

Course Catalog 2020-2021*



**Provisory Catalog: subject to change*

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GREETINGS FROM THE EXECUTIVE DEAN

Our vision

Our vision at the Ecole hôtelière de Lausanne is to bring together the best of hospitality industry practices, management education, and research.

We believe that combining values such as customer orientation and service delivery practices with the rigor of academia is the best way to provide our students with the most comprehensive hospitality business education.

At EHL, we are committed to both the practical arts and university-level classwork. Grounded in hospitality industry practices, we teach students how to deliver the finest customer service in all industries. The unique combination of academic rigor and commitment to service management provides our students with the most comprehensive hospitality business education.

At EHL, academic leaders and hospitality industry experts design our curriculum to maintain the highest education standards. In particular, we combine academic courses, real-world business cases and research projects. In addition, we focus on experiential education, the social learning context, leadership, and an awareness of and appreciation for lifelong learning.

We strive to expose our learners to experiential learning and collaborative opportunities in a diverse atmosphere, with others passionate about service and learning. This catalog details the specific levels and subjects that bachelor students will undertake during their time at EHL Campus (Singapore).

In addition to academic studies, campus life adds to the learning experience at EHL Campus (Singapore). We encourage students to participate in committees, sports, and other activities to enrich their lives on campus and engage in informal learning experiences. With a vibrant campus, faculty members who are experts in their fields, staff committed to student success, a unique student body, and a diverse community, I encourage you to visit us at any time to experience the spirit and energy of EHL Campus (Singapore).

With our new EHL campus (Singapore), we continue to pioneer hospitality management education and extend our vision and mission across the globe. We endeavor to anchor our contribution to the local business context and foster international exchanges to support the career of our students. As such, we trust that our Singaporean presence combined with our Swiss origins will create a unique life experience for our learners.

Dr. Inès Blal
EHL Executive Dean

BACHELOR PROGRAM

The Bachelor Program at EHL is designed by academics and industry professionals to deliver comprehensive management education, rooted in service practices. Students progress through a curriculum that aligns with the European Bologna Process (through our affiliation with the HES-SO) and our American accreditation body, NEASC. These international standards guide the academic experience at EHL and ensure the highest level and quality of education for our students.

After their preparatory year at the Home Campus in Lausanne, including the operational industrial attachment, students take management courses at EHL Campus (Singapore) during which they will acquire the skills and competencies required to complete their studies and prepare to become future leaders in the hospitality industry as well as other sectors. After the third term of studies on campus, students embark on a six-month administrative industrial attachment to gain additional practical experience in an area that interests them. After another academic term, students complete their academic work with either the Student Business Project or an individual research project and thesis.

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

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

Furthermore, EHL's definition of an educated person comprises the attributes EHL graduates will develop through their education at the school:

EHL graduates are **Thinkers**. They are creative and pragmatic problem solvers who can work in complex and uncertain situations using appropriate technology to analyze and critically assess data using strong analytical and deduction skills. As future **Leaders** in hospitality and related industries, they demonstrate leadership, team spirit, and can communicate effectively in a multicultural context. They are responsible **Citizens**, who contribute to economically and socially sustainable development through their understanding of environmental, societal and ethical issues. Inspired by the hospitality "savoir-être", EHL graduates are refined **Hosts**, who display courtesy and are able to adapt to various social contexts. They are open-minded **Humanists**, cultivated, knowledgeable about humanity and sensitive to cultural differences, while remaining, as life-long **Learners**, self-critical, autonomous in both group and individual work, and aware of the importance of the pursuit of knowledge.

In the following pages, you will read more about the complete roadmap of EHL's Bachelor program, including yearly overviews and descriptions of individual courses.

Stefano Borzillo
EHL Associate Dean - Undergraduate Program

WELCOME TO EHL CAMPUS (SINGAPORE)

EHL Campus (Singapore) is the branch campus of the world renowned Ecole hôtelière de Lausanne (EHL) for the Asia-Pacific region. It offers courses that are part of EHL's program portfolio. They prepare students to take on management and strategic roles in the hotel and travel industries as well as global careers in luxury, finance, retail, and all other sectors where the customer relationship is key. EHL Campus (Singapore) is the perfect hub for students who would like to benefit from a leading hospitality education uniting Swiss excellence and Asian refinement, and start a career in the fast growing hospitality industry in the Asia-Pacific region.

EHL Campus (Singapore) is registered as a private education institution in Singapore under the Private Education Act, Enhanced Registration Framework (ERF), Registration No 201731189N, and has received EduTrust Certification Scheme (Certification number EDU-2-2124, valid from June 14 2019 to June 13 2023).

Further information please visit: <https://www.ssg.gov.sg/cpe/pei.html>

PREPARATORY YEAR COURSES¹

PREPARATORY YEAR PROGRAM SEMESTERS 1 & 2 (in Lausanne)					
MODULE	INTRODUCTION TO HOSPITALITY CULTURE AND OPERATIONS	LEVEL	TYPE	CONTACT HOURS	US CREDITS
7159BC	Rooms division operations	B	C	18.5	0.6
7160BC	Introduction to F&B management	B	C	16	0.6
7168BC	Sustainable hospitality culture	B	C	12	0.5
7169BC	Hospitality concept discovery	B	C	20	0.6
7155BM	French beginner I-II (A1)	B	M	30	1
7156BM	French beginner III-IV (A2)	B	M	30	1
7157BM	French intermediate I-II (B1)	B	M	30	1
MODULE	INTRODUCTION TO BUSINESS TOOLS	LEVEL	TYPE	CONTACT HOURS	US CREDITS
7171BC	Applied mathematics and Excel for business hospitality management	B	C	10	0.7
MODULE	FOOD & BEVERAGE WORKSHOPS I	LEVEL	TYPE	CONTACT HOURS	US CREDITS
7100BC	Fine dining cuisine	B	C	42	1
7110BC	Fine dining restaurant and lounge bar	B	C	75	1.7
7114BC	Events: management and operations	B	C	50	1.2
7117BC	Catering	B	C	20	0.5
7172BC	Bakery & pastry making	B	C	34	0.8
MODULE	FOOD & BEVERAGE WORKSHOPS II	LEVEL	TYPE	CONTACT HOURS	US CREDITS
7115BC	R&D design lab	B	C	20	0.5
7116BC	International cuisine	B	C	75	1.8
7118BC	Bar & restaurant outlets	B	C	85	2
7141BC	Stewarding	B	C	32.5	0.8
MODULE	WINE & SPIRITS	LEVEL	TYPE	CONTACT HOURS	US CREDITS
7120BC	Oenology and wine-producing regions	B	C	32	0.9
7121BC	Global spirits	B	C	22.5	0.7
MODULE	ROOMS DIVISION	LEVEL	TYPE	CONTACT HOURS	US CREDITS
7136BC	Housekeeping	B	C	24	0.6
7138BC	Front office & spa	B	C	36	1
MODULE	FIELD TRIP	LEVEL	TYPE	CONTACT HOURS	US CREDITS
7170BC	Michelin star experience	B	C	10	0.1
MODULE	INDUSTRIAL ATTACHMENT	LEVEL	TYPE	CONTACT HOURS	US CREDITS
7200BC	Industrial Attachment	B	C		20

*For the definition of what constitutes a module please refer to the last page of this document.

*During the module Introduction to Hospitality Culture students will study French at the appropriate level.

¹ OFFERED IN LAUSANNE CAMPUS ONLY

SEMESTER 1

Module: Introduction to Hospitality Culture & Operations

In this academic module, students will discover the theory related to the main themes within the hospitality industry. It introduces students to the complex world of hospitality including hotels, food and beverage operations, rooms division operations and sustainability. Non-French speaking students have the opportunity to improve their French skills in a 30-hour intensive course according to their level (A1-A2-B1).

7159BC – Rooms division operations

18.5 hours of contact – 0.6 US credit

Summary

During this course, students are introduced to the organization and daily operations of the Rooms Division department within various types of lodging establishments. The main areas of responsibilities of the Rooms Division Manager are studied and their importance in different types of hotels demonstrated through exercises and case studies. The performance indicators widely used within the Rooms Division department are introduced through common reports and data used in the daily operations of a hotel such as for example the Daily Report.

Objective

Upon successful completion of this course, students should be able to summarize the duties and responsibilities of a person managing the rooms division operations in a lodging establishment.

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Written / Individual	Written / Individual
Duration	1h	1h

7160BC – Introduction to F&B management

16 hours of contact – 0.6 US credit

Summary

Based on the fundamentals of F&B, students are introduced to the basic concepts of restaurant management, whether the establishment is independent or part of a hotel.

Different themes, such as F&B history, new trends and different aspects of management, will be discussed and will serve as a basis for students' future semesters. The multidisciplinary module will allow students to gain a perspective from which they can observe managerial actions during their industrial attachment.

Over the course of the entire module, the above-mentioned themes will be addressed, while combining theory and practice to ensure students not only learn the course material but can apply it to other courses in the preparatory year.

Objective

Upon successful completion of this course, students should be able to understand how F&B operations are managed, to analyze the management techniques and strategies, and also understand how different types of restaurants allocate space in different ways.

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Digital MCQ / Individual	Digital MCQ / Individual
Duration	1h	1h

7168BC – Sustainable hospitality culture

12 hours of contact – 0.5 US credit

Summary

This introductory course to sustainable hospitality culture aims to provide a deeper insight into the complexity of one of humans most important social phenomena: tourism and hospitality. Putting hospitality and tourism into a historical context and in relation with today's societies, economies and ideologies the course will explore the changes and influences hospitality and tourism brought to contemporary societies. People have constantly altered their ways of meeting other cultures and the way they travel. Where are we in postmodern societies?

Objective

Upon successful completion of the course, students will be able to use basic concepts drawn from social sciences in order to explain the complexity of food and eating habits as social and cultural phenomena

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Digital MCQ / Individual	Digital MCQ / Individual
Duration	1h	1h

7169BC - Hospitality concept discovery

20 hours of contact – 0.6 US credit

Summary

This course is delivered at EHL Swiss School of Tourism and Hospitality located in Passugg, Switzerland. During this course, students are introduced to the hospitality industry. They gain an overview of touristic service providers, especially of the hospitality industry. Students are introduced to a specific destination and selected hotels, restaurants and other service providers in order to understand their significance within the supply chain. Students gain an insight of specific interactions and relations in the industry: guest-providers and provider-provider. The project work draws the attention of the students to a specific part of the hospitality industry: destination management. The universal objective for the student groups is to develop a theoretical concept and its presentation on a hospitality related business. Students experience lectures, exercises, excursions and project work in groups.

Objective

Upon successful completion of this course, students will be able to describe the importance of destination management and develop a hospitality concept within a group. They will be able to create a unique, creative and comprehensive F&B concept drawing on the themes of destination management presented during the course. They will develop their presentation skills and defend their project in front of jury.

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Oral / Group	Oral / Individual
Duration	20min	15min

7155BM – French beginner I-II (A1)

30 hours of contact – 1 US credit

Summary

This course will allow students to communicate orally and in writing in French at the A1 level of the CEFR (Common European Framework of Reference for Languages). Upon successful completion of the course, they should be able to deal with simple professional and everyday situations, using appropriate language. This course will teach them how to welcome guests and take orders, thereby preparing them for future work experience in the hospitality industry.

Objective

Upon successful completion of this course, students should be able to express themselves in simple sentences (orally and in writing) in everyday personal and professional situations.

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Oral (50%) and written (50%) / Individual	Oral / Individual
Duration	1h	20min

7156BM – French beginner III-IV (A2)

30 hours of contact – 1 US credit

Summary

This course will allow students to communicate orally and in writing in French at the A2 level of the CEFR (Common European Framework of Reference for Languages). Upon successful completion, they should be able to deal with professional and everyday situations, using appropriate language. This course will teach them how to welcome guests and take orders at a restaurant, thereby preparing them for future work experience in the hospitality industry.

Objective

Upon successful completion of this course, students should be able to communicate with simple sentences with a French-speaking person, in a daily life or business context. This course also offers an opportunity to obtain the “Certification de la Chambre de Commerce et d'Industrie de Paris” (CCIP).

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Oral (50%) and written (50%) / Individual	Oral / Individual
Duration	1h	20min

7157BM – French intermediate I-II (B1)

30 hours of contact – 1 US credit

Summary

This course will allow students to communicate orally and in writing in French at the B1 level of the CEFR (Common European Framework of Reference for Languages). Upon successful completion course, they will be able to deal with professional situations (welcome a guest, phone calls, reservations, take an order, check-in, check-out, dealing with complaints etc.) using appropriate language thereby preparing them for future work experience in the hospitality industry.

Objective

Upon successful completion of this course, students should be able express yourself (orally and in writing) in professional situations related to the hospitality industry at the B1 level of the CEFR.

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Oral (50%) and written (50%) / Individual	Oral / Individual
Duration	1h	20min

Modules: Food & Beverage Workshops I, II

In the F&B I and II modules, students will acquire operational skills related to each field of expertise. They will learn to apply and adapt various techniques in many different food and beverage contexts. Students will apply the standards of hygiene and safety (HACCP) and waste management and develop their awareness about Corporate Social Responsibility (CSR) issues. Moreover, they will develop their knowledge of essential trends and themes within the food and beverage industry, the culinary world and in events.

Module: Food & Beverage Workshops I

7100BC – Fine dining cuisine

42 hours of contact – 1 US credits

Summary & Objective

Upon successful completion of this course, students should be able to identify the different steps of work in fine dining and to identify different zones of this kitchen as well as the material and equipment used. Finally, they should be able to apply specific preparation and cooking techniques and apply plate dressing techniques appropriately.

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Hospitality skills (50%) and digital MCQ (50%) / Individual	Digital MCQ / Individual
Duration	20min	45min

7110BC – Fine dining restaurant & lounge bar

75 hours of contact – 1.7 US credits

Summary & Objective

Upon successful completion of the part of the course in the gastronomic restaurant *Le Berceau des Sens*, students should be able to know and execute the standards of fine dining establishments. For high quality food and beverage service, they should be able to apply specific high-end techniques. Students should be able to organize and manage their sequential roles autonomously. Finally, they should be able to communicate appropriately with the restaurants' active staff members and its clientele.

Upon successful completion of the Lounge Bar part of the course, students should be able to prepare a mise en place and identify the different bar utensils in a cocktail bar. They should be able to identify the different product categories and prepare two cocktails in order to sell them effectively according to the context and situation. They should also be able to define five essential cocktails and identify the appropriate social skills of a barman/barmaid depending on the concept of the sales point.

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Hospitality skills (50%) and digital MCQ (50%) / Individual	Digital MCQ / Individual
Duration	20min	45min

7114BC – Events: management and operations

50 hours of contact – 1.2 US credits

Summary & Objective

During this course, students will have the opportunity to organize the different events scheduled during the week (aperitif, cocktail, gala dinner, etc.). Each student will be assigned a specific role, mirroring the structure of a service brigade. Through the week's lecture sessions, their actions and initiatives will reflect the philosophy of service and the basic techniques they have learned.

During the bistro section of this course, students will actively participate in the management of the Bistro from setting up everything needed for the service: greeting guests; taking orders; serving drinks (water, wine by the glass, hot drinks); carrying out a plate service or using a tray; clearing tables; and monitoring the table until the guests leave the restaurant. Students will also practice active selling and learn about the history of the bistro.

Upon successful completion of this course, students will be able to demonstrate the advanced skills needed in a banquet or bistro setting.

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Hospitality skills (50%) and digital MCQ (50%) / Individual	Digital MCQ / Individual
Duration	20min	45min

7117BC – Catering

20 hours of contact – 0.5 US credit

Summary & Objective

Upon successful completion of this course, students should be able to apply diverse culinary techniques used for event catering as well as for a savory boutique production (delicatessen), identify different zones of this kitchen as well as the material and equipment used. They should be able to organize production based on the events planned and the stock available, to complete a preparation autonomously and to determine the materials needed to produce a dish based on the recipe sheet provided. Finally, they will know how to respect hygiene norms related to food products and production.

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Hospitality skills (50%) and digital MCQ (50%) / Individual	Digital MCQ / Individual
Duration	20min	45min

7172BC – Bakery & pastry making

11 hours of contact – 0.3 US credit

Summary & Objective

Upon successful completion of this course, students should be able to identify different zones as well as the material, equipment and the ingredients used in a bakery or pastry kitchen. They should be able to identify work methodologies specific to each point of sale and follow food safety guidelines linked to production.

They should be able to identify and understand the ingredients and basic recipes used, differentiate between various baked goods and calculate the exact quantities needed to make specific products. They should be able to name the order and function of each step of bread making.

Lastly, they should be able to identify all products that are prepared in the various pastry kitchens and understand a technical sheet and the different pastry, chocolate and candy recipes.

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Hospitality skills (50%) and digital MCQ (50%) / Individual	Digital MCQ / Individual
Duration	20min	45min

Module: Food & Beverage Workshops II

7115BC – R&D design lab

20 hours of contact – 0.6 US credit

Summary & Objective

Upon successful completion of this course, students should be able to apply the technical terms used in a culinary Research and Development division, implement an action plan and execute it. Starting from an idea

and/or an identified need, they should be able to define the subsequent steps to be taken in a structured way. Students should be able to revisit well-known, popular and common recipes and re-work those using sensory analyses while respecting and varying their properties, textures, etc. They will be able to deconstruct a well-known dish and then imagine and produce a unique one by using different techniques such as modifying its structure, all the while respecting the imposed criteria. Finally, they will be able to create a non-alcoholic cocktail, low in calories, using assigned fresh fruits and vegetables that are in season.

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Hospitality skills (50%) and digital MCQ (50%) / Individual	Digital MCQ / Individual
Duration	20min	45min

7116 BC – International cuisine

75 hours of contact – 1.8 US credit

Summary & Objective

During this workshop, students are completely immersed in several high-volume professional kitchens. The workshop focuses on production, distribution of meals, and—perhaps more importantly—on the organization and logistics of a central kitchen. Many topics will be discussed, including: choice of products, work methods, compliance with food safety standards, managing both food waste and loss, and menu planning. Upon successful completion of the course, students will be able to demonstrate a basic understanding of these different areas. Students should be able to maintain food quality regardless of service intensity and the quantities being served, while ensuring the consistency of portion sizes. Students should also be able to identify all the food products, apply all preliminary preparation techniques, organize themselves in a methodical and rational way and control the percentage of food loss of all products. Lastly, they will be able to manage the food service by delegating tasks to other members of their team.

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Hospitality skills (50%) and digital MCQ (50%) / Individual	Digital MCQ / Individual
Duration	30min	45min

7118BC – Bar & restaurant outlets

85 hours of contact – 2 US credits

Summary & Objective

During this course, students will be able to discover and experiment with different concepts for bars and restaurants. Students, in small groups, will familiarize themselves with a new point of sale, a new team and a new approach. Through the week's pedagogical sequences, students will learn to adjust their behavior for each outlet/clientele, and use the specific tools related to each service philosophy. Students will also create and discover products and be able to promote them at the point of sale.

Upon successful completion of this course, students will be able to recognize the most appropriate concepts in a specific situation and to optimize flows at each outlet. Using a managerial vision, students will understand how each concept functions.

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Hospitality skills (50%) and digital MCQ (50%) / Individual	Digital MCQ / Individual
Duration	20min	45min

7141BC – Stewarding

32.5 hours of contact – 0.8 US credit

Summary & Objective

Upon successful completion of this course, students should be able to implement hygiene and safety standards and manage an inventory of kitchen equipment (china, glassware, silverware, pots, pans and kitchen utensils) according to the needs of the different sales points. They should be able to implement specific cleaning procedures in areas used for Stewarding according to defined protocols as well as identify and use the different types of industrial machinery. Finally students should know how to implement waste sorting management standards.

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Hospitality skills (50%) and digital MCQ (50%) / Individual	Digital MCQ / Individual
Duration	20min	45min

Module: Wine & Spirits

In this module, students will develop a wine menu while respecting the basic editorial standards and legal requirements, and to propose food and wine pairing. They will also develop the know-how for recommending a selection of natural drinks, non-alcoholic and alcoholic beverages depending on the type of clients they are serving.

7120BC – Oenology & wine-producing regions

32 hours of contact – 0.9 US credit

Summary

This unit develops students' wine-related knowledge. It also allows students to gain confidence and become more professional when working in a restaurant setting. It integrates the science behind winemaking and will touch on topics including grape varieties, the various production methods that create different types of wines and the 'appellation' system in Europe. It will also outline the influence geographical features (e.g. soil, weather, microclimates) have on a wine's taste and identity, a concept known as *terroir*.

During this course, students will participate in tastings and improve their knowledge about product selection. It will also explain how various ingredients in a dish can affect the taste of wine and other drinks. Students are not required to consume alcohol in this course.

Objective

Upon successful completion of this course, students should have acquired the basic knowledge needed to manage wine-related activities at hotels, bars and restaurants. Students should also be able to describe the basic organoleptic profiles (i.e. the taste and smell of wine) and recommend wines to clients.

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Written (75%) and group work (25%) / Individual	Written / Individual
Duration	2h	1h

7121BC – Global spirits

22.5 hours of contact – 0.7 US credit

Summary

During this course, students will develop the knowledge and skills necessary to sell spirits, which is essential in the hotel industry. Through various teaching methods such as theoretical sessions, videos, quizzes, group work, demonstrations and—finally—tastings, the student will have a broad overview of the most popular alcoholic beverages in the world.

Objective

Upon successful completion of this course, students will be able to identify the production processes and differentiate between various classifications of these alcoholic beverages and their organoleptic properties.

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Written (75%) and group work (25%) / Individual	Written / Individual
Duration	1h	1h

Module: Rooms Division

In this module, students will become familiar with the rooms division organization in various lodging establishments. With this objective in mind, students will learn the functions of a front-office, concierge and guest relations departments. In addition, students will learn the role and organization of a housekeeping department and will be able to apply their knowledge by following cleaning procedures and principles during practical courses which include cleaning rooms.

7136BC – Housekeeping

24 hours of contact – 0.6 US credit

Summary & Objective

During this course, students are introduced to the role, responsibilities, and overall organization of the housekeeping department within lodging establishments such as laundry operations and guestrooms cleaning operations.

Upon successful completion of this course, students should be able to demonstrate a basic understanding of the overall organization of the housekeeping department and execute the cleaning procedures.

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Hospitality skills (50%) and digital MCQ (50%) / Individual	Digital MCQ / Individual
Duration	20min	45min

7138BC – Front office & spa

36 hours of contact – 1 US credits

Summary & Objective

During this course, students are introduced to the essential daily procedures within the Front Office such as a reservation, check-in, handling requests and check out. The students will explore the daily operational tasks performed by the concierge and guest relations departments in full service hotels. The final part of the course introduces the basic knowledge of spa management.

Upon successful completion of this course, students will be able to perform the basic front of the house tasks performed at the front office, the concierge, and the guest relations as well as describe the basic function of a spa, in a full service hotel.

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Hospitality skills (50%) and digital MCQ (50%) / Individual	Digital MCQ / Individual
Duration	1h	1h

Field Trip

7170BC – Michelin star experience

10 hours of contact – 0.1 US credit

Summary

This activity will enable students to understand the overall organization of a fine dining restaurant. Students should be able to identify supply methods and the demands and techniques involved in preparing and serving food and beverages in an upscale restaurant. They will discuss topics such as the daily practices in a fine dining restaurant as well as the expectations and demands of a clientele that is particularly attentive to detail and impeccable service.

Objective

Upon successful completion of this activity, students should be able to evaluate the quality of products used in this type of restaurant and define the kitchen and service brigade's work organization and structure. They will also learn how to adapt a menu and a wine list and should be able to measure the high level of service expected of a world-renowned establishment.

Evaluation Structure

	Final Exam	Retake
Weight (%)	100%	100%
Type of assessment	Pass or Fail	Digital MCQ / Individual
Duration	Day	20min

SEMESTER 2

Module: Industrial Attachment

7200BC – Operational Industrial Attachment

24 working-weeks – 20 US credits

Summary

The main purpose of the Preparatory Year industrial attachment is to provide students with an opportunity to gain valuable experience in the hospitality industry, in addition to the practical training received at the Ecole hôtelière de Lausanne (EHL) and the classes attended during their first semester. This industrial attachment is an integral part of their studies and an admission requirement for the HES-SO's Bachelor program in hospitality management. Students will have a chance to put into practice the wide range of skills that they have acquired during their first semester in a hotel or other establishment with an F&B offer.

Objective

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

BACHELOR PROGRAM COURSES YEAR 1

BACHELOR PROGRAM SEMESTER 1

MODULE	BUSINESS TOOLS I	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
9101BC	Financial Accounting	B	C	45	2.7	4.0
9102BR	Microeconomics	B	R	30	1.7	2.5
9103BR	Management Information System Tools/Spreadsheets	B	R	30	1.7	2.5
9104BR	Mathematics	B	R	45	2.7	4.0
MODULE	FOUNDATIONS OF HOSPITALITY MANAGEMENT I	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
9110BC	Food & Beverage Cost Control	B	C	30	2.7	4.0
9113BC	Foundations of Hospitality Marketing	B	C	30	2.7	4.0
9114BC	Human Behavior & Performance in the Workplace	B	C	30	2.7	4.0
MODULE	COMMUNICATION & CULTURE I	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
9120IM	Business Communication	I	M	30	2.0	3.0
9121-1BM	French (Beginner – A1)	B	M	30	1.3	2.0
9121-2BM	French (Beginner - A2)	B	M	30	1.3	2.0
9121-3IM	French (Intermediate - B1)	I	M	30	1.3	2.0
9121-4IM	French (Intermediate - B2)	I	M	30	1.3	2.0
9122-1BM	Spanish (Beginner - A1)	B	M	30	1.3	2.0
9122-2BM	Spanish (Beginner - A2)	B	M	30	1.3	2.0
9122-3IM	Spanish (Intermediate - B1)	I	M	30	1.3	2.0
9122-4IM	Spanish (Intermediate - B2)	I	M	30	1.3	2.0
9123-1BM	German (Beginner - A1)	B	M	30	1.3	2.0
9123-2BM	German (Beginner - A2)	B	M	30	1.3	2.0
9123-3IM	German (Intermediate - B1)	I	M	30	1.3	2.0
9123-4IM	German (Intermediate - B2)	I	M	30	1.3	2.0
9124-1BM	Mandarin (Beginner - A1)	B	M	30	1.3	2.0
9126-1BM	Russian (Beginner - A1)	B	M	30	1.3	2.0

BACHELOR PROGRAM SEMESTER 2

MODULE	BUSINESS TOOLS II	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
9201BC	Topics in Financial Analysis	B	C	30	2.3	3.5
9202BR	Macroeconomics	B	R	30	2.3	3.5
9203BR	Statistics	B	R	45	2.7	4.0
MODULE	FOUNDATIONS OF HOSPITALITY MANAGEMENT II	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
9210BR	Hospitality Economics	B	R	30	2.3	3.5
9211BC	Service Quality & Design	B	C	30	2.3	3.5
9212BC	Operational Marketing in Hospitality Industry	B	C	30	2.3	3.5
9214BC	Rooms Division Management	B	C	30	2.3	3.5
MODULE	COMMUNICATION & CULTURE II	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
9220BM	Academic Writing	B	M	30	2.0	3.0
9221-1BM	French (Beginner - A1)	B	M	30	1.5	2.0
9221-2BM	French (Beginner - A2)	B	M	30	1.5	2.0
9221-3IM	French (Intermediate - B1)	I	M	30	1.5	2.0
9221-4IM	French (Intermediate - B2)	I	M	30	1.5	2.0
9222-1BM	Spanish (Beginner - A1)	B	M	30	1.5	2.0
9222-2BM	Spanish (Beginner - A2)	B	M	30	1.5	2.0
9222-3IM	Spanish (Intermediate - B1)	I	M	30	1.5	2.0
9222-4IM	Spanish (Intermediate - B2)	I	M	30	1.5	2.0
9223-1BM	German (Beginner - A1)	B	M	30	1.5	2.0
9223-2BM	German (Beginner - A2)	B	M	30	1.5	2.0
9223-3IM	German (Intermediate - B1)	I	M	30	1.5	2.0
9223-4IM	German (Intermediate - B2)	I	M	30	1.5	2.0
9224-1BM	Mandarin (Beginner - A1)	B	M	30	1.5	2.0
9226-1BM	Russian (Beginner - A1)	B	M	30	1.5	2.0

* For the definition of what constitutes a module please refer to the last page of this document.

*During the module Communication and Culture I students study Business Communication and one foreign language of their choice at the appropriate level.

*During the module Communication and Culture II students study Academic Writing, and one foreign language of their choice at the appropriate level.

SEMESTER 1

Module: Business Tools I

13 ECTS Credits

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

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

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

9101BC – Financial Accounting

45 hours of contact – 2.7 US credits

Summary

This course focuses on the production of financial statements for a firm; these being, specifically, the income statement, balance sheet, statement of stockholders' equity and cash flow statement. Students will apply fundamental accounting principles and concepts related to the preparation of financial statements for both internal and external users of information.

Objective

Upon successful completion of this unit, you should be able to record accounting transactions to prepare the four basic financial statements (income statement, balance sheet, statement of stockholders' equity and cash flow statement) used by internal and external parties.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Written	Written
Duration	1h30	2h	2h

9102BR – Microeconomics

30 hours of contact – 1.7 US credits

Summary

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	30	70	100
Type of assessment	Written	PC	Written
Duration	1h	2h	2h

9103BR – Management Information System Tools/Spreadsheets

30 hours of contact – 1.7 US credits

Summary

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	-	100	100
Type of assessment	-	PC	PC
Duration	-	2h	1h30

9104BR – Mathematics

45 hours of contact – 2.7 US credits

Summary

This course aims to provide students with the basic mathematical competencies required throughout the bachelor program. Students will use an applied approach to learn math skills relevant to the hospitality context. Using real-world scenarios, students will solve mathematical problems and make recommendations concerning the hospitality industry.

Objective

Upon successful completion of this course, you will be able to analyze a hospitality situation using mathematical methods.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	30	70	100
Type of assessment	Written	Written	Written
Duration	1h15	1h30	1h30

Module: Foundations of Hospitality Management I

12 ECTS Credits

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

9110BC – Food & Beverage Cost Control

30 hours of contact – 2.7 US credits

Summary

Food service profit margins are very thin and restaurant managers must carefully control every cost. The main sources of cost and waste are food, beverage and labor. They can represent two thirds of all costs. The course provides a comprehensive look at the methods, tools and techniques to control food, beverage, and labor costs in order to increase operating profit. Topics include principles of purchasing, production planning and control, menu analysis, standard and actual costing, sales income control and employee productivity.

Objective

Upon the successful completion of this course, you will be able to set up a cost control system based on "prime costs".

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	30	70	100
Type of assessment	-	Written	Written
Duration	-	2h	2h

9113BC – Foundations of Hospitality Marketing

30 hours of contact – 2.7 US credits

Summary

Students will learn to discover the marketing environment and identify appropriate sources of marketing information. The study of the market place is the starting point for any marketing plan. During a market situation analysis managers look at all internal and external aspects that are important for a clear assessment of the situation. The objective of the situation analysis is to clarify which marketing strategies have to be put into place with the help of the marketing plan. Students will choose targets and positioning for different types of unit operations and be able to establish the marketing mix variable ranking.

Objective

Upon successful completion of this course, you should be able to apply the specific marketing concepts which will allow you to analyze the offer to customer supply and consumer behavior in the hospitality industry. You will be able to make decisions regarding segmentation, target marketing and positioning for a variety of hospitality companies at the unit level.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	45	55	100
Type of assessment	PC	PC	PC
Duration	-	1h30	1h30

9114BC – Human Behavior & Performance in the Workplace

30 hours of contact – 2.7 US credits

Summary

Human capital is a key factor of organizational performance. Successful managers within the hospitality industry are expected to manage and lead employees effectively. It is hence necessary that students acquire the requisite knowledge and skills to become competent managers. This includes identifying one's own and other people's psychological characteristics (cognition, motivation, emotion, and behavior) that lead to high performance in the workplace.

Objective

On successful completion of this course, you should be able to explain, from a theoretical perspective, why and how human cognition, motivation, emotion and behavior influence performance in diverse professional situations.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	20	80	100
Type of assessment	-	PC	Written
Duration	-	1h	1h

Module: Communication & Culture I

5 ECTS Credits

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

9120IM – Business Communication

30 hours of contact – 2 US credits

Summary

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	30	70	100
Type of assessment	-	-	PC
Duration	-	-	1h30

9121-1BM – French (Beginner - A1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Oral
Duration	1h	15 min	1h

9121-2BM – French (Beginner - A2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Oral
Duration	-	-	15 min

9121-3IM – French (Intermediate - B1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

On successful completion of this course, you will be able to interact with guests in French, using appropriate vocabulary, register and structure.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Oral
Duration	1h	30 min	30 min

9121-4IM – French (Intermediate - B2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

Upon successful completion of this course, you will be able to easily interact in a francophone business context as well as understand and write texts and articles linked with the business world.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Oral	Written	Written
Duration	-	-	1h30

9122-1BM – Spanish (Beginner - A1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Written
Duration	1h	-	1h

9122-2BM – Spanish (Beginner - A2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Written
Duration	1h	15 min	1h15

9122-3IM – Spanish (Intermediate - B1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

Upon successful completion of this unit, you should be able to communicate effectively, both orally and in writing, in many typical situations in daily life.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Written
Duration	1h	15 min	1h30

9122-4IM – Spanish (Intermediate - B2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

Upon successful completion of the course, you will be able to communicate in Spanish in a coherent manner both orally and in written situations in personal and professional settings.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Oral	Written	Written
Duration	-	-	1h30

9123-1BM – German (Beginner - A1)

30 hours of contact – 1.3 US credits

Summary

This course will give students the oral and written skills necessary to communicate in most language situations in both personal and professional situations in German. The students will be encouraged to communicate with a high degree of autonomy and will participate in discussions, debates, etc. They will work with texts related to the professional field and their interests, to increase vocabulary and fluency.

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	45	55	100
Type of assessment	PC	Oral	Oral
Duration	1h	15 min	15 min

9123-2BM – German (Beginner - A2)

30 hours of contact – 1.3 US credits

Summary

This German course builds on the basic linguistic competences, both oral and written, already acquired by the student. Situations are standard but students become more capable of operating in familiar circumstances, expressing opinions on abstract/cultural matters in a limited way or offering advice within a known area.

Objective

Upon successful completion of this German course, you should be able to participate in basic familiar and professional conversations and to handle basic written documents for current hospitality situations.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	45	55	100
Type of assessment	Written	Oral	Oral
Duration	1h	20 min	20 min

9123-3IM – German (Intermediate - B1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	45	55	100
Type of assessment	Written	Oral	Oral
Duration	1h	15 min	15 min

9123-4IM – German (Intermediate - B2)

30 hours of contact – 1.3 US credits

Summary

This course will give students the oral and written skills necessary to communicate in most language situations in both personal and professional situations in German. The student will be encouraged to communicate with a high degree of autonomy and will participate in discussions, debates, etc. He or she will work with texts related to the professional field and his / her interests, to increase vocabulary and fluency.

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	45	55	100
Type of assessment	Written	Oral	Oral
Duration	1h	20 min	20 min

9124-1BM – Mandarin (Beginner - A1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

Upon successful completion of this course, you will be able to demonstrate the ability to communicate at an elementary level in Mandarin through the four major linguistic skills (listening, reading, writing, and speaking).

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	45	55	100
Type of assessment	-	Oral	Oral
Duration	-	10 min	10 min

9126-1BM – Russian (Beginner - A1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Written
Duration	-	-	1h

SEMESTER 2

Module: Business Tools II

11 ECTS Credits

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

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

9201BC – Topics in Financial Analysis

30 hours of contact – 2.3 US credits

Summary

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	PC	PC
Duration	1h	2h	2h

9202BR – Macroeconomics

30 hours of contact – 2.3 US credits

Summary

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	30	70	100
Type of assessment	Written	PC	Written
Duration	1h	2h	1h

9203BR – Statistics

45 hours of contact – 2.7 US credits

Summary

Often managers have to face a large amount of coded information; different basic statistical tools related to descriptive and inferential statistics will be presented to help students make the numbers talk, to present and analyze them in order to extract useful information for good decision-making.

Objective

On successful completion of this course, you should be able to use statistical tools in an appropriate way in order to critically evaluate statistical data.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	30	70	100
Type of assessment	Written	PC	PC
Duration	1h	2h	2h

Module: Foundations of Hospitality Management II

14 ECTS credits

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

9211BC – Service Quality & Design

30 hours of contact – 2.3 US credits

Summary

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

Objective

Upon successful completion of this course you should be able to explain service design and apply the principles to the phases of the service process.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	30	70	100
Type of assessment	-	PC	Written
Duration	-	1h30	1h30

9212BC – Operational Marketing in Hospitality Industry

30 hours of contact – 2.3 US credits

Summary

Students will be able to develop the components of a marketing mix (6/7 Ps) following the decision-making process for marketing a hospitality product. The purpose of this marketing mix development task is to achieve marketing objectives for different types of hospitality products. Taking into consideration product components, students must make strategic product mix decisions as well as develop an implementation plan. They will identify the factors influencing the decision-making process and the implementation of a pricing strategy. They will define the most appropriate distribution channel. Finally, students will design effective marketing communication using the latest methods and tools. They will apply different tools to measure performance of the marketing mix strategies and the performance of a business unit in hospitality.

Objective

Upon successful completion of this course, you should be able to apply specific concepts of the marketing mix that will allow you to reach target markets for different types of hospitality operations.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	45	55	100
Type of assessment	Misc.	PC	PC
Duration	-	1h30	1h30

9213BR – Hospitality Economics

30 hours of contact – 2.3 US credits

Summary

Hospitality Economics applies the economic principles to the analysis of the hospitality industry. This course is designed to equip students with the tools needed to analyze the economic workings and the economic environment of a wide range of hospitality businesses. A prerequisite for this course is Microeconomics and a co-requisite is Macroeconomics.

Objective

On successful completion of this course, you should be able to use rigorous economic theories and models to analyze the functioning of the hospitality industry and its current trends.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	25	75	100
Type of assessment	Written	PC	Written
Duration	1h	2h	2h

9214BC – Rooms Division Management

30 hours of contact – 2.3 US credits

Summary

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	PC	PC
Duration	-	2h	2h

Module: Communication & Culture II

5 ECTS Credits

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

9220BM – Academic Writing

30 hours of contact – 2 US credits

Summary

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

Objective

Upon successful completion of this course you should have acquired the necessary competences to read academic papers critically, and to write an effective argumentative essay at a university level.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	15	85	100
Type of assessment	-	-	Written
Duration	-	-	2h

9221-1BM – French (Beginner - A1)

30 hours of contact – 1.5 US credits

Summary

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Oral
Duration	1h	15 min	1h

9221-2BM – French (Beginner - A2)

30 hours of contact – 1.5 US credits

Summary

This course builds on the competences already acquired by the students in the previous French courses and will enable them to communicate orally and in writing in French at the A2 level of the CEFR (Common European Framework of Reference for Languages).

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Oral
Duration	-	-	15 min

9221-3IM – French (Intermediate - B1)

30 hours of contact – 1.5 US credits

Summary

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

Objective

Upon successful completion of this course, you will be operational in French in a tourism context, using appropriate vocabulary, register and structure.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Oral
Duration	1h	30 min	30 min

9221-4IM – French (Intermediate - B2)

30 hours of contact – 1.5 US credits

Summary

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

Objective

Upon successful completion of this course you will be able to easily interact in a francophone business context as well as understand and write texts and articles linked with the business world.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Oral	Written	Written
Duration	15 min	2h	2h

9222-1BM – Spanish (Beginner - A1)

30 hours of contact – 1.5 US credits

Summary

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

Objective

Upon successful completion of this Spanish course, you should be able to interact in a simple way in a professional context.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Written
Duration	1h	15 min	1h

9222-2BM – Spanish (Beginner - A2)

30 hours of contact – 1.5 US credits

Summary

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

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

Objective

Upon successful completion of this Spanish course, you should be able to participate with a certain ease in simple conversations around familiar and professional subjects, understand the essential information of well-structured written texts and handle written documents for current hospitality situations.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Written
Duration	1h	15 min	1h

9222-3IM – Spanish (Intermediate - B1)

30 hours of contact – 1.5 US credits

Summary

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

At the end of this course, students will also have the competences to sit the D.E.L.E. (Spanish as a Foreign Language Diploma /Level B1).

Objective

Upon successful completion of this unit, you should be able to communicate effectively orally and in writing in many personal and professional situations.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Written
Duration	1h	15 min	1h30

9222-4IM – Spanish (Intermediate - B2)

30 hours of contact – 1.5 US credits

Summary

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

At the end of this unit, the student will have the skills to take the D.E.L.E. diploma (diploma of Spanish foreign language / level B2).

Objective

Upon successful completion of this unit, you will have acquired specific Spanish language skills which allow you to communicate in complex situations within the hospitality industry as well as use professional documents.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Oral	Written	Written
Duration	20 min	1h15	1h15

9223-1BM – German (Beginner - A1)

30 hours of contact – 1.5 US credits

Summary

This course will equip students with basic linguistic competencies for everyday situations and for practical professional life in the hospitality world. Students will be able to express themselves in short conversations and use simple and standard written expressions.

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	45	55	100
Type of assessment	PC	Oral	Oral
Duration	1h	20 min	20 min

9223-2BM – German (Beginner - A2)

30 hours of contact – 1.5 US credits

Summary

This German course builds on the basic linguistic oral and written competences, already acquired by the student to communicate in a personal and professional context. It increases the students' confidence in communication and understanding of instructions in a personal and professional context in familiar and regularly encountered situations.

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	45	55	100
Type of assessment	Written	Oral	Oral
Duration	1h	20 min	20 min

9223-3IM – German (Intermediate - B1)

30 hours of contact – 1.5 US credits

Summary

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	45	55	100
Type of assessment	Written	Oral	Oral
Duration	1h	15 min	15 min

9223-4IM – German (Intermediate - B2)

30 hours of contact – 1.5 US credits

Summary

This course will extend and enrich students' vocabulary and grammatical structures through listening, talking, watching and reading. The student will use extensive vocabulary, which includes specialized items in the hospitality industry, in advertisements, in surveys, in instructions and schedules, and will accurately produce practical and useful professional documents, such as emails.

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	45	55	100
Type of assessment	PC	Oral	Oral
Duration	1h	20 min	20 min

9224-1BM – Mandarin (Beginner - A1)

30 hours of contact – 1.5 US credits

Summary

A follow-up to the BOSC 1 Mandarin unit, this course will allow students to further develop the competences previously acquired in the four areas of sociolinguistic skills (speaking, reading, writing, and listening). Students will move from basic conversational topics and contexts to more advanced social and professional situations. At the end of this course, with sufficient out of class study, students should be able to demonstrate proficiency at the A1 Mandarin level.

Objective

Upon successful completion of this unit, you will be able to communicate with a more developed repertoire of Mandarin vocabulary, grammar, and syntax.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	45	55	100
Type of assessment	-	-	Oral
Duration	-	-	1h

9226-1BM – Russian (Beginner - A1)

30 hours of contact – 1.5 US credits

Summary

This unit builds on previous knowledge and competences acquired during the first part of this course. It will allow students to communicate orally and in writing at the Elementary level of TORFL (Test of Russian as a Foreign Language), equivalent of level A1 of CEFR (Common European Framework of Reference for languages). Students will be able to satisfy their elementary communicative needs in a further number of everyday situations. They will continue using the Russian (Cyrillic) alphabet. This unit will teach them how to order in a restaurant,

book a room in a hotel or speak about their interests and hobbies. Therefore, it will contribute to their training for working in the hospitality industry. Finally, students will be able to get a glimpse of Russian culture, food and customs.

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Written
Duration	-	-	1h

BACHELOR PROGRAM COURSES YEAR 2

BACHELOR PROGRAM SEMESTER 3						
MODULE	BUSINESS ANALYSIS	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
9301IC	Revenue Management	I	C	45	3.0	4.5
9302IC	Managerial Accounting	I	C	30	2.7	4
9311IR	Customer Information & Distribution Channel Management	I	R	30	2.3	3.5
MODULE	APPLIED HOSPITALITY MANAGEMENT	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
9310IC	Talent Management Systems	I	C	30	2.7	4.0
9312IC	International Services Marketing	I	C	30	2.7	4.0
9313IR	Services Operations Management	I	R	30	2.7	4.0
MODULE	COMMUNICATION & CULTURE III	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
9321-2BM	French beginner (A2)	B	M	30	1.3	2.0
9321-3IM	French (Intermediate - B1)	I	M	30	1.3	2.0
9321-4IM	French (Intermediate - B2)	I	M	30	1.3	2.0
9321-5AM	French (Advanced - C1)	A	M	30	1.3	2.0
9322-1BM	Spanish (Beginner - A1)	B	M	30	1.3	2.0
9322-2BM	Spanish (Beginner - A2)	B	M	30	1.3	2.0
9322-3IM	Spanish (Intermediate - B1)	I	M	30	1.3	2.0
9322-4IM	Spanish (Intermediate - B2)	I	M	30	1.3	2.0
9322-5AM	Spanish (Advanced - C1)	A	M	30	1.3	2.0
9323-1BM	German (Beginner - A1)	B	M	30	1.3	2.0
9323-2BM	German (Beginner - A2)	B	M	30	1.3	2.0
9323-3IM	German (Intermediate - B1)	I	M	30	1.3	2.0
9323-4IM	German (Intermediate - B2)	I	M	30	1.3	2.0
9323-5AM	German (Advanced - C1)	A	M	30	1.3	2.0
9324-1BM	Mandarin (Beginner - A1)	B	M	30	1.3	2.0
9324-2BM	Mandarin (Beginner - A2)	B	M	30	1.3	2.0
9326-1BM	Russian (Beginner - A1)	B	M	30	1.3	2.0
9326-2BM	Russian (Beginner - A2)	B	M	30	1.3	2.0
9332IR	Legal Awareness	I	R	45	2.7	4.0

BACHELOR PROGRAM SEMESTER 4

MODULE	Industrial Attachment	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
9401SC	Industrial Attachment	S	C	-	20	30

* For the definition of what constitutes a module please refer to the last page of this document.

*During the module Communication and Culture III students study Legal Awareness and one foreign language course of their choice at the appropriate level.

SEMESTER 3

Module: Business Analysis

12 ECTS credits

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

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

9301IC – Revenue Management

45 hours of contact – 3 US credits

Summary

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	PC	PC
Duration	1h	2h30	2h30

9302IC – Managerial Accounting

30 hours of contact – 2.7 US credits

Summary

Management accounting provides relevant information for planning, decision-making and control. In this course, students learn how to use the most important management accounting techniques that are used for these purposes. Students will estimate costs, compute breakeven or operating leverage, determine product costs, use the relevant cost framework, build a budget and use variance analysis to explain differences between budgeted and actual performance.

Objective

On successful completion of this unit, you should be able to identify, interpret and analyze different types of costs in a business decision-making context. Moreover, you should be able to distinguish and apply different management accounting methods, and understand how to use them for effective decision-making.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	-	100	100
Type of assessment	-	Written	Written
Duration	-	1h30	1h30

9311IR – Customer Information & Distribution Channel Management

30 hours of contact – 2.3 US credits

Summary

Built on two foundation marketing courses, this course develops students' competencies in managing relevant information for customers, and optimizing information and distribution channels for hotels.

Managing relevant information for customers consists of two dimensions: information for customers and information about customers. Information for customers discusses information sources; online and offline touch points; and buying decision process. Information about customers discusses trends and challenges in relationship marketing, customer relationship management (CRM), loyalty programs, personalization, and privacy.

Optimizing distribution channels for hotels address the distribution channels for hotels, including both online and offline; the costs and benefits of distribution channels; major players; trends and challenges in optimizing distributions.

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	30	70	100
Type of assessment	Written	PC	PC
Duration	20 min	1h	1h

Module: Applied Hospitality Management

12 ECTS credits

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

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

9310IC – Talent Management Systems

30 hours of contact – 2.7 US credits

Summary

In the context of a war for talent, hospitality business leaders are expected to manage individual and organizational performance through integrated management systems. Thanks to the critical use of various models and on the basis of supervised work, students will explore human resources management (HRM) systems aimed to raise and retain talent within their businesses. Students will be enabled to manage talent acquisition and selection, work conditions and relations, performance appraisal processes, training and development practices, and rewarding and retention strategies.

Objective

On successful completion of this unit, you will be able to evaluate different talent management systems and explain how they can improve business performance at both individual and organizational level.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	30	70	100
Type of assessment	-	PC	PC
Duration	-	2h	2h

9312IC – International Services Marketing

30 hours of contact – 2.7 US credits

Summary

This course will help students explore and understand marketing practices in a global environment. It will prepare students to comprehend issues and the importance of services marketing in an international context. From the perspective of an international marketing manager, they will learn the scope and challenge of international marketing, the characteristics of different entry modes in new markets, the dynamic environment of international trade, and the global market opportunities.

Objective

On successful completion of this course, you will be able to demonstrate an understanding of the strategic patterns that service companies use to achieve success in a global market environment.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	-	Written	Written
Duration	-	1h	1h

9313IR – Services Operations Management

30 hours of contact – 2.7 US credits

Summary

For the production of services, operations imply a set of tasks leading to value creation. Operation management is thus central. Within this course, the student is taught to use forecasting and operation management models. These models cover primary domains such as waiting line management, inventory management and process

mapping. A significant part of the course is dedicated to optimization models aiming to solve an important number of issues, particularly planning.

Objective

Upon successful completion of the unit, you will be able to apply a set of models of forecasting and operation management to inventory management, waiting line management and process mapping.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	30	70	100
Type of assessment	Written	PC	PC
Duration	45 min	2h	2h

Module: Communication & Culture III

6 ECTS credits

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

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

9321-3IM – French (Intermediate - B1)

30 hours of contact – 1.3 US credits

Summary

Tourism, hotel management and food and beverage service are three sectors of the hospitality world that necessitate oral communication and good writing skills. After completing this course, students will be capable of using functional competencies in French, both written and oral. They will be able to manage both hospitality and non-hospitality conversations with French-speaking clients.

Objective

Upon successful completion of this course, you will have sufficient knowledge of the language and the competencies necessary to communicate and be able to accomplish professional tasks linked to the areas of tourism, hotel management and food and beverage service. You will have acquired a vocabulary, language register and structure (syntax and grammar) targeted to these three domains.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Oral
Duration	2h	30 min	30 min

9321-4IM – French (Intermediate - B2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

Upon successful completion of this course, you will be able to easily interact in a francophone business context as well as understand and write texts and articles linked with the business world.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Misc.	Written	Written
Duration	1h30	2h	1h30

9321-5AM – French (Advanced - C1)

30 hours of contact – 1.3 US credits

Summary

This course will give students the oral and written skills necessary to be able to communicate in French without effort using complex structures and a specific language in both business and academic environments. The student should be able to produce clear, well-structured, detailed texts on complex subjects, showing controlled use of organizational patterns, connectors and cohesive devices.

The student should be able to convincingly defend a formal point of view answering questions and comments as well as counter-arguments spontaneously, fluently and accurately, in a hospitality as well as a business context. The C1 course prepares the students to be able to sit for the CCIP exam thereafter *Diplôme de français professionnel AFFAIRES C1* offered by the CCIP (*Chambre de commerce et d'industrie de Paris*).

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Written	Written
Duration	2h	2h	2h

9322-1BM – Spanish (Beginner - A1)

30 hours of contact – 1.3 US credits

Summary

This course will provide students with basic linguistic competencies for everyday Spanish situations.

Furthermore, they will be able to express themselves in short and easily formulated Spanish conversations and interact in simple professional situations.

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Written
Duration	45 min	15 min	1h

9322-2BM – Spanish (Beginner - A2)

30 hours of contact – 1.3 US credits

Summary

This Spanish course will build on basic linguistic competencies, both oral and written, already acquired by the student.

It will enable a certain confidence in communication in a personal and professional context.

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Misc.	Oral	Written
Duration	1h	1h	1h15

9322-3IM – Spanish (Intermediate - B1)

30 hours of contact – 1.3 US credits

Summary

This Spanish course will give students the competencies to handle many linguistic situations occurring in everyday life.

Students will be able to express themselves on subjects of personal interest with an acceptable degree of fluency. They will be able to share and defend their points of view on facts, experiences and projects in familiar and professional contexts.

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Written
Duration	1h	15 min	1h30

9322-4IM – Spanish (Intermediate - B2)

30 hours of contact – 1.3 US credits

Summary

This course will provide students with the oral and written skills needed to be able to deal, fluently, with most personal and professional situations in Spanish.

The student will be encouraged to communicate with a good degree of autonomy and will participate in discussions, debates, etc. He / she will work with texts related to the professional field and their interests.

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Oral	Written	Written
Duration	20 min	1h30	1h30

9322-5AM – Spanish (Advanced - C1)

30 hours of contact – 1.3 US credits

Summary

This course will enable students to communicate in Spanish with autonomy and effectively, both orally and writing, using complex structures and a specific language in different areas: social, academic and professional.

The student will learn how to defend his point of view spontaneously, convincingly and fluently, both in hospitality and a business context.

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Written
Duration	1h30	15 min	1h30

9323-1BM – German (Beginner - A1)

30 hours of contact – 1.3 US credits

Summary

This German course will equip students with very basic linguistic competencies for everyday situations and for practical professional life in the hospitality world.

Students will be able to express themselves in short and easily formulated conversations and follow a simple dialogue.

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	45	55	100
Type of assessment	PC	Oral	Oral
Duration	1h15	20 min	20 min

9323-2BM – German (Beginner - A2)

30 hours of contact – 1.3 US credits

Summary

This German course builds on the basic linguistic competences, both oral and written, already acquired by the student. Situations are standard but students become more capable of operating in familiar circumstances, expressing opinions on abstract/cultural matters in a limited way or offering advice within a known area.

Objective

Upon successful completion of this German Beginner course, you should be able to participate in simple conversations on familiar subjects, using frequently used expressions, understanding the essential information given by an interlocutor, of short written texts and handling basic written documents for current hospitality situations.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	45	55	100
Type of assessment	Written	Oral	Oral
Duration	1h	20 min	20 min

9323-3IM – German (Intermediate - B1)

30 hours of contact – 1.3 US credits

Summary

This German course will give students the competencies to handle many linguistic situations occurring in everyday life.

Students will be able to express themselves on subjects of personal interest with an acceptable degree of fluency. They will be able to expose and defend their points of view on facts, experiences and projects in familiar contexts.

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	45	55	100
Type of assessment	Written	Oral	Oral
Duration	1h	15 min	15 min

9323-4IM – German (Intermediate - B2)

30 hours of contact – 1.3 US credits

Summary

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

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	45	55	100
Type of assessment	Written	Oral	Oral
Duration	1h	20 min	20 min

9323-5AM – German (Advanced - C1)

30 hours of contact – 1.3 US credits

Summary

This course will enable students to understand the main ideas as well as the details of complex writing on both concrete and abstract topics, including technical discussions in their field.

It will furthermore enable students to interact with a great degree of fluency and spontaneity.

Upon completion of the class, students will be able to produce clear, detailed texts on a wide range of topics. They will be able to justify a viewpoint on a variety of issues, stating the advantages and disadvantages of various options.

The class evolves in a very interactive and student-centered classroom environment.

Objective

Upon successful completion of this German course, you should be able to communicate with a high degree of fluency and accuracy when discussing complex matters orally or in writing in your fields of interest.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	45	55	100
Type of assessment	PC	Oral	Oral
Duration	1h	20 min	20 min

9324-1BM – Mandarin (Beginner - A1)

30 hours of contact – 1.3 US credits

Summary

This Mandarin course is an introduction for students to acquire basic speaking, listening, reading and writing skills in daily personal communication. It also introduces students to first impressions of China and its history.

Objective

Upon successful completion of this course, you should be able to introduce yourself and others, and be able to ask and answer simple questions.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	45	55	100
Type of assessment	-	-	Written
Duration	-	-	1h

9324-2BM – Mandarin (Beginner - A2)

30 hours of contact – 1.3 US credits

Summary

This Mandarin course enables students to acquire effective speaking and writing skills for some specific situations focused on the hotel business, for instance at the reception and the F&B department. It also offers a chance to discover the Chinese hospitality industry.

Objective

Upon successful completion of this course, you should be able to express yourself in professional life. It also increases your confidence in communicating in regularly encountered situations. This course may also help those of you who will go on industrial attachment in China.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	45	55	100
Type of assessment	-	-	Written
Duration	-	-	1h

9326-1BM – Russian (Beginner - A1)

30 hours of contact – 1.3 US credits

Summary

This course will provide students with basic linguistic competencies in Russian, suitable for everyday life situations. It will allow students to communicate orally and in writing at the Elementary level of TORFL (Test of Russian as a Foreign Language), equivalent to level A1 of CEFR (Common European Framework of Reference for languages). Students will be able to satisfy their elementary communicative needs in a limited number of everyday situations. They will be introduced to the Russian (Cyrillic) alphabet. This course will teach them how to ask for directions in a city, deal with hotel reception or find their way in an airport.

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Written
Duration	-	-	1h

9326-2BM – Russian (Beginner - A2)

30 hours of contact – 1.3 US credits

Summary

This unit builds on previous knowledge and competences acquired during the A1 course. It will allow students to communicate orally and in writing at the A2 level of the CEFR (Common European Framework of Reference for languages). Students will be able to meet their basic communication needs in a wider array of everyday situations and sociocultural contexts. They will continue using the Russian (Cyrillic) alphabet. This unit will teach them how to read short simple texts from different sources, write brief messages, engage in a conversation in simple, standard situations (e.g. to discuss the weather, their home, shops, hotels and hotel rooms, the workplace and other interests), use grammar to formulate statements about their plans and past actions in a limited number of situations. Therefore, it will contribute to preparing them to work in the hospitality industry. At the same time students will continue learning about Russian culture, customs and traditions.

Objective

Upon successful completion of this unit, you should be able to communicate and interact in Russian in a number of everyday situations, using simple but appropriate language.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Written
Duration	-	-	1h

9332IR – Legal Awareness

45 hours of contact – 2.7 US credits

Summary

Most decisions taken by managers in the hospitality industry have a legal aspect and may therefore involve liability. In this course, students will raise their awareness of the legal constraints they will encounter in their career, in diverse legal contexts and systems, as well as what best practices to adopt in managing these constraints. The focus is on the legal risks attached first to the ordinary daily operation of hospitality businesses, such as a hotel or a restaurant, and then to the development of more complex hospitality structures, including franchise and management contracts, moving from a local framework to a wider international context.

Objective

Upon successful completion of this course, you should be able to identify, assess and manage the basic legal risks attached to the relationship between hospitality operators and their stakeholders in different legal systems.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	30	70	100
Type of assessment	PC	PC	PC
Duration	45 min	1h30	1h30

SEMESTER 4

Module: Industrial Attachment

30 ECTS credits

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

This module will be evaluated on a PASS/FAIL basis on two components:

The Academic Component will be evaluated by a designated member of Faculty using a given evaluation grid. To pass the academic side of the module, students have to complete the three components below:

- First Report
- First Report Review Interview
- Final Report

To complete these components, students have to deliver them within the deadlines, and their work needs to meet the quality requirements defined in a grading rubric.

The First Report and First Report Review Interview are worth 20% each. Missing or failing either of these components will highly impact your ability to achieve a pass mark for the Module, even though the Final Report is worth 60% of the grade.

The Administrative Component will be evaluated on a PASS/FAIL basis on the following criteria:

- The industrial attachment agreement and job description validated by Student Affairs
- The confirmation form duly signed and completed by the employer confirming the 24 working-weeks

These forms have to be submitted to Student Affairs within the provided deadlines.

9401SC – Industrial Attachment

24 working-weeks – 20 US credits

Summary

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

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

Objective

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

BACHELOR PROGRAM COURSES YEAR 3

BACHELOR PROGRAM SEMESTER 5

MODULE	INTEGRATED BUSINESS ANALYSIS	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
9504AC	Corporate Strategy	A	C	45	3.7	5.5
9501AC	Corporate Finance	A	C	45	3.7	5.5
9506AR	Research Methodology OR	A	R	30	2.7	4.0
9507AR	Project Management	A	R	20	1.8	2.5
9508AR	Market Research	A	R	10	0.9	1.5
MODULE	INTEGRATED HOSPITALITY MANAGEMENT	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
9505AC	Real Estate Finance	A	C	30	3.3	5.0
9502AC	Hospitality Asset Management	A	C	30	3.3	5.0
9503AC	Organizational Capital & Leadership	A	C	30	3.3	5.0

* For the definition of what constitutes a module please refer to the last page of this document.

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

BACHELOR PROGRAM SEMESTER 6

MODULE	ADVANCED ELECTIVES	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
9601AS	Hotel Planning & Development	A	S	30	2.7	4.0
9604AS	Managing Demand for Optimal Hotel Performance	A	S	30	2.7	4.0
9606AS	Hospitality Mergers & Acquisitions	A	S	30	2.7	4.0
9624AS	Branding - thinking beyond products and services	A	S	30	2.7	4.0
9629AS	Hospitality Experience Management, Maximizing the Guest Experience	A	S	30	2.7	4.0
9632AS	Technology trends in the hospitality industry – Programming skills for businesses	A	S	30	2.7	4.0
9633AS	Decision Making: Techniques for better managerial decisions	A	S	30	2.7	4.0
9607AS	Developing Entrepreneurial Projects	A	S	30	2.7	4.0
9608AS	Innovation Management	A	S	30	2.7	4.0
9611AS	Cross-cultural Hospitality Management	A	S	30	2.7	4.0
9612AS	Digital Marketing	A	S	30	2.7	4.0
9614AS	Wine Economics & Finance	A	S	30	2.7	4.0
9615AS	Portfolio Management	A	S	30	2.7	4.0
9616AS	Hospitality Luxury Brand Management	A	S	30	2.7	4.0
9618AS	Influence & Leadership : Negotiation & Communication Tools	A	S	30	2.7	4.0
9622AS	Strategic Hotel Investments	A	S	30	2.7	4.0

9623AS	Creating the Future of Food Service	A	S	30	2.7	4.0
9625AS	Big Data Strategy for the Hospitality Industry	A	S	30	2.7	4.0
9626AS	Crisis/Strategic Communication	A	S	30	2.7	4.0
9627AS	Corporate Social Responsibility and Sustainable Innovations	A	S	30	2.7	4.0
9630AS	Strategies for Commercial Real Estate Assets	A	S	30	2.7	4.0
9631AS	People analytics	A	S	30	2.7	4.0
MODULE	DIPLOMA WORK	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
9620SC	Student Business Project (SBP) OR	S	C	-	12	18
9621SC	Thesis	S	C	-	12	18

* For the definition of what constitutes a module please refer to the last page of this document.

*During the Advanced Electives module students will take three electives. A specific electives offer will be developed to be delivered on the Singapore campus.

SEMESTER 5

Module: Integrated Business Analysis

15 ECTS credits

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

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

9504AC – Corporate Strategy

45 hours of contact – 3.7 US credits

Summary

Students will learn to formulate a strategic assessment within a given context and define the appropriate strategic actions to implement. To do so, they will learn to analyze a given industry, its markets and to spot changes in the economic backdrop and within the hospitality landscape. In addition, they will be able to use analysis tools and the research they have done to evaluate recent strategic decisions made by companies in the sector. Throughout the module, students will be required to apply the theoretical concepts seen in class to case studies involving companies in the hospitality industry. They will also be evaluated on group presentations they prepare and deliver on companies, which will enable them to better comprehend the strategic fundamentals seen in class.

Objective

Upon successful completion of this unit you should have acquired the necessary competences to construct and appraise strategic decisions required at the corporate level of hospitality organizations.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	45	55	100
Type of assessment	Oral	PC	Written
Duration	-	1h30	1h30

9501AC – Corporate Finance

45 hours of contact – 3.7 US credits

Summary

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Oral	PC	PC
Duration	-	1h30	1h30

9506AR – Research Methodology

30 hours of contact – 2.7 US credits

Summary

This unit will introduce thesis students to the research process, and give them the skills needed to conduct their own research projects.

Objective

After successfully completing this course, you should be able to create and implement a research project from problem definition, to methodological design, to data analysis, to the interpretation of findings. The end-result of such a project should be better information which should facilitate improved decision-making.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	-	PC	PC
Duration	-	2h	2h

9507AR – Project Management

20 hours of contact – 1.8 US credits

Summary

This course provides a solid grounding in project management. It equips participants with a framework and the tools and techniques necessary for successful project management, directly applicable to the student business projects (SBPs) and beyond.

Participants will learn how to apply proven techniques and use the principles over the life of a project, from beginning to end. This will include the initial project definition, planning and estimating, stakeholder management and communication, risk and issue management.

This will help participants avoid project pitfalls and maximize the chance of projects' success.

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	30	70	100
Type of assessment	Written	Written	Written
Duration	-	1h30	1h30

9508AR – Market Research

10 hours of contact – 0.9 US credits

Summary

This course will provide for students the main market research applications to prepare them for the Student Business Project (SBP) with the best tools. The market research will be positioned as a business decision-making tool.

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

Objective

Upon successful completion of this course you should have acquired the necessary competences related to the market research technics and tools to manage your SBP.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	-	100	100
Type of assessment	-	Misc.	Written
Duration	-	-	1h

Module: Integrated Hospitality Management

15 ECTS credits

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

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

9505AC – Real Estate Finance

30 hours of contact – 3.3 US credits

Summary

This course reconciles salient key concepts from earlier finance, accounting and economics courses in the context of hotel real estate. Topics in hotel appraisal, financing, investment and development are approached from several angles. Real estate theory is blended with extensive application of financial tools and basic econometric methods. Fundamentals of capital structuring, cap rate and hotel appraisal are discussed with realistic examples and exercises. Students go through in-depth analysis of debt capital using the concepts of effective borrowing cost, refinancing and alternate mortgage instruments. Students apply these concepts to leveraged investment analysis.

Objective

On successful completion of this course students will be able to apply appropriate analytical tools to arrive at financially sound real estate decisions related to mortgage financing and equity investment.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	-	PC	PC
Duration	-	2h	2h

9502AC – Hotel Asset Management

30 hours of contact – 3.3 US credits

Summary

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	-	PC	PC
Duration	-	3h	3h

9503AC – Organizational Capital & Leadership

30 hours of contact – 3.3 US credits

Summary

Organizational capital is a key factor of corporate performance. Leaders within the hospitality industry are expected to manage people effectively. It is hence necessary that students acquire the knowledge and skills to

become leaders in complex environment. This includes understanding major challenges related to organizational dynamics that lead to high performance in the workplace: organizational structure, corporate culture, and managing change and diversity.

Objective

On successful completion of this course, you should be able to apply main theories to access and solve problems related to organizational structure, culture and change.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	30	70	100
Type of assessment	Oral	PC	PC
Duration	-	2h	2h

SEMESTER 6

Module: Advanced Electives

12 ECTS credits

Advanced Electives are offered in the 6th final semester of the Bachelor of Science in International Hospitality Management. They are 30-hour courses. Each Elective is worth 4 ECTS credits and students select three elective courses. Therefore, the Advanced Electives Module is worth 12 ECTS credits.

The precise offer of Electives at EHL Campus (Singapore) will be determined in the near future, and will be based on the existing offer at EHL Lausanne. On our Singaporean campus, this offer will initially be reduced (given the initial lower number of students on our campus), but will be adapted to the specificities of the Asian market. Over time, however, we plan to increase this offer, in line with the increase in the number of students on our Singapore campus. As it is already the case at EHL Lausanne, in this module, students will learn how to analyze, manage, and improve service processes throughout the value chain, ultimately to add value to the firm. Students will extend the knowledge and solution sets to organizational challenges they acquired in previous semesters with specialist knowledge in their desired elective field.

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

9601AS – Hotel Planning & Development

30 hours of contact – 2.7 US credits

Summary

Have you ever wondered what it is like to be developing hotels in a highly competitive dynamic, global arena? This elective offers students the opportunity to learn about the mechanics of the hotel development process, from evaluating hotel sites to negotiating commercial contract terms.

Objective

On successful completion of this course you will be able to demonstrate comprehension of the global hotel development arena in terms of brands, business models and market expansion strategies.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	-	-	Written
Duration	-	-	2h

9604AS – Managing Demand for Optimal Hotel Performance

30 hours of contact – 2.7 US credits

Summary

This course will challenge students to break down the often conflicting commercial silos of a hotel organization, namely, in the areas of Asset Development & Management, Demand Generation (Sales, Marketing and Distribution), Online Marketing, Demand Optimization (Revenue, Price & Inventory Management) and Communication & Neuro-Linguistic Programming (NLP). Students will be immersed in an integrated five day program led by SnapShot's Education Team and industry experts. A live case study will provide students with real-world application of the competences acquired in the course.

Objective

Upon successful completion of this course, you will be able to evaluate different aspects of hotel performance to make fiscally sound management decisions.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	-	-	Written
Duration	-	-	1h

9606AS – Hospitality Mergers & Acquisitions

30 hours of contact – 2.7 US credits

Summary

The objective of this course is to undertake a rigorous presentation of the strategic and financial rationales, valuation methodologies and transaction considerations and tactics followed by industry participants and financial institutions (such as private equity firms) to acquire or sell hospitality businesses. Students will learn about deal process management and review key commercial and legal terms in connection with public offers and private transactions.

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Oral	Written
Duration	-	-	2h

9624AS – Branding - thinking beyond products and services

30 hours of contact – 2.7 US credits

Summary

Storytelling is often praised as the ultimate marketing tool. Whether it is to advertise a product, motivate your employees or rally people behind a common cause. In the hospitality industry, many hotels are turning to storytelling in search for a solution to rising OTAs' commissions, growth of Air BnB and changing customer behavior. But what is a "brand story" exactly, how do you develop a great one and to implement it? In this elective you will develop a deep understanding of the power of storytelling in business and yourself. You will learn how to think a story beyond product/services features and concretely craft a complete product/service narrative using the Brand Story Canvas™.

Objective

On successful completion of this course, you will be able to understand the historical and theoretical ramifications of brand storytelling, learn about the 7 components that are part of every story, learn to use the Brand Story Canvas™ to develop brand stories for future independent work, understand the role of graphic design and copywriting to express brand stories, learn to "convert" a brand story into a tangible hospitality experience, learn how to develop an editorial guideline to bring a brand story to life through content, be able

to recognize storytelling patterns in everyday communication and advertising, discover case studies about brands in and outside the hospitality industry such as Freeletics, Shinola, Moleskine and more, and to discover a teaser into personal branding.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	30	70	100
Type of assessment	-	Written	Written
Duration	-	-	1h

9629AS – Hospitality Experience Management, Maximizing the Guest Experience

30 hours of contact – 2.7 US credits

Summary

The course will give the students a valuable insight to what they need to know in regards to making sure that your operation is in perfect shape to withstand and mitigate any risk that a hotel owner/GM faces daily. In today's world, a perfect experience can be magnified with a single mobile device, and online reviews have increased the demand for excellence and commitment towards Risk.

The course will provide the students an insight into International Management Systems and other certification programs from the perspective of a certification body.

Objective

On successful completion of the course, you should be able to identify the main risks in a property and analyze the corrective actions to take in case of an incident. You will also learn to apply measures to reduce the consumption of energy and resources in a property, to apply measures to be more environmentally friendly, and to understand the key measurements of Corporate Social Responsibility.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	50	50	100
Type of assessment	-	-	PC
Duration	1h	2h	1h

9632AS – Technology trends in the hospitality industry – Programming skills for businesses

30 hours of contact – 2.7 US credits

Summary

Information Technology (IT) applications have become an essential part of hotel operations, as well as a core subject in many international hospitality and non-hospitality-related universities.

Many companies have been showing growing interest in hospitality schools' students having a better preparation in the areas of "using spreadsheet programs", "presenting data in an efficient manner", and "analyzing numerical data with computers".

This course will cover programming fundamentals like Object Model Programming, Variables and Data Types, Procedures and Iterations, Debugging, and many other concepts. A course for future Data Analysts, Accountants, Finance Analysts, Market Research Analysts, Big Data Analytics Architects, but also any person interested in programming, as this is a transferable knowledge that can be applied to many other activities.

Objective

Upon successful completion of this course, you will be tapping into the powerful programming, automation, and customization capabilities of Visual Basic for Applications.

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	-	-	100
Type of assessment	-	-	-
Duration	-	-	-

9633AS – Decision Making: Techniques for better managerial decisions

30 hours of contact – 2.7 US credits

Summary

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

Objective

Upon successful completion of this course, you will be able to better structure decisions with reference to key tools and insights, articulate key biases preventing effective decision making, recognize and learn to avoid biases in decision making, understand the behavioral insights underpinning biases, and improve business performance by applying behavioral insights to corporate situations.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	-	Written
Duration	30 min	30 min	-

9607AS – Developing Entrepreneurial Projects

30 hours of contact – 2.7 US credits

Summary

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

Objective

After having succeeded this course, you should have acquired the necessary competencies to identify opportunities, analyze entrepreneurial projects and the capacity to write a professional business plan. You will understand how to assess and develop your entrepreneurial capacities.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Oral	Misc.	Written
Duration	-	-	1h

9608AS – Innovation Management

30 hours of contact – 2.7 US credits

Summary

In this case study-based elective, we will discuss the strategic role that innovation plays in today's business environment. We will use frameworks and identify 'best practices' in innovation management by investigating the real-world challenges that established companies and startups face when trying to create and sustain competitive advantage. Beyond hotels and restaurants, we will look at business stories coming from the world of cosmetics, electronics, software, toys, and fashion.

The key concepts we will cover include: business model innovation, new product development processes, lead user method, job-to-be-done approach, lean startup, disruptive innovation, scenario analysis, real options, diffusion of innovations, and design thinking.

Objective

Upon successful completion of this course you will be able to apply the key concepts of innovation theory to a variety of business contexts.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	-	Written	Written
Duration	-	1h30	1h30

9611AS – Cross-cultural Hospitality Management

30 hours of contact – 2.7 US credits

Summary

The hospitality industry undergoes permanent changes and its dynamics such as new destinations/stakeholders, emerging global/local specificities and innovative trends make the hospitality sector more and more complex. This course will focus on hospitality management from a socio-anthropological perspective that will develop socially and culturally responsible competences for the students as future hotel managers.

Objective

On successful completion of the course you should be able to use practical and theoretical concepts drawn from sociocultural studies in order to propose solutions of cross-cultural hospitality management.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	-	-	Written
Duration	-	-	1h30

9612AS – Digital Marketing

30 hours of contact – 2.7 US credits

Summary

Digital marketing provides, firstly, a foundation for how and why new digital media are changing the marketing landscape. These media, e.g. the internet, mobile devices, are changing the marketing concepts of time, distance, experience and social connections. Students will investigate the opportunities, threats and issues that impact on this digital environment and further review the role of the Internet, and other technologies, on the marketing mix of hospitality products and services in creating value propositions for customers and strategic opportunities and competitive advantage for organization by extending and developing new e-business models. Students will build on critical areas, such as an improved quality of the digital experience, and exploit strategic opportunities to provide personalization and dynamic interaction with the customer. Students will further explore the implications of implementing a digital marketing strategy.

Objective

On completion of this unit, you should be able to evaluate the impact of the digital environments within the hospitality-marketing environment.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	30	70	100
Type of assessment	Oral	Written	Written
Duration	-	-	3h

9614AS – Wine Economics & Finance

30 hours of contact – 2.7 US credits

Summary

The goal of this course is to provide students with the necessary tools to examine the functioning of the market for fine wines and to rigorously analyze the performance of a fine wine investment. Students will first explore the world most renowned wine producing regions and study the specificities of the wines produced in each of these regions. They will study how fine wines are initially released on the market (primary market) and how they are subsequently traded (secondary market). Students will then review the determinants of wine prices and investigate the performance of an investment in fine wines. This analysis will include a review of financial tools that are commonly used for performance assessment. In the last part of the course, students will have to deal with specific, yet crucial, issues that are related to wine investments.

Objective

On successful completion of this course, you will be able to analyze the most important economic issues affecting the market for fine wines. You will also be able to propose and assess the performance of investment strategies involving wines (and possibly other alternative assets).

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	-	-	PC
Duration	-	-	1h30

9615AS – Portfolio Management

30 hours of contact – 2.7 US credits

Summary

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	30	70	100
Type of assessment	Oral	Misc.	Written
Duration	-	-	2h

9616AS – Hospitality Luxury Brand Management

30 hours of contact – 2.7 US credits

Summary

By the end of this elective students will have acquired a real understanding of the concept of luxury, the key rules and characteristics that define it and how to recognize and apply these in the context of the hospitality and services industry. They will have learned how to market luxury brands based on a luxury marketing model following specific rules that define it vs. traditional marketing approaches; and the strategic choices required to follow a luxury strategy vs. a premium or fashion model. Students will learn how to respond to challenges facing luxury brands in view of the social, cultural and economic changes affecting the luxury industry globally, democratization and the emergence of new definitions of luxury.

Objective

On completion of this course, you will be able to recommend strategies and solutions for the branding, marketing and communications of luxury goods and services.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Oral	Written	Written
Duration	15 min	1h30	1h30

9618AS – Influence & Leadership: Negotiation & Communication Tools

30 hours of contact – 2.7 US credits

Summary

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Oral	Written	Written
Duration	-	2h	2h

9622AS – Strategic Hotel Investments

30 hours of contact – 2.7 US credits

Summary

In this course, students are put through a bespoke multi-day experience that simulates the real world of hotel investment. The students will use concepts in a series of interactive in-class role-playing games during which they will act as hotel owners, developers and/ consultants and during which they will receive coaching/feedback from visiting executives who actually do this in the real world. The course teaches students how to think about financial numbers, not how to calculate them. The focus is on teaching students how to think and act like hotel owners and real estate investors in a fun, innovative and challenging way.

Objective

On successful completion of this course, students will have developed the appropriate competencies required to compete in the international lodging industry and appreciate the practical implications of their decisions.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	-	-	Written
Duration	-	-	2h

9623AS – Creating the Future of Food Service

30 hours of contact – 2.7 US credits

Summary

The course focuses on the understanding and application of the basics of the experience economy theory. Topics include: values systems, business models, co-creation and experience innovation, techniques against non-creativity, and new product and service development. The two central questions underlying the motivation for

this course are: How could hospitality businesses shift their focus away from services and onto experiences and how can these experiences and networks be managed in order to promote experience innovation through co-creation? Prahalad and Ramaswamy's theory of experience innovation will play a vital role in the pursuit of answering these questions. Students will further explore the implications of developing a new experience space for a "real" client.

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	35	65	100
Type of assessment	Oral	Oral	Written
Duration	-	-	1h

9625AS – Big Data Strategy for the Hospitality Industry

30 hours of contact – 2.7 US credits

Summary

Nowadays data become the most important source of innovation, value creation and business development. Companies that use big data analytics improve the quality of their strategic decisions and are five times more likely to make decisions faster than their competitors. The main objective of this course is to learn how to make decisions for business growth based on the data. The process of how to transform intelligent data to an actionable decision and create value for the clients will be developed in this course as well as the concepts of big data ecosystem, data management, visualization and predictive analysis.

Objective

On successful completion of this course you will discover how Big Data tools can be used to enhance business performance. Students will develop a big data strategy and identify the key performance indicators for performance monitoring, apply the main predictive analysis methods (sentiment analysis and clustering analysis for market segmentation) using Big data Software, analyze extracted unstructured data from social networks to develop customer insights, recognize how to make an actionable decision based on the process from the data identification and analysis to valuable insight creation.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Written	Written	Written
Duration	20 min	2h	2h

9626AS – Crisis/Strategic Communication

30 hours of contact – 2.7 US credits

Summary

In a world wrought with negative comments and online reviews, a company's reputation is only as good as its communication. Companies like Enron and Volkswagen both endured a crisis, but one went bankrupt while the other is thriving. What made the difference in these cases? Communication. Just recently, Tesla's reputation

has suffered from reports of mass firings and racial discrimination. No company is immune to crisis, but it is the manner in which they react to it that will make a difference. In the workplace, our students (and future managers) will be faced with crises, both natural and human-made and they will need to have the skills to deal with them. This course is designed to help students learn how to best communicate in the time of crisis and strategically keep their reputation intact. In groups, students will be presented with a crisis which they have to manage over 5 weeks, resulting in a comprehensive and thorough communication plan. This plan will detail all of the oral and written communication channels in a logical order which are necessary in the case of crisis.

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	30	70	100
Type of assessment	Oral	Written	Written
Duration	-	-	-

9627AS – Corporate Social Responsibility and Sustainable Innovations

30 hours of contact – 2.7 US credits

Summary

Traditional hospitality management can be overly short-term focused, so understand how to tie corporate social responsibility (CSR) and sustainability 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 to challenges in relation to the United Nations Sustainable Development Goals (SDGs) and the Quadruple Bottom Line approach: planet, people, profit and purpose. The course will provide a forum, on the one hand, to discuss applied innovative subjects and, the other, options to help students understand – no matter which side of the debate they are on – how to engage with relevant actors to establish common ground and produce positive outcomes for the future. The course will include lectures, a series of experienced executives as guest speakers, interactive case discussions, and visits to leading-edge sustainable companies and research labs.

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 hospitality and tourism stakeholders act, influence and contribute to CSR and sustainability, analyzing companies' CSR strategies and proposing sustainable and innovative solutions to improve their actions, critically reflecting on hospitality and tourism organizations and their eco-innovation management, 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, social responsibility, sustainable business models and innovation.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	40	60	100
Type of assessment	Misc.	PC	-
Duration	-	2h	-

9630AS – Strategies for Commercial Real Estate Assets

30 hours of contact – 2.7 US credits

Summary

Do you want to be able to make informed decisions about diverse real estate investment opportunities or projects, and understand the best ways to evaluate and support these decisions?

Would you like to expand your general real estate knowledge - learn about different real estate asset classes, specific analytical tools, such as IPMS, CRS certifications, BIM, etc.?

This course evaluates strategies for managing assorted real estate asset classes.

Objective

Upon successful completion of this course, you will be able to effectively and ethically evaluate asset management strategies concerning commercial real estate.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	20	80	100
Type of assessment	Misc.	Misc.	-
Duration	-	-	-

9631AS – People analytics

30 hours of contact – 2.7 US credits

Summary

People constitute the most important asset of every organization. Unfortunately, they are very often perceived as costs instead of assets and management makes people-related decisions in hiring, training and retaining most of the time intuitively instead of relying on evidence-based approaches. There is now a renewed business interest in people analytics which refers to the systematic and scientific process of applying quantitative or qualitative data analysis methods to create insights that shape and inform employee-related business decisions and performance. The aim of this new discipline is to help companies get a competitive advantage. In this course, students will learn the foundations and tools from people analytics to make appropriate business decisions. Here are some examples of questions that could be answered through people analytics: “Should we increase the number of selection interviews per candidates in order to increase the quality of our hires”, “Is It worth that our company invests money in trying to reduce turnover?” or “How expensive is it to have bad leaders in our company?”.

Objective

Upon successful completion of this course, you will be able to make appropriate business recommendations and decisions by taking into account people analytics. More precisely, you will be able to select relevant data, perform the right statistical analyses and communicate the results in a meaningful and accessible way to internal and external stakeholders.

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	-	-	100
Type of assessment	-	-	-
Duration	-	-	-

Module: Diploma Work

18 ECTS credits

9620SC – Student Business Project

9 weeks – 12 US credits

Summary

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

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	-	100	100
Type of assessment	-	Misc.	Written
Duration	-	-	-

9621SC – Thesis

9 weeks – 12 US credits

Summary

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

Objective

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

Evaluation Structure

	Intermediate Exam	Final Exam	Retake
Weight (%)	-	100	100
Type of assessment	-	Misc.	Misc.
Duration	-	-	-

DEFINITION OF A MODULE

According to the requirements of the Bologna Declaration that apply to all European universities, a study program must be structured in the form of modules. A module comprises one or more learning units. EHL offers 2 types of modules: integrated modules and non-integrated modules. Non-integrated modules bring together a set of independent courses. Integrated modules include a set of courses that all treat the same central issue.

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