



ECOLE HOTELIERE
LAUSANNE

— Since 1893 —

A MEMBER OF EHL GROUP

MBA in Hospitality

MBA in Hospitality

Designed to accommodate busy hospitality professionals, our MBA in Hospitality offers outstanding academics combined with industry expertise, for immediately applicable know-how.

The program prepares you to tackle the future challenges of the hospitality industry by giving you a solid hospitality management education based on the latest developments and industry needs.

With 80% of the program taught by distance learning, you can earn your MBA in Hospitality without leaving your job. The remaining 20% of the program is taught on-site, at the EHL campus, Switzerland, allowing you to meet and network with industry peers.

Earn your MBA without
leaving your job:
80% distance learning
20% on-site



Program highlights

Study at your own pace

Whether you are looking for intensity or work-life balance, our MBA in Hospitality's flexible approach fits your learning preferences. The program can be completed in up to 36 months allowing you to continue investing time in your professional and personal life. You also have the choice between two intakes each year: March and August.

Connect wherever & whenever

At your desk, in an airport lounge or commuting to and from work, you can access our digital education content around the clock. The courses are available on any internet-connected device – including your tablet or smartphone.

Learn from field-experienced faculty

Our faculty members have acted as vice president for mergers and acquisitions in financial institutions, participated in the turnaround of companies, and served in senior management positions in hospitality. This experience is directly applied in the classroom, allowing a smooth balance between practical and theoretical approach.

Meet industry experts

On-site modules encourage you to meet and learn from industry executives. These interactions are perfect opportunities to build an even stronger network, a key element in career progression.

Exchange ideas with your peers

Each MBA module, distance learning or on-site, is built to facilitate interaction and debate between classmates. You will not only learn from the faculty but also from your peers, bringing real life experience directly into class.

Join the largest alumni network

EHL's alumni network (AEHL) is the most professionally experienced and socially active network of any hospitality management school in the world. With 25,000 alumni located in 140 countries, you are sure to find friendly and knowledgeable support wherever you are in the world. Our alumni network is an ongoing source of contacts, coaching and advice for both graduates and current students.

Designed to fit your schedule:
complete the program
in 24 months



Typical study week for an online course

Study path



Program Introduction

Distance learning: 3 weeks

Familiarize yourself with the distance learning environment and dive into the current state of the hospitality industry.



Driving Hotel Revenues

Distance learning: 15 weeks

Learn the latest industry practices and gain an integrated view of distribution, e-marketing and revenue management, in order to maximize your market share.



Mastering Hotel Financials

Distance learning: 15 weeks

Learn how to use financial statements and apply the latest financial practices within the hospitality context, in order to make well-informed decisions.



Hotel Development and Real Estate Investments

Distance learning: 15 weeks

Develop an understanding of hotels as an asset category intended to provide a return to owners and investors.

Building High-Performing Teams

Distance learning: 10 weeks | On-site learning: 5 days

Develop a deeper understanding of your strengths, values and objectives. Practice how to use your personal style to become a highly effective leader.



Performing through Business Cycles

Distance learning: 15 weeks

Learn how to deal with sudden growth as well as periods of stagnation and decline, all of which demand flexible managerial skills and strong organizational abilities.

Meeting the Experts

On-site learning: 2 weeks (2 x 1 week)

Meet renowned hospitality experts from global hotel chains, integrated resorts, online travel agencies and investment firms.



Capstone Project

Distance learning: 15 weeks + 225 project hours

The final project will give you the research skills to allow you to effectively apply theories and tools to the specifics of your particular business situation.

Program details

Composed of four distance learning modules, two on-site modules and a final Capstone project, the program is designed to be completed in 24 months.

Program pace

The program is designed to fit your work and personal schedule. You can focus on a work-life balance and complete the program at your pace by spacing the modules. The completion time is between 24 and 36 months.

Distance learning modules

The four distance learning modules give you a refresh of hospitality business fundamentals, before diving into advanced practical application. Each module takes 15 weeks to complete and is broken down into three courses of five weeks each.

At the end of each course, your knowledge will be evaluated to validate your mastery of the subject.

You will need to plan 10 to 15 hours of study time per week during the distance learning modules.

On-site modules

The two on-site modules require you to travel to the EHL campus, in Lausanne, Switzerland.

The “Building High-Performing Teams” module is a blended module containing two distance learning courses and one on-site course on the EHL campus.

The “Meet the Experts” module is fully on-site, delivered at the EHL Campus.

Live connect sessions

For each distance learning module, six live connect sessions are held every two weeks for two hours.

The sessions are live virtual classrooms with faculty where you can ask questions, interact with classmates and deliver presentations. Attendance at Connect Sessions is compulsory.



Admission & fees

Admission requirements

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.

In exceptional circumstances, EHL may waive the academic requirement for outstanding candidates with substantial professional experience.

Professional:

- Demonstrated leadership potential.
- Minimum of three years' experience in the hospitality or tourism industry.

English language:

- For non-native English speakers: a minimum score of 100 on the TOEFL iBT or 7.0 on the IELTS exams.

Other:

- On-site modules require adherence to the rules and regulations of EHL campus, including EHL dress code.
- Participants are responsible for obtaining any required visa necessary to attend the various on-site modules. Our Student Services team will be available for advice and assistance.

Admission process

Your application must be submitted on the mba.ehl.edu website with the following documents:

- A CV/resume
- A cover/motivation letter
- A recommendation letter
- TOEFL or IELTS test scores for non-native English speakers
- A copy of your passport/ID card
- A copy of your transcripts and diploma

A fee of CHF 175.- must be paid via bank transfer to complete your application. Please note that this amount is not refundable nor transferable to another application.

Upon receipt of your full application, the Admissions Office will evaluate it and decide if you are selected for an interview. Interviews will be conducted by video-conference or on campus. Following the interview, the Admissions Office will make a final decision and contact you with an answer.

Application deadlines

The MBA in Hospitality starts in March and August.

February 1: deadline for March intake

July 1: deadline for August intake

Tuition & fees

Detail	Amount
Application	CHF 175
Tuition	CHF 34,920

Fees are in Swiss Francs and include VAT where applicable. Pricing covers all teaching materials and access to EHL services, which includes coaching sessions and selected alumni events. Prices are valid for March 2018 intake.

Payment installments

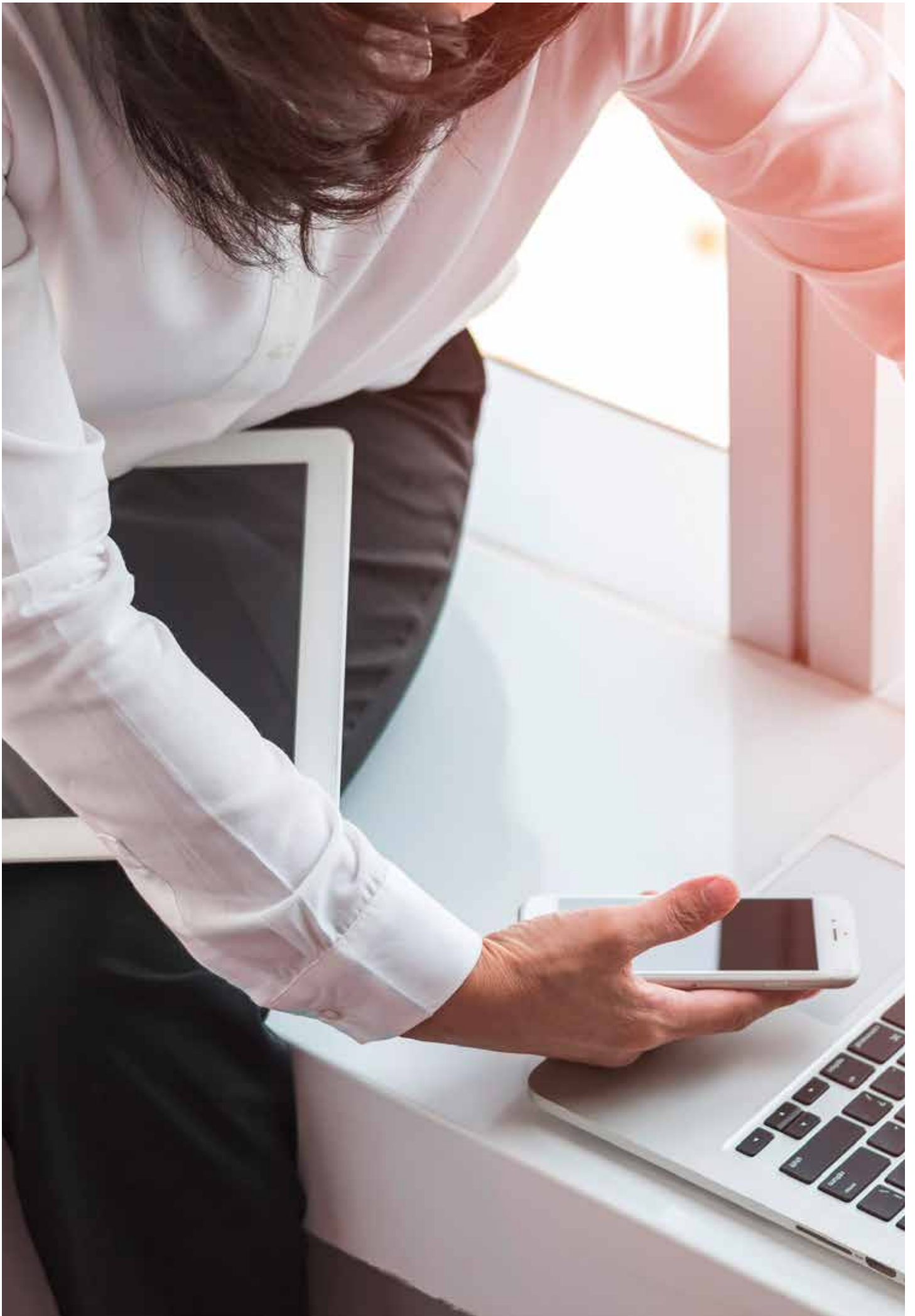
Upfront payment for the first two modules and support services totals CHF 11,720. Payment is then made before the start of each module: CHF 5,200 for distance learning modules and CHF 6,400 for on-site modules.

Additional expenses

For the two on-site modules, travel costs such as visas, airline tickets, meals and accommodation are not included in the program fees and need to be budgeted separately. An estimated budget for one week in Switzerland is approximately CHF 1,900.

Questions?

If you have any questions please feel free to contact our recruitment and admissions team: mba@ehl.ch



Module & course outline

PROGRAM INTRODUCTION

The first objective of this module is to help you familiarize with the online learning environment as well as the support and the tools available throughout the program. The second objective will give you a comprehensive look at the current state of the hospitality industry which paves the way towards the subsequent modules and courses of the MBA.

This MBA module is composed of four courses:

- **Introduction to the MBA program** will give you an overview of the academic program roadmap from the beginning of the program until the culminating Capstone project.
- **Hospitality management in the 21st century** displays the business evolution towards the current state of the industry and allows you to grasp a comprehensive overview of the upcoming modules/courses and their rationale.
- **IT Fundamentals** will allow you to create a roadmap for further development of your knowledge of IT applications.
- **Academic Integrity** focuses on EHL honor and allows you to have an understanding of EHL's expectation regarding academic coursework and their participation throughout the program.

3 weeks



DRIVING HOTEL REVENUES

Constant change in the distribution environment has increased the number of distinct price points and strategies that a hotel must manage. In this module, you'll learn the latest industry practices and gain an integrated view of distribution, e-marketing and revenue management, in order to increase your market share.

This MBA module is composed of three courses:

- **High Performance Distribution Strategy for Hotels** explores new ways to enhance the hotel distribution mix. You'll practice methods to assess the true value of each distribution channel and learn how to leverage online travel agencies without being held hostage.
- **Revenue Management for Market Leaders** will give you the analytical tools to develop an effective market-segmented revenue strategy. From price optimization and demand forecasting to availability control and inventory allocation, you'll learn how to communicate complex revenue management concepts in a simple yet knowledgeable manner.
- **Successful Hotel E-marketing and Social Media Strategies** focuses on acquiring more direct business via online activities. You'll learn how to apply the latest digital marketing practices to maximize direct bookings.

15 weeks



MASTERING HOTEL FINANCIALS

Understanding financial concepts is crucial for senior management in hospitality. In this module, you'll learn how to use financial statements and apply the latest financial practices within the hospitality context, in order to make well-informed decisions.

This MBA module is composed of three courses:

- **Hotel Financial Statements Analysis** will show you how to interpret financial reports, so that you can plan and monitor the performance of your hospitality business. You'll learn how to apply financial analysis tools to real-world hospitality business decisions.
- **Hotel Budgeting and Forecasting** will improve your ability to predict the performance of your hospitality business using the latest techniques in competitive benchmarking and industry performance monitoring.
- **Advanced Corporate Finance for the Hospitality Industry** will prepare you to analyze capital structure decisions and synthesize financial information in support of asset purchase or disposal. You'll learn how to identify and manage key financial risks faced by hospitality companies.

15 weeks



Online



5 US Credits

HOTEL DEVELOPMENT AND REAL ESTATE INVESTMENTS

A key objective for today's senior hotel professionals is to increase their hotels' asset value. In this module, you'll develop an understanding of hotels as an asset category intended to provide a return to owners and investors. You'll apply industry methods for evaluating hotel developments and real estate investments. After gaining familiarity with the latest tools and metrics, you'll be able to confidently engage in negotiations with stakeholders.

This MBA module is composed of three courses:

- **Hotel Asset Management** will give you a solid understanding of the latest strategies for hotel asset management. You'll explore different contractual models for hotels and levers to increase asset value.
- **Feasibility Analysis, Development and Negotiations** reveals the mechanics of the hotel development process, from evaluating hotel sites to negotiating commercial contract terms. You'll get tools to conduct a hotel feasibility analysis and how to negotiate the main commercial terms for a hotel development deal.
- **Valuation of Hotel Investments** demystifies the complexity of hotel valuations. You'll familiarize yourself with financial concepts relevant to hospitality projects, and you'll practice applying various valuation methods to real-world examples. The course covers net present value, discounted cash flow, multiples and comparable sales.

15 weeks



Online



5 US Credits

PERFORMING THROUGH BUSINESS CYCLES

The hospitality industry is a cyclical business characterized by imbalances between supply and demand. In this module, you'll learn how to deal with sudden growth as well as periods of stagnation and decline, all of which demand flexible managerial skills and strong organizational abilities.

This MBA module is composed of three courses:

- **Managing Underperforming Properties** will give you the tools for turnaround management. You'll practice formulating strategies for periods of growth and apply the latest models for business rejuvenation.
- **Trends, Innovations and New Business Models** will enable you to spot the global environmental factors that call for adapting your hotel business model. You'll acquire techniques in forecasting, trend spotting, scenario planning, and organizational adaptation.
- **Hospitality Economics** will equip you with the tools needed to understand and analyze the economic environment of a wide range of hospitality businesses. You will understand how different economic incentives affect agents' behavior and thus how to interact with your competitors on the market.

15 weeks



BUILDING HIGH-PERFORMING TEAMS

Effective leadership is essential to the development and continued success of high-performing teams. In this module, you'll develop an understanding of your strengths, values and objectives. Then, you'll practice how to use your personal style to become a highly effective leader.

This MBA module is composed of three courses:

- **Personal Leadership Development** (on-site module) builds on the psychological foundations of leadership. You'll learn techniques to distinguish between different leadership styles in organizations. Using analytical and self-reflection tools, you'll chart your desired development path as a leader.
- **Maximizing Individual and Collective Performance** builds your understanding of team dynamics and develop your people-management skills. You'll practice motivational and inspirational techniques and learn how to create an organizational culture that fosters high-performing teams.
- **Leading in a Multicultural Environment** analyzes effective leadership approaches for dealing with culturally diverse teams. You'll develop your cultural sensitivity and learn how to adapt your communication and management techniques accordingly.

10 weeks + 1 week on-site



MEETING THE EXPERTS

Along with your fellow MBA students, you'll meet renowned hospitality experts from global hotel chains, integrated resorts, online travel agencies and investment firms. The private setting will foster lively discussions focusing on two of the most important capabilities effective leaders must master:

- **Crisis Communication Management** (1 week)
- **Driving hotel performance** (1 week)

In these sessions, you'll be able to compare your experiences and the knowledge you've acquired throughout the program with the decisions and methods employed by experts in real-world situations.

Speakers and locations will be announced 6 to 9 months before the start of the module.

2 weeks on-site (2 x 1 week at EHL Campus)



On-site



4 US Credits

CAPSTONE PROJECT

The MBA personal work synthesizes theoretical knowledge, skills, prior experience and extra-curricular involvement into one business project of professional interest.

This MBA module is composed of three courses:

- **Business Research Methods** focuses on statistical analysis, an important tool for improving the quality of decision-making in many areas of management.
- **Project Management / Consultancy** explores how to organize activities in a team: discovering the scientific foundations of teamwork, recognizing the basic steps in project management and how to apply the main tools, documents and calculations.
- **Leading in a Multicultural Environment** provides you with writing strategies and critical thinking skills that will allow them to become credible academic writers at an MBA level.
- **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.

15 weeks + Capstone project (225 hours)



Online



10 US Credits



Ecole hôtelière de Lausanne (EHL) is an ambassador for traditional Swiss hospitality and has been a pioneer in hospitality education since 1893. It has created and inspired a unique professional community of over 25,000 hospitality managers, united by the values and the legacy of EHL.

EHL is a leading university that provides learning solutions for enthusiastic, talented and ambitious students. With undergraduate, graduate and certificate programs, EHL offers its students a range of on-campus and online education opportunities at different stages of their professional journey.

Six programs are currently offered:

- Bachelor in International Hospitality Management
- Master in Global Hospitality Business
- MBA in Hospitality
- Executive MBA in Hospitality Administration
- Advanced Certificates
- Culinary & Restaurant Management Certificate





EHL is regularly recognized as the best hotel management school in the world with the highest graduate employment rates in the industry.



mba.ehl.edu

Ecole hôtelière de Lausanne
Route de Cojonnex 18
1000 Lausanne 25
Switzerland
mba@ehl.ch
+41 21 785 11 11

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