41
Module 15 Enterprise value: Governance, Motivation and control ................................................................. 41
Module 16 High Performance Leadership and Reflection ............................................................................. 41
Module 17 Crisis Communication.................................................................................................................... 42
Module 18 Capstone Project.............................................................................................................................. 42

MASTER OF BUSINESS ADMINISTRATION IN HOSPITALITY ........................................................................ 43

MBA Courses..................................................................................................................................................... 45
Module 1010: Introduction................................................................................................................................. 46
  1011 – Introduction to the MBA program ........................................................................................................ 46
  1012 – Hospitality Management in the 21st century .................................................................................... 46
  1013 – Academic Integrity ............................................................................................................................. 46
  1014 – IT Fundamentals .................................................................................................................................. 47

Module 1020: Driving Hotel Revenues ........................................................................................................... 47
  1022 – High Performance Distribution Strategy for Hotels ........................................................................... 47
  1021 – Revenue Management for Market Leaders ..................................................................................... 47
  1023 – Successful Hotel E-Marketing and Social Media Strategies ............................................................. 47

Module 1030: Mastering Hotel Financials ....................................................................................................... 48
  1031 – Hotel Financial Statement Analysis .................................................................................................... 48
  1032 – Budgeting and Forecasting ................................................................................................................ 48
  1033 – Advanced Corporate Finance for the Hospitality Industry .............................................................. 48

Module 1040: Hotel Development and Real Estate Investment ...................................................................... 49
  1042 – Valuation of Hotel Investments ........................................................................................................ 49
  1043 – Feasibility Analysis, Development and Negotiations ......................................................................... 49
  1041 – Hotel Asset Management ................................................................................................................ 49

Module 1050: Building High Performing Teams ............................................................................................ 50

5 US credits ..................................................................................................................................................... 50
  1051 – Personal Leadership Development.................................................................................................... 50
<table>
<thead>
<tr>
<th>Module Number</th>
<th>Module Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1052</td>
<td>Maximize Individual and Collective Performance</td>
<td>50</td>
</tr>
<tr>
<td>1053</td>
<td>Leading in a Multicultural Environment</td>
<td>50</td>
</tr>
<tr>
<td>1060</td>
<td>Module 1060: Performing Through Business Cycles</td>
<td>51</td>
</tr>
<tr>
<td>1061</td>
<td>Managing Underperforming Properties</td>
<td>51</td>
</tr>
<tr>
<td>1062</td>
<td>Trends, Innovation and New Business Models</td>
<td>51</td>
</tr>
<tr>
<td>1063</td>
<td>Hospitality Economics</td>
<td>51</td>
</tr>
<tr>
<td>1070</td>
<td>Module 1070: Meet the Experts</td>
<td>52</td>
</tr>
<tr>
<td>1071</td>
<td>Driving Hotel Performance</td>
<td>52</td>
</tr>
<tr>
<td>1072</td>
<td>Crisis Communications Management</td>
<td>52</td>
</tr>
<tr>
<td>1080</td>
<td>Module 1080: Capstone Project</td>
<td>52</td>
</tr>
<tr>
<td>1081</td>
<td>Business Research Methods</td>
<td>53</td>
</tr>
<tr>
<td>1082</td>
<td>Project Management / Consultancy</td>
<td>53</td>
</tr>
<tr>
<td>1083</td>
<td>Academic Writing, Research &amp; Integrity</td>
<td>53</td>
</tr>
<tr>
<td>1084</td>
<td>Capstone Thesis</td>
<td>53</td>
</tr>
<tr>
<td></td>
<td>EXECUTIVE MASTER OF BUSINESS ADMINISTRATION (EMBA)*</td>
<td>54</td>
</tr>
<tr>
<td></td>
<td>EMBA Courses</td>
<td>56</td>
</tr>
<tr>
<td></td>
<td>EHL DIGITAL LEARNING ECOSYSTEM</td>
<td>57</td>
</tr>
</tbody>
</table>
This catalog presents an overview of the course of study offered by EHL Hospitality Business School (hereafter EHL) at graduate level during the academic year 2021/2022.

<table>
<thead>
<tr>
<th>Programs</th>
<th>Duration</th>
<th>Languages</th>
<th>Program delivery locations</th>
<th>Minimum US Credits required to graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of Science in Global Hospitality Business (MGH)</td>
<td>Full-time 16 months</td>
<td>English</td>
<td>EHL Campus Lausanne, Hong Kong Polytechnic University, School of Hotel and Tourism Management, University of Houston, Conrad N. Hilton College in Houston</td>
<td>60 US</td>
</tr>
<tr>
<td>Master of Science in Wine and Hospitality Management (MWH)</td>
<td>Full-time 16 months</td>
<td>English</td>
<td>KEDGE Business School campus (Paris and Bordeaux), Online (for EHL components, with a short visit to the EHL Campus Lausanne)</td>
<td>60 US</td>
</tr>
<tr>
<td>Executive Education</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MBA in Hospitality (MBA-IH)</td>
<td>Part-time 24 months</td>
<td>English</td>
<td>Online (80%), EHL Campus Lausanne (20%)</td>
<td>40 US</td>
</tr>
<tr>
<td>Hospitality Executive MBA (HEMBA)</td>
<td>Part-time 18 months</td>
<td>English and Chinese (Mandarin)</td>
<td>EHL Campus Lausanne, China Europe International Business School Campus Shanghai and Zurich, Various locations in Asia</td>
<td>40 US</td>
</tr>
<tr>
<td>Executive MBA¹ (EMBA)</td>
<td>Part-time, 18 months Blended</td>
<td>English</td>
<td>EHL Campus Lausanne, EHL Campus Singapore, Online Components</td>
<td>40 US</td>
</tr>
</tbody>
</table>

¹ This program is expected to restart in March 2022.

Please refer to ehl.edu website for new developments in executive education training programs and shorts courses offering.

The following undergraduate level programs are presented in a separate course catalogue:

See EHL Undergraduate courses catalogue

<table>
<thead>
<tr>
<th>Programs</th>
<th>Modalities</th>
<th>Languages</th>
<th>Availability of the program on EHL Campuses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparatory Year (AP)</td>
<td>Full-time 1 year</td>
<td>English</td>
<td>EHL Campus Lausanne</td>
</tr>
<tr>
<td>Bachelor in International Hospitality Management (BOSC)</td>
<td>Full-time 3 years</td>
<td>French² and English</td>
<td>EHL Campus Lausanne, EHL Campus Passugg (semesters 3 &amp; 5 only), EHL Campus Singapore (as of Sept. 2021)</td>
</tr>
</tbody>
</table>

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.
Greetings from the Executive Dean

When our first students sat in the Hotel D’Angleterre in Lausanne, for their first class in 1893, the purpose of their learning was to contribute to the hospitality industry’s growth and development. Close to 130 years later, and we remain true to this purpose. We continue over the years to focus on pioneering education and training for the hospitality industry. Our vision is to bring together the best in hospitality practices, management education and research to the service industry.

Since 1893, employers have entrusted us to train and develop the talent they need to execute their respective missions. Our history and heritage are not only an accolade, but a responsibility to you – our learners – and to the company leaders who entrusted us. It is a mark of our unwavering dedication to continuously improve our academic offering and provide you with opportunities for lifelong learning. We strive to maintain the highest education standards in particular, by drawing on academic leaders and hospitality industry experts to design our curriculum. We believe that the practice, expertise and knowledge of the hospitality industry can contribute to many industries and sectors.

In this document, you will find information about EHL’s offer at master’s and executive education levels. While our institution is renowned the world over for its specialized undergraduate program (EHL Bachelor in International Hospitality Management), we are continuously expanding our academic portfolio to better serve the needs of the industry through a lifelong learning product line.

Our portfolio of graduate training programs comprises unique programs in the field of hospitality service management:

- the Master of Science in Global Hospitality Business is an international program delivered on 3 campuses, in partnership with the School of Hotel and Tourism Management at The Hong Kong Polytechnic University, and the Conrad N. Hilton College of Hotel and Restaurant Management at the University of Houston. In this program, you will study strategic management and collaborate with international hospitality businesses in three important hospitality markets (Europe, USA and Asia) to sharpen your leadership skills for a global career.

- the Master of Science in Wine and Hospitality Management is delivered jointly with KEDGE Business School, a renowned French business school with triple crown accreditation (AACSB, EQUIS and AMBA). This dynamic program will develop your strategic expertise in two fast-growing industries and elevate your career prospects with skills that are in high demand for today’s finest restaurants and hotels.

- the MBA in Hospitality offers a flexible, blended learning curriculum that will allow you to advance your career, without taking a long break from your employment. The online modules will give you new tools and strategies to apply immediately in the workplace, while the connect sessions and campus-based modules will give you the chance to network and exchange ideas with faculty, industry leaders and classmates on site.

- the Hospitality EMBA is a program jointly delivered with CEIBS (China Europe International Business School), the first business school on the Chinese mainland to be accredited by both EQUIS and AACSB, and EHL faculty in Switzerland, Shanghai, and other cities in the Asia Pacific Region.,

In addition to the above-mentioned degree programs, EHL has a dynamic offering of short courses delivered by industry experts, designed for young professionals who want to gain experience as well as addressing the needs of experienced professionals and senior managers who want to develop up-to-date knowledge.

The Covid-19 crisis has challenged our practices. The constraints imposed by the pandemic have challenged us and also allowed for opportunities and novelty. And we remain dedicated to supporting your needs and providing you with creative alternatives to engage within the community online.

You are joining a unique community whose members share common values and vision of the world, I encourage you to embrace this opportunity of a lifetime. We provide the scene, now it’s up to you to write your story amongst us.

I wish you all the best in your EHL experience and look forward to welcoming you to the EHL family!

Dr. Inès Blal
Executive Dean, EHL Hospitality Business School
Welcome to EHL’s new campus in Singapore

Welcome in Singapore and welcome to our brand-new campus hosting its first bachelor student cohort in September 2021: a different location but the same stringent academic standards to ensure identical learning outcomes for our students in any of our three campuses. EHL Campus Singapore is our first campus located outside Switzerland which underpins our international ambitions. Its strategic location in Asia, where more than half of the world’s population lives and where the hospitality culture is world-class, will offer our students an outstanding and unforgettable learning experience.

Singapore and Switzerland have a lot in common, among others a passion for hospitality and high education standards. While the EHL’s bachelor program is the same across our campuses, our location in Singapore will allow us to bring an invaluable Asian dimension and provide our graduates with workforce talents coveted by the job market.

In particular, students will experience, throughout the bachelor program, the business specificities in this part of the world by regularly exchanging with local businesses and communities. Indeed, students, professors and industry professionals will partner up to make the journey to graduation as exciting as possible; the pinnacle being the last semester with the flagship Student Business Projects, undertaken with great local companies.

The EHL Singapore team is looking forward to welcoming students from all over the world, joining in this exciting hub of world-class hospitality education.

Dr. Luciano Lopez
Dean, EHL Campus Singapore

---

About EHL Campus (Singapore) Ltd

EHL Campus (Singapore) is the Asia-Pacific branch campus of EHL Hospitality Business School (EHL). It is registered as a private education institution in Singapore under the Private Education Act, Enhanced Registration Framework (ERF) and EduTrust Certification Scheme (Certificate No. EDU-2-2124 valid from 14 June 2019 to 13 June 2023). EHL Campus (Singapore) recognizes the importance of EduTrust certification for ensuring the quality of the education provided in Singapore and the protection of students. We are committed to meet the most stringent higher education standards in Singapore and internationally.

EHL Campus (Singapore) offers courses, which are part of EHL’s program portfolio. It is the perfect hub for students from all continents who would like to benefit from the world-class hospitality education of EHL, elaborated over 125 years of experience, and start a career in the fast-growing hospitality industry of the Asia-Pacific region.

We invite students who would like to study at EHL Campus (Singapore) to get more information regarding private education institutions on the Committee for Private Education (CPE) website.
PRESENTATION OF THE EHL CAMPUSES

EHL Campus
Lausanne

Flagship campus
Our Lausanne campus offers the best features of a Swiss hospitality school in a sophisticated business university environment.

Delivery site for the undergraduate program’s first year (Preparatory Year; AP) and instructional site for all programs.

50 classrooms, Executive Education floor, event hall and auditorium.

F&B and Outlets:
• 8 bars and restaurants on campus (including Berceau des Sens, Michelin-Star restaurant);
• EHL Boutique.

Accommodation:
• 865 beds (single or double occupancy rooms).

Sport facilities:
• Fitness center, offering classes and personalized training advice;
• Under construction: indoor swimming pool, leisure center and outdoor tennis courts.

EHL Campus
Singapore

EHL’s first location abroad
In operation as of 2021, EHL Campus Singapore is EHL’s newest campus. It is located near the Botanical Gardens in an upscale part of Singapore, in lush natural surroundings.

Instructional site for the undergraduate program (BOSC semesters 1-6) and executive education programs.

Modular design with classrooms, meeting rooms, large multi-purpose hall and break out spaces.

F&B and Outlets:
• On-site cafeteria and bar (catering included in the fees);
• Shops, food courts and other attractions: Singapore’s main shopping street (Orchard Road), a quick drive away, and the iconic hotel Shangri-La (3’ walk).

Accommodation:
• Studios and apartments through arrangements with local providers. Shuttle transportation between the campus and conveniently located pick-up points.

Sport facilities:
• Access to local fitness, wellness and sport facilities

EHL Campus
Passugg

150-year-old school hotel
Home site of EHL Swiss School of Tourism & Hospitality (sister school of EHL), the Passugg campus is located in Graubünden, Switzerland’s top tourism region.

Delivery of part of EHL’s undergraduate program, and short executive education courses. Instructional site for EHL SSTH professional educational offer.

Bachelor Village and EHL SSTH campus: classrooms and state-of-the-art hospitality education facilities.

F&B and Outlets:
• 6 restaurants on campus (including traditional Swiss and Asian cuisine, and Elysium, a multi-sensorial digital restaurant).

Accommodation:
• 202 beds in total on campus;
• Single or double rooms dedicated to EHL students in the Bachelor Village.

Sport facilities:
• On campus fitness center;
• Access to local sports facilities in Chur, including swimming pools.

---

2 https://ssth.ehl.edu
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.

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

Developing Future Industry Leaders
The Global Hospitality Business program equips students with the knowledge and skills necessary to tackle the industry's future challenges. Its unique curriculum encourages the development of flexible, multicultural leaders who are ready to shape the upcoming developments of the hospitality industry.

Linking Academia & Industry Across Three Continents
A global perspective, exceptional proximity to key markets and industry leaders, and an advanced academic curriculum make the Master of Science in Global Hospitality Business a truly unique and remarkable experience. In combination with professional immersions, the advanced academic curriculum focuses on areas of industry demand and is adapted to regional market dynamics.

Overview
Throughout a 16-month period of study, students participate in academic courses over three semesters, each taking place on a different campus and in a different continent. Each semester offers particular insights into Strategic Management within its respective geographic region, as well as core subjects that set the cornerstones for managerial decision-making.

The first semester at EHL focuses on the areas of Finance and Strategic Management and offers additional courses in Business Research Methods and Project Management. The second semester, taking place at the Hong Kong Polytechnic University’s School of Hotel and Tourism Management, pays attention to strategic decision making within operations management through courses in Revenue Management, Quality Service Management and Marketing Management. The final semester at the University of Houston’s Conrad N. Hilton College of Hotel and Restaurant Management synthesizes students’ leadership development training through courses related to the management of people and technological innovation within organizations.

Throughout the program, students are immersed into professional contexts by means of professional certification courses, Business Field Trips in each of the three geographical regions, and an Academic Business Project with a partner company in the hospitality industry.

At the end of their master studies, students should achieve the following learning outcomes:

a) Demonstrate a critical awareness of current trends, innovations and drivers to advance a systematic understanding of the global impact of hospitality, informed by leading-edge research and practice in the field.

b) Analyze the quality of research findings, including complex, incomplete or contradictory data, and determine their applicability in order to make management decisions in the context of global hospitality management.

c) Demonstrate originality and flexibility in problem-solving and decision-making in complex and unpredictable situations.

d) Make effective use of a range of management knowledge and skills to demonstrate leadership in an international environment.

e) Demonstrate an understanding of the inter-relationship of the different disciplines in hospitality, showing an awareness of environmental, social and ethical issues.

f) Communicate knowledge, rationales and processes underpinning management decisions to both specialist and non-specialist audiences in a clear and unambiguous manner.

g) Demonstrate leadership qualities independently or within teamwork, while adapting to evolving contexts.

h) Demonstrate commitment to life-long learning in professional practice.

Program highlights

- Global exposure: 3 different universities, 3 continents and 3 different cultures
- Professional certifications to develop students’ professional capacity
- Business field trips in different regions and continents
- Opportunities to exchange with hospitality professionals
- An Academic Business Project to tackle various business challenges in the industry
Admission criteria

- Academic requirements: Bachelor’s degree in hospitality or tourism, or related field such as business management.
- Excellent academic record (final GPA of at least 3.0 out of 4.0).
- Professional criteria: at least one year of experience in the hotel or tourism industry (including internships).
- English proficiency: The program is delivered entirely in English. For non-native English speakers, a minimum score of 100 on the TOEFL or 7.0 on the IELTS exams is required.

PRESENTATION OF PARTNER CAMPUSES

Semester 2 - Asia
The Hong Kong Polytechnic University in Hong Kong – Ranked 1st in Asia for Hospitality & Leisure Management for 5 consecutive years from 2017 to 2021

For over 40 years, the School of Hotel and Tourism Management (SHTM) of The Hong Kong Polytechnic University has refined a distinctive vision of hospitality and tourism education and become a world-leading hotel and tourism school. Ranked No. 1 in the world in the “Hospitality and Tourism Management” category in Shanghai Ranking’s Global Ranking of Academic Subjects 2021 for the fifth consecutive year, placed No. 1 globally in the “Commerce, Management, Tourism and Services” category in the University Ranking by Academic Performance in 2020/2021 for four years in a row, rated No. 1 in the world in the “Hospitality, Leisure, Sport & Tourism” subject area by the CWUR Rankings by Subject 2017, and ranked No. 1 in Asia in the “Hospitality and Leisure Management” subject area in the QS World University Rankings by Subject 2021 for the fifth consecutive year, the SHTM is a symbol of excellence in the field, exemplifying its motto of Leading Hospitality and Tourism.

The School is driven by the need to serve its industry and academic communities through the advancement of education and dissemination of knowledge. With a strong international team of over 70 faculty members from diverse cultural backgrounds, the SHTM offers programmes at levels ranging from undergraduate degrees to doctoral degrees. Through Hotel ICON, the School’s ground breaking teaching and research hotel and a vital aspect of its paradigm-shifting approach to hospitality and tourism education, the SHTM is advancing teaching, learning and research, inspiring a new generation of passionate, pioneering professionals to take their positions as leaders in the hospitality and tourism industry.

Semester 3 - USA
University of Houston, Conrad N. Hilton College in Houston – Founded by hotel icon Conrad N. Hilton, this American college is ranked among the top hospitality programs in the world.

The Conrad N. Hilton College of Hotel and Restaurant Management offers undergraduate, graduate and doctoral degrees from the University of Houston, a Carnegie-designated Tier One public research university serving more than 47,000 students in the nation’s fourth-largest city and one of the most ethnically and culturally diverse regions in the United States. Hilton College is consistently ranked among the top hospitality programs in the world and is home to the Hospitality Industry Archives, a state-of-the-art beverage and food lab, a newly renovated $1.3 million student kitchen, and a student-run coffee shop. Many of its faculty members are internationally recognized researchers who are involved with cutting-edge research projects with industry partners. Construction is currently underway to add a five-story, 70-room hotel tower to the existing Hilton University of Houston, which serves as a teaching facility for the College’s lodging students. Hilton College is the only hospitality program in the world where students work, and take classes, in an internationally branded full-service hotel. For more information, visit hrm.uh.edu.
# MGH Courses

## Master of Science Program in Global Hospitality Business

<table>
<thead>
<tr>
<th>Semester 1</th>
<th>Ecole Hoteliere de Lausanne</th>
<th>Contact Hours</th>
<th>US Credits</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module</td>
<td>Mastering Hospitalities Complexities</td>
<td></td>
<td>4.5</td>
<td></td>
</tr>
<tr>
<td>2101AC</td>
<td>Hospitality Business Strategies in Europe, Middle East, Africa</td>
<td>40</td>
<td>3.0</td>
<td>EHL Campus Lausanne</td>
</tr>
<tr>
<td>2105AR</td>
<td>Project Management Tools</td>
<td>20</td>
<td>1.5</td>
<td>EHL Campus Lausanne</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module</th>
<th>Hospitality Finance &amp; Statistics</th>
<th>Contact Hours</th>
<th>US Credits</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>2102AC</td>
<td>Hospitality Real Estate Finance &amp; Investments</td>
<td>40</td>
<td>3.0</td>
<td>EHL Campus Lausanne</td>
</tr>
<tr>
<td>2103AC</td>
<td>Advanced Corporate Finance &amp; Concepts of International Finance</td>
<td>40</td>
<td>3.0</td>
<td>EHL Campus Lausanne</td>
</tr>
<tr>
<td>2104AR</td>
<td>Business Research Methods</td>
<td>20</td>
<td>1.5</td>
<td>EHL Campus Lausanne</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module</th>
<th>Embracing Hospitalities Realities</th>
<th>Contact Hours</th>
<th>US Credits</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>2108AC</td>
<td>Business Field Trip: Europe</td>
<td>80</td>
<td>4.0</td>
<td>Various locations</td>
</tr>
<tr>
<td>2107AC</td>
<td>Academic Business Project</td>
<td>900</td>
<td>20</td>
<td>Various locations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Semester 2</th>
<th>Hong Kong Polytechnic University</th>
<th>Contact Hours</th>
<th>US Credits</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>HTM562</td>
<td>Marketing Management in the Hospitality &amp; Tourism Industry</td>
<td>39</td>
<td>3.0</td>
<td>Polytechnic University in Hong Kong</td>
</tr>
<tr>
<td>HTM563</td>
<td>Revenue Management in the Hospitality Industry</td>
<td>39</td>
<td>3.0</td>
<td>Polytechnic University in Hong Kong</td>
</tr>
<tr>
<td>HTM564</td>
<td>Quality Service Management for the Hospitality &amp; Tourism Industry</td>
<td>39</td>
<td>3.0</td>
<td>Polytechnic University in Hong Kong</td>
</tr>
<tr>
<td>HTM565</td>
<td>Hospitality Business Strategies in Asia: China Hotel &amp; Tourism Business Studies</td>
<td>39</td>
<td>3.0</td>
<td>Polytechnic University in Hong Kong</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Semester 3</th>
<th>U. Houston Conrad N. Hilton College</th>
<th>Contact Hours</th>
<th>US Credits</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRMA 6324</td>
<td>Hospitality Business Strategies in the Americas &amp; The Caribbean</td>
<td>45</td>
<td>3.0</td>
<td>University of Houston, Conrad N. Hilton College in Houston</td>
</tr>
<tr>
<td>HRMA 6317</td>
<td>Innovative Hospitality Technologies</td>
<td>45</td>
<td>3.0</td>
<td>University of Houston, Conrad N. Hilton College in Houston</td>
</tr>
<tr>
<td>HRMA 6340</td>
<td>Organizational Behaviour &amp; Hospitality Leadership Strategies</td>
<td>45</td>
<td>3.0</td>
<td>University of Houston, Conrad N. Hilton College in Houston</td>
</tr>
<tr>
<td>HRMA</td>
<td>Elective</td>
<td>45</td>
<td>3.0</td>
<td>University of Houston, Conrad N. Hilton College in Houston</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Professional Certifications</th>
<th>Contact Hours</th>
<th>US Credits</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Professional Certificate I – Mastering Industry Analytics [STR]</td>
<td>40</td>
<td>N/A</td>
<td>EHL Campus Lausanne</td>
</tr>
<tr>
<td>- Professional Certificate II – Doing Deals &amp; Valuing Hotels [HVS]</td>
<td>25</td>
<td>N/A</td>
<td>Polytechnic University in Hong Kong</td>
</tr>
<tr>
<td>- Professional Certificate III – HFTP/UH certificate</td>
<td>25</td>
<td>N/A</td>
<td>University of Houston, Conrad N. Hilton College in Houston</td>
</tr>
</tbody>
</table>

* For the definition of what constitutes a module please refer to the last page of this document.
* Each course presented in the table above is a module on its own.
Semester 1

EHL Hospitality Business School

This semester sets foundations for strategic decision-making in the hospitality industry and provides insights into the complex relationships between finance and strategy. Advanced courses in Corporate and Real Estate Finance, as well as Hospitality Business Strategies, provide students with the tools to make and evaluate corporate investment, finance and strategy decisions.

With a particular focus on Europe, Middle East & Africa, the Hospitality Business Strategies course helps students to develop critical knowledge of distinct market dynamics arising from cultural and economic differences. Such knowledge is vital for the formulation of sound strategic decisions in the students’ future careers. Business Field Trips in Europe will reinforce the concepts developed in class and offer unique exposure to hospitality trends and phenomenon in real-life settings.

The Business Research Methods and Project Management courses enable students to carry out applied research in order to support the decision-making process. Getting familiar with approaches and tools will facilitate and strengthen the required analytical capabilities for the Academic Business Project, which is launched during this semester.

Module - Mastering Hospitality Complexities

2101AC – Hospitality Business Strategies in Europe, Middle East, Africa

40 hours of contact – 3 US credits

Summary

This course provides students with a framework to develop their analytical thinking, decision-making, and their ability to deal with complex business situations in the hospitality industry. The course focuses on the particularities of strategic decision-making in the EMEA context. Students will experience and learn about strategic management, its implementation and organizational challenges that will help them to build and sharpen their own strategic capabilities in a global context. By comparing distinct challenges across Europe, Middle East and Africa, students will develop critical insights into local differences that will help them formulate sound strategic decisions in their future careers.

Objective

Upon successful completion of this course, you will be able to formulate a set of strategic recommendations based on a sound knowledge and understanding of the strategy process within the hospitality industry in the EMEA context.

2105AR – Project Management Tools

20 hours of contact – 1.5 US credits

Summary

In this unit, students will learn how to manage a complex and strategic business project. The content of this intensive course is organized in two main areas. Firstly, students will learn how to apply core project management techniques at any typical project phase (waterfall approach): from project initialization, planning, monitoring of execution and closure. They will also be introduced to agile project management and discover the basics of Scrum.

Secondly, students will acquire soft skills enabling them to clarify the objectives of complex and unclear business requests and deliver simple and straightforward business messages through visual communication. The soft skills acquired will also enable students to set-up and coordinate cross-functional and cross-cultural teams and establish and maintain a high level of engagement of all project stakeholders.

Objective

Upon successful completion of this course, you will have acquired the necessary tools and techniques to act in a management consultant’s role and lead a multidisciplinary business project.
Module - Hospitality Finance & Statistics

2102AC – Hospitality Real Estate Finance & Investments
40 hours of contact – 3 US credits

Summary
Independent of the ongoing debate on asset-heavy versus asset-light hospitality enterprises, real estate decisions remain critical to hotel investment and finance. This analytically-intensive course first builds a fundamental understanding of real estate finance. Further, the course builds on these concepts using advanced topics such as real estate capital markets, portfolio theory and investment analysis.

Objective
Upon successful completion of this course, you will be able to apply the appropriate analytical tools to come to prudent real estate decisions related to hotel financing and investments. In addition, you will develop a well-rounded perspective on real estate that is essential to building future industry leaders.

2103AC – Advanced Corporate Finance & Concepts of International Finance
40 hours of contact – 3 US credits

Summary
The goal of this course is to provide a thorough understanding of key financial decisions made by companies evolving in an international environment. These include investment appraisal and capital budgeting, debt and equity raising, pay-out policies, as well as corporate transactions. A particular focus will be given to the roles and objectives of capital providers and their involvement in the hospitality sector.

In this course students will learn the necessary principles and tools to evaluate different corporate financial policies. Specifically, they will assess and use different techniques to evaluate investment projects and value companies (using a triangulation of methodologies). They will also review methods and processes to raise capital through equity and debt offerings and analyze company’s capital structures and pay-out policies. Finally, the course will cover a number of specific topics with the use of derivative instruments for hedging purposes in the context of international business and risk management.

Objective
On successful completion of this course, you will be able to evaluate key financial decisions made by companies evolving in an international environment.

2104AR – Business Research Methods
20 hours of contact – 1.5 US credits

Summary
This course teaches students to carry out applied research in order to help managers in their decision-making process. The course will make students statistically literate in gaining a broad overview of the statistical landscape. The hands-on approach used in this course favors the understanding of concepts over mathematical language, and puts more emphasis on the broad practical application of business research methods than on an in-depth understanding of mathematical and statistical theory. Students will learn how to make informed decisions about how to interpret statistical data, select data analysis techniques that are appropriate for a given decision-making situation, carry out basic statistical analyses on real data sets and present their results to an audience of non-specialists.

Objective
Upon successful completion of this course, you will be able to apply fundamental research methods to aid the decision-making process for the purpose of business consulting projects.

Module – Embracing Hospitality Realities

2108AC – Business Field Trip: Europe
80 hours of contact – 4 US credits

Summary
The Europe Business Field Trips immerse students in the practical issues of local hospitality markets. Students undertake a series of visits ranging from meetings with industry experts and executives in international organizations to cultural and culinary experiences on site. The aim of these visits is to develop the students' awareness of managerial issues and challenges within varying competitive frameworks and cultural contexts. The field trips bring around the themes developed within the academic curriculum.

Objective
Upon successful completion of this course, you will be able to evaluate and assess hospitality business issues across European markets with varying infrastructures and cultural contexts.

2107AC – Academic Business Project
900 hours of contact – 20 US credits

Summary
The Academic Business Project aims to provide students with exposure to real-world challenges in diverse business environments. Equivalent to a Master's thesis, the project is conducted in collaboration with global industry partners. Students work in teams to provide industry partners with important insights and actionable solutions on hospitality business issues that are often transversal across functions (e.g. Marketing, Finance, Operations) and of a strategic nature. Throughout this project, students will learn to apply academic tools and theory to real-life business situations. They will also learn to design solutions that involve multiple stakeholders and that are based on a thorough, fact-based analysis.

The Academic Business Project therefore calls on students to apply industry, academic, and personal knowledge and skills acquired throughout the program to a real-life scenario. The project requires students to not only master distinct program course competencies, but also provides an opportunity to further develop the aforementioned skills through applied learning and academic coaching.

A challenging element of the program, the project offers students a context for autonomy, and fosters the development of intellectual skills and competences that are essential to a leadership role in global hospitality business.

Objective
Upon successful completion of this project, you will be able to analyze a complex business scenario and make recommendations for future business activities.

Semester 2

The Hong Kong Polytechnic University, School of Hospitality & Tourism Management

During this semester, students will explore the core subjects of strategic decision making within operations management: Revenue, Marketing, and Service Quality Management. Students will learn how key concepts in each subject area are practically applied in the rapidly changing hospitality and tourism industry.

Students will also learn about strategic decision making in a regional context that considers contemporary issues and specificities in the evolution and development of the hospitality and tourism industry in Asia Pacific.

HTM562 – Marketing Management in the Hospitality & Tourism Industry
39 hours of contact – 3 US credits

Summary
The marketing of tourism and hospitality products and services is an essential component of successful business operations. The purpose of this subject is to provide students with the opportunities to learn the up-to-date principles and theories in marketing at the management level. The emphasis is placed on the application of marketing knowledge
and skills to the hospitality and tourism industry. Students' learning experiences are enhanced through a creative approach to solve marketing problems in hotel and tourism settings.

Objective
Upon successful completion of this course, you will be able to analyze and apply appropriate marketing theories and concepts to complex issues in the hospitality and tourism industry.

HTM563 – Revenue Management in the Hospitality Industry
39 hours of contact – 3 US credits

Summary
This subject is designed to provide students with knowledge of the fundamental concepts and applicable tools of revenue management for the hospitality industry. The course will emphasize not only the conceptual part of revenue management, but also the practical applications used in the hospitality industry, especially hotel and restaurant industries.

Objective
Upon successful completion of this course, you will be able to identify the principal problems and challenges during the implementation of revenue management systems and their implications.

HTM564 – Quality Service Management for the Hospitality & Tourism Industry
39 hours of contact – 3 US credits

Summary
The subject emphasizes conceptual, analytical, and problem-solving skills which integrate service management models, service marketing, service quality, customer satisfaction, and customer loyalty. Concepts and applications will be introduced through the textbook and selected journal articles in the class. Students will be able to consolidate and practice the service quality concepts and skills in a real hospitality enterprise through the examination of an existing hospitality operation in the context of a major on-site group project.

Objective
Upon successful completion of this course, you will be able to assess service quality and efficiently utilize human and technical resources to develop internal and external strategies for service quality enhancement.

HTM565 – Hospitality Business Strategies in Asia: China Hotel & Tourism Business Studies
39 hours of contact – 3 US credits

Summary
In this course, students will be introduced to the evolution, development, and contemporary issues of the hospitality and tourism industry in China. Students will learn how to examine those critical issues that are significant to the industry's current and future development from both practical and academic points of view. Students will apply theoretical concepts and professional skills in order to analyze the cultural, political, geographical, and sociological factors which have contributed to the unique development of the Chinese hotel and tourism industry.

Objective
Upon successful completion of this course, you will be able to identify critical issues in the current development of the hospitality and tourism industry in China and apply theories and professional skills to analyze the factors which have contributed to its unique development.
Semester 3

University of Houston, Conrad N. Hilton College of Hotel & Restaurant Management

This semester aims to develop students' ability to manage people and technology within an organization. In exploring the science and practice of leadership and organizational behavior, students will build awareness of and develop their potential roles as leaders in the industry. In addition, courses focused on hospitality technologies will provide students with the skills necessary to manage the design, the implementation, and the functionality of the most innovative IT systems in hospitality.

With a particular focus on the Americas and the Caribbean during the Hospitality Business Strategies course, students will experience how to manage and behave strategically in maturing (i.e. USA) and growing (i.e. Caribbean) market environments. In contrasting these market dynamics, students will develop the appropriate skill set to formulate sound strategic choices in varying environmental circumstances.

HRMA 6324 – Hospitality Business Strategies in the Americas & the Caribbean
45 hours of contact – 3 US credits

Summary
This course will help students identify how a hospitality enterprise achieves and sustains a high level of success and the role the general manager plays in this process. The course covers analytical tools and conceptual frameworks necessary in formulating (analysis) and implementing (action) strategy in the Americas and the Caribbean. As such, the course will provide students with insights on doing business in North America, South America, Central America and the Caribbean, including the country culture, the business culture, firm structures, the legal environment, the political environment, human resource management, accounting practices, financial practices, marketing, and information systems. Students will learn how business in these areas differs, and what managers in multi-national organizations should know when doing business in these locations.

Objective
Upon successful completion of this course, you will demonstrate the skills and techniques necessary to evaluate the firm and its business environment and formulate and implement strategic decisions for success within hospitality firms in the Americas and the Caribbean.

HRMA 6317 – Innovative Hospitality Technologies
45 hours of contact – 3 US credits

Summary
The hospitality industry value chains and their associated stakeholders are becoming increasingly information technology (IT)-integrated and global. In this context, there is no aspect of the hospitality value chain to not be digitized. The goal of the course is to familiarize students with the unique role of IT in the value chains of hospitality businesses. Lectures, discussions, case studies, hands-on projects, and guest speakers will reinforce the concepts discussed in class.

Objective
Upon successful completion of this course, you will have acquired the skills necessary to manage the design, the implementation, and the functionality of the most innovative IT systems in hospitality in order to build a sustainable competitive advantage for the firm.

HRMA 6340 – Organizational Behavior & Hospitality Leadership Strategies
45 hours of contact – 3 US credits

Summary
This course will explore the science and practice of leadership, with an emphasis on leadership in organizational settings. In order to evaluate various approaches to the study of leadership, we will study leadership as it is played out in modern organizations, fiction, drama, and in each student's life. The emphasis in class lectures and discussions will
be on leadership in the hospitality industry. The concepts will be illustrated using cases, videos, examples and exercises in the hospitality industry. Class sessions will consist of lectures, case discussions and in-class exercises.

Objective
Upon successful completion of this course, you will be able to identify different leadership perspectives, synthesize and apply concepts in organizational settings, and critically evaluate your own leadership potential and philosophy.

Professional Certificates

Through workshops arranged on each campus, students will gain valuable insights from industry leaders and participate in training geared to prepare them for their future careers as hospitality professionals. Students will be exposed to professional insights and work with live industry data to build their competencies in areas ranging from industry analytics and hotel valuation to topics in hotel finance and technology.

Professional Certificate I – Mastering Industry Analytics [STR]
25 hours of contact – no credits awarded

Summary
The Certification in Hotel Industry Analytics ensures that students have the necessary analytical skills and competencies for a future career in the hotel industry. The training is based on four core areas: Hotel Industry Analytical Foundations, Hotel Math Fundamentals, Property Level Benchmarking and Hotel Industry Performance Reports. Students will learn the foundational metrics and definitions used by the hotel industry, as well as gain an understanding of the industry's current landscape, including relevant current events. Students will also learn how to analyze hotel industry data, benchmarking reports and performance reports and make strategic inferences based on such analysis. Furthermore, students will learn to apply the aforementioned skills acquired during the seminar in order to evaluate hospitality trends, market performance, and the impact of special events.

Objective
Upon successful completion of this training, you will be able to analyze hotel industry data, benchmarking reports and performance reports and make strategic inferences based on such analyses in the context of the hotel industry’s current landscape.

Professional Certificate II – Doing Deals & Valuing Hotels [HVS]
25 hours of contact – no credits awarded

Summary
With the globalization of the hotel industry and the world-wide growth in hotel demand, current and future hoteliers need to understand the basis of hotel valuations to make informed investment decisions as they operate their hotels. Hotel investors need to understand how to perform hotel market studies and valuations to make informed decisions when they either develop or acquire hotels. This seminar provides the tools, software and knowledge needed to evaluate the dynamically changing local supply and demand trends, quantify the relative competitiveness of nearby hotels, forecast occupancy, room rate and REVPAR, project a detailed income and expense statement and utilize the appropriate valuation techniques to estimate market value. In addition to hotel valuations, this seminar illustrates how hotel market and feasibility studies are performed.

Objective
Upon successful completion of this course, you will be able to demonstrate knowledge of the current dynamics of the hotel industry and the various procedures for gathering, analyzing and processing data into a comprehensive market study and estimate of value for all types of hotels.
Professional certificate III - Hospitality Financial and Technology Professionals (HFTP)/ University of Houston (UH) certificate
25 hours of contact – no credits awarded

Summary
HFTP is an international association with close to 6,000 members in the financial/accounting and technology areas of the hospitality industry. Established in 1952, HFTP is an international, non-profit, association, headquartered in Austin, Texas, USA, with offices in Hong Kong, United Kingdom, and the Netherlands. HFTP is recognized as the spokes group for the finance and technology segments of the hospitality industry with members and stakeholders spanning across the globe. HFTP uniquely understands the industry’s pressing issues and assists its stakeholders in finding solutions to their challenges more efficiently than any organization via its expert networks, research, certification programs, information resources and conference/events such as HITEC.

During this certificate program, students will actively participate in HFTP’s mission to educate industry professionals on current issues in hospitality finance and technology. The training will expose students to various industry leaders and topics in accounting, finance, and technology. Students will explore and identify important topics of discussion in these disciplines. They will assess how the identified issues on a selected topic impact the hotel industry at present and in the future and identify related business practices aimed at addressing these issues. Finally, students will be required to develop an educational presentation of these issues targeted to industry professionals.

Objective
Upon successful completion of this course, you will be able to identify, evaluate, and present complex hospitality finance and/or technology topics and issues.
MASTER OF SCIENCE IN WINE AND HOSPITALITY MANAGEMENT

Developing your taste for Excellence
By strengthening the links between wine and hospitality, the Master of Science in Wine & Hospitality Management develops expert and strategic managers who can address industry challenges with innovative and holistic solutions.

Discover a unique partnership & format
The program is jointly delivered by EHL and KEDGE Business School’s Wine & Spirits Academy, two leading institutions in their respective fields. Students will gain academic and industry perspectives across multiple channels: learning online, in the classroom, and on the field.

Overview
The MSc in Wine and Hospitality Management is a full-time program over 3 semesters. Students follow academic courses at EHL, online and in Lausanne, and at KEDGE Business School, in Paris and in Bordeaux.
The curriculum sets strong foundations in Wine and Hospitality as it develops students’ proficiency in the culture and business of wine, restaurants, and hotels. Building on these foundations, the program emphasizes managerial and strategic issues in Wine and Hospitality business contexts. The MSc in Wine and Hospitality Management culminates with an Internship and Capstone thesis – a combined 6-month internship and applied research project. Through this final project, students will leverage and further develop the academic competencies acquired during the first two semesters of the program.

Beyond the academics, the MSc in Wine & Hospitality Management emphasizes the links between theory and practice. As such, students are also immersed into professional contexts throughout the program to experience industry realities. The program incorporates study trips across various European wine regions, in addition to a final 6-month Internship.

At the end of their master studies, students should be able to:

1. Evaluate opportunities, challenges, and investment strategies in the wine & hospitality industries through examining global trends and economic analysis.
2. Explain the production and management of wine products.
3. Analyze and interpret the operating and financial performance of wine and hospitality businesses.
4. Design and ensure the profitability of wine and hospitality businesses and business models.
5. Design strategic marketing plans for wine and hospitality businesses at a domestic or international scale using appropriate marketing tools, price analysis, pricing techniques, and distribution channels.
6. Apply leadership, team collaboration, and negotiation techniques with collaborators and business stakeholders.

Program highlights
- Professional certifications to develop students’ professional capacity
- A joint degree offered by two reputable institutions
- Opportunities to exchange with industry professionals
- Six-month internship to immerse in the wine and hospitality industry
- A capstone project to connect with the actual business
- The program combines face-to-face and online learning

Admission criteria
- Academic requirements: A recognized bachelor’s degree in hospitality, tourism, or management related fields.
- Professional criteria: at least six months of work experience in the hospitality, wine, or related sectors.
- English proficiency: The program is delivered entirely in English. The applicant must provide proof of a good command of English (IELTS 7 / IBT 100).
PRESENTATION OF OUR PARTNER INSTITUTION

**KEDGE Business School** is a benchmark French business school with 4 campuses in France (Paris, Bordeaux, Marseille and Toulon), 3 overseas (2 in China, in Shanghai and Suzhou, and 1 in Africa in Dakar) and 3 partner campuses (Avignon, Bastia and Bayonne). The KEDGE community is made up of 14,800 students (23% of whom are international students), 192 full-time lecturers (45% of whom are international), 201 international academic partners and 70,000 graduates worldwide. KEDGE offers a portfolio of 36 degree programs in management and design for students and industry professionals. It also provides customized educational programs for businesses at national and international levels. KEDGE Business School is accredited by AACSB, EQUIS and AMBA, and is a member of the Conférence des Grandes Écoles. It is also recognized by the French government, with officially approved programmes, and is EESPIG-certified.
# MWH courses

## MASTER OF SCIENCE IN WINE AND HOSPITALITY MANAGEMENT

<table>
<thead>
<tr>
<th>SEMESTERS 1 &amp; 2</th>
<th>LEARNING HOURS</th>
<th>US CREDITS</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Module 1</strong> Wine Knowledge</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KEDGE WSET Level 3 Award in Wines</td>
<td>135</td>
<td>3</td>
<td>KEDGE Paris Campus</td>
</tr>
<tr>
<td>KEDGE Wine Regions</td>
<td>60</td>
<td>1.33</td>
<td>KEDGE Paris Campus</td>
</tr>
<tr>
<td>KEDGE Business Field Trip: French Wine Regions</td>
<td>30</td>
<td>0.67</td>
<td>KEDGE Paris Campus</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Module 2</strong> Wine Culture</th>
<th>LEARNING HOURS</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1112-1 Art &amp; Wine</td>
<td>30</td>
<td>0.67</td>
</tr>
<tr>
<td>1112-2 Business Field Trip: Swiss &amp; Surrounding Wine Regions</td>
<td>30</td>
<td>0.67</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Module 3</strong> Wine Business</th>
<th>LEARNING HOURS</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>KEDGE Wine Economics</td>
<td>60</td>
<td>1.33</td>
</tr>
<tr>
<td>KEDGE Wine Markets</td>
<td>75</td>
<td>1.67</td>
</tr>
<tr>
<td>KEDGE Wine Distribution Channels &amp; Negotiations with Distributors</td>
<td>75</td>
<td>1.67</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Module 4</strong> Restaurant Business</th>
<th>LEARNING HOURS</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>KEDGE Restaurant Economics</td>
<td>60</td>
<td>1.33</td>
</tr>
<tr>
<td>KEDGE Sommellerie &amp; Wine Cellar Management</td>
<td>120</td>
<td>2.67</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Module 5</strong> Hotel Business</th>
<th>LEARNING HOURS</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1063 Hospitality Economics</td>
<td>75</td>
<td>1.67</td>
</tr>
<tr>
<td>1062 Trends, Innovations and New Business Models</td>
<td>75</td>
<td>1.67</td>
</tr>
<tr>
<td>1061 Managing Underperforming Properties</td>
<td>75</td>
<td>1.67</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Module 6</strong> Sustainability and Entrepreneurship</th>
<th>LEARNING HOURS</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>KEDGE Entrepreneurship</td>
<td>75</td>
<td>1.67</td>
</tr>
<tr>
<td>KEDGE Wine &amp; Hospitality: CSR and Sustainability</td>
<td>60</td>
<td>1.33</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Module 7</strong> Hospitality Finance</th>
<th>LEARNING HOURS</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1031 Hotel Financial Statement Analysis</td>
<td>75</td>
<td>1.67</td>
</tr>
<tr>
<td>1033 Advanced Corporate Finance for the Hospitality Industry</td>
<td>75</td>
<td>1.67</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Module 8</strong> Valuation &amp; Investment Decisions in Wine</th>
<th>LEARNING HOURS</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1213-1 Valuation of Wine Assets</td>
<td>45</td>
<td>1</td>
</tr>
<tr>
<td>1213-2 Investment Strategies in Wine</td>
<td>45</td>
<td>1</td>
</tr>
<tr>
<td>Module 9</td>
<td>Wine and Hospitality Marketing</td>
<td>LEARNING HOURS</td>
</tr>
<tr>
<td>---------</td>
<td>--------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>KEDGE</td>
<td>Strategic Wine &amp; Hospitality Marketing</td>
<td>75</td>
</tr>
<tr>
<td>KEDGE</td>
<td>Applied Wine &amp; Hospitality Marketing</td>
<td>75</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module 10</th>
<th>Driving Hotel Revenues</th>
<th>LEARNING HOURS</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1022</td>
<td>High Performance Distribution Strategy for Hotels</td>
<td>75</td>
<td>1.67</td>
</tr>
<tr>
<td>1021</td>
<td>Revenue Management for Market Leaders</td>
<td>75</td>
<td>1.67</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module 1</th>
<th>Leadership and Management Practices</th>
<th>LEARNING HOURS</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1052</td>
<td>Maximizing Individual and Collective Performance</td>
<td>75</td>
<td>1.67</td>
</tr>
<tr>
<td>1081</td>
<td>Business Research Methods</td>
<td>75</td>
<td>1.67</td>
</tr>
<tr>
<td>1082</td>
<td>Project Management / Consultancy</td>
<td>75</td>
<td>1.67</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SEMESTER</th>
<th>LEARNING HOURS</th>
<th>US CREDITS</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1: Internship and Capstone Thesis</td>
<td></td>
<td>20</td>
<td>-</td>
</tr>
</tbody>
</table>

| 1311-1   | Internship & Capstone Thesis | 900 | 20 | |

* The presentation of the digital ecosystem is available on the last page of the document.

**Module 1: Wine Knowledge**

5 US credits

**KEDGE – WSET Level 3 Award in Wines**

135 learning hours

**Summary**

WSET Level 3 is the best wine qualification for anyone seeking to delve deeper into the world of wines. It provides a detailed understanding of grape growing and wine making.

Through this course students will learn about the key factors in the production of wine, including location, grape growing, winemaking, maturation and bottling. The course will also provide an overview of the main wine producing- regions and terroir, as well as the wines produced all around the world. The theoretical knowledge will be complemented with numerous tastings.

**Objective**

Upon completion of this course, you will be able to assess wines accurately, and use your understanding to confidently explain wine style and quality. You will receive a WSET certificate and lapel pin and will be able to use the associated WSET certified logo.

**KEDGE – Wine Regions**

60 learning hours

**Summary**

This course is designed to provide students with in-depth knowledge on specific regions or styles of wines, covered sporadically during the WSET Level 3: Provence/Rosés, Languedoc Roussillon, Madeira… The theoretical knowledge will be complemented with tastings.
Objective
Upon successful completion of this course, you will better understand these regions and the wine they produce, you will be able to describe these wines and assess accurately their quality.

KEDGE – Business Field Trip: French Wine Regions
30 learning hours
Summary
In this course, students will be introduced to different historical French wine regions through a business field trip. Student will visit different type of producers (cooperatives, international groups, “négociants”, family-owned estates) to better understand their major challenges in each visited region (be they technical, economic, environmental or social). Students will meet figures of the wine industry within each region, learn about the production techniques, the wines produced, the marketing and promotion strategies, through tastings and masterclasses.

The purpose of this field trip is to provide students with the opportunity to experience the reality of wine producers, to exchange with them and to consolidate their knowledge in commercial and marketing strategies with real-life cases.

Objective
Upon successful completion of this course, students will have developed a fine vision of each of the wine-producing regions visited.

Module 2: Wine Culture
1.33 US credits
1112-1 – Art and Wine
30 learning hours
Summary
More and more wineries are using art as a way to build their individual reputation. Labels, music events, art exhibits, and even performances are all ways through which wineries try to enhance their prestige. Many also use art on their labels to convey a specific message about their wine. Indeed, art and wine are intrinsically linked. Art is used to promote wine, but they have much more in common. Wine is often considered as a piece of art. In this sense, lexicons used to speak about art and music are also frequently used to describe wine.

This course will provide cues to develop students' understanding of the relationship between wine and art, and the opportunities for promoting wine through art.

The course will be partly devoted to theory as we explore different topics linked to art and wine: are wines works art? How is wine portrayed in literature, painting, and music? What comparison can be made between the wine market and the art market? Is wine speculation any different than art speculation? Which strategies are wineries developing through art? The second part of the course will focus on wine tasting, using a synesthetic approach for wine assessment. Students will use art as a means to improve the way they speak about wine. All tastings will be conducted using an intuitive method. For example, students will be asked to pair wine and music or paintings and justify their choice.

Objective
At the end of this course, students will be able to demonstrate an understanding of the relationships between art and wine and use art as a means to communicate about wine.

1112-2 – Business Field Trip: Swiss and Surrounding Wine Regions
30 learning hours
Summary
The Wine Business Field Trip immerses students into the practical issues and opportunities encountered by current participants of wine markets. Students participate in visits to wineries, including meetings with industry experts and executives in wineries and wine associations. The aim of the field trip is to develop the students' awareness of managerial issues and challenges within varying competitive frameworks and in an evolving context. The field trip creates links between topics developed within the academic curriculum and practice-oriented issues.
Objective
Upon successful completion of this course, you should be able to evaluate and assess wine business topics across different market structures, and to understand the current issues and opportunities faced by wine market participants.

Module 3: Wine Business
4.67 US credits

KEDGE – Wine Economics
60 learning hours

Summary
Through this course, students will learn the key determining factors of supply and demand in the wine industry. A large part of the course will focus on the key factors of profitability and on the role and influence of the critics and experts.

Objective
Upon successful completion of this course, you will be able to discuss and analyze the key factors affecting supply and demand within the wine industry.

KEDGE – Wine Markets
75 learning hours

Summary
The goal of this course is to provide a thorough understanding of the specificities of the major wine markets in terms of structure, organization, wine consumption, imports, exports, trends, and distribution channels. The course will uncover topics related to state monopolies, the US three-tier system, key importing and exporting countries, consumption trends and forecasts.

Objective
Upon successful completion of this course, you will be able to describe the specificities of the major wine markets.

KEDGE – Wine Distribution Channels & Negotiations with Distributors
75 learning hours

Summary
The choice of wine distribution channels and wine distribution sources is extremely complex: from large-scale retailers, hotels, coffees, wine bars, casual and fine dining restaurants, specialized distributors, duty-free shops, for wine distribution, to multinational groups, large-scale retailers, agents, “negociants”, small estates or importers for wine sourcing.

Through this course, students will discover distribution and negotiation techniques applied to the specificities of each category of wines and wine & hospitality businesses and to the different type of distributors. Students will have to practice a real negotiation game.

Objective
Upon successful completion of this course, you will have a better understanding of the major wine distribution channels and wine distribution sources, and you will be able to adapt your sourcing and negotiation strategies to the various wine distributors.

Module 4: Restaurant Business
4 US credits

KEDGE – Restaurant Economics
60 learning hours

Summary
This subject is designed to provide students with knowledge of the fundamental concepts of restaurant economics and applicable tools to analyze the factors influencing the profitability of a restaurant. This includes also the role of critics or
online platforms such as Trip Advisor. Additionally, the role of wine in the profitability of a restaurant or a restaurant chain will be discussed and assessed during this course.

Objective
Upon successful completion of this course, you will be able to discuss and analyze the key factors influencing supply and demand in different types of restaurants.

KEDGE –Sommellerie & Wine Cellar Management
120 learning hours

Summary
With WorldSom and KEDGE Sommellerie School, including some of the best sommeliers of the world, students will understand what makes a great sommelier. This course will focus on the added value of the sommelier for the customer, the main skills to master as a sommelier, and the economic management of a wine list and a wine cellar. Students will understand how to build an effective wine list, how to be different without frightening the customer, how to manage a wine cellar, how to price wines in different types of restaurants, to calculate the margin levels, etc.

Objective
Upon successful completion of this course, you will be able to understand the role and added value of a sommelier, you will also master the economic aspects of the job.

Module 5: Hotel Business
5 US credits

1063 – Hospitality Economics
75 learning hours

Summary
This course is designed to provide students with insight into tourism economics. The ideas and theories addressed in this course represent the state-of-art in the field. They also reflect different theoretical and empirical frameworks to the study of tourism as well as the role, scope, and impact of tourism-related foreign direct investment both in developed and developing countries.

Objective
Upon completion of this course, you will be able to demonstrate a critical awareness of tourism economics from both theoretical and practical perspectives.

1062 – Trends, Innovations and New Business Models
75 learning hours

Summary
Traditional formulas for success in the hospitality industry have been questioned through digitalization, new entrants in the industry, and the shared economy model. The main objective of this course is to equip hospitality professionals with the capacity and innovative mindset to assess successful business models.

Objective
At the end of this course, you will be able to evaluate and assess the factors contributing to the innovation of business ideas.

1061 – Managing Underperforming Properties
75 learning hours

Summary
This course examines performance shortfalls and crises within the hospitality and tourism industry. It intends to analyze how organizations and people react to and cope with conditions of financial distress and performance shortfalls. Students will discover theories and practices on corporate turnarounds in particular and change management in general by analyzing cases individually in preparation for class and through case discussions in class.

Objective
Upon successful completion of this course, you will be able to make informed strategic choices to effectively manage situations of performance crises, decline, and distress within the hospitality industry.

Module 6: Sustainability and Entrepreneurship
3 US credits

KEDGE – Entrepreneurship
75 learning hours

Summary
This course aims to expose students to concrete entrepreneurship case studies within the wine & Hospitality industry. All the aspects of Entrepreneurship will be covered, from the project, the market research, the business plan, to the implementation. Differentiation and value creation will also be discussed.

Objective
Upon successful completion of this course, students will understand all the prerequisites to build and implement a business project.

KEDGE – Wine and Hospitality: CSR and Sustainability
60 learning hours

Summary
CSR and Sustainability are becoming increasingly important in Wine & Hospitality Business and will probably even shape the future of the Wine & Hospitality industry. The aim of this course is to shape more responsible and adaptable wine and hospitality leaders. This course will focus on the challenges posed by climate change and the implications, threats and opportunities for Wine and Hospitality businesses. The different aspects of CSR and sustainability will be covered: production, supply chain, economic and social sustainability.

Objective
Upon completion of this course you should be able to think sustainably and to build more sustainable concepts for Wine & Hospitality businesses.

Module 7: Hospitality Finance
3.33 US credits

1031 – Hotel Financial Statement Analysis
75 learning hours

Summary
This course takes students into the heart of financial analysis in the hospitality industry, helping them acquire the skills to understand financial information as well as communicate with financial experts. Students will develop an understanding of the various components of financial statements, and the ability to interpret financial information from different perspectives.

Objective
Upon successful completion of this course, you will be able to analyze and interpret the operating and financial performance of a hotel based on its financial statements and key performance indicators.

1033 – Advanced Corporate Finance for the Hospitality Industry
75 learning hours

Summary
Every day senior managers of hospitality companies have to make decisions with respect to investing in new projects, raising capital acquiring companies or disposing of existing businesses or assets. The objective of this course is to provide students with a thorough understanding of how these key financial decisions are made and which criteria and methods are used and applied in doing so. Students will learn about investment appraisal as applied to the hospitality industry. Other topics covered will include capital raising and pay-out policies, corporate transactions and financial risk management. A particular focus will be given to the roles and objectives of the various capital providers to the hospitality sector, including banks, public shareholders, private equity funds, etc.
Objective
Upon successful completion of this course, you will be able to evaluate key financial decisions made by hospitality companies.

Module 8: Valuation and Investment Decisions in Wine
2 US credits

1213-1 – Valuation of Wine Assets
45 learning hours

Summary
This course provides students with the necessary tools to assess the valuation of assets on the wine markets. Students will first study the Discounted Cash-Flow (DCF) approach and examine how the cost of capital can be inferred to value wine businesses. They will then explore the hedonic regression approach and apply it to analyze the price of fine wines.

Objective
Upon successful completion of this course, you will be able to analyze the valuation of wineries as well as individual bottles/cases of fine wines.

1213-2 – Investment Strategies in Wine
45 learning hours

Summary
In this course, students will first review the various strategies that can be followed to invest in the wine markets. They will then examine how the performance of a direct or an indirect investment in listed wine companies can be assessed. They will also investigate the specificities of private equity investments and apply appropriate financial methods to analyze their performance. Finally, students will explore the key principles of portfolio allocation, while taking into account the specificities of wine investments.

Objective
Upon successful completion of this course, you will be able to analyze investment opportunities on the wine markets and assess their performance whilst taking into account their specificities.

Module 9: Wine and Hospitality Marketing
3.33 US credits

KEDGE – Strategic Wine and Hospitality Marketing
75 learning hours

Summary
This course first covers the main components of strategic marketing for a Wine and Hospitality business: branding, differentiation, consumer and buyer behaviour, promotion and advertising, and value creation. All the topics will be covered and discussed through a very concrete and practical approach, using real Wine and Hospitality industry case studies.

Objective
Upon successful completion of the course, you will be able to master the different parameters of efficient domestic and international wine marketing strategies in the Wine & Hospitality industry.

KEDGE – Applied Wine and Hospitality Marketing
75 learning hours

Summary
During this course students will learn how to elaborate a marketing and communication plan for Wine & Hospitality businesses, considering current challenges and the new trends. They will gain a broad vision of the new trends such as organic and biodynamic wines or rosé wines. The importance of e-marketing and wine tourism will also be thoroughly covered.
Objective
Upon successful completion of this course, you will be able to master and apply the various components of an effective marketing plan within wine and hospitality concepts.

Module 10: Driving Hotels Revenues
3.33 US credits

1022 – High Performance Distribution Strategy for Hotels
75 learning hours

Summary
Distribution has become the main battleground on which hoteliers can maximize exposure and revenues. To create and sustain competitive advantage, one must carefully design, develop, maintain, and manage the distribution channel mix. This course blends theory and practice with current knowledge and industry insight in four main areas: the distribution channels landscape, distribution channel management best practices, distribution channel performance measures, and an overview of challenges ahead and next best practices.

Objective
Upon completion of the course, you will be able to select and apply appropriate methods and techniques to adequately design and manage the distribution channel mix of a hospitality service.

1021 – Revenue Management for Market Leaders
75 learning hours

Summary
This course will provide you the knowledge, skills, and competencies required to develop and execute strategic revenue management processes in hospitality organizations. You will learn how to integrate multiple data sources and analyze them to improve hotel performance through understanding price optimization, demand forecasting, availability control, and inventory allocation. The course will emphasize not only the conceptual aspects of revenue management, but also the practical applications used in the hospitality industry.

Objective
Upon successful completion of this course, you will be able to develop integrated revenue management strategies that improve organizations’ profitability.

Module 11: Leadership and Management Practices
5 US credits

1052 – Maximize Individual and Collective Performance
75 learning hours

Summary
Organizational performance stems from a clear understanding of the overall business objectives, strategies, and processes. The foundation of every hospitality operation lies on the shoulders of the employees’ comprehension of their own roles and responsibilities, as well as how they collaborate with each other. Trust, communication, and mutual respect are key characteristics that build strong teams and strengthen the overall organizational capacity. In this course, you will develop a profound understanding of what constitutes a high performing team and fundamental knowledge guiding effective collaborations throughout the organization.

Objective
Upon successful completion of this course, you will be able to distinguish the key success factors of a high performing team while also developing the capacity to build them.

1081 – Business Research Methods
75 learning hours

Summary
Statistical analysis is an important tool for improving the quality of decision-making in many areas of management. The main purpose of this course is to make students “statistically literate”. Participants will not become expert statisticians but will gain a broad overview of the statistical landscape. The “hands-on” approach used in this course promotes understanding of concepts over mathematical language and puts more emphasis on the broad practical application of business research methods than on an in-depth understanding of mathematical and statistical theory.

Objective
Upon successful completion of this course, you should be able to make informed decisions about fundamental aspects of research design and methodology.

1082 – Project Management / Consultancy
75 learning hours

Summary
In this course, students will learn how to manage business projects. The content is organized in two main areas. Firstly, students will learn how to organize activities in a team by (1) discovering the scientific foundations of teamwork (2) recognizing the basic steps in project management and (3) how to apply the main tools, documents, and calculations through practical exercises and cases. Secondly, students will acquire a set of crucial soft skills to run any successful project.

Objective
Upon successful completion of this course, you will be able to formulate and execute a project management plan applicable to the individual capstone thesis.

Module 12: Internship and Capstone Thesis
20 US credits

1311-1 – Internship and Capstone thesis
900 learning hours

Summary
During the third and final semester of the program, students conduct an applied research project for a chosen topic in parallel to a 6-month internship in the hospitality or wine industries. Coupling research activities with a professional immersion, the Internship & Capstone Thesis nurtures the links between theory and practice to address real world challenges. Students are expected to leverage their assessment of business realities gained during the internship to develop relevant knowledge and recommendations through their research.

Under faculty supervision, students produce a research study for a managerial problem related to the wine and/or hospitality industries. Students are first required to develop a pertinent research question based on their analysis of extant business issues. A research hypothesis is then tested using appropriate research methods against the backdrop of a comprehensive literature review. As a result of the research, findings are deduced in order to contribute knowledge to existing literature and, more notably, to industry, business, and managerial needs. Students are required to produce a research paper and defend their work orally before a faculty jury.

During the Capstone thesis component, students will therefore learn to 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 advanced research methods (including qualitative and statistical tools) to test hypotheses, develop pertinent findings and recommendations, produce a robust research paper, and respond to the critical evaluation of their ideas.

The internship component will provide students with the opportunity to apply and deepen the knowledge, skills and competences learned during the program, identify real life business issues, and evaluate the relationships between theory and practice.

Objective
On successful completion of the Internship & Capstone Thesis, you will be able to conduct an applied research study based on a rigorous methodological approach, and present results and managerial implications relevant to the business issue at hand.
EXECUTIVE MBA IN HOSPITALITY (HOSPITALITY EMBA)

EHL launched the “HEMBA” program - an Executive Master of Business Administration in Hospitality jointly with China Europe International Business School (CEIBS).

The HEMBA program is designed to enhance students’ professional experience as an executive within a hospitality and service organization, enable them to master subject areas focusing on Accounting & Finance, Marketing, Economics & Decision Sciences, and Strategic Management.

The duration of the program is 18 months. Courses are delivered part-time, per block of 2 to 8 days long. Students are offered specific hospitality-oriented modules in various locations of Zurich, Lausanne, Shanghai, Hong Kong, Singapore and Tokyo.

The program is built on the partner institutions’ strengths, combining the excellence of the business education offered by CEIBS (China Europe International Business School) and EHL’s expertise in hospitality management education. Upon graduation, students are expected to achieve the following learning outcomes:

a) Build an awareness of the strategic challenges of hospitality firms operating in the Asian market environment.

b) Be able to formulate sound business decisions at both the individual property and corporate level in the hospitality industry.

c) Allocate resources effectively to translate the strategies at an operational level in hospitality contexts.

d) Develop leadership skills that help to create, manage, and change hospitality teams at the individual and organizational level.

e) Communicate effectively with key stakeholders in the hospitality industry.

f) Develop cultural sensitivity and critical reflection to solve complex problems, at both an individual and team level.

g) Act autonomously and be self-directed in executing professional / entrepreneurial projects.

h) Develop a holistic approach to the world of hospitality combining theory and practice.

Program highlights

• Academic knowledge and professional experience within the hospitality/service organization
• Strengthening of leadership abilities to make effective decisions in ever-challenging businesses.
• Global learning experiences (Switzerland, China, Japan, Singapore and Hong Kong) and corporate connections within the service and hospitality industries.
• Diverse teaching methods through experiential learning, lectures, case discussions, guest speaker sessions, class discussions, 360-degree assessment, simulations and company visits.
• Address and tackle the current challenges faced by the service industry, including increasing complexity of business, competition from outside the traditional industry and globalization.

Admission criteria

The HEMBA program is a part-time program which allows participants to pursue an EMBA degree without interrupting their career. The minimum entry requirements for the HEMBA program are:

• Bachelor’s degree or above
• A minimum score of 75 in the CEIBS entrance examination
• 10 years' professional work experience with 7 years in managerial positions
• Demonstrate collegiate-level skills in the English language with proof of a minimum of 6 years of previous English language education

Graduates will earn a joint degree offered by CEIBS and EHL – and gain entry to both schools’ alumni networks.
China Europe International Business School (CEIBS), a joint venture for management education, was co-founded by the Chinese government and European Union (EU) in 1994, with Shanghai Jiao Tong University and the EFMD serving as its executive partners. CEIBS has campuses in Shanghai, Beijing, Shenzhen, Accra in Ghana, and Zurich in Switzerland.

As China’s only business school originating from government-level collaboration, CEIBS is committed to educating responsible leaders versed in “China Depth, Global Breadth” in line with its motto of “Conscientiousness, Innovation and Excellence”. Leaders from the Chinese central government and the EU have respectively lauded CEIBS as “a cradle of excellent executives” and “a role model of EU-China cooperation”.

CEIBS offers MBA, Finance MBA, EMBA, Global EMBA, Hospitality EMBA and Executive Education. Renowned for its academic rigor, CEIBS is the first business school on the Chinese mainland to have been accredited by both EQUIS and AACSB and the only business school in Asia to have simultaneously made it to the Financial Times’ top 5 list of MBA and EMBA programmes.
## HEMBA Courses

<table>
<thead>
<tr>
<th>MODULE</th>
<th>HOSPITALITY OPERATIONS</th>
<th>FORMAT</th>
<th>CONTACT HOURS</th>
<th>US CREDITS</th>
<th>LEAD BY</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Leadership</td>
<td>Face to face</td>
<td>30</td>
<td>2.0</td>
<td>CEIBS</td>
<td>Shanghai</td>
</tr>
<tr>
<td>2</td>
<td>Strategic Management in the Hospitality Industry</td>
<td>Face to face</td>
<td>15</td>
<td>1.0</td>
<td>EHL</td>
<td>Shanghai</td>
</tr>
<tr>
<td>3</td>
<td>Organizational Behavior</td>
<td>Face to face</td>
<td>30</td>
<td>2.0</td>
<td>CEIBS</td>
<td>Shanghai</td>
</tr>
<tr>
<td>4</td>
<td>Creating Shared Value</td>
<td>Face to face</td>
<td>7.5</td>
<td>0.5</td>
<td>CEIBS</td>
<td>Shanghai</td>
</tr>
<tr>
<td>5</td>
<td>Service Marketing</td>
<td>Face to face</td>
<td>30</td>
<td>2.0</td>
<td>CEIBS</td>
<td>Shanghai</td>
</tr>
<tr>
<td>6</td>
<td>Financial Reporting</td>
<td>Face to face</td>
<td>30</td>
<td>2.0</td>
<td>CEIBS</td>
<td>Shanghai</td>
</tr>
<tr>
<td>7</td>
<td>Macro Economics</td>
<td>Face to face</td>
<td>15</td>
<td>1.0</td>
<td>CEIBS</td>
<td>Zurich</td>
</tr>
<tr>
<td>8</td>
<td>Service Creativity and Executing Service Excellence Identifying, Selecting and Financing Service-based Investment Opportunities</td>
<td>Face to face</td>
<td>45</td>
<td>3.0</td>
<td>EHL</td>
<td>Lausanne</td>
</tr>
<tr>
<td>9</td>
<td>Managing Economics</td>
<td>Face to face</td>
<td>30</td>
<td>2.0</td>
<td>EHL</td>
<td>Hong Kong</td>
</tr>
<tr>
<td>10</td>
<td>Expansion and Governance of Service Business</td>
<td>Face to face</td>
<td>30</td>
<td>2.0</td>
<td>EHL</td>
<td>Singapore</td>
</tr>
<tr>
<td>11</td>
<td>Entrepreneurship and Innovation</td>
<td>Face to face</td>
<td>30</td>
<td>2.0</td>
<td>CEIBS</td>
<td>Singapore</td>
</tr>
<tr>
<td>12</td>
<td>Service Culture and Managerial Cognition</td>
<td>Face to face</td>
<td>30</td>
<td>2.0</td>
<td>EHL</td>
<td>Tokyo</td>
</tr>
<tr>
<td>13</td>
<td>Elective courses (Minimum 2 Courses)</td>
<td>Face to face</td>
<td>100.8</td>
<td>6.7</td>
<td>CEIBS</td>
<td>Shanghai</td>
</tr>
<tr>
<td>14</td>
<td>Enterprise Value: Governance, Motivation and Control</td>
<td>Face to face</td>
<td>30</td>
<td>2.0</td>
<td>CEIBS</td>
<td>Shanghai</td>
</tr>
<tr>
<td>15</td>
<td>High Performance Leadership and Reflection</td>
<td>Face to face</td>
<td>40.5</td>
<td>2.7</td>
<td>CEIBS</td>
<td>Lausanne</td>
</tr>
<tr>
<td>16</td>
<td>Crisis Management</td>
<td>Face to face</td>
<td>30</td>
<td>2.0</td>
<td>EHL</td>
<td>Zurich</td>
</tr>
<tr>
<td>17</td>
<td>Capstone Project</td>
<td>Face to face/Virtual</td>
<td>60</td>
<td>4.0</td>
<td>CEIBS &amp; EHL</td>
<td>Shanghai</td>
</tr>
</tbody>
</table>
Module 1 Leadership  
30 hours of contact – 2.0 US credits

Summary
Being an effective leader is learning how to play to one’s strengths and overcome characteristics that don’t lend to good leadership practices. In this module, students will have the opportunity to take part in experiential-learning exercises aiming at developing leadership skills. Experiential learning is a risk-controlled environment within which to experiment, explore, and apply principles of leadership and teamwork against the test of action. In this setting, individuals and teams can take risks, make productive mistakes, challenge assumptions, try out new behaviors, and synthesize discreet learnings into a new whole. Students will be tested by a broad array of team situations and challenges. How can they create an environment where no one loses; where support and commitment make them perform at new levels of courage and mastery? Students will be asked to be vigilant in discovering the lessons of leadership through a series of experiences and activities.

Objective
Upon successful completion of this course, you will examine their own strengths and learn ways to use them in a leadership role. Learn to manage stress and solve problems creatively under uncertain environment. You will also build a tool kit of useful techniques that they can begin using right away at their work settings, from communicating supportively to resolving conflicts among different stakeholders. You are asked to reflect on their personal leadership experiences often individually and in teams. Lessons learned during the course will be applicable to many areas of their work and life.

Module 2 Strategic Management in the Hospitality Industry
15 hours of contact – 1 US credits

Summary
This course provides students with a framework to develop their analytical thinking, strategic decision-making, and their ability to deal with strategic complexity. Students will experience and learn about strategic management, strategy implementation and strategic organizational challenges that help them to build/sharpen their own strategic capabilities. Strategic management refers to the set of managerial decisions and actions that determine the organization’s competitiveness and long-run performance. Since virtually all organizations have to deal with strategic management in one form or another, this course is intended for students interested in pursuing general management positions in almost any type of service organization.

Objective
Upon successful completion of this course, you should be able to make informed strategic choices to manage effectively in a given business environment.

Module 3 Organizational Behavior
30 hours of contact – 2 US credits

Summary
Organizations constitute a dominant influence in our work and lives. Thus, an understanding of how organizations function and how and why people behave the way they do in organizations is a prerequisite to learning how to manage and change organizations, teams, and individuals. This is particularly important for people working in service sectors. Students will learn how to examine and understand significant facets of individual behavior such as personality, perception, attitude formation and motivation. Issues such as group dynamics, group decision making processes and characteristics of effective teams will be discussed during the class. At the organizational level, Students will learn characteristics of different organizational structures, effectiveness of organizational culture and organizational performance.

Objective
Upon successful completion of this course, you will have a greater understanding of the theories and concepts of organizational behavior to be able to explain, predict, and monitor behaviors of people in organizations. You will be able to have a deeper understanding of impact of individual differences, the effective means of motivation, the dynamics of effective teams, characteristics of effective organization under different cultural contexts. You will develop analytical/diagnostic skills that enable them to improve their management abilities and skills to enable them to function more effectively as a leader and a manager in organizations.
Module 4 Creating Shared Value
7.5 hours of contact – 0.5 US credits

Summary
Traditional management can be overly short-term focused, so understand how to tie corporate social responsibility (CSR) to long-term success indicators is of upmost importance for successful leaders. This course addresses one of the most pressing issues facing our industry today: how to develop innovative sustainable business models and solutions.

Objective
On successful completion of the course you should be able to propose both practical and theoretical solutions for the company that is seeking for responsible and sustainable operations and strategy: Understanding how stakeholders act, influence and contribute to CSR, analyzing companies’ CSR strategies and proposing sustainable and innovative solutions to improve their actions, critically reflecting on various organizations, in order to be able to understand the field of sustainable business models, and applying and further developing diverse theoretical approaches available in the academic fields studying ethics and social responsibility.

Module 5 Service Marketing
30 hours of contact – 2 US credits

Summary
Service marketing aims at creating, communicating, and delivering value to customers. Its objective is to manage the service customer relationship in a way that benefit the organization and its stakeholders. During this course, students will discover the role of marketing, get a fundamental understanding regarding the relationship between the marketing department and other functional departments; identify and analyze consumer behavior in the service context, and create value-adding techniques that increase the overall service marketing performance.

Objective
Upon successful completion of this course, you will be able to plan appropriate methods and formulate techniques to market services, increase brand recognition and customer loyalty as part of an organization’s overall service marketing strategy.

Module 6 Financial Reporting
30 hours of contact – 2 US credits

Summary
This course adopts from the perspective of accounting information users (managers, investors, etc.) to help students understand the system, functions, and limits of financial accounting and reporting. Students will learn how to prepare and interpret financial statements, and use relevant information to make decisions in investment, credit and management.

The emphasis of this course is on how to understand and use accounting information. Since the effective use of accounting information is based on how this information is produced, it is necessary for students to learn and master basic accounting knowledge. Learning accounting is like learning a foreign language. It’s helpful to learn theories and observe others’ practices, but one can only understand and master this language in the real sense by using it in person. That’s why we will spend quite some time on exercise and case analysis. At the same time, students are encouraged to share with the class the problems in their actual work.

Objective
Upon successful completion of this course, you will understand the functions of financial accounting in management and economy; how to identify, measure and record economic activities on the basis of accrual accounting. You will learn the structures and relationships between profit and loss statement, balance sheet and cash flow statement, the basic principles and methods of financial statement analysis. You will able to discuss recognition criteria and methods for assets, liabilities, equity, revenue and expense; and learn how to communicate effectively with the finance department and investors (shareholders).
Module 7 Macro Economics
15 hours of contact – 1 US credits

Summary
This course introduces fundamental principles and analytical tools of macroeconomics for business analysis. The course examines concepts such as GDP, GDP growth, inflation rates, unemployment rates, interest rates and exchange rates. It also evaluates policies such as fiscal policy, monetary policy and supply side policies. The emphasis will be on how to evaluate and predict the outcomes of policies as well as demand and supply shocks. This will be done by learning some simple tools and economic models.

Objective
Students will develop an understanding of key concepts and analytical tools to evaluate key macroeconomic phenomena observed in China and other economies. At the end of the course, you are expected to be able to interpret the impact of government policy on the business environment and evaluate the sources of economic growth in the short and long term.

Module 8 Service Creativity and Executing Service Excellence
45 hours of contact – 3 US credits

Summary
The module emphasizes conceptual, analytical, and innovation creative skills which integrate service management models, service marketing, service quality, customer satisfaction, and customer loyalty. Service creation concepts and applications will be introduced through interactive sessions. The development and execution of a sustainable and profitable service concept is characterized by a number of distinct but inter-dependent processes which aim at aligning a market opportunity with available resources. Given the importance of a strategically sound service concept in delivering value to customers and investors, it is critical that executives are able to analyze, interpret and synthesize external and internal information in order to develop, refine and execute a service concept within a constantly changing competitive landscape. During this course, participants will explore the fundamental components of service design to help improve the competitiveness of service concepts. By exploring common challenges and sharing innovative best practices from the hospitality industry, participants will acquire the key tools to rely on service to leverage their business operations. You will also be able to create and manage high performing teams during the service-creation process. You will obtain the required milestones and planning tools that allow them to plan, manage and control the desired service quality in service teams.

Objective
Upon successful completion of this course, you will be able to assess service creation and efficiently utilize human and technical resources to develop internal and external strategies for service quality enhancement. You will also be able to integrate the assessment of service design and strategic analysis tools in order to identify new lines of revenues in your business and rely on service to leverage existing resources for more efficient business operations. At the end of this workshop, you should be able to create and manage high performing teams during the service-creation process and be able to identify and create elements that define uniqueness of a service experience.

Module 9 Identifying, Selecting and Financing Service-based Investment Opportunities
30 hours of contact – 2 US credits

Summary
This course provides participants with a framework to develop their analytical thinking and ability to plan and address financial consequences of corporate growth and transformation of service businesses.

As service companies face similar types of challenges to identify and finance value-creating expansion opportunities with a view to meet deliver shareholder value, this course is intended for corporate leaders interested in developing their skills in managing growth from a financial point of view.

Students will experience and learn about topics as (i) financing corporate growth and transformation in service sectors, (ii) private equity investment and its consequences on corporate performance, and (iii) corporate hospitality M&A as a key driver for growth.

Objective
On successful completion of this course, students should be able to make informed financial decisions on how best to support the growth or transformation of service-based companies and to optimize corporate financing structures based on their specific capital requirements and the objectives of prospective capital providers.

Module 10 Managerial Economics
30 hours of contact – 2 US credits

Summary
This course introduces fundamental principles and analytical tools of microeconomics for business analysis. It discusses how the market operates, how business strategies are determined, and how optimal decisions are made on product, price and organization. The course covers demand and supply analysis, production and cost analysis, optimal operating decisions under different market structures, basic game theory and its applications.

Objective
Upon successful completion of this course, you will have the skills to analyze the workings of both free and regulated markets; can analyze various markets structures and the behavior of firms in each of these market structures; can use data and empirical evidence in their analysis; and can apply economic principles to understand business strategies and policy issues.

Module 11 Expansion and Governance of Service Business
30 hours of contact – 2 US credits

Summary
This course provides students with a framework to develop their analytical thinking, their ability to plan internationalization strategies, and their ability to manage the internationalization process. Students will experience and learn about international business, the planning and design of entry mode strategies, and the organizational challenges that can arise when growing domestic organizations to become newly internationalized companies. International business refers to the set of decisions and actions that enable a company to move into international markets and then to compete in those markets against domestic incumbents and other international companies. Since virtually all organizations will eventually contend with internationalization issues, this course is intended for leaders interested in guiding the growth of various forms of service organizations.

Objective
On successful completion of this course, you should be able to make informed strategic choices of how to manage the internationalization process, as based upon the drivers of the key decisions involved in internationalization and as based upon effective analysis of business environments.

Module 12 Entrepreneurship and Innovation
30 hours of contact – 2 US credits

Summary
The goal of Entrepreneurship and Innovation is to deliver efficiently a winning value proposition to customers. This is not only important in manufacturing industries but in-service businesses such as hospitality as well. In fact, achieving excellent and innovative service operations has played an essential role in many of the great success in the hospitality industry.

Objective
The key objective of this module is to review how companies in the hospitality industry can leverage operations in their value creation processes and convert them into a source of competitive advantage. To achieve this, we will review key aspects of a service operations system in order to get fully acquainted with the key variables, concepts, and tools to assess, manage, and improve those systems. Particularly, at the successful conclusion of this course students should be able to:
• Understand the fundamental concepts of managing service operations (e.g. capacity, queues, processes, etc.)
• Be able to analyze complex operations situations in order to develop effective management approaches for their resolution, particularly, to diagnose the causes that lead to poor service: strategic, operational, and people issues.
• Explore the opportunities of technology use for innovating service operations
• Reflect on what breakthrough service means from the customer’s perspective and particularly, to use it for service blueprinting.
• Map a customer journey and extract relevant insights.
• Measure appropriately service quality and identify opportunities for service improvement.
Module 13 Service Culture and managerial cognition
30 hours of contact – 2 US credits

Summary
The module focuses on establishing a service culture mindset – at the top leadership level as well as throughout an organization. Participating in interactive lectures, speaker sessions, and field visits, HEMBA students will examine why service culture is important, where it stems from, how it plays out into customer experiences, and what it takes to scale it to enable their organization to pursue further growth in the future.

The module is designed to help HEMBA students (1) to discover the underlying foundation of Japanese culture – such as “omotenashi,” “ichi-go-ichi-e,” and “wa” – as backbone of service culture mindset identifiable in business organizations in Japan, (2) to understand the importance of customer perspectives as central core of one’s service culture, and (3) to gain a big picture understanding through an overarching framework of the course, “Service Excellence = Service Design x Service Culture”.

While the four-day module in Japan intends to help HEMBA participants immerse themselves through hands-on Japanese cultural experiences and direct dialogues with Japanese industry experts, it also provides them with opportunities to compare and contrast service culture of Japan with that of China and other countries to generate generalizable and transferrable insights. In addition, throughout the module, HEMBA students are asked to apply their learning to their businesses and organizations to explore implications for themselves.

Objective
On successful completion of this module, you will gain an understanding of the importance of service culture, as central core for realizing high-quality customer experience, and also as backbone for mobilizing your organization for achieving service excellence.

Module 14 Elective Course
100.8 hours of contact – 6.7 US credits

Students will have the opportunity to specialize their learning journey by selecting one elective course offered on a wide range of topics in the context of the CEIBS EMBA program. Students can opt for a general management focus or specialize in up to two concentrations in Finance, Marketing, Entrepreneurship or Digital Business by taking elective courses as required. Further information can be found on http://www.ceibs.edu/gemba/electives.

Module 15 Enterprise value: Governance, Motivation and control
30 hours of contact – 2 US credits

Summary
As contrasted with financial reporting, enterprise value is operational rather than required; is a means to an end rather than an end in itself. In this module, students will develop a comprehensive understanding on how an organization’s efficiency and effectiveness can be enhanced through management accounting tools such as costing, budgeting, performance evaluation, and control and incentive systems. Students will learn how management accounting system produces information used by an organization’s managers in planning, implementing, and controlling the organization’s activities. More specifically, this module will help students to develop capability in identifying, measuring, accumulating, analyzing, interpreting, and communicating the information needed by management to perform its functions.

Objective
Upon successful completion of this module, you will be able to identify problems and weakness in a firm’s operation by analyzing information of its costing and budgeting systems, and to provide to managers decision-related information.

Module 16 High Performance Leadership and Reflection
40.5 hours of contact – 2.7 US credits

Summary
Fundamentally, leadership characterizes the ability to motivate and guide individuals. Successful leaders in the service industry create high performing teams that can excel in various environments. The aim of this course is to enhance students’ knowledge about their own leadership style, help them to increase their individual leadership ability, and create
thought and reflection to become adaptive for various leadership contexts. Students will develop effective “people skills” that allow them to guide behavior in multi-cultural service environments.

Objective
Upon successful completion of this course, you will be able to analyze various leadership situations to identify and apply techniques that allow creating high performing service teams.

Module 17 Crisis Communication
30 hours of contact – 2 US credits

Summary
A comprehensive crisis communication plan that acknowledges all stakeholders enables hospitality firms to reduce the negative impacts of crises on hotel performance. In this respect, effective crisis leadership can not only rescue an organization from chaos but simultaneously allow for opportunities to emerge from the challenges. While unavoidable, leaders can act to reduce the potential for it, reduce its duration and soften the negative impact of the crisis by addressing the human elements. This course prepares you to develop a comprehensive crisis communications plan.

Objective
Upon successful completion of this course, you will be able to construct a crisis management plan aligned to address crisis phenomena impacting a particular context:

- Identify effective procedures and principles of crisis communications management to prepare for many types of crisis situations.
- Discover the cognitive pitfalls and challenges that may appear during a crisis event and build your capacity to effectively communicate your actions during and after the crisis occurs.

Module 18 Capstone Project
60 hours of contact – 4 US credits

Summary
The HEMBA Capstone project is an assignment in which students demonstrate their ability to manage a service business project and/or analyze and solve problems closely related to HEMBA course topics. Throughout the capstone project, students are expected to apply and enhance service techniques and concepts acquired throughout the program, with rigorous methodology adapted to the nature of the project and the context in which it takes place.

Objective
Upon successful completion of the capstone project, you will be able to produce a project of personal and professional interest that integrates the competences acquired in the program and demonstrates critical thinking about service operations’ overall performance.
MASTER OF BUSINESS ADMINISTRATION IN HOSPITALITY

The MBA in Hospitality program aims to become a reference as the most innovative, industry-relevant education platform in the hospitality industry.

Inspired by the principle of “learning by doing”, EHL envisions the MBA in Hospitality as a program in which learning is heavily rooted in the understanding of practical and real managerial challenges in the world of hospitality. Based on its unique industry network and positioning, we educate future hospitality professionals by granting access to the real challenges of hospitality individuals on the top of their profession. Learning needs to be always relevant, practical and educational. The MBA in Hospitality comprises 8 modules over a 24-month period of part-time study.

After the introductory module, you begin your MBA journey with the hotel revenues module, in order to develop an understanding of the hospitality environment from a market perspective. After developing an understanding of the distinct hospitality markets and their needs, the subsequent finance and asset management modules contribute varying viewpoints of the industry that help to grasp the hospitality industry's increasing complexity. The following module focuses on developing your leadership and multi-cultural skills to help you be most effective when working with others. Building on your prior knowledge, you will then apply your learnings in the context of the “management through business cycles” module during which you will deal with questions of growth, decline, innovation and economics. During the final Capstone module, you will acquire skills and tools to help you consolidate and apply your learning and exercise your autonomy and creativity in a personalized, industry-focused capstone project. During the journey, two on-campus meet-the-experts modules will help to ensure a transfer of knowledge to and from the industry.

At the end of the MBA studies, students should achieve the following learning outcomes:

- Develop strategies at various organizational levels in the hospitality industry, incorporating all relevant stakeholders
- Develop marketing tactics and strategies, specifically addressing the service challenge in the hospitality sector
- Formulate viable decisions, based on a sound financial assessment of the risk and returns from various business operations
- Manage and develop people within teams and collaborative groups, particularly in virtual environments.
- Foster entrepreneurial activities and creative business approaches
- Demonstrate commitment to personal and professional development

Program highlights

- 80% online, 20% delivered on EHL Campus Lausanne through intensive onsite modules.
- Online courses taught by industry experts: provide a solid education in Hospitality Finance, Revenue Management, Hotel Development and Performance Management that you can apply immediately at work.
- On-site courses: focused on current best practices within the hospitality and service business sectors, and networking.
- Opportunities to develop your industry connections and share insights with faculty members, industry leaders and peers.
- Capstone Project: an applied business project addressing a real-life Hospitality Management challenge, covering the strategic, financial and operational aspects.

Admission criteria

Academic:
- A bachelor’s degree in hospitality or tourism from an accredited institution of higher education.
- A bachelor’s degree in other relevant fields, such as business management, with professional experience in hospitality or customer-facing functions, may be accepted on a case-by-case basis.

Professional: Demonstrated leadership potential. Minimum of three years’ experience in the hospitality or tourism industry.

English language: Candidates must demonstrate collegiate-level skills in the English language.

Candidates whose first language is not English must provide one of the following evidence:
• Obtained a minimum score of 100 on the TOEFL iBT or 7.0 on the IELTS exams; test result must have been awarded no more than two years prior to the proposed date of enrolment.
• Completed a Bachelor and/or a master’s degree in English*
• Demonstrate a minimum of 6 years of work experience in a fully English-speaking environment*

*EHL reserves the right to request an English certificate following the selection interview.
## MBA Courses

<table>
<thead>
<tr>
<th>MODULE</th>
<th>INTRODUCTION</th>
<th>FORMAT</th>
<th>LEARNING HOURS</th>
<th>US CREDITS</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1011</td>
<td>Introduction to the MBA program</td>
<td>Online</td>
<td>9</td>
<td></td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td>1012</td>
<td>Hospitality Management in the 21st century</td>
<td>Online</td>
<td>18</td>
<td>1.0</td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td>1013</td>
<td>Academic integrity</td>
<td>Online</td>
<td>3</td>
<td></td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td>1014</td>
<td>IT Fundamentals</td>
<td>Online</td>
<td>15</td>
<td></td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td></td>
<td><strong>MODULE</strong></td>
<td><strong>FORMAT</strong></td>
<td><strong>LEARNING HOURS</strong></td>
<td><strong>US CREDITS</strong></td>
<td><strong>LOCATION</strong></td>
</tr>
<tr>
<td></td>
<td>DRIVING HOTEL REVENUES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1021</td>
<td>Revenue Management for Market Leaders</td>
<td>Online</td>
<td>75</td>
<td>5.0</td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td>1022</td>
<td>High Performance Distribution Strategy for Hotels</td>
<td>Online</td>
<td>75</td>
<td>5.0</td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td>1023</td>
<td>Successful Hotel E-marketing and Social Media Strategies</td>
<td>Online</td>
<td>75</td>
<td></td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td></td>
<td><strong>MODULE</strong></td>
<td><strong>FORMAT</strong></td>
<td><strong>LEARNING HOURS</strong></td>
<td><strong>US CREDITS</strong></td>
<td><strong>LOCATION</strong></td>
</tr>
<tr>
<td></td>
<td>MASTERING HOTEL FINANCIALS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1031</td>
<td>Hotel Financial Statement Analysis</td>
<td>Online</td>
<td>75</td>
<td>5.0</td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td>1032</td>
<td>Budgeting and Forecasting</td>
<td>Online</td>
<td>75</td>
<td>5.0</td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td>1033</td>
<td>Advanced Corporate Finance for the Hospitality Industry</td>
<td>Online</td>
<td>75</td>
<td></td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td></td>
<td><strong>MODULE</strong></td>
<td><strong>FORMAT</strong></td>
<td><strong>LEARNING HOURS</strong></td>
<td><strong>US CREDITS</strong></td>
<td><strong>LOCATION</strong></td>
</tr>
<tr>
<td></td>
<td>HOTEL DEVELOPMENT &amp; REAL ESTATE INVESTMENTS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1042</td>
<td>Valuation of Hotel Investments</td>
<td>Online</td>
<td>75</td>
<td>5.0</td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td>1043</td>
<td>Feasibility Analysis, Development and Negotiations</td>
<td>Online</td>
<td>75</td>
<td>5.0</td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td>1041</td>
<td>Hotel Asset Management</td>
<td>Online</td>
<td>75</td>
<td></td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td></td>
<td><strong>MODULE</strong></td>
<td><strong>FORMAT</strong></td>
<td><strong>LEARNING HOURS</strong></td>
<td><strong>US CREDITS</strong></td>
<td><strong>LOCATION</strong></td>
</tr>
<tr>
<td></td>
<td>BUILDING HIGH PERFORMING TEAMS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1051</td>
<td>Personal Leadership Development</td>
<td>Face-to-Face</td>
<td>75</td>
<td>5.0</td>
<td>EHL Campus Lausanne</td>
</tr>
<tr>
<td>1052</td>
<td>Maximize Individual and Collective Performance</td>
<td>Online</td>
<td>75</td>
<td>5.0</td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td>1053</td>
<td>Leading in a Multicultural Environment</td>
<td>Online</td>
<td>75</td>
<td></td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td></td>
<td><strong>MODULE</strong></td>
<td><strong>FORMAT</strong></td>
<td><strong>LEARNING HOURS</strong></td>
<td><strong>US CREDITS</strong></td>
<td><strong>LOCATION</strong></td>
</tr>
<tr>
<td></td>
<td>PERFORMING THROUGH BUSINESS CYCLES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1061</td>
<td>Managing Underperforming Properties</td>
<td>Online</td>
<td>75</td>
<td>5.0</td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td>1062</td>
<td>Trends, Innovations and New Business Models</td>
<td>Online</td>
<td>75</td>
<td>5.0</td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td>1063</td>
<td>Hospitality Economics</td>
<td>Online</td>
<td>75</td>
<td></td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td></td>
<td><strong>MODULE</strong></td>
<td><strong>FORMAT</strong></td>
<td><strong>LEARNING HOURS</strong></td>
<td><strong>US CREDITS</strong></td>
<td><strong>LOCATION</strong></td>
</tr>
<tr>
<td></td>
<td>MEET THE EXPERTS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1071</td>
<td>Driving Hotel Performance</td>
<td>Face-to-Face</td>
<td>90</td>
<td>4.0</td>
<td>EHL Campus Lausanne</td>
</tr>
<tr>
<td>1072</td>
<td>Crisis Communications Management</td>
<td>Face-to-Face</td>
<td>90</td>
<td></td>
<td>EHL Campus Lausanne</td>
</tr>
<tr>
<td></td>
<td><strong>MODULE</strong></td>
<td><strong>TYPE</strong></td>
<td><strong>LEARNING HOURS</strong></td>
<td><strong>US CREDITS</strong></td>
<td><strong>LOCATION</strong></td>
</tr>
<tr>
<td></td>
<td>CAPSTONE PROJECT</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1081</td>
<td>Business Research Methods</td>
<td>Online</td>
<td>75</td>
<td></td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td>1082</td>
<td>Project Management / Consultancy</td>
<td>Online</td>
<td>75</td>
<td>10</td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td>1083</td>
<td>Academic Writing, Research and Integrity</td>
<td>Online</td>
<td>75</td>
<td></td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td>1084</td>
<td>Capstone thesis</td>
<td>Online</td>
<td>225</td>
<td></td>
<td>EHL Digital Ecosystem</td>
</tr>
</tbody>
</table>

* The presentation of the digital ecosystem is available on the last page of the document.
Module 1010: Introduction
1 US credit

Summary
The objectives of the introductory module are twofold. First, it aims at familiarizing students with online learning environment, advantages, inconveniences, as well as the support and tools available throughout the program. This will allow students to embark on their individual learning journey to fulfill their own expectations as well as those of the program. Second, the module comprehensively looks at the current state of the hospitality industry which paves the way towards the subsequent modules and courses of the MBA.

Objective
Upon successful completion of this module, you will be able to apply the knowledge gained to the upcoming academic modules and your individual studies.

1011 – Introduction to the MBA program
9 learning hours – 0.2 US credits.

Summary
In this course, students will be introduced to the MBA program at EHL. This introduction includes an overview of the academic program roadmap from the beginning of the program until the culminating Capstone project. Students will hear from the program administration and the digital team in order to be exposed to the EHL community that is available to support them throughout the program. One focus of this session will be to build an online community and familiarize participants with distinct ways to engage themselves with their peers. In addition, students will receive an introduction to Moodle as Learning Management Systems (LMS) and the technical possibilities available to engage in online learning. After this introduction, students will be prepared to engage in their studies – individually, within the cohort, and with the program team.

Objective
Upon successful completion of this course, you will be able to visualize your academic journey over the course of the EHL Blended MBA program.

1012 – Hospitality Management in the 21st century
18 learning hours – 0.4 US credits.

Summary
The hospitality management in the 21st century course provides students with an in-depth look at the current state of the industry. The course explores the diverse facets of the hospitality industry, including hotels and resorts, F&B operations, financial and marketing aspects, as well as operational and strategic challenges. It gives students a comprehensive overview of the upcoming modules/courses and their fundamentals. With the current state of the industry in mind, students will be able to relate back to this introductory course at later stages throughout the program. The course also aims to familiarize students with the program’s philosophy of striking a balance between theory and practice.

Objective
Upon successful completion of this course, you will be able to identify and distinguish between the many facets of the hospitality industry’s current business environment.

1013 – Academic Integrity
3 learning hours – 0.1 US credits.

Summary
This course focuses on the EHL honor code and academic integrity. It allows students to understand EHL’s expectations regarding academic coursework and their participation throughout the program. It will help students to avoid common mistakes and provides students with the foundation to guide them on the path of intellectual honesty.

Objective
Upon successful completion of this course, you will be familiar with the EHL honor code and requirements for academic integrity.
1014 – IT Fundamentals
15 learning hours – 0.3 US credits.

Summary
This course will allow students to create a roadmap for further development of their knowledge of IT applications. They will use advanced features in Microsoft Office. They will further develop their critical outlook on technical and graphical aspects of spreadsheets, presentations and documents.

Objective
Upon successful completion of this course, you will be able to master the essentials of Microsoft office and management information systems.

Module 1020: Driving Hotel Revenues
5 US credits

Summary
In this module, you will develop a comprehensive knowledge base related to three key areas of hospitality sales and marketing – distribution channel management, revenue management, and digital marketing. Rooted in theory and research, you will see how industry experts apply this knowledge in different contexts. You will then be able to apply this into your own professional context to support hotel sales and marketing efforts at different levels of the business.

Objective
Upon successful completion of this module, you will be able to integrate the knowledge from the Driving Hotel Revenues module units to construct and defend a practical marketing and revenue management plan that meets the needs of your company or organization.

1022 – High Performance Distribution Strategy for Hotels
75 learning hours – 1.67 US credits.

Summary
Distribution has become the main battleground on which hoteliers can maximize exposure and revenues. To create and sustain competitive advantage, one must carefully design, develop, maintain, and manage the distribution channel mix. This course blends theory and practice with current knowledge and industry insight in four main areas: the distribution channels landscape, distribution channel management best practices, distribution channel performance measures, and an overview of challenges ahead and next best practices.

Objective
Upon completion of the course, you will be able to select and apply appropriate methods and techniques to adequately design and manage the distribution channel mix of a hospitality service.

1021 – Revenue Management for Market Leaders
75 learning hours – 1.67 US credits.

Summary
This course will provide you the knowledge, skills, and competencies required to develop and execute strategic revenue management processes in hospitality organizations. You will learn how to integrate multiple data sources and analyze them to improve hotel performance through understanding price optimization, demand forecasting, availability control, and inventory allocation. The course will emphasize not only the conceptual aspects of revenue management, but also the practical applications used in the hospitality industry.

Objective
Upon successful completion of this course, you will be able to develop integrated revenue management strategies that improve organizations’ profitability.

1023 – Successful Hotel E-Marketing and Social Media Strategies
75 learning hours – 1.67 US credits.

Summary
Digital marketing has emerged as an essential component of many businesses' promotion and branding strategy. Essentially, digital marketing is a set of skills, concepts, knowledge, analytical techniques and approaches that when applied appropriately can greatly improve the effectiveness with which business is conducted. This course blends theory
and practice with current knowledge and industry insight in four main areas: content marketing, social media marketing, digital marketing performance measures, and an overview of challenges ahead and emerging best practices.

Objective
Upon completion of this course, you will be able to plan appropriate methods and formulate techniques to market hospitality services and increase brand recognition and loyalty across digital platforms as part of an organization’s overall marketing strategy.

Module 1030: Mastering Hotel Financials
5 US credits

Summary
In this module, you will examine three intersecting areas of the hospitality financial landscape. First, you will review and analyze financial performance of hospitality companies based on commonly used metrics in the industry. Next, you will establish the level of performance through competitive benchmarking, with a view to make decisions to improve performance and drive the budgeting and longer-term forecasting processes. Finally, you will apply advanced corporate finance techniques to assess and make decisions related to investment opportunities and the corresponding financing requirements.

Objective
Upon successful completion of this module, you will be able to integrate the knowledge from the Mastering Hotel Financials module units to construct and defend a practical financial plan, aligned to your organization.

1031 – Hotel Financial Statement Analysis
75 learning hours – 1.67 US credits.

Summary
This course takes students into the heart of financial analysis in the hospitality industry, helping them acquire the skills to understand financial information as well as communicate with financial experts. Students will develop an understanding of the various components of financial statements, and the ability to interpret financial information from different perspectives.

Objective
Upon successful completion of this course, you will be able to analyze and interpret the operating and financial performance of a hotel based on its financial statements and key performance indicators.

1032 – Budgeting and Forecasting
75 learning hours – 1.67 US credits.

Summary
This course takes students into the heart of hotel competitive performance analysis and budgeting and business planning processes. Students will develop their abilities in reviewing and analyzing industry-wide benchmarking tools, based on commonly used performance ratios and indices. They will also be able to understand the budgeting and forecasting processes in place in hospitality groups and to apply budgeting and forecasting tools to estimate future performance and monitor and explain variances between actual outcomes and projected ones.

Objective
Upon successful completion of this unit, you will be able to estimate and analyze hotel performance using hospitality industry analytics in order to make management decisions.

1033 – Advanced Corporate Finance for the Hospitality Industry
75 learning hours – 1.67 US credits.

Summary
Every day senior managers of hospitality companies have to make decisions with respect to investing in new projects, raising capital acquiring companies or disposing of existing businesses or assets. The objective of this course is to provide students with a thorough understanding of how these key financial decisions are made and which criteria and
methods are used and applied in doing so. Students will learn about investment appraisal as applied to the hospitality industry. Other topics covered will include capital raising and pay-out policies, corporate transactions and financial risk management. A particular focus will be given to the roles and objectives of the various capital providers to the hospitality sector, including banks, public shareholders, private equity funds, etc.

**Objective**
Upon successful completion of this course, you will be able to evaluate key financial decisions made by hospitality companies.

---

**Module 1040: Hotel Development and Real Estate Investment**
5 US credits

**Summary**
In this module, you will obtain the fundamental knowledge, skills, and practice to be able to make successful business decisions related to hotel development and investments. This module focuses on three areas – asset management, investments, and valuation, for which knowledge and research in the field is enhanced with real world business practice and cases. By the end of this module, you will be able to evaluate potential business deals, negotiate key terms and clauses in an investment relationship, and recommend strategies to maximize short and long-term financial goals.

**Objective**
Upon successful completion of this module, you will be able to integrate the knowledge from the Hotel Development and Real Estate Investments module units to construct and defend a practical development plan, aligned to your organization.

---

**1042 – Valuation of Hotel Investments**
75 learning hours – 1.67 US credits.

**Summary**
This course equips you with sufficient knowledge, skills and insights to value hotels in the capacity of an external consultant or an investor. Industry best-practices, expert views and realistic data are seamlessly integrated with a sound conceptual groundwork that keeps the theory relevant to industry. You start with building the fundamental understanding of real estate and financial analysis and learn how to estimate the fair market value of a hotel at which it could be listed for buying or selling. Further, incorporating loans into the analysis you develop investment decisions by estimating the return on equity capital. Extensive use of examples, exercises, quizzes and an integrated case study are designed to make it an enriching learning experience. By the end of this course, you will have sufficient knowledge on how to independently value a hotel both for the market and for a specific investor.

**Objective**
Upon successful completion of this course, you will be able to explain the complexity of valuing income-producing assets.

---

**1043 – Feasibility Analysis, Development and Negotiations**
75 learning hours – 1.67 US credits.

**Summary**
This course offers the opportunity to learn about the mechanics of the hotel development process, from evaluating hotel sites to negotiating commercial contract terms. You will learn how to undertake a market feasibility using industry best practices, in order to provide the best possible solution for a hotel project. This course will demystify the timeframes involved, complexity and players in the development process, so that you can engage into conversations with stakeholders with confidence that you understand the shared language, common terms, metrics, analysis and strategies employed.

**Objective**
Upon successful completion of this course, you will be able to construct a market feasibility plan for a hotel project using industry best practices.

---

**1041 – Hotel Asset Management**
75 learning hours – 1.67 US credits.

**Summary**
Hotel asset management requires a holistic overview and understanding of the complete hotel business – it is one of the few disciplines which requires both strategic thinking and analytical application. Thus, this course will enable you to develop a strong strategic perspective on what is needed to enhance value for the owner. This practical hotel industry course uses real life experiences and examples to provide an understanding of hotel asset management and the various contracts and hotel business models employed to improve performance and thus increase value.

**Objective**
On completion of this course, you will have developed an understanding of the various stakeholders, and their motivations, as well as legal requirements, hotel business models and contracts employed in the industry, in order to improve the assets’ performance and thus increase the hotel value.

**Module 1050: Building High Performing Teams**

**5 US credits**

**Summary**
Effective leadership is essential to the development and continued success of high-performing teams in the workplace. First, individuals need to understand their strengths, values, and objectives. Second, they need to be familiar with how they can use their leadership approach to become impactful. This course module equips participants with the necessary analytical and self-reflection tools to begin to chart their own desired path as leaders.

**Objective**
Upon successful completion of this module, you will be able to integrate the knowledge from the Building High Performance Teams module units to construct and defend a practical performance plan, aligned to your organization.

**1051 – Personal Leadership Development**
75 learning hours – 1.67 US credits, Face-to-Face course.

**Summary**
In a variety of business contexts, hospitality managers need to demonstrate their ability to adapt to various business situations successfully. This face-to-face course will raise the students’ awareness of how to use and adapt their leadership styles to transform themselves into agile leaders in various business situations.

**Objective**
Upon successful completion of this course, you will be familiar with your own leadership capacity (strengths and weaknesses) and explore techniques on how to leverage your own leadership potential.

**1052 – Maximize Individual and Collective Performance**
75 learning hours – 1.67 US credits.

**Summary**
Organizational performance stems from a clear understanding of the overall business objectives, strategies, and processes. The foundation of every hospitality operation lies on the shoulders of the employees’ comprehension of their own roles and responsibilities, as well as how they collaborate with each other. Trust, communication, and mutual respect are key characteristics that build strong teams and strengthen the overall organizational capacity. In this course, you will develop a profound understanding of what constitutes a high performing team and fundamental knowledge guiding effective collaborations throughout the organization.

**Objective**
Upon successful completion of this course, you will be able to distinguish the key success factors of a high performing team while also developing the capacity to build them.

**1053 – Leading in a Multicultural Environment**
75 learning hours – 1.67 US credits.

**Summary**
As a customer-centric business operation, the hospitality firm’s performance critically depends on a mutual understanding between customer needs and employees’ service delivery. Compared to other industries, hospitality firms
are increasingly faced with cultural differences, values and ethics. This course intends to shape the culture awareness of students and provide them with the necessary skills to lead within multicultural contexts.

Objective
Upon successful completion of this course, you will have developed culturally responsive leadership skills, styles, and practices to embed diversity into your leadership approach.

Module 1060: Performing Through Business Cycles
5 US credits

Summary
The hospitality industry is a cyclical business characterized by imbalances between supply and demand. Dealing with sudden situations of growth, stagnation and decline present organizational challenges that demand flexible managerial skills and competences. This module provides participants with the knowledge and skills to successfully manage hotel organizational performance in a dynamic business environment.

Objective
Upon successful completion of this module, you will be able to integrate the knowledge from the Performing through Business Cycles module to construct and defend a practical performance plan, aligned with your organization’s specific context.

1061 – Managing Underperforming Properties
75 learning hours – 1.67 US credits.

Summary
This course examines performance shortfalls and crisis situations within the hospitality and tourism industry. It intends to analyze how organizations and people react to and cope with conditions of financial distress and performance shortfalls. Students will discover theories and practices on corporate turnarounds in particular and change management in general by analyzing cases individually in preparation for class and through case discussions in class.

Objective
Upon successful completion of this course, you will be able to make informed strategic choices to effectively manage situations of performance crises, decline, and distress within the hospitality industry.

1062 – Trends, Innovation and New Business Models
75 learning hours – 1.67 US credits.

Summary
Traditional formulas for success in the hospitality industry have been questioned through digitalization, new entrants in the industry, and the shared economy model. The main objective of this course is to equip future hospitality professionals with the capacity and innovative mindset to assess successful business models.

Objective
At the end of this course, you will be able to evaluate and assess the factors contributing to the transformation of a business idea to an innovation.

1063 – Hospitality Economics
75 learning hours – 1.67 US credits

Summary
This course is designed to provide students with insight into tourism economics. The ideas and theories addressed in this course represent the state-of-art in the field. They also reflect different theoretical and empirical frameworks to the study of tourism as well as the role, scope and impact of tourism-related foreign direct investment both in developed and developing countries.

Objective
Upon completion of this course, you will be able to demonstrate a critical awareness of tourism economics
from both theoretical and practical perspectives.

Module 1070: Meet the Experts
4 US credits

Summary
Provided in an engaging and co-creative setting, the “meet the experts” module allows participants to actively exchange with diverse industry executives making an impact in today’s global hospitality industry. Sharing first-hand insights and best practices in various hospitality sectors enables participants to be better informed of the challenges, changes and skills required for a successful career in the industry.

Objective
Upon successful completion of this module, you will be able to integrate the knowledge from the Meet the Experts module units to implement strategies in your organization related to enhancing business performance.

1071 – Driving Hotel Performance
90 learning hours – 2 US credits; Face-to-Face course.

Summary
The development of a sustainable and profitable hotel concept involves a number of distinct but inter-dependent processes, including analyzing macro trends and generating probable scenarios, brand development, experiential conceptualization, and physical and service design. Given the importance a strategically sound concept plays in delivering value to customers and investors, it is critical that hotel executives be able to analyze, interpret and synthesize external and internal information in order to develop, refine and realize a hotel’s concept within a constantly changing competitive landscape. During this course, students will interact with executives who are well experienced in these processes and who have helped improve the competitiveness of hotel concepts. By exploring common challenges and sharing innovative best practices from the industry, you will develop the outline for a hotel concept that would attract both customers and investors.

Objective
Upon successful completion of this course, you will be able to integrate the analysis, scenario planning, brand building and design skills acquired during the course in order to develop an outline for a hotel concept.

1072 – Crisis Communications Management
90 learning hours – 2 US credits; Face-to-Face course

Summary
A comprehensive crisis communications plan that acknowledges all stakeholders enables hospitality firms to reduce the negative impacts of crises on hotel performance. In this respect, effective crisis leadership can not only rescue an organization from chaos but simultaneously allow for opportunities to emerge from the challenges. While unavoidable, leaders can act to reduce the potential for it, reduce its duration of and soften the negative impact of the crisis by addressing the human elements. During this course, you will interact directly with industry executives who have personally experienced periods of crisis and who then guided their organizations to overcome these uncertainties. With the support of these executives and expert faculty members, you will develop ideas and best practices that allow you to manage the distinct phases of the crisis management lifecycle (prevention, preparation, response, and recovery).

Objective
Upon successful completion of this course, you will be able to construct a crisis management plan aligned to address crisis phenomena impacting your particular hospitality context.

Module 1080: Capstone Project
10 US credits

Summary
The MBA “personal work” brings together theoretical knowledge, skills, prior experience and extra-curricular involvement into one business project of professional interest. You must show the ability to use theories and tools in an effective manner while bringing out specific aspects of their business project. This project can deal with any type of concrete hospitality management issue but should cover strategic, financial and the operational aspects.

Objective
Upon successful completion of this module, you will be able to plan, execute, and evaluate a business project grounded in research methods and project management methodology, aligned to your professional context, which will validate the comprehensive knowledge gained throughout the MBA program.

1081 – Business Research Methods
75 learning hours – 1.67 US credits.

Summary
Statistical analysis is an important tool for improving the quality of decision-making in many areas of management. The main purpose of this course is to make students “statistically literate”. Participants will not become expert statisticians but will gain a broad overview of the statistical landscape. The “hands-on” approach used in this course favors understanding of concepts over mathematical language and puts more emphasis on the broad practical application of business research methods than on an in-depth understanding of mathematical and statistical theory.

Objective
Upon successful completion of this course you should be able to make informed decisions about fundamental aspects of research design and methodology.

1082 – Project Management / Consultancy
75 learning hours – 1.67 US credits.

Summary
In this course, students will learn how to manage business projects. The content is organized in two main areas. Firstly, students will learn how to organize activities in a team by (1) discovering the scientific foundations of teamwork (2) recognizing the basic steps in project management and (3) how to apply the main tools, documents and calculations through practical exercises and cases in preparation of their capstone project. Secondly, students will acquire a set of crucial soft skills to run any successful project.

Objective
Upon successful completion of this course you will be able to formulate and execute a project management plan applicable to the individual capstone thesis.

1083 – Academic Writing, Research & Integrity
75 learning hours – 1.67 US credits

Summary
This course will provide students with writing strategies and critical thinking skills that will allow them to become credible academic writers at an MBA level. Students will select and justify sources in relation to a specific research topic. They will then write a paper using multiple sources, while respecting standard APA formatting guidelines. The skills and knowledge gained in this course will then be applied to the capstone thesis project.

Objective
Upon successful completion of this course you will be able to write an effective academic paper at the graduate level.

1084 – Capstone Thesis
225 learning hours – 5 US credits.

Summary
The Capstone Thesis provides an opportunity for you to address a real-world challenge in hospitality, using the skills and knowledge gained throughout your MBA program. The objective is to combine the knowledge and skills you have acquired from courses, experience and extra-curricular involvement within one project of professional interest. The combination of setting the problem by choosing the topic, deciding on the issues to be considered, and the difficulties of structuring both the research process and the final report make this the most challenging element of the program and one which calls on intellectual skills appropriate to many aspects of senior management. It offers a context for autonomy and acts as a bridge between the MBA’s program and your future career.

Objective
Upon successful completion of this course, you should be able to plan, execute, and evaluate a business project, aligned to your professional context, which will validate the comprehensive knowledge gained throughout the MBA program.
EXECUTIVE MASTER OF BUSINESS ADMINISTRATION (EMBA)*

Business Administration
Our experienced faculty members guide you through a comprehensive study of business administration to enhance your ability to think critically, conduct research and make solid decisions to drive business development.

360° Service Excellence
Through immersive education about customer experience, you will learn how to inject human value into your business and leadership style for an all-round improvement of service in your organization.

Blended & Part-Time
There are a total of 40 on-site days that you will need to attend. 9 blocks of 3 to 5 days will take place every two months. A number of these days will occur on weekends, minimizing the need to take time off work. In addition to a study trip to Japan, onsite modules take place on EHL’s campuses in Lausanne or Singapore, with exchange options between campuses when possible.

Overview
Over the course of 18 months, the EMBA focused on excellence in the service industry takes you on a transformative journey with a close-knit, international group of experienced peers and expert faculty.

The program is composed of 6 modules and 3 elective courses. Each module is composed of a series of courses that are delivered online or on-site. To kick-start the program, you will start with an immersive on-site course composed of Personal Leadership Development and Strategic Management, allowing you to meet and bond with your classmates and members of faculty.

Throughout your journey, you can choose electives based on your career and business objectives. All electives are delivered on-site. The final Capstone project provides an opportunity for you to address a real-world challenge using the skills and knowledge you gained throughout the program.

Beyond the coursework, you will embark on a personal development journey and benefit from individual coaching opportunities with qualified experts as well as group coaching amongst peers.

The objectives of the program are to engender:

a) the ability to integrate and apply current knowledge about service contexts and organizations in order to enhance prior business experience and knowledge;

b) a conceptual understanding of both theory and practice that enables the student to evaluate the relevance of published research to new situations and extrapolate from existing research and scholarship to identify innovative approaches to practice;

c) the ability to acquire, synthesize and analyze data and information, and to apply these tools and techniques creatively in applied hospitality research and projects;

d) strategic thinking, and transferable managerial skills by critically evaluating theories, frameworks, tasks and roles in international contexts;

e) originality by accomplishing projects, while working autonomously, and within resource constraints;

f) effective and professional communication both orally and in writing, using a range of communication and media tools;

g) expansion of professional and personal growth and life-long learning skills, by cultivating cultural sensitivity, self-awareness, self-reflection, at both individual and team level where appropriate.

Program highlights

- 40 days on-site, in 9 blocks of 3 to 5 days over 18 months
- On-site courses on weekends to reduce the time off work
- Face-to-face sessions every 2 months
- Choice of Electives
- Global Challenges
- CEO Speaker Series
- Study Trip to Japan
- Final Capstone Project
Admission criteria

- Bachelor's Degree qualification;
- Relevant professional experience of a minimum of ten years, 4 of which must include managerial experience;
- Demonstrated English proficiency for non-native speakers.

*available in 2022
# EMBA Courses

## EXECUTIVE MBA HES-SO (EMBA)

<table>
<thead>
<tr>
<th>Module</th>
<th>Format</th>
<th>Contact Hours</th>
<th>ECTS</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leading People &amp; Service Organizations</strong></td>
<td>Onsite</td>
<td>24</td>
<td>2.5</td>
<td>EHL Campus Lausanne / EHL Campus Singapore</td>
</tr>
<tr>
<td><strong>Leading Teams in Multi-Cultural Environments</strong></td>
<td>Online</td>
<td>24</td>
<td>2.5</td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td><strong>Organizational Design</strong></td>
<td>Online</td>
<td>24</td>
<td>2.5</td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td><strong>Influential Leadership</strong></td>
<td>Onsite</td>
<td>24</td>
<td>2.5</td>
<td>EHL Campus Lausanne / EHL Campus Singapore</td>
</tr>
<tr>
<td><strong>Managing Organizational Change &amp; Transformation</strong></td>
<td>Onsite</td>
<td>24</td>
<td>2.5</td>
<td>EHL Campus Lausanne / EHL Campus Singapore</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module</th>
<th>Format</th>
<th>Contact Hours</th>
<th>ECTS</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Service Operations Management</strong></td>
<td>Onsite</td>
<td>24</td>
<td>2.5</td>
<td>EHL Campus Lausanne / EHL Campus Singapore</td>
</tr>
<tr>
<td><strong>Strategic Services Marketing</strong></td>
<td>Online</td>
<td>24</td>
<td>2.5</td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td><strong>Service Culture</strong></td>
<td>Onsite</td>
<td>32</td>
<td>3</td>
<td>Japan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module</th>
<th>Format</th>
<th>Contact Hours</th>
<th>ECTS</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Thinking and Decision Making</strong></td>
<td>Onsite</td>
<td>24</td>
<td>2.5</td>
<td>EHL Campus Lausanne / EHL Campus Singapore</td>
</tr>
<tr>
<td><strong>Service Business by Design</strong></td>
<td>Onsite</td>
<td>24</td>
<td>2.5</td>
<td>EHL Campus Lausanne / EHL Campus Singapore</td>
</tr>
<tr>
<td><strong>International Expansion of Service Firms</strong></td>
<td>Onsite</td>
<td>24</td>
<td>2.5</td>
<td>EHL Campus Lausanne / EHL Campus Singapore</td>
</tr>
<tr>
<td><strong>Services Economics</strong></td>
<td>Online</td>
<td>24</td>
<td>2.5</td>
<td>EHL Digital Ecosystem</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module</th>
<th>Format</th>
<th>Contact Hours</th>
<th>ECTS</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial &amp; Managerial Accounting</strong></td>
<td>Online</td>
<td>2.5</td>
<td>24</td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td><strong>Corporate Finance</strong></td>
<td>Online</td>
<td>2.5</td>
<td>24</td>
<td>EHL Digital Ecosystem</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module</th>
<th>Format</th>
<th>Contact Hours</th>
<th>ECTS</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Analytics, Judgment and Decisions</strong></td>
<td>Online</td>
<td>2.5</td>
<td>24</td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td><strong>Academic Writing</strong></td>
<td>Online</td>
<td>2.5</td>
<td>24</td>
<td>EHL Digital Ecosystem</td>
</tr>
<tr>
<td><strong>Capstone</strong></td>
<td>-</td>
<td>7.5</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module</th>
<th>Format</th>
<th>Contact Hours</th>
<th>ECTS</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Elective 1</strong></td>
<td>Onsite</td>
<td>4</td>
<td>32-40</td>
<td>Various</td>
</tr>
<tr>
<td><strong>Elective 2</strong></td>
<td>Onsite</td>
<td>4</td>
<td>32-40</td>
<td>Various</td>
</tr>
<tr>
<td><strong>Elective 3</strong></td>
<td>Onsite</td>
<td>4</td>
<td>32-40</td>
<td>Various</td>
</tr>
</tbody>
</table>

Subject to change
Students access EHL’s digital learning ecosystem through a login portal using a single sign-on process

- The Intranet MyEHL acts as the main access point to EHL’s digital learning ecosystem, providing students with a service catalog, useful resources, official information, and news.

- The Academic Portal EHLisa provides capabilities for registering students in courses, and allows them to access academic services, unit descriptions, course schedules, completion level and grades.

- EHL uses Moodle as Learning Management Systems (LMS):
  - to complement in-class teaching, course material upload, pre-recorded lectures, videos and formative assessments.
  - to access course content and assessments for blended and digital programs.

- EHL uses Microsoft Teams to create online classrooms and collaborative spaces for remote teaching/synchronous sessions.