

Course Catalogue

Graduate School

2022-2023



TABLE OF CONTENTS

PREAMBLE	7
WELCOME TO.....	8
EHL HOSPITALITY BUSINESS SCHOOL!	8
Greetings from the Executive Dean.....	8
Welcome to EHL's new campus in Singapore	9
PRESENTATION OF THE EHL CAMPUSES	10
EHL EDUCATIONAL MODEL	11
MASTER OF SCIENCE HES-SO IN GLOBAL HOSPITALITY BUSINESS (MGH).....	14
PRESENTATION OF PARTNER CAMPUSES	15
MGH Courses	16
Semester 1	17
EHL Hospitality Business School	17
Module - Mastering Hospitality Complexities	17
2101AC – Hospitality Business Strategies in Europe, Middle East, Africa.....	17
2105AR – Project Management Tools	17
Module - Hospitality Finance & Statistics	18
2102AC – Hospitality Real Estate Finance & Investments	18
2103AC – Advanced Corporate Finance & Concepts of International Finance.....	18
2104AR – Business Research Methods	18
Module – Embracing Hospitality Realities.....	18
2108AC – Business Field Trip: Europe.....	18
2107AC – Academic Business Project	19
Semester 2.....	19
The Hong Kong Polytechnic University, School of Hospitality & Tourism Management	19
HTM562 – Marketing Management in the Hospitality & Tourism Industry	19
HTM563 – Revenue Management in the Hospitality Industry	20
HTM564 – Quality Service Management for the Hospitality & Tourism Industry.....	20
HTM565 – Hospitality Business Strategies in Asia: China Hotel & Tourism Business Studies	20
Semester 3.....	21
HRMA 6324 – Hospitality Business Strategies in the Americas & the Caribbean.....	21
HRMA 6317 – Innovative Hospitality Technologies	21
HRMA 6340 – Organizational Behavior & Hospitality Leadership Strategies	21
Professional Certificates	22
Professional Certificate I – Mastering Industry Analytics [STR]	22
Professional Certificate II – Doing Deals & Valuing Hotels [HVS]	22
Professional certificate III - Hospitality Financial and Technology Professionals (HFTP)/ University of Houston (UH) certificate.....	23
MASTER OF SCIENCE IN WINE AND HOSPITALITY MANAGEMENT	24
PRESENTATION OF OUR PARTNER INSTITUTION	25

MWH courses	26
Module 1: Wine Knowledge.....	27
KEDGE – WSET Level 3 Award in Wines	27
KEDGE – Wine Regions	27
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	28
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	29
KEDGE – Restaurant Economics	29
KEDGE –Sommellerie & Wine Cellar Management	29
Module 5: Hotel Business	29
1063 – Hospitality Economics	29
1062 – Trends, Innovations and New Business Models	30
1061 – Managing Underperforming Properties	30
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.....	31
1033 – Advanced Corporate Finance for the Hospitality Industry	31
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.....	32
KEDGE – Strategic Wine and Hospitality Marketing	32
KEDGE – Applied Wine and Hospitality Marketing.....	32
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	33
1052 – Maximize Individual and Collective Performance.....	33
1081 – Business Research Methods	33
1082 – Project Management / Consultancy	33
Module 12: Internship and Capstone Thesis	33
1311-1 – Academic Business Project	33
1311-2 – Applied Management Project (in Immersion)	34

MASTER OF SCIENCE IN HOSPITALITY MANAGEMENT (MIHM)	35
MiHM Courses	36
Semester 1	37
Module - Business Logics of the Hospitality Industry	37
Strategic management in the hospitality industry	37
Service Economics	37
Module - Managing Talent & Service Organizations	37
Hospitality & service organization design	37
Talent management for hospitality & service businesses	38
Module - Financial Management for Hospitality & Service Firms	38
Accounting for hospitality firms	38
Corporate finance for service firms	38
Module - Principles of Customer Centricity	39
Marketing for hospitality and service firms	39
Service Operations Management	39
Module - Leading Service Personnel & Projects	39
Leadership	39
Project Management	39
Module - Academic & Research Tools	40
Academic Writing	40
Business Research Methods	41
Semester 2	41
Module - Foodservice Concepts and Design	41
Food service economics	41
Creativity and innovation in the food and beverage sector	41
Interior engineering for foodservice concepts	42
Food service portfolio and concept development	42
Module - Foodservice Operations Management	42
Technology for the F&B industry	43
Food service operations and supply chain logistics	43
Food Service quality & design	43
Module - F&B Management in Action	44
Culinary Business Field Trip	44
F&B Concept Week	44
Semester 2	44
Module - Hotel Real Estate Investment	44
Valuation of Hotel Real Estate Investments	44
Hotel Development and Feasibility Analysis	45
Hotel Asset Management	45
Hotel Revenue Management	45
Module - Financial Consulting and Investing	45

Financial and Banking Markets	45
Consultancy Management	46
Portfolio Management	46
Private Equity	46
Module - Hospitality Transactions	47
Hospitality Mergers and Acquisitions	47
Finance Business Field Trip	47
Semester 2 &3	47
Module - Entrepreneurship & Innovation	47
Entrepreneurship & Business Planning	48
PRESENTATION OF OUR PARTNER INSTITUTION	50
HEMBA Courses.....	51
Module 1 Leadership	52
Module 2 Strategic Management in the Hospitality Industry	52
Module 3 Organizational Behavior	52
Module 4 Creating Shared Value.....	52
Module 5 Service Marketing	53
Module 6 Financial Reporting.....	53
Module 7 Macro Economics	53
Module 8 Service Creativity and Executing Service Excellence	54
Module 9 Identifying, Selecting and Financing Service-based Investment Opportunities	54
Module 10 Managerial Economics	54
Module 11 Expansion and Governance of Service Business.....	55
Module 12 Entrepreneurship and Innovation	55
Module 13 Service Culture and managerial cognition	55
Module 14 Elective Course.....	56
Module 15 Enterprise value: Governance, Motivation and control	56
Module 16 High Performance Leadership and Reflection	56
Module 17 Crisis Communication	56
Module 18 Capstone Project	57
MASTER OF BUSINESS ADMINISTRATION IN HOSPITALITY	58
MBA Courses	60
Module 1010: Introduction	61
1011 – Introduction to the MBA program	61
1012 – Hospitality Management in the 21st century	61
1013 – Academic Integrity	61
1014 – IT Fundamentals	62
Module 1020: Driving Hotel Revenues	62
1022 – High Performance Distribution Strategy for Hotels	62
1021 – Revenue Management for Market Leaders	62
1023 – Successful Hotel E-Marketing and Social Media Strategies	62

Module 1030: Mastering Hotel Financials	63
1031 – Hotel Financial Statement Analysis	63
1032 – Budgeting and Forecasting	63
1033 – Advanced Corporate Finance for the Hospitality Industry	63
Module 1040: Hotel Development and Real Estate Investment	64
1042 – Valuation of Hotel Investments	64
1043 – Feasibility Analysis, Development and Negotiations	64
1041 – Hotel Asset Management	64
Module 1050: Building High Performing Teams	65
1051 – Personal Leadership Development	65
1052 – Maximize Individual and Collective Performance	65
1053 – Leading in a Multicultural Environment	65
Module 1060: Performing Through Business Cycles	66
1061 – Managing Underperforming Properties	66
1062 – Trends, Innovation and New Business Models	66
1063 – Hospitality Economics	66
Module 1070: Meet the Experts	67
1071 – Driving Hotel Performance	67
1072 – Crisis Communications Management	67
Module 1080: Capstone Project	67
1081 – Business Research Methods	68
1082 – Project Management / Consultancy	68
1083 – Academic Writing, Research & Integrity	68
1084 – Capstone Thesis	68
EHL DIGITAL LEARNING ECOSYSTEM	69

PREAMBLE

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 2022/2023.

Programs	Duration	Languages	Program delivery locations	Minimum US Credits required to graduate
Master of Science				
Master of Science in Global Hospitality Business (MGH)	Full-time 16 months	English	<ul style="list-style-type: none"> › EHL Campus Lausanne › Hong Kong Polytechnic University, School of Hotel and Tourism Management › University of Houston, Conrad N. Hilton College in Houston 	60 US
Master of Science in Wine and Hospitality Management (MWH)	Full-time 16 months	English	<ul style="list-style-type: none"> › KEDGE Business School campus (Paris and Bordeaux) › Online (for EHL components, with a short visit to the EHL Campus Lausanne) 	60 US
Master of Science in Hospitality Management (MiHM)	Full-time 16 months	English	<ul style="list-style-type: none"> › EHL Campus Lausanne 	60 US
Executive Education				
MBA in Hospitality (MBA-IH)	Part-time 24 months	English	<ul style="list-style-type: none"> › Online (80%) › EHL Campus Lausanne (20%) 	40 US
Hospitality Executive MBA (HEMBA)	Part-time 18 months	English and Chinese (Mandarin)	<ul style="list-style-type: none"> › EHL Campus Lausanne › China Europe International Business School Campus Shanghai and Zurich › Various locations in Asia 	40 US

¹ This program is being revamped.

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](#)

Programs	Modalities	Languages	Availability of the program on EHL Campuses
Preparatory Year (AP)	Full-time 1 year	English	<ul style="list-style-type: none"> › EHL Campus Lausanne
Bachelor in International Hospitality Management (BOSC)	Full-time 3 years	French ¹ and English	<ul style="list-style-type: none"> › EHL Campus Lausanne › EHL Campus Passugg (semesters 3 & 5 only) › EHL Campus Singapore (as of Sept. 2021)

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.

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

WELCOME TO EHL HOSPITALITY BUSINESS SCHOOL!

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.,
- the **Master in Hospitality Management** offers students the best position to kickstart their career in various hospitality management functions. The program combines advanced hospitality knowledge with real-world experience. It teaches students the theory behind service model strategies and gives them an opportunity to apply their knowledge through live projects and an research project tied to a real hospitality setting.

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 offer².

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.



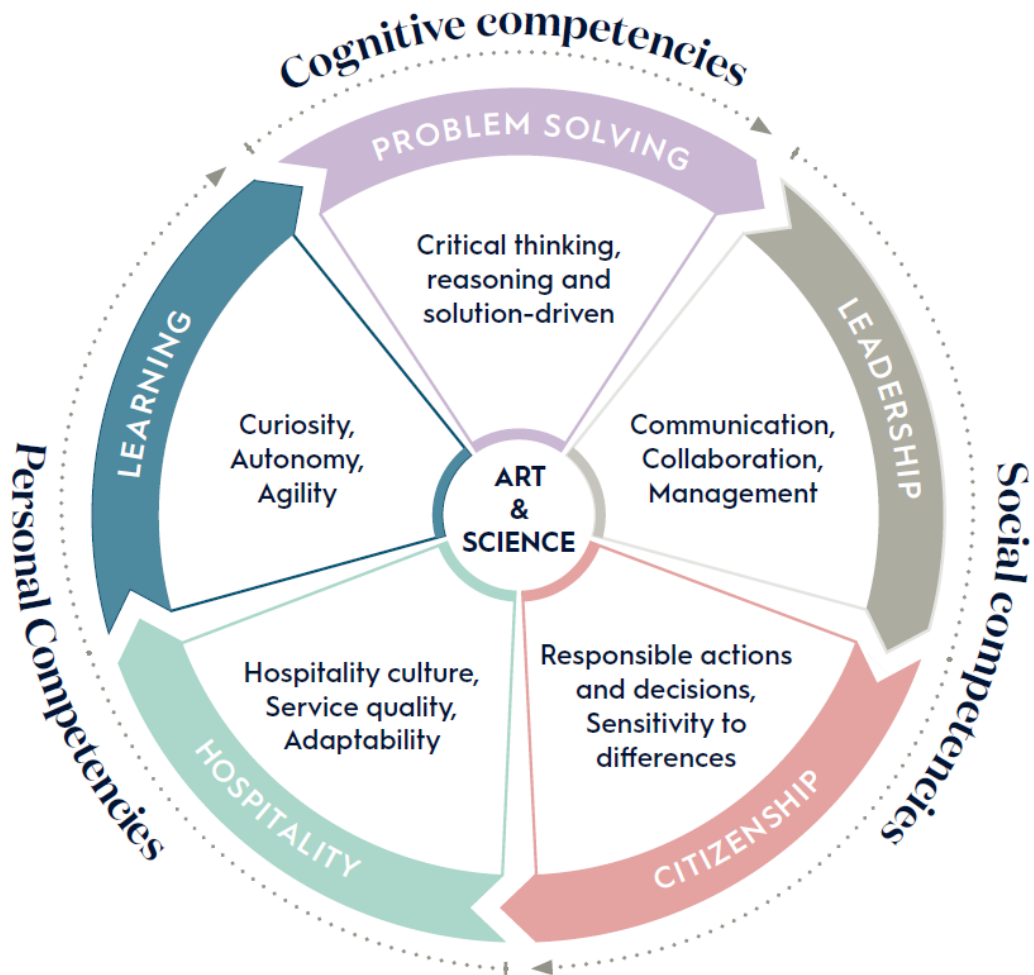
EHL graduates are pragmatic, innovative professionals. They critically assess data using strong analytical skills, reasoning and appropriate technology to be effective **Problem-solvers** who can work in complex and uncertain situations.

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.

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

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 of Global Hospitality Leadership 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 Global Hospitality Leadership 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						
SEMESTER 1	ECOLE HOTELIERE DE LAUSANNE	CONTACT HOURS	LEARNING HOURS	ECTS CREDITS	US CREDITS	LOCATION
Module	Mastering Hospitalities Complexities			6.75	4.5	
2101AC	Hospitality Business Strategies in Europe, Middle East, Africa	40	135	4.5	3	EHL Campus Lausanne
2105AR	Project Management Tools	20	67.5	2.25	1.5	EHL Campus Lausanne
Module	Hospitality Finance & Statistics	CONTACT HOURS	LEARNING HOURS	10.5	7.5	LOCATION
2102AC	Hospitality Real Estate Finance & Investments	40	135	4.5	3	EHL Campus Lausanne
2103AC	Advanced Corporate Finance & Concepts of International Finance	40	135	4.5	3	EHL Campus Lausanne
2104AR	Business Research Methods	20	45	1.5	1.5	EHL Campus Lausanne
Module	Embracing Hospitalities Realities	CONTACT HOURS	LEARNING HOURS	36	24	LOCATION
2108AC	Business Field Trip: Europe	80	180	6	4	Various locations
2107AC	Academic Business Project	90	900	30	20	Various locations
SEMESTER 2	HONG KONG POLYTECHNIC UNIVERSITY	CONTACT HOURS	LEARNING HOURS	18	12	LOCATION
HTM562	Marketing Management in the Hospitality & Tourism Industry	39	135	4.5	3	Polytechnic University in Hong Kong
HTM563	Revenue Management in the Hospitality Industry	39	135	4.5	3	Polytechnic University in Hong Kong
HTM564	Quality Service Management for the Hospitality & Tourism Industry	39	135	4.5	3	Polytechnic University in Hong Kong
HTM565	Hospitality Business Strategies in Asia: China Hotel & Tourism Business Studies	39	112.5	4.5	3	Polytechnic University in Hong Kong
SEMESTER 3	Conrad N. Hilton College of Global Hospitality Leadership	CONTACT HOURS	LEARNING HOURS	18	12	LOCATION
HRMA 6324	Hospitality Business Strategies in the Americas & The Caribbean	45	135	4.5	3	University of Houston, Conrad N. Hilton College in Houston
HRMA 6317	Innovative Hospitality Technologies	45	135	4.5	3	University of Houston, Conrad N. Hilton College in Houston
HRMA 6340	Organizational Behaviour & Hospitality Leadership Strategies	45	135	4.5	3	University of Houston, Conrad N. Hilton College in Houston
HRMA	Elective	45	135	4.5	3	University of Houston, Conrad N. Hilton College in Houston
PROFESSIONAL CERTIFICATIONS		CONTACT HOURS		US CREDITS		LOCATION
-	Professional Certificate I – Mastering Industry Analytics [STR]	40		N/A		EHL Campus Lausanne
-	Professional Certificate II – Doing Deals & Valuing Hotels [HVS]	25		N/A		Polytechnic University in Hong Kong
-	Professional Certificate III – HFTP/UH certificate	25		N/A		University of Houston, Conrad N. Hilton College in Houston

* 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 Hospitalities Complexities

6.75 ECTS credits

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

10.5 ECTS credits

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-one 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

36 ECTS credits

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

90 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

18 ECTS credits

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 Global Hospitality Leadership

18 ECTS credits

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, 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 Ecoles*. It is also recognized by the French government, with officially approved programmes, and is EESPIG-certified.

MWH courses

SEMESTERS 1 & 2		LEARNING HOURS	ECTS CREDITS	US CREDITS	LOCATION
Module 1	Wine Knowledge		7	5	
KEDGE	WSET Level 3 Award in Wines	135	4,5	3	KEDGE Paris Campus
KEDGE	Wine Regions	60	2	1.33	KEDGE Paris Campus
KEDGE	Business Field Trip: French Wine Regions	30	1	0.67	KEDGE Paris Campus
Module 2	Wine Culture	LEARNING HOURS	2	1.33	LOCATION
1112-1	Art & Wine	30	1	0.67	EHL Lausanne Campus
1112-2	Business Field Trip: Swiss & Surrounding Wine Regions	30	1	0.67	EHL Lausanne Campus
Module 3	Wine Business	LEARNING HOURS	7	4.67	LOCATION
KEDGE	Wine Economics	60	2	1.33	KEDGE Paris Campus
KEDGE	Wine Markets	75	2,5	1.67	KEDGE Paris Campus
KEDGE	Wine Distribution Channels & Negotiations with Distributors	75	2,5	1.67	KEDGE Paris Campus
Module 4	Restaurant Business	LEARNING HOURS	6	4	LOCATION
KEDGE	Restaurant Economics	60	2	1.33	EHL Lausanne Campus
KEDGE	Sommellerie & Wine Cellar Management	120	4	2.67	KEDGE Paris Campus
Module 5	Hotel Business	LEARNING HOURS	7,5	5	LOCATION
1063	Hospitality Economics	75	2,5	1.67	EHL Digital Ecosystem
1062	Trends, Innovations and New Business Models	75	2,5	1.67	EHL Digital Ecosystem
1061	Managing Underperforming Properties	75	2,5	1.67	EHL Digital Ecosystem
Module 6	Sustainability and Entrepreneurship	LEARNING HOURS	4,5	3	LOCATION
KEDGE	Entrepreneurship	75	2,5	1.67	KEDGE Paris Campus
KEDGE	Wine & Hospitality: CSR and Sustainability	60	2	1.33	KEDGE Paris Campus
Module 7	Hospitality Finance	LEARNING HOURS	5	3.33	LOCATION
1031	Hotel Financial Statement Analysis	75	2,5	1.67	EHL Digital Ecosystem
1033	Advanced Corporate Finance for the Hospitality Industry	75	2,5	1.67	EHL Lausanne Campus
Module 8	Valuation & Investment Decisions in Wine	LEARNING HOURS	3	2	LOCATION
1213-1	Valuation of Wine Assets	45	1,5	1	EHL Lausanne Campus
1213-2	Investment Strategies in Wine	45	1,5	1	EHL Lausanne Campus
Module 9	Wine and Hospitality Marketing	LEARNING HOURS	5	3.33	LOCATION
KEDGE	Strategic Wine & Hospitality Marketing	75	2,5	1.67	KEDGE Paris Campus
KEDGE	Applied Wine & Hospitality Marketing	75	2,5	1.67	KEDGE Paris Campus
Module 10	Driving Hotel Revenues	LEARNING HOURS	5	3.33	LOCATION
1022	High Performance Distribution Strategy for Hotels	75	2,5	1.67	EHL Digital Ecosystem
1021	Revenue Management for Market Leaders	75	2,5	1.67	EHL Digital Ecosystem
Module 11	Leadership and Management Practices	LEARNING HOURS	7,5	5	LOCATION
1052	Maximizing Individual and Collective Performance	75	2,5	1.67	EHL Digital Ecosystem
1081	Business Research Methods	75	2,5	1.67	EHL Digital Ecosystem
1082	Project Management / Consultancy	75	2,5	1.67	EHL Digital Ecosystem
SEMESTER 3		LEARNING HOURS	30	20	LOCATION
Module 12	Capstone Thesis	900			
1311-1	Academic Business Project	600	20	13.33	EHL Digital Ecosystem
1311-2	Applied Management Project (in Immersion)	300	10	6.67	EHL Digital Ecosystem

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

Module 1: Wine Knowledge

7.5 ECTS credits

KEDGE – WSET Level 3 Award in Wines

135 learning hours - 3 US credits

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 - 1.33 US credits

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 - 0.67 US credits

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

2 ECTS credits

1112-1 – Art and Wine

30 learning hours – 0.67 US credits

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 – 0.67 US credits

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

7 ECTS credits

KEDGE – Wine Economics

60 learning hours – 1.33 US credits

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 – 1.67 US credits

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 – 1.67 US credits

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

6 ECTS credits

KEDGE – Restaurant Economics

60 learning hours – 1.33 US credits

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 a 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 – 2.67 US credits

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 type 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

7.5 ECTS credits

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.

1062 – Trends, Innovations 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 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 – 1.67 US credits

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

4.5 ECTS credits

KEDGE – Entrepreneurship

75 learning hours – 1.67 US credits

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 – 1.33 US credits

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

5 ECTS credits

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.

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 8: Valuation and Investment Decisions in Wine

3 ECTS credits

1213-1 – Valuation of Wine Assets

45 learning hours – 1 US credits

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 – 1 US credits

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

5 ECTS credits

KEDGE – Strategic Wine and Hospitality Marketing

75 learning hours – 1.67 US credits

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 – 1.67 US credits

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

5 ECTS credits

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.

Module 11: Leadership and Management Practices

7.5 ECTS credits

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.

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 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 – 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. 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

30 ECTS credits

1311-1 – Academic Business Project

600 learning hours – 13.33 US credits

Summary

During the third and final semester of the program, students conduct an academic business project research project on a chosen topic.

Under faculty supervision, students undertake a research study on a specific business issue 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 identified to contribute knowledge towards existing literature and, more notably, to industry and business needs. Students are required to produce a research paper and defend their work orally before a faculty jury.

During the Academic Business Project 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.

Objective

On successful completion of the Academic Business Project, 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.

1311-2 – Applied Management Project (in Immersion)

300 learning hours – 6.67 US credits

Summary

During the third and final semester of the program, students conduct a 6-month professional immersion in a wine-related or hospitality company. Students are expected to leverage their assessment of business realities gained during this period to develop relevant knowledge and recommendations through an applied management project.

The Applied Management Project will provide students with the opportunity to apply and deepen the knowledge, skills and competences learned during the program, identify real life business and managerial issues, and evaluate the relationships between theory and practice. Students are required to produce a paper which will address a specific managerial question identified during their professional immersion and relate it to existing theory and practices which can be observed.

Objective

On successful completion of the professional immersion, you will be able to understand the strategic goal of a company within the industry and give recommendations and solutions on a managerial issue.

MASTER OF SCIENCE IN HOSPITALITY MANAGEMENT (MIHM)

The Best Step Up for a Successful Career in Hospitality

Our MSc in Hospitality Management primes you for a successful career in the service sector. It prepares you to enter the industry with all-encompassing managerial skills, giving you a deeper understanding of leadership, service business design and talent management to thrive in different hospitality functions.

Business Perspective

This program teaches you to transform business practices and lead innovation in the fast-changing hospitality industry. It invites you to explore key business principles and evaluate data and trends. You will develop critical thinking skills to make decisions fast and propose solutions to complex hospitality business problems.

Real World Emphasis

The program focuses on the realities of management functions in a business. One major part of the capstone thesis is the professional immersion, which enables you to ensure your research closely addresses current managerial challenges. Another key part of your study journey is working on live projects and attend Business Field Trips which will give you a deeper understanding of current industry challenges and the ways in which businesses are overcoming them.

Specialize as you study

Our program prepares you for a variety of roles across hospitality management functions. You can take the specialization route that best aligns with your interests, skills and career aspirations. You will grow your expertise in your chosen area and put your knowledge into practice by carrying out your own research and bringing more innovative ideas to the expanding scientific field of hospitality management.

You will have a choice of two academic routes:

- **F&B in Hospitality:** The food service sector has a high-growth potential, yet restaurants themselves face a highly competitive landscape. This program route takes you through innovative strategies for developing profitable business models and meeting evolving customer expectations.
- **Hospitality Finance, Real Estate and Consulting:** Hotel investments are expected to increase globally, and it comes at a time when hospitality businesses are implementing new operating, business, and financing models. Learn how to optimize hotel assets and businesses from a financial point of view to achieve profitability at this opportune time.

Program highlights

- Taught entirely by EHL on the Lausanne campus, full-time, over 3 semesters (90 ECTS), in English
- Curriculum offering advanced courses in hospitality management of services
- Specialization tracks to deepen knowledge in hospitality-related areas
- Business Field Trips and Professional Certifications
- An integrative «innovation challenge»
- A Capstone Thesis (applied research project) with a dedicated 12-week professional immersion

Admission criteria

- A Bachelor degree (or international equivalent) in hospitality, tourism, or business management. In the event of a positive decision on admission to the MiHM program, candidates without prior academic qualifications in hospitality may be required to take a pre-requisite module prior to the start of the MiHM program representing up to 10 ECTS credits in addition to the 90 ECTS needed to earn the MiHM degree.
- For non-native speakers of English, a demonstrated proficiency in English at the C1 level.
- A minimum of 6 months hospitality or service-related work experience (including internships).
- Demonstrated motivation to develop a career in the hospitality industry.

MiHM Courses

MASTER OF SCIENCE IN HOSPITALITY MANAGEMENT

SEMESTERS 1		CONTACT HOURS	LEARNING HOURS	US CREDITS	LOCATION
Business Logics of the Hospitality Industry	Strategic management in the hospitality industry	24	75	1.67	EHL Campus Lausanne
	Service economics	24	75	1.67	EHL Campus Lausanne
Managing Talent & Service Organizations	Talent management for hospitality & service businesses	24	75	1.67	EHL Campus Lausanne
	Hospitality & service organization design	24	75	1.67	EHL Campus Lausanne
Financial Management for Hospitality & Service Firms	Accounting for hospitality firms	24	75	1.67	EHL Campus Lausanne
	Corporate finance for service firms	24	75	1.67	EHL Campus Lausanne
Principles of Customer Centricity	Marketing for hospitality and service firms	24	75	1.67	EHL Campus Lausanne
	Service operations management	24	75	1.67	EHL Campus Lausanne
Leading Service Personnel & Projects	Leadership	24	75	1.67	EHL Campus Lausanne
	Project management	24	75	1.67	EHL Campus Lausanne
Academic & Research Tools	Academic writing	24	75	1.67	EHL Campus Lausanne
	Business research methods	24	75	1.67	EHL Campus Lausanne
SEMESTERS 2		CONTACT HOURS	LEARNING HOURS	US CREDITS	LOCATION
Specialization track: F&B in Hospitality					
Foodservice Concepts and Design	Food service economics	24	75	1.67	EHL Campus Lausanne
	Creativity and innovation in the food and beverage sector	24	75	1.67	EHL Campus Lausanne
	Interior engineering for foodservice concepts	24	75	1.67	EHL Campus Lausanne
	Food service concept development	24	75	1.67	EHL Campus Lausanne
Foodservice Operations Management	F&B management and cost control	24	75	1.67	EHL Campus Lausanne
	Technology for the F&B industry	24	75	1.67	EHL Campus Lausanne
	Food service operations and supply chain logistics	24	75	1.67	EHL Campus Lausanne
	Food service quality & design	24	75	1.67	EHL Campus Lausanne
F&B Management in Action	Culinary Business Field Trip	24	75	1.67	EHL Campus Lausanne
	F&B concept week	24	75	1.67	EHL Campus Lausanne
SEMESTERS 2		CONTACT HOURS	LEARNING HOURS	US CREDITS	LOCATION
Specialization track: Hotel Real Estate, Finance, and Consulting					
Hotel Real Estate Investments	Valuation of Hotel Real Estate Investments	24	75	1.67	EHL Campus Lausanne
	Hotel Development and Feasibility Analysis	24	75	1.67	EHL Campus Lausanne
	Hotel Asset Management	24	75	1.67	EHL Campus Lausanne
	Hotel Revenue Management	24	75	1.67	EHL Campus Lausanne
Financial Consulting and Investing	Financial and Banking Markets	24	75	1.67	EHL Campus Lausanne
	Consultancy Management	24	75	1.67	EHL Campus Lausanne
	Portfolio Management	24	75	1.67	EHL Campus Lausanne
	Private Equity	24	75	1.67	EHL Campus Lausanne
Hospitality Transactions	Finance Business Field Trip	24	75	1.67	EHL Campus Lausanne
	Hospitality Mergers and Acquisitions	24	75	1.67	EHL Campus Lausanne
SEMESTERS 2 & 3		CONTACT HOURS	LEARNING HOURS	US CREDITS	LOCATION
Capstone Thesis	Capstone Thesis	750	800-900	20	EHL Campus Lausanne
Entrepreneurship & Innovation	Entrepreneurship and Business Planning	24	75	1.67	EHL Campus Lausanne
	Innovation Challenge	24	75	1.67	EHL Campus Lausanne

Semester 1

Module - Business Logics of the Hospitality Industry

5 ECTS credits

Strategic management in the hospitality industry

24 hours of contact – 1.67 US credits

Summary

The course will offer perspectives on the key trends and characteristics of a platform economy, as well as on the particularities of strategizing within the service and hospitality businesses. Services are inherently complex due to their intangible nature and value appropriation. For example, new technologies and sustainability trends are driving the emergence of new business models or ways of delivering services. This course aims to equip students with the strategic thinking mindset, principles, and analytical tools for strategic management decision making in the ever-changing, uncertain international environment of business. The course will offer a framework for students to develop their analytical thinking, decision-making, and ability to deal with complex business situations in a global platform economy. Throughout the course, students will be exposed to strategic concepts, frameworks, and contemporary issues and cases in the hospitality and service industry.

Objective

On completion of the unit, you will be able to apply different strategic frameworks and to formulate evidence-based strategic recommendations for all businesses acting in a platform economy.

Service Economics

24 hours of contact – 1.67 US credits

Summary

This course introduces fundamental principles of macroeconomics for business analysis in the service sector. Students will learn about the mechanisms through which the service industry is impacted by economic developments at the national (business cycles, fiscal and monetary policy interventions) and international level (trade, supply chains), but also how the service industry may influence the domestic and world economy. Furthermore, the course will discuss how the service industry changes over time because of the technologies available.

Objective

On completion of the unit, you will be able to apply key concepts and tools to evaluate the role of key macroeconomic phenomena in the service sector.

Module - Managing Talent & Service Organizations

5 ECTS credits

Hospitality & service organization design

24 hours of contact – 1.67 US credits

Summary

This course addresses classic and contemporary principles of organization design. It focuses on the practical application of existing knowledge, combined with critical reflection on how business ideas, stakeholder interests and theoretical perspectives influence organization design. Students will analyse organizational and managerial options to meet challenges when designing hospitality and service organizations. This course aims to provide a macro perspective on how organizations function, as well as to provide knowledge of the systems and tools that organizations use to work efficiently and effectively.

Objective

On completion of the unit, you will be able to apply and analyze ideas/concepts of hospitality and service organization design in real-world situations.

Talent management for hospitality & service businesses

24 hours of contact – 1.67 US credits

Summary

Talent management is critical to success of hospitality and service businesses where people are the key assets in the production and delivery of intangible services. This course provides perspectives on Talent Management through human resource management and organizational behaviour concepts. Students will gain an understanding of fundamental theoretical and practical issues related to how people behave in organisations and the management of people within organizations. The course will discuss service oriented organizational behavior issues and will also review how HR strategies and talent management systems can be applied to ensure the effective recruitment, retention and management of people & improve company performance. It will also discuss the future of talent management related to digital transformation, providing perspectives on the transformation of human capital management practices and on the transformation of human capital itself.

Objective

On completion of the unit, students will be able to develop their own definition of talent management and perspectives and relate to the most effective practices within the hospitality and service sector.

Module - Financial Management for Hospitality & Service Firms

5 ECTS credits

Accounting for hospitality firms

24 hours of contact – 1.67 US credits

Summary

The course aims to prepare early career managers to interpret and apply financial information in their decision making in the service industry. It focuses on providing students with an understanding of the language of accounting and financial management to discuss, with financial experts, the implications of business activities within service contexts.

This course focuses on key accounting tools and techniques that will help students in their careers as managers, including (i) financial accounting and (ii) managerial accounting. Financial accounting relates to information that is provided to external parties (e.g., investors, creditors, regulators). Students will learn how to build and analyse financial statements (balance sheet, income statement and cash flow statement) to evaluate the performance and the financial position of the company. Managerial accounting relates to information that is used by managers within the organization for decision-making activities. Students will learn to analyse and interpret cost information. Topics covered include cost behaviour analysis, cost allocation problems, and decision-making using cost information.

Objective

Upon successful completion of this course, you will be able to interpret and analyze financial statements and make managerial decisions based on financial information.

Corporate finance for service firms

24 hours of contact – 1.67 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, and dividend payout policies.

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. They will also review methods and processes to raise capital through equity and debt offerings and analyze company's capital structures and dividend payout policies. Finally, the course will cover the use of derivative instruments for hedging purposes in the context of international business and risk management.

Objective

On successful completion of this course, students will be able to evaluate key financial decisions made by international companies exposed to the hospitality and service sectors.

Module - Principles of Customer Centricity

5 ECTS credits

Marketing for hospitality and service firms

24 hours of contact – 1.67 US credits

Summary

Technology, new business models, changing consumer behaviours, and competitors' actions challenge hospitality and service firms. This course develops students' mindset of analysing the market situation, identifying customers' "jobs to be done", creating solutions, and developing communication campaigns. Specifically, this course addresses current marketing issues such as experience economy, customer journey, customer-centricity, value co-creation, and multi-sided platforms.

Objective

On completion of the unit, you will be able to demonstrate an understanding of the distinctive characteristics of services that make hospitality and services marketing more challenging. You will also be able to develop marketing strategies that capitalize on these unique characteristics and/or overcome the problems posed by these characteristics (e.g., customer acquisition, customer retention, and customer relationship development).

Service Operations Management

24 hours of contact – 1.67 US credits

Summary

The management of service operations is an ongoing challenge. Operations managers face the constant requirement to reconcile their processes with the demands of customers, shareholders, employees, and suppliers. Operations must also respond to technological and societal changes, as well changes in the economic environment, while at the same time addressing sustainability objectives. This course is intended to help learners respond in a structured manner to these challenges and improve service performance based on an understanding and application of core Operations and Process Management concepts and operations improvement models.

Objective

Upon successful completion of the unit, the participant will be able to address operational challenges by applying a structured approach to problem-solving, which will include the use of both contemporary and classical process improvement principles, tools and techniques.

Module - Leading Service Personnel & Projects

5 ECTS credits

Leadership

24 hours of contact – 1.67 US credits

Summary

This course addresses the principles of leadership built on meaningful human interaction. Leaders within the hospitality and service sector are expected to manage and lead people efficiently, effectively, and consistently. The pandemic has amplified people's search for meaning in an increasingly automated world with blurred boundaries. People expect companies to have a sense of purpose and to be aligned with environmental, social, and governance (ESG) standards making a true impact in society beyond profit making. In this course, students will learn about the fundamentals and mechanisms of human interaction. They will also develop relational skills that will enable them to influence and lead others with values in a world that requires continuous adaptation, transformation, and change.

Objective

On completion of the unit, you will be able to apply key models of human interaction and to develop a leadership style that is built on these fundamentals and is authentic to you.

Project Management

24 hours of contact – 1.67 US credits

Summary

The hospitality industry is faced with twofold challenges. First, accelerating digitalization processes for emerging digital business models and second, giving a superior face-to-face customer experience. Therefore, future leaders in the

hospitality industry need to manage highly complex business development projects to capture the various business challenges.

This unit is structured in three building blocks:

1) Leading yourself – build personal resilience

Project managers are more and more exposed to the “**new work**” approach (e.g. home office & remote work). Thus, this course will provide the students with **self- and time management skills**. Additionally, students will learn ways to strengthen their **personal resilience** in leading multidimensional and international business projects.

2) Classical and agile project management hard- and soft skills

In this unit, students will learn the **basics of classical project management** and quickly dive into innovative **agile project management mindset and approaches**. This intensive course enables the students to master a real case project from end to end. All along the real life project management experience, students will learn how to apply **agile project management techniques** (e.g. agile mindset, scrum project approach, iterative and incremental project progress). Along this immersive experience, students will also get to know and work with highly **innovative project management tools** like ms planner, virtual collaboration tools (e.g. planning poker, ms project, miro board, concept board, Jira KANBAN board). Students will also recognize how to combine classical and agile project management for hybrid project management approach.

Since project managers have to lead remote and distributed teams, the course addresses the fundamental principles of **project team dynamics** (e.g. MBTI personal preferences, Tuckman model of team development). With the MBTI, the students will get to know the **power of diversity and inclusion** in their project team. The students will also learn the power of “**positive psychology**” (concept by Prof. Martin Seligman and Dr. Barbara Fredrickson) with the “**PERMA**” foundation. These soft skills acquired will 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.

3) Convincing presentation for executive levels – personality and structure

The project management function requires to continuously communicate. The students will understand how to address the expectations of both stakeholders and project team members in a brain-friendly way by applying the **latest relevant aspects of neuroscience**. Here we will discuss the **SCARF-model** of David Rock. This will be supported by developing with the students a convincing story line, which uses the **deductive logic tree, hypothesis tree as well as the concept of MECE**. The students will know how to apply both the “Disney method” and the “**Pyramid principle**” (Barbara Minto) to develop an intriguing executive presentation.

To strengthen the convincing power of the personalities of the students, we will **highlight the non-verbal elements**. Focus is on **impressive body language as well as powerful speech and voice** with exemplary video-feedbacks the students obtain a chance to individually recognize their non-verbal learning fields.

The students will understand and apply the concept of “**trusted advisor**” for the stakeholders during the project phases.

Objective

On completion of the unit, the students will have acquired the innovative tools and techniques to act in a leading project management role. The students know how to lead a multidisciplinary business project. Additionally, the students have further developed their personal convincing power to sustain high-exposure executive interaction.

Module - Academic & Research Tools

5 ECTS credits

Academic Writing

24 hours of contact – 1.67 US credits

Summary

Graduate studies demand specific writing and thinking skills across the curriculum. This course provides students with writing strategies and critical thinking skills that will allow them to become credible academic writers at a Master's level. Students will select and justify sources in relation to a specific, complex research topic. Using multiple sources, they will synthesize the findings of prior studies, while respecting standard APA formatting and referencing guidelines. They will also draft their Capstone Proposal. The skills and knowledge gained in this course aim to prepare students

to conduct rigorous research that is immediately applicable to the other courses in the program and the final Capstone Thesis.

Objective

Upon successful completion of the unit, you should have acquired the necessary competences to read academic papers critically, choose credible sources, and write an effective literature review at a graduate level.

Business Research Methods

24 hours of contact – 1.67 US credits

Summary

Business Research Methods is a course that is intended to make students “literate” in quantitative and qualitative research methods. The methods surveyed in this course will allow students to carry out applied research either in the context of their capstone thesis or in a general business context - and to help them underpin managerial decision-making processes with appropriate data-driven conclusions.

The "hands-on" approach used in this course puts more emphasis on the broad practical applications of business research methods than on an in-depth understanding of mathematical and statistical theory. Students will learn how to design a study by focusing on the research process, including paradigmatic choices, formulation of research aim and questions, data access, data collection, data analysis, and reporting. Lastly, the course will provide students with a clear understanding of the importance of ethical conduct in undertaking business research and the potential challenges arising in international or cross-cultural research projects.

Objective

Upon successful completion of this course, students will be able to use a range of quantitative and qualitative data collection and analysis methods, and understand their scope of application and limitations. They will be able to apply fundamental research methods to aid the decision-making process in the context of applied research projects or business problems.

Semester 2

Specialization track: F&B in Hospitality

Module - Foodservice Concepts and Design

10 ECTS credits

Food service economics

24 hours of contact – 1.67 US credits

Summary

The objective of this course is to provide students with an understanding of the main concepts and current topics in the field of restaurant economics with a focus on online and field experiments (randomized control trials) that we will use to analyze the business of restaurants along with financial data. Students will learn to identify and assess the factors influencing the supply and demand for restaurant services (food and beverages).

The first part of the course will analyze optimal pricing strategies for food and beverage items (wine mostly) in the specific context of restaurants. Here, we will use experiments to estimate the price elasticity of demand that will be useful to determine the optimal price restaurants would need to charge above marginal cost for food and beverage items in order to maximize profits. The second part will be dealing with the factors affecting the business of a restaurant with a specific focus on the role played by expert and customer reviews in the matter. The last part will analyze the cost structure for different restaurant types (fast-food, regular, Italian, French, Michelin, etc.) in order to figure out the optimal number of employees for each type.

Objective

On completion of the unit, you will be able to assess the main factors impacting profit margins in the food service industry.

Creativity and innovation in the food and beverage sector

24 hours of contact – 1.67 US credits

Summary

Creativity is all about ideas that are new and useful, appropriate, or valuable and is therefore the single most important input for innovation. Should all F&B businesses care about creativity? Yes, they should. Should all become innovators? Most should not. What does this mean? When approaching innovation as a strategic focus, most businesses should not become innovators because it is often very costly and almost always very risky. That is, they may not want to spend all

their creative energy on creating highly novel products or services. But they should certainly focus on using their creativity for all other business areas and functions: processes, people management, marketing and communication. (summarized from <https://hospitalityinsights.ehl.edu/business-creativity>).

In this course, participants will be able to expand their views on business creativity by shifting their focus from 'thinking' to experimenting and, hence, 'doing' in the context of creative problem-solving project. This course will cover relevant theoretical concepts, but the focus of the course is on 'doing creativity' to create more competitive business solutions. Participants will work in groups to explore a creative problem-solving project, and, thereby, experience a creative journey with no fixed route. Dr. Stierand will be there coaching all participants on how to discover new avenues that may change how we think about business, organizations and management. This course provides participants with the unique opportunity to start their personal process of becoming a competent and creative leader.

Objective

Upon successful completion of this course students will be able to explain the nature of creativity and innovation and the difference between novelty and usefulness/appropriateness. Furthermore, students will be able to conceptually structure the wider landscape of the creativity phenomenon by assessing the role of the creative individual, creative process, and creative output.

Interior engineering for foodservice concepts

24 hours of contact – 1.67 US credits

Summary

Managers in the world of hospitality are constantly exposed to perceptions of space and choice. The course explores conceptual and practical issues relative to site selection, space planning, circulation, volume, furnishings, color, and texture in the design of interior space in hospitality settings. This introductory course aims to help students grasp the principles of interior design and engineering to be able to develop and communicate an interior design brief with regards to the overall service concept and to define requirements with specialists. The course will discuss habits and ways of using space, and develop students' awareness of atmosphere, style and the interplay of color, space, materials, and sensory perception. Moreover, students will learn to interpret and critique blueprints for foodservice spaces. They will be exposed to best practices and key considerations such as userX, health, brand, cost and sustainability, too.

Objective

On completion of the unit, you will be able to develop and explain the design brief to an in-house team or external stakeholders and to show your vision of an interior design concept in line with the overall food service concept.

Food service portfolio and concept development

24 hours of contact – 1.67 US credits

Summary

In this course, students will go through the process of creating a concept brief, the critical document to communicate about the development project with the owners, designers and operators of F&B units. Best practices will be shared on the creation and development of an F&B concept for a hotel, a stand-alone location, a multi-brand establishment or a self-operated unit.

Using actual documents from real projects, students will be exposed to established research and a development program that has been used in Asia, USA, Europe and the Middle East. This course will also address the critical discipline that owners, entrepreneurs, operators or developers must demonstrate when creating and developing the right restaurant or bar.

Students will learn various aspects of concept development, including step-by-step creative fundamentals, principles of business research and analysis, global developments that may impact the business, as well as guidelines for creative/design specialists, back-of-house designers and operators.

The course is interactive and, hinging on experience-sharing, testimonials, success stories, exercises, benchmarks and gap analysis, it will help participants acquire the right skills to formulate the appropriate recommendations leading all the way through the development and the launch of an innovative turn-key unit.

Objective

Upon successful completion of this course, students will be able to develop a concept brief and project solution for a developer, owner or entrepreneur.

Module - Foodservice Operations Management

10 ECTS credits

Cost control and revenue optimization in hospitality F&B

24 hours of contact – 1.67 US credits

Summary

During this course, students are introduced to the financial side of Food and Beverage management. Starting by introducing the main Food and Beverage industry as such and types of existing operations, the course leads the students to understanding of the financial impact of daily managerial decisions, whether related to revenue or costs. The performance indicators widely used within the food and beverage operations are introduced to students through exercises and materials used in the daily operations.

The course provides a comprehensive look at the methods, tools and techniques to optimize operating profit through both revenue (menu pricing) and cost optimization - through control of food, beverage and labor expenses. Topics include principles of purchasing and inventory, production control, menu analysis, sales income control and employee productivity.

Objective

Upon successful completion of this course, students will be able to set up operational profit maximizing strategies and cost control systems based on "prime costs".

Technology for the F&B industry

24 hours of contact – 1.67 US credits

Summary

This course covers the various elements needed to implement a successful technology strategy into an F&B operation. Students will learn the fundamentals of a technology strategy, new technology developments (SAAS, SSI, Automation), and operate within legal and fiscal frameworks. The course will illustrate how F&B operations can be improved through technology and successful customer-facing technologies. The course will also cover the role of data in a successful F&B operation and the threat posed by cyber criminality to a business.

Objective

On completion of the unit, you will be able to apply key concepts and tools to evaluate a successful technology implementation into an F&B operation.

Food service operations and supply chain logistics

24 hours of contact – 1.67 US credits

Summary

This course introduces fundamentals of sustainable supply chain management. Students will learn about the critical key elements of the supply chain. They will learn about the main pillars of sustainability and how they are influencing supply chain management. The course will discuss how the requirements to supply chain management are changing due to increasing standards of sustainability and customer expectations.

Furthermore, the course will discuss how to measure supply chain performance and how sustainability can improve the total business model.

Objective

On completion of the unit, you will be able to acquire the intellectual skills and knowledge needed to manage a sustainable supply chain for food and beverage operations.

Food Service quality & design

24 hours of contact – 1.67 US credits

Summary

This course offers an introduction to service quality, service quality systems, and service quality management through a survey of the various philosophies, principles, techniques, and procedures used by various organizations and/or managers to assure customer satisfaction of service. Students will learn how to apply these topics to food service business realities through the lens of service design.

Objective

Upon successful completion of this course, you should be able to develop recommendations to improve the service experience and quality through the underlying elements of the pre-experience, experience, and post-experience phases of the service process.

Module - F&B Management in Action

5 ECTS credits

Culinary Business Field Trip

24 hours of contact – 1.67 US credits

Summary

The Culinary Business Field Trip immerses students in the practical and current issues of F&B in Hospitality. Students undertake a series of visits and meetings with food service business actors including owners, operators, chefs, and suppliers. They will also visit and experience different F&B concepts.

The aim of these visits is to develop the student's awareness of different concepts, creative and business processes, managerial issues and challenges within varying competitive frameworks, business models, and cultural contexts. The field trip brings to life themes developed within the academic curriculum and enables students to learn about current practices from recognized industry professionals.

Objective

Upon successful completion of this course, you will be able to evaluate and assess current F&B business topics and challenges as faced and managed by leading industry practitioners.

F&B Concept Week

24 hours of contact – 1.67 US credits

Summary

This experiential course encourages students to integrate and apply knowledge from courses within the F&B in Hospitality specialization. Coached by experts, students will work in a team to plan, organize, develop and monitor an F&B concept and requirements of profitability. The course aims to guide students through the process of the implementation, management and monitoring of a food service concept, and expose them to the operational issues and challenges which must be considered.

Objective

By the end of this course, students will be able to assess the requirements and challenges to implement and operate a successful food service concept.

Semester 2

Specialization track: Hotel Real Estate, Finance, and Consulting

Module - Hotel Real Estate Investment

10 ECTS credits

Valuation of Hotel Real Estate Investments

24 hours of contact – 1.67 US credits

Summary

This course equips you with sufficient knowledge, skills and insights to value hotels and conduct investment analysis in the capacity of an external consultant, an investor, or a hotel manager. 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. 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 real-estate assets and apply the valuation tools to value a hotel and conduct an investment analysis utilizing real data in the industry.

Hotel Development and Feasibility Analysis

24 hours of contact – 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. Topics include the development strategies of brands and business models, mapping of the hotel development process, recommending the best facilities (through best practice space planning), conducting a hotel feasibility (as part of a development business plan), introduction to negotiation theory and its application, as well as articulating and negotiating the main commercial terms for a hotel development deal, articulate an offer for a site.

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.

You will be able to define a Hotel Project development process and articulate an offer for a site.

Hotel Asset Management

24 hours of contact – 1.67 US credits

Summary

Managing a Hotel Asset and increasing the value of the property is very challenging in the fast-changing environment. To coordinate and moderate the involved stakeholders, one must not only know the contractual framework of the asset but also the objectives, mindset, and mentalities of the involved parties. To develop, implement and monitor the Hotel Asset Management Plan, a profound knowledge of the hotel operation is essential as well as know-how of the Real Estate Sector and its mechanisms.

This course blends theory and practice with current knowledge and industry insight in four areas. The Hotel Real Estate Ownership and Operating models, Hotel Operations and feasible improvements, Best- Use of the available (Hotel) Real Estate, the exit strategy and the challenges ahead.

Objective

Upon completion of this course, you will be able to select and apply the appropriate tools and techniques to develop, implement and execute a hotel asset management plan.

Hotel Revenue Management

24 hours of contact – 1.67 US credits

Summary

This course introduces the knowledge, skills, and competencies required to develop and execute strategic revenue management processes in hospitality organizations. Students will learn how to integrate multiple data sources and analyze them to improve hotel performance through demand forecasting, price optimization, availability control, and inventory allocation.

Objective

On completion of the unit, students will be able to apply key RM tools to improve hotel's business performance and to offer creative solutions based on new knowledge frameworks.

Module - Financial Consulting and Investing

10 ECTS credits

Financial and Banking Markets

24 hours of contact – 1.67 US credits

Summary

This course will provide students with knowledge and understanding of international financial and banking markets. They will learn about the interrelation between interest rates, inflation, and monetary policy conducted by central banks. The course will address the different markets where financial securities are traded, including money, debt, equity and derivatives markets. Banking services will be presented with a particular focus on the lending business. Finally, the course will cover the rising importance of ESG / sustainability criteria in the financial services industry.

Objective

On completion of the unit, you will be able to analyze and interpret financial markets and banking activities in an international context.

Consultancy Management

24 hours of contact – 1.67 US credits

Summary

This course is designed for students to learn about consultancy firms and practices in the context of hospitality management. Students will learn how to conduct CEO-level client discussions where the results of revenue, cost, market, and industry analyses are translated into new organizational approaches for carrying out altered strategic policies aimed at achieving sustained competitive advantage. The course focuses on how consultants can best bring client managers up to speed on state-of-the-art strategy development and strategy implementation approaches likely to foster sustained competitive advantage, and how consultants should intervene to bring about state-of-the-art strategic management in client firms. Students will also learn how to efficiently and effectively collaborate with management consultants to support company transformation from an executive perspective. All approaches are considered within the VUCA environmental context and focus on CEO level consulting, corporate governance and change, as well as consulting firm applicability. In addition, the course will also refer to the specific challenges and managerial tasks of running a professional service firm (PSF).

Objective

On completion of this unit, the students will be able to analyze and interpret how consultancy firms are structured and operate in the context of the hospitality industry and they will have a better understanding how they can make use of and work together with management consultants to support the transformation of hospitality firms.

Portfolio Management

24 hours of contact – 1.67 US credits

Summary

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

Objective

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

Private Equity

24 hours of – 1.67 US credits

Summary

This course will enable students to deepen their understanding of finance-related topics beyond listed markets by learning more about private market investing, with a particular focus on private equity.

Students will develop an understanding of the asset allocation towards alternative assets, including private market investments. They will also learn about the relationship between investors and managers and how these are impacted by the latest ESG standards.

A special focus will be made on venture capital and leveraged buyout transactions, as they represent the most common investment structures within the industry.

Objective

On successful completion of this course, you will be able to evaluate and recommend private equity investments, either as an investor, an asset manager or on behalf of an investee company.

Module - Hospitality Transactions

5 ECTS credits

Hospitality Mergers and Acquisitions

24 hours of contact – 1.67 US credits

Summary

The objective of this course is to undertake a rigorous presentation of the strategic and financial rationales, valuation methodologies and transaction considerations and tactics followed by industry participants and financial investors to acquire or sell hospitality businesses.

Students will also learn about deal process management and review key commercial and legal terms in connection with private transactions and public offers.

Objective

On successful completion of this course, you will be able to (i) analyze and critique the strategic and financial rationales pursued by acquirers as regards to mergers and acquisitions (M&A) transactions in the hospitality sector, (ii) apply valuation methodologies and analytical tools to assess the value of a company, and (iii) identify and deal with key issues surrounding the due diligence, negotiation, financing and legal processes embedded in these transactions.

Finance Business Field Trip

24 hours of contact – 1.67 US credits

Summary

The Finance Business Field Trip immerses students in the practical issues of hotel real estate, finance and consulting. Students undertake a series of visits and meetings with hospitality investors, capital providers, asset managers and advisory / consulting firms.

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 trip brings to life themes developed within the academic curriculum (including current developments as regards ESG and technology-related matters) and enables students to learn about current practices from recognized industry professionals.

Objective

Upon successful completion of this course, you will be able to evaluate and assess hotel real estate, financing and advisory / consulting business topics and challenges as faced and managed by leading industry practitioners.

Semester 2 &3

Module - Entrepreneurship & Innovation

35 ECTS credits

Innovation Challenge

24 hours of contact – 1.67 US credits

Summary

This course aims to develop students' innovative mindset and offer perspectives on the innovation of hospitality and service businesses.

Based on the application of the design thinking methodology, students will learn how to design an innovative business idea and cutting-edge business models that speak to the "servitisation" of the 21st century. Students will be challenged to think about service business models in new ways to come up with innovative ideas. In doing so, students will learn how to develop value-added offerings, find the right touchpoints with customers in an increasingly digital arena, and make the right trade-offs that allow for service excellence. Students will also be encouraged to consider how businesses can add-value to multiple stakeholders beyond the customer, including society more broadly.

Students will be guided through the innovation process using the design thinking method. As such, the course will be highly experiential. Participants will be expected to "roll up their sleeves" and learn by doing e.g., brainstorming ideas, speaking to potential customers, prototyping, and pivoting their ideas.

Objective

On completion of the unit, you will be able to propose an innovative service business model for the hospitality industry and services at large.

Entrepreneurship & Business Planning

24 hours of contact – 1.67 US credits

Summary

The purpose of this course is to allow students to master the necessary steps to develop an entrepreneurial project. These steps rely on the application and integration of interdisciplinary concepts that have been learned in previous courses. The course also helps to assess the factors that favor the emergence of business opportunities and teach students about the capabilities entrepreneurs need to seize and develop them. Finally, students learn how to develop and defend a business plan using relevant theories and methodologies.

Building on the innovation challenge, students are mandated to conduct a group-based strategic project for the hospitality industry during which they are required to perform a holistic service market research, identify consumer pain points, propose and design service solutions, operationalize an internal service value chain (operations, human resources, organization design), construct a marketing strategy, and propose a detailed financial business plan to go to market. In this way, students will be required to consolidate and apply knowledge and competences previously gained during the program journey.

Objective

Upon successful completion of this course, you should be able to analyze and propose entrepreneurial projects based on an assessment of business opportunities.

Capstone Thesis

800-900 learning hours – 20 US credits

Summary

During this module, students conduct an applied research project for a chosen hospitality management topic. The goal of the research project is to contribute to the burgeoning scientific field of hospitality management and develop insights for management in practice. Students will spend a minimum of 12 professional immersion weeks during the Capstone Thesis within a company or industry which relates to the project. The professional immersion component offers a context for this applied research and ensures the applicability of the students' work to real managerial issues.

Under faculty supervision and in collaboration, students produce a research study for a pertinent managerial problem in the hospitality industry and that that addresses a gap in extant literature. Students are first required to develop a pertinent research question based on their analysis of extant business issues, as well as a research proposal to address this question. A research hypothesis is then tested using appropriate data collection (in company) and 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 as well as to the industry. Students are required to produce a research paper of approx. 10,000-12,000 words, and defend their work orally before a faculty jury. The module is finalized with a Master research conference (colloquium) whereby students present and discuss their research and findings with a wide audience including faculty, peers, industry, and the general public.

During the Capstone Thesis, students will 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, gather appropriate data and information, 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. They will also learn to present and communicate their research findings to an audience of specialists and non-specialists.

Objective

On successful completion of the 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 or GMAT exam organized by GMAC.
- 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.

PRESENTATION OF OUR PARTNER INSTITUTION

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

MODULE	HOSPITALITY OPERATIONS	FORMAT	CONTACT HOURS	LEARNING HOURS	US CREDITS	LEAD BY	LOCATION
1	Leadership	Face to face	30	90	2	CEIBS	Shanghai
2	Strategic Management in the Hospitality Industry	Face to face	15	45	1	EHL	Shanghai
3	Organizational Behavior	Face to face	30	90	2	CEIBS	Shanghai
4	Creating Shared Value	Face to face	7.5	22.5	0.5	CEIBS	Shanghai
5	Service Marketing	Face to face	30	90	2	CEIBS	Shanghai
6	Financial Reporting	Face to face	30	90	2	CEIBS	Shanghai
7	Macro Economics	Face to face	15	45	1	CEIBS	Zurich
8	Service Creativity and Executing Service Excellence	Face to face	45	135	3	EHL	Lausanne
9	Identifying, Selecting and Financing Service-based Investment Opportunities	Face to face	30	90	2	EHL	Hong Kong
10	Managerial Economics	Face to face	30	90	2	CEIBS	Shanghai
11	Expansion and Governance of Service Business	Face to face	30	90	2	EHL	Singapore
12	Entrepreneurship and Innovation	Face to face	30	90	2	CEIBS	Shanghai
13	Service Culture and managerial cognition	Face to face	30	90	2	EHL	Tokyo
14	Elective courses (Minimum 2 Courses)	Face to face	100.8	301.5	6.7	CEIBS	Shanghai
15	Enterprise value: Governance, Motivation and control	Face to face	30	90	2	CEIBS	Shanghai
16	High Performance Leadership and Reflection	Face to face	40.5	121.5	2.7	CEIBS	Lausanne
17	Crisis Management	Face to face	30	90	2	EHL	Zurich
18	Capstone Project	Face to face/Virtual	60	180	4	CEIBS & EHL	Shanghai

Module 1 Leadership

30 hours of contact – 2 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 discrete 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 understanding how to tie corporate social responsibility (CSR) to long-term success indicators is of utmost 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 be 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.

Objective

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

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

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

Module 1010: Introduction

1 US credits

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 fulfil 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 spread sheets, 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 – Strategic Marketing and Branding

75 learning hours – 1.67 US credits

Summary

"Strategic Marketing and Branding" is the foundation for successfully building and growing a hospitality business into a recognizable brand that generates customer demand.

The first half of the class focuses on the basics of strategic marketing. It will equip you with the mindset and skills to conceptualize a solid marketing strategy that will deliver on the business' goals. The second half will focus on branding. It will equip you with the mindset and skills to infuse marketing with elements of branding that will ensure its long-term impact on the hospitality business.

Objective

Upon completion of this course, you will be able to conceptualize and implement strategically sound and brand-building marketing measures for hospitality businesses.

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 – Hotel Management: Performance Measurement and Control

75 learning hours – 1.67 US credits

Summary

This course is designed for hospitality business leaders who plan to manage an organization in highly competitive markets. In today's changing economy, maintaining a competitive advantage for an organization requires more than strategic insight. Managers must have a comprehensive and detailed understanding of how to implement business strategy; that is, how to drive strategy down to organizational hierarchy. In this course, we explore the crucial relations between strategy, information, innovation, performance measurement, reporting, and risk management. This course focuses on answering one question: How can managers design management systems that help an organization execute strategy better than its peers? In this course, we do not address how to formulate business strategies. Instead, we take strategy as given and learn the multiple performance measurement and control systems that are essential to implement strategy effectively.

Objective

Upon completion of the course, participants will know how to design an organization capable of implementing its strategy effectively and winning in any competitive market.

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.

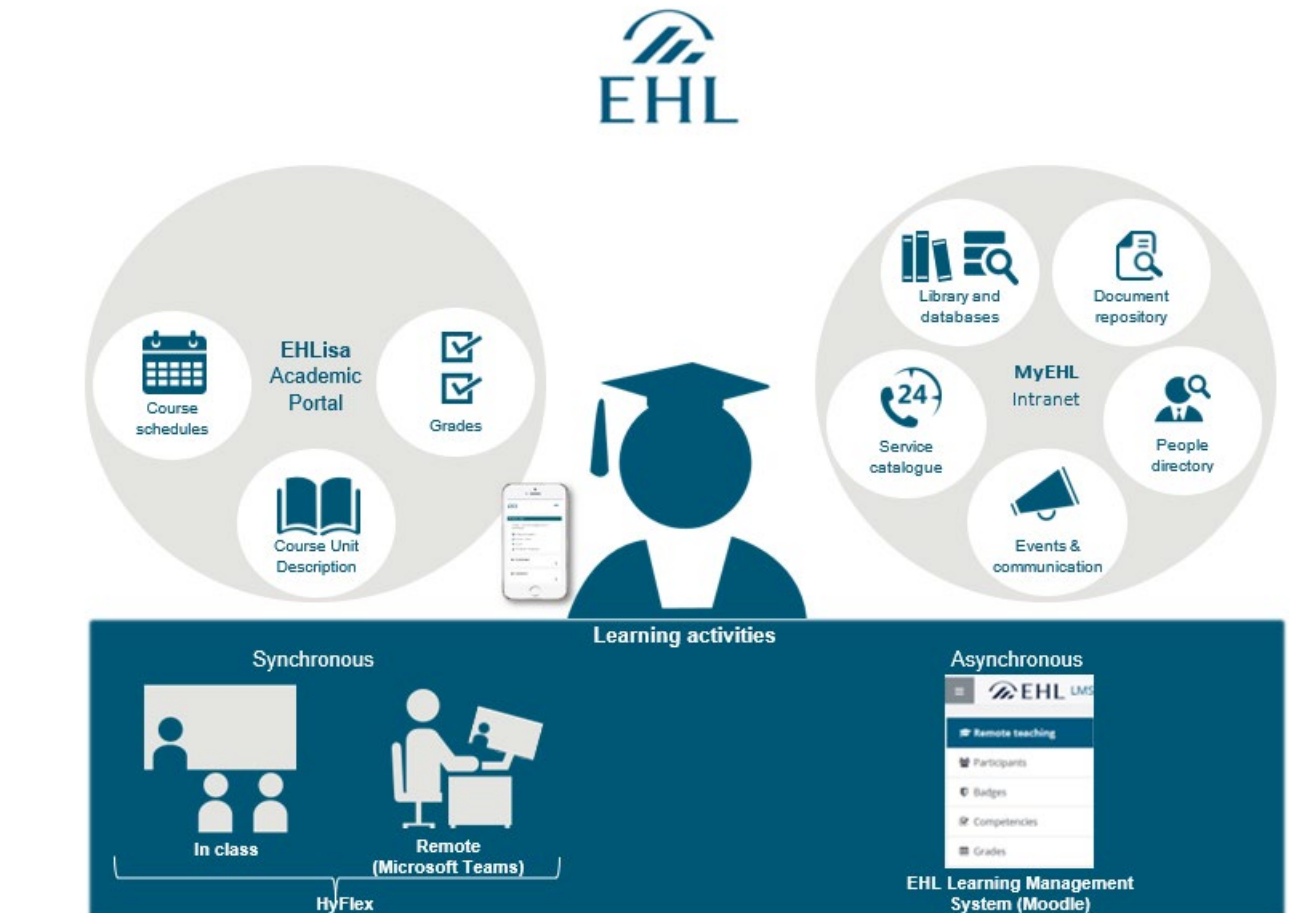
Summary

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.

EHL DIGITAL LEARNING ECOSYSTEM



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.