

# Course Catalogue

2020-2021



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# GREETINGS FROM THE EXECUTIVE DEAN

## Our vision

Our vision at EHL Haute Ecole and Academia is to bring together the best of hospitality industry practices, management education, and research.

We believe that combining hospitality 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 business education.

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

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

The following programs are offered by EHL:

- EHL's four-year undergraduate program, the **Bachelor of Science in International Hospitality Management**, starts with a practical year that focuses on hospitality industry practices, followed by three years of university level management courses, culminating in a real-life consulting project.
- The **Master of Science in Global Hospitality Business (MGH)** is our tripartite program with the School of Hotel and Tourism Management at Hong Kong Polytechnic University, and the Conrad N. Hilton College of Hotel and Restaurant Management at the University of Houston. Students have the unique opportunity to study hospitality management on three continents.
- The **Master of Science in Wine and Hospitality Management (MWH)** is our joint program with KEDGE Business School's Wine & Spirits Academy. This unique blended program is offered jointly to strengthen the links between wine and hospitality and develop expert and strategic managers in those two fields.
- The **MBA in Hospitality** is our blended MBA (80% online and 20% face to face) that enables hospitality professionals to continue to meet their professional and personal obligations while participating in this flexible 24-48 month program.
- The **Hospitality EMBA (HEMBA)** is our part-time, 18-month program in partnership with the China Europe International Business School (CEIBS). We designed this joint-degree program for professionals in the Asia-Pacific hospitality industry who seek to take the next step in their careers.

We strive to expose our students to experiential learning and collaborative opportunities in a diverse atmosphere with others passionate about service and learning. This catalogue details the specific levels and courses that bachelor and graduate students will take during their time at EHL.

In addition to academic studies, campus life adds to the learning experience at EHL. We encourage students to participate in committees, sports, and other activities to enrich their lives on campus and engage in informal learning experiences.

The current Covid-19 crisis has challenged our practices, as we shifted - almost overnight - to remote learning in March 2020. However, this crisis strengthened and created new opportunities for us to seize. In particular, it accelerates our project for curriculum digitalization and personalization. Through the crisis, we are innovating to maintain our community connected and creative despite and thus creating a new social environment.

We are looking forward to continuing our collaboration with our community to pioneer education in hospitality management.

With a vibrant campus, active remote learning, 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 get in touch with us to experience the spirit and energy of EHL.

**Dr. Inès Blal**  
Executive Dean

# BACHELOR PROGRAM

The Bachelor Program at EHL was designed by academics and industry professionals to deliver a comprehensive management education, rooted in service practices. Students' progress through a curriculum recognized by the Swiss Confederation (through our academic association with the HES-SO) and our American accreditation body, NECHE. These international standards guide the academic experience at EHL and ensure the highest level and quality of education for our students.

After their first year at EHL including the operational internship, students take management courses 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 internship 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 next pages, you will read more about the complete roadmap of the four-year academic experience at EHL, including yearly overviews and individual course descriptions.

**Stefano Borzillo**  
Associate Dean - Undergraduate Program

# PREPARATORY YEAR COURSES

PREPARATORY YEAR PROGRAM SEMESTERS 1 & 2						
MODULE	INTRODUCTION TO HOSPITALITY MANAGEMENT	LEVEL	TYPE	CONTACT HOURS	US CREDITS	
7160BC	Introduction to F&B management	B	C	15	0.6	
7174BC	Sustainable hospitality project	B	C	15	0.6	
7175BC	Rooms division & spa operations	B	C	20	0.7	
7155BM	French beginner I-II (A1)	B	M	30	1	
7158BM	Introduction to Business English	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	12	0.9	
MODULE	FOOD & BEVERAGE WORKSHOPS I	LEVEL	TYPE	CONTACT HOURS	US CREDITS	
7100BC	Fine dining cuisine	B	C	42	1	
7110BC	Fine dining restaurant	B	C	65	1.6	
7114BC	Events: management and operations	B	C	45	1.1	
7117BC	Catering	B	C	25	0.6	
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	25	0.6	
7116BC	International cuisine	B	C	45	1.1	
7118BC	Bar & restaurant outlets	B	C	85	2	
7141BC	Stewarding	B	C	15	0.4	
MODULE	WINE & MIXOLOGY	LEVEL	TYPE	CONTACT HOURS	US CREDITS	
7120BC	Oenology and wine-producing regions	B	C	32	0.9	
7176BC	Mixology	B	C	41	1.1	
MODULE	ROOMS DIVISION	LEVEL	TYPE	CONTACT HOURS	US CREDITS	
7136BC	Housekeeping	B	C	29	0.7	
7138BC	Front office	B	C	30	0.7	
MODULE	FIELD TRIP	LEVEL	TYPE	CONTACT HOURS	US CREDITS	
7170BC	Michelin star experience	B	C	10	0.1	
MODULE	INTERNSHIP	LEVEL	TYPE	CONTACT HOURS	US CREDITS	
7200BC	Internship	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 Management, students who are beginners (A1) in French will study French. All other students will be enrolled in Introduction to Business English.

# SEMESTER 1

## Module: Introduction to Hospitality Management

In this academic module, students will discover the theory related to the main themes within the hospitality industry. It introduces students to the complex world of hospitality including hotels, food and beverage operations, rooms division operations and sustainability. Beginners in the French language will have the opportunity to improve their French skills in a 30-hour intensive course according to their level (A1-A2-B1), while those who already have an intermediate level will follow the Introduction to Business English course.

### 7159BC – Rooms division & spa operations

20 hours of contact – 0.7 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. The final part of the course introduces the basic knowledge of spa management.

#### 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.

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

15 hours of contact – 0.6 US credit

#### Summary

Based on the fundamentals of F&B, students will discover the essential aspects of management.

A blended approach combining theory, research and discussions will, on the one hand, serve as a basis of understanding for students' internships. On the other hand, this approach will help students acquire the tools and working methods required throughout their academic studies.

Examples of causes and effects of real-life managerial decisions will enable students to understand the interconnection and interdependence of: managerial decisions, operations efficiency, and external environment.

#### Objective

Upon successful completion of this course, students should be able to describe each central component of F&B management, select appropriate tools, adopt proper working methods and, finally, apply this comprehensive perspective seen in class to real-life scenarios.

### 7174BC – Sustainable hospitality project

20 hours of contact – 0.7 US credit

#### Summary

During this course, students are introduced to sustainable practices in the hospitality industry. Working in small groups using the theory presented in the course, students will develop a theoretical concept for a hospitality related business incorporating and addressing these fundamental sustainability concepts.

### Objective

Upon successful completion of this course, students will define the basis of an F&B concept. They will be able to create a unique, creative and comprehensive hospitality concept drawing on the themes presented during the course. They will tackle sustainability topics in their F&B concept by applying smart and innovative sustainable practices. They will use and improve their presentation skills and defend their project in front of jury.

### 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.

### 7158BC – Introduction to Business English

30 hours of contact – 1 US credit

#### Summary

Effective communication in English is a prerequisite for anyone wishing to enter an international working environment. This course will help students consolidate their language skills while acquiring the business vocabulary needed to communicate orally and in writing in a variety of professional situations related to the hospitality industry.

#### Objective

Upon successful completion of the course, students should be able to select and use an appropriate range of business language to communicate effectively, both orally and in writing, in a number of hospitality-related situations

## Module: Introduction to Business Tools

In this module, students partake in a mostly digitalized and self-guided course that will support them to develop their quantitative and logic skills necessary for success in EHL's Bachelor of Science program. Through a series of online lessons, tutoring sessions and autonomous study, students fine tune their mathematical and problem solving abilities.

### 7171BC – Applied mathematics and Excel for business hospitality management

12 hours of contact – 0.9 US credit

#### Summary & Objective

Upon successful completion of this course, students should be able to break down a simple quantitative problem into its parts. They will find a solution to the problem choosing the appropriate mathematical formula or tool. Furthermore, students will use Excel for basic data manipulation and apply the aforementioned competencies to problems related to the hospitality sector.

## 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.

#### 7110BC – Fine dining restaurant

65 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.

#### 7114BC – Events: management and operations

45 hours of contact – 1.1 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.

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

#### 7117BC – Catering

25 hours of contact – 0.6 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. Based on the events planned and the stock available



they should understand and be able to explain the organization of the production, 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.

### 7172BC – Bakery & pastry making

34 hours of contact – 0.8 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 differentiate between the raw ingredients, basic recipes and the processing steps used in baking and pastry making.

Lastly, they should be able to apply the instructions and work efficiently and demonstrate a professional attitude and ability to work in a group.

## Module: Food & Beverage Workshops II

### 7115BC – R&D design lab

25 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 them 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.

### 7116 BC – International cuisine

45 hours of contact – 1.1 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.

## 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.

## 7141BC – Stewarding

15 hours of contact – 0.4 US credit

### Summary & Objective

Upon successful completion of this course, students should be able to apply hygiene and safety standards, manage the supply in equipment for each outlets according to their needs. 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. Students should know how to implement waste sorting management standards. Finally, students will have the opportunity to value the importance of each position in the hierarchy and understand the impact of team motivation on efficiency. Mixing theory and practice activities, students will be able to connect both aspects on the following topics: the choice and a good use of tableware and equipment, the importance of sustainable actions in the Stewarding environment and the basic aspects of a good team management.

## Module: Wine & Mixology

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.

## 7176BC – Mixology

41 hours of contact – 01.1 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. Furthermore, they will put into practice the theory learned within the school's lounge bar.

### 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.

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 create one cocktail in order to sell it effectively according to the context and situation. They should also be able to define four essential cocktails and identify the appropriate social skills of a barman/barmaid depending on the concept of the sales point.

## 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

29 hours of contact – 0.7 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.

## 7138BC – Front office

30 hours of contact – 0.7 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.

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.

## 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.

# SEMESTER 2

## Module: Internship

7200BC – Operational internship

20 US credits

### Summary

The main purpose of the Preparatory Year internship is to provide students with an opportunity to gain valuable experience in the hospitality industry, in addition to the practical training received at the Ecole hôtelière de Lausanne (EHL) and the classes attended during their first semester. This internship 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

Fall 2020

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.

## Spring 2021

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
	Computational Thinking	B	R	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

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\*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.

## 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.

## 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.

## 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.

## 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".

## 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.

## 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.

## Module: Communication & Culture I

5 ECTS Credits

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

## 9120IM – Business Communication

30 hours of contact – 2 US credits

### Summary

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

### Objective

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

## 9121-1BM – French (Beginner - A1)

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.

## 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.

## 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.

## 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.

## 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.

## 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.

## 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.

## 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.

### 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.

### 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.

### 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.

### 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.

### 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).

### 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.

# 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.

### 9202BR – Macroeconomics

30 hours of contact – 2.3 US credits

#### Summary

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

#### Objective

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

### 9203BR – Statistics

45 hours of contact – 2.7 US credits

#### Summary

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.



## 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.

### 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.

### Computational Thinking (New course Spring 21)

30 hours of contact – 2.3 US credits

#### Summary

This course focuses on aligning a business manager's thought process with how computation technology works. While resting based on logic and abstract thinking, the course has a strong hospitality flavor and will comprise a short, practical introduction to coding. This course thus aims to reinforce our students' analytical skills, abstract thinking and problem-solving competences, and to orient them adequately to coordinate, and build synergies, with computer and data scientists.

### Objective

Upon successful completion of this course, students will have a broad understanding of how to break down data, processes, or problems into smaller, manageable parts, and to design simple algorithms to automatize processes.

## 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 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.

## 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.

## 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.

### 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.

### 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.

### 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.

### 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.

## 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.

## 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.

## 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.

## 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.

## 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.

## 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.

## 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.

## 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.

## 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.

## 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.

# BACHELOR PROGRAM COURSES YEAR 2

Fall 2020

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	Business French beginner (A2)	B	M	30	1.3	2.0
9321-3IM	Business French (Intermediate - B1)	I	M	30	1.3	2.0
9321-4IM	Business French (Intermediate - B2)	I	M	30	1.3	2.0
9321-5AM	Business 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
9332 - IR	Legal challenges of the hospitality manager	I	R	45	2.7	4.0

## BACHELOR PROGRAM SEMESTER 4

MODULE	INTERNSHIP	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
9401SC	Internship	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 challenges of the hospitality manager and and one foreign language course of their choice at the appropriate level.

SEMESTER 3 courses are available both at the Lausanne and Passugg campuses.

## Spring 2021

### 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	2.3	3.5
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	2.3	3.5
9313IR	Services Operations Management	I	R	30	2.3	3.5
MODULE	COMMUNICATION & CULTURE III	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
9321-2BM	Business French beginner (A2)	B	M	30	1.3	2.0
9321-3IM	Business French (Intermediate - B1)	I	M	30	1.3	2.0
9321-4IM	Business French (Intermediate - B2)	I	M	30	1.3	2.0
9321-5AM	Business 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 challenges of the hospitality manager	I	R	45	2.7	4.0
	Corporate Sustainability			15	1	1.5

<b>BACHELOR PROGRAM SEMESTER 4</b>						
MODULE	INTERNSHIP	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
9401SC	Internship	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 challenges of the hospitality manager, Corporate Sustainability, and one foreign language course of their choice at the appropriate level.

SEMESTER 3 courses are available both at the Lausanne and Passugg campuses.

# 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.

## 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.

## 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.

## Module: Applied Hospitality Management

12 ECTS credits

In this module, students will learn how to analyse, 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 analysed and diagnosed different methods to manage inventories and planned and designed complex processes. The students will also have learned to analyse 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.

## 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.

## 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.

## 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 – Business 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.

## 9321-4IM – Business 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.

## 9321-5AM – Business 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.

## 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.

## 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.

## 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.

## 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.

## 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.

### 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.

### 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.

### 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.

### 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.

### 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.

### 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.

### 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 internship in China.



## 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.

## 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.

## 9332IR – Legal challenges of the hospitality manager

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.

## Corporate Sustainability (New course Spring 21)

### Summary

Sustainability has become omnipresent in today's business context. The Corporate Sustainability course will discuss the evolving corporate management paradigm, which gradually aims at switching the traditional growth and profit-maximization model to a more sustainable one. While economic benefits remain a priority for businesses, corporate sustainability has taken an ever-increasing role and even expanded to encompass other concerns such as societal goals, environmental protection, social justice and equity. Today, more and more companies seek to meet not only the growing expectations of more sustainable-oriented clients but also sustainability goals at the corporate level that respect the interests of their diverse stakeholders. Consequently, the course aims at providing students with an applied perspective of contemporary sustainability practices and challenges in the hospitality industry. Furthermore, the course also seeks to develop a solid awareness of the innovations, new technologies and business strategies that hotel companies implement, so students will be able to support the endeavors of their future companies along a more sustainable path.

### Objective

Upon successful completion of this course, you should have acquired the ability to comprehend the complexity of today's business context vis-à-vis its sustainability, corporate social responsibility, stakeholders' relations, and accountability as elements of the company's corporate sustainability endeavors.

# SEMESTER 4

## Module: Internship

30 ECTS credits

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

### 9401SC – Internship

24 working-weeks – 20 US credits

#### Summary

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

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

#### Objective

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

# BACHELOR PROGRAM COURSES YEAR 3

Fall 2020

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.

SEMESTER 5 courses are available both at the Lausanne and Passugg campuses.

## 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
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
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
9635AS	Prototype your digital startup in 5 days	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
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
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
9631AS	People analytics	A	S	30	2.7	4.0
9636AS	Private Equity and Venture Capital	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.

## Spring 2021

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.

SEMESTER 5 courses are available both at the Lausanne and Passugg campuses.

## 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
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
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
9635AS	Prototype your digital startup in 5 days	A	S	30	2.7	4.0
	Business Ethics	A	S	30	2.7	4.0
	Concept brief development for restaurants and bars	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
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
9631AS	People analytics	A	S	30	2.7	4.0
9636AS	Private Equity and Venture Capital	A	S	30	2.7	4.0
	Hospitality Technology Strategy	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.

# 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.

## 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.



## 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.

## 9507AR – Project Management

20 hours of contact – 1.8 US credits

### Summary

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

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

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

### Objective

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

## 9508AR – Market Research

10 hours of contact – 0.9 US credits

### Summary

This course 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.

## 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.

### 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.

### 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.

# SEMESTER 6

## Module: Advanced Electives

12 ECTS credits

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

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

### 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 entire hotel development process. Working in teams with ongoing feedback on each team's project, steps covered include understanding corporate expansion strategies; site evaluation and selection; market feasibility analysis; spatial analysis and utilization in order to enable the recommendation of a hotel's quality, size and facilities; selecting a brand and selecting a business model.

#### 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.

### 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.

### 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.

### 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.

### 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.

## 9635AS – Prototype your digital startup in 5 days (New course Fall 20)

30 hours of contact – 2.7 US credits

### Summary

This course is made for students who want to give life to their Startup Ideas and build a Digital Prototype (aka: MVP = Minimum Viable Product).

We will teach students how to assemble online Tools to build a functional Digital Prototype with almost no coding. Digital is a hands-on skill and this course is designed for students to learn by doing. At the end of the course, students will pitch their MVP to a panel of entrepreneurs.

### Objective

Upon successful completion of this course, you should be able to turn any Startup Idea you have into a functional Digital Prototype (MVP), by using your knowledge about Technology & Programming, and by assembling Digital Tools.

## Business Ethics (New course Spring 21)

30 hours of contact – 2.7 US credits

### Summary

While Ethics has become ever more pervasive in the context of business, this course aims to provide students with an introduction to key Ethical concepts and how they can best be implemented in professional situations. A practical ethical decision-making framework will be developed that students will be able to apply to typical ethical dilemmas faced by companies.

Furthermore, the risks of unethical behaviour for corporations will be studied and its financial impacts evaluated. Concrete situational factors promoting ethical irresponsibility will be analysed and assessed. The course will articulate different steps and measures to reduce the unethical climate of an organization. Finally, students will also be encouraged to acquire an awareness of the differences in ethics originating from the plurality of cultures. A toolbox will be elaborated to resolve efficiently the conflicting claims of universalism and relativism.

### Objective

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

## Concept brief development for restaurants and bars (New course Spring 21)

30 hours of contact – 2.7 US credits

### Summary

Owners, Operators, Developers or Entrepreneurs look for expertise when developing the right F&B concept for a hotel, stand-alone location, multiple brand, renovation or self-operated unit.

This course will demonstrate the step by step development of real projects and concepts created for owners, entrepreneurs and operators in Asia, Australasia, USA, MEA and Europe.

### Objective

Upon successful completion of this course, you will be able to comprehend the commercial and innovative prerequisites when creating a successful dining concept, understand the indicators, opportunities and risks when introducing a new concept, implement knowledge acquired during previous F&B related courses: marketing, finance, design, operations, learn from the world's dining trends, best practices, techniques or technology, compile accurate guidelines for the specialists involved in the development of the concept, and prepare and present to the owner or entrepreneur, an accurate case study and business solution through a comprehensive concept brief and guidelines.

## 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.

## 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.

## 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.

## 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).

### 9615AS – Portfolio Management

30 hours of contact – 2.7 US credits

#### Summary

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

#### Objective

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

### 9616AS – Hospitality Luxury Brand Management

30 hours of contact – 2.7 US credits

#### Summary

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.

### 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.

## 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.

## 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.

## 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.

## 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.

## 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.

## 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.

## 9636AS – Private Equity and Venture Capital (New course Fall 20)

30 hours of contact – 2.7 US credits

### Summary

This course is aimed at students who would like to deepen their understanding of finance-related subject matters beyond listed market investing. Within private market investing, it has a particular focus on private equity and venture capital. It is likely to be of interest to (i) students who will develop their own entrepreneurial venture and look for early-stage and growth capital, (ii) students who wish to consider a career in private banking, advising high net worth clients on asset allocation and private market investment opportunities, and (iii) students who will embark on a hospitality corporate management career, as they are likely to interact with private equity firms as business owners.

During this elective course, we will run through the structure of the private equity asset class. We will describe and explain how investors, asset managers, funds and portfolio companies interact from legal and financial points of view. We will review and compare the performance delivered by private equity firms against listed market investment returns. We will dig deep into the financial mechanics of leveraged buyouts and venture capital investments and we will analyse the various factors impacting value creation and investor returns.

### Objective

On successful completion of this course, you will be able to analyse and make recommendations on private equity and venture capital investments, either as investors, entrepreneurs or corporate managers seeking to raise equity capital from these capital providers.

## Hospitality Technology Strategy (New course Spring 21)

30 hours of contact – 2.7 US credits

### Summary

The speed at which technologies change is something the hospitality industry has had a hard time adapting too. Hotels have seen new technologies as a high cost without thought on the overall benefit of adopting new technology. Also, technology adoption has been done in departmental silos which have brought system

interfacing issues in the industry and have not allowed hotels to take “Data-Driven Decisions”. New norms such as cloud computing and open API’s, Artificial intelligence, voice recognition and 5G bring new opportunities to hotels to function efficiently and provide technology for employees as well as guests looking for a seamless technology experience in a hotel. For a hotel to have the correct technology strategy, technology infrastructure is a foundation needed before applying the proper technology tools required for successful hotel operations. Context needs to be given for individual properties as well as chained operations and the more complex international aspect of applying similar technologies across multiple geographies. Also, a successful “Guest facing” technology strategy must be used. Customer habits change fast, and their technology desires must be taken into account when building a successful technology strategy. This course will give students the understanding of technology systems and tools that exist that can be implemented to improve hotel operations, reduce costs as well the technologies expected from the modern guest.

#### Objective

On successful completion of this course, you will be able to: 1. Develop a broad knowledge of the technologies used in modern hotel operations, 2. Develop and futureproof a guest facial technology strategy; 3. Create appropriate business cases for technology adoption to different industry stakeholders (owners, operators, and management companies) 4. Evaluate the impact of varying technology adoptions into a business.

## 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.

### 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.

# MASTER OF SCIENCE HES-SO IN GLOBAL HOSPITALITY BUSINESS (MGH)

## Developing Future Industry Leaders

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

## Linking Academia & Industry Across Three Continents

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

## Overview

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

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

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

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

- a) Demonstrate a critical awareness of current trends, innovations and drivers to advance a systematic understanding of the global impact of hospitality, informed by leading-edge research and practice in the field.
- b) Analyze the quality of research findings, including complex, incomplete or contradictory data, and determine their applicability in order to make management decisions in the context of global hospitality management.
- c) Demonstrate originality and flexibility in problem-solving and decision-making in complex and unpredictable situations.
- d) Make effective use of a range of management knowledge and skills to demonstrate leadership in an international environment.
- e) Demonstrate an understanding of the inter-relationship of the different disciplines in hospitality, showing an awareness of environmental, social and ethical issues.
- f) Communicate knowledge, rationales and processes underpinning management decisions to both specialist and non-specialist audiences in a clear and unambiguous manner.
- g) Demonstrate leadership qualities independently or within team work, while adapting to evolving contexts.
- h) Demonstrate commitment to life-long learning in professional practice.

**Dr. Achim Schmitt**

Associate Dean – Graduate Programs

# MGH COURSES

MASTER OF SCIENCE PROGRAM IN GLOBAL HOSPITALITY BUSINESS						
SEMESTER 1	ECOLE HOTELIERE DE LAUSANNE	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
Module	Mastering Hospitality Complexities				4.5	6.75
2101AC	Hospitality Business Strategies in Europe, Middle East, Africa	A	C	40	3.0	4.5
2105AR	Project Management Tools	A	R	20	1.5	2.25
Module	Hospitality Finance & Statistics				7.5	11.25
2102AC	Hospitality Real Estate Finance & Investments	A	C	40	3.0	4.5
2103AC	Advanced Corporate Finance & Concepts of International Finance	A	C	40	3.0	4.5
2104AR	Business Research Methods	A	R	20	1.5	2.25
Module	Embracing Hospitality Realities			WORK HOURS	24	36
2108AC	Business Field Trip : Europe	A	C	180	4.0	6.0
2107AC	Academic Business Project	A	C	900	20	30
SEMESTER 2	HONG KONG POLYTECHNIC UNIVERSITY	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
HTM562	Marketing Management in the Hospitality & Tourism Industry	A	C	39	3.0	4.5
HTM563	Revenue Management in the Hospitality Industry	A	C	39	3.0	4.5
HTM564	Quality Service Management for the Hospitality & Tourism Industry	A	C	39	3.0	4.5
HTM565	Hospitality Business Strategies in Asia: China Hotel & Tourism Business Studies	A	C	39	3.0	4.5
SEMESTER 3	U. HOUSTON CONRAD HILTON COLLEGE	LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
HRMA 6324	Hospitality Business Strategies in the Americas & The Caribbean	A	C	45	3.0	4.5
HRMA 6317	Innovative Hospitality Technologies	A	C	45	3.0	4.5
HRMA 6340	Organizational Behavior & Hospitality Leadership Strategies	A	C	45	3.0	4.5
HRMA	Elective	A	R	45	3.0	4.5
PROFESSIONAL CERTIFICATIONS		LEVEL	TYPE	CONTACT HOURS	US CREDITS	ECTS CREDITS
-	Professional Certificate I – Mastering Industry Analytics [STR]	-	-	40	N/A	N/A
-	Professional Certificate II – Doing Deals & Valuing Hotels [HVS]	-	-	25	N/A	N/A
-	Professional Certificate III – HFTP/UH certificate	-	-	25	N/A	N/A

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

\* Each course presented in the table above is a module on its own.

# SEMESTER 1

## Ecole hôtelière de Lausanne

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

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

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

## Module - Mastering Hospitality Complexities

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

40 hours of contact – 3 US credits

#### Summary

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

#### Objective

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

### 2105AR – Project Management Tools

20 hours of contact – 1.5 US credits

#### Summary

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



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

#### Objective

Upon successful completion of this course, you will have acquired the necessary tools and techniques to act in a management consultant's role and lead a multidisciplinary business project.

## Module - Hospitality Finance & Statistics

### 2102AC – Hospitality Real Estate Finance & Investments

40 hours of contact – 3 US credits

#### Summary

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

#### Objective

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

### 2103AC – Advanced Corporate Finance & Concepts of International Finance

40 hours of contact – 3 US credits

#### Summary

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

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

#### Objective

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

### 2104AR – Business Research Methods

20 hours of contact – 1.5 US credits

#### Summary

This course teaches students to carry out applied research in order to help managers in their decision-making process. The course will make students statistically literate in gaining a broad overview of the statistical

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

#### Objective

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

## Module – Embracing Hospitality Realities

### 2108AC – Business Field Trip: Europe

80 hours of contact – 4 US credits

#### Summary

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

#### Objective

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

### 2107AC – Academic Business Project

900 work hours – 20 US credits

#### Summary

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

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

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

#### Objective

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

# SEMESTER 2

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

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

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

### HTM562 – Marketing Management in the Hospitality & Tourism Industry

39 hours of contact – 3 US credits

#### Summary

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

#### Objective

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

### HTM563 – Revenue Management in the Hospitality Industry

39 hours of contact – 3 US credits

#### Summary

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

#### Objective

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

## HTM564 – Quality Service Management for the Hospitality & Tourism Industry

39 hours of contact – 3 US credits

### Summary

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

### Objective

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

## HTM565 – Hospitality Business Strategies in Asia: China Hotel & Tourism Business Studies

39 hours of contact – 3 US credits

### Summary

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

### Objective

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

# SEMESTER 3

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

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

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

### HRMA 6324 – Hospitality Business Strategies in the Americas & the Caribbean

45 hours of contact – 3 US credits

#### Summary

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

#### Objective

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

### HRMA 6317 – Innovative Hospitality Technologies

45 hours of contact – 3 US credits

#### Summary

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

#### Objective

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

## HRMA 6340 – Organizational Behavior & Hospitality Leadership Strategies

45 hours of contact – 3 US credits

### Summary

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

### Objective

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

## Professional Certificates

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

### Professional Certificate I – Mastering Industry Analytics [STR]

25 hours of contact – no credits awarded

#### Summary

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

#### Objective

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

### Professional Certificate II – Doing Deals & Valuing Hotels [HVS]

25 hours of contact – no credits awarded

#### Summary

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

#### Objective

Upon successful completion of this course, you will be able to demonstrate knowledge of the current dynamics of the hotel industry and the various procedures for gathering, analyzing and processing data into a comprehensive market study and estimate of value for all types of hotels.

## Professional certificate III - Hospitality Financial and Technology Professionals (HFTP)/ University of Houston (UH) certificate

25 hours of contact – no credits awarded

### Summary

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

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

### Objective

Upon successful completion of this course, you will be able to identify, evaluate, and present complex hospitality finance and/or technology topics and issues.



# MASTER OF SCIENCE IN WINE AND HOSPITALITY MANAGEMENT

## Developing your taste for Excellence

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

## Discover a unique partnership & format

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

## Overview

The MSc in Wine and Hospitality Management is a full-time program over 3 semesters. Students follow academic courses at EHL, online and in Lausanne, and at KEDGE Business School, in Paris and in Bordeaux.

The curriculum sets strong foundations in Wine and Hospitality as it develops students' proficiency in the culture and business of wine, restaurants, and hotels. Building on these foundations, the program emphasizes managerial and strategic issues in Wine and Hospitality business contexts. The MSc in Wine and Hospitality Management culminates with an Internship and Capstone thesis – a combined 6-month internship and applied research project. Through this final project, students will leverage and further develop the academic competencies acquired during the first two semesters of the program.

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

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

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

**Dr. Achim Schmitt**

Associate Dean – Graduate Programs

# MWH COURSES

MASTER OF SCIENCE IN WINE AND HOSPITALITY MANAGEMENT						
SEMESTERS 1 & 2		WORK HOURS	Level	Type	US CREDITS	ECTS CREDITS
Module 1	Wine Knowledge				4.67	7
KEDGE	WSET Level 3 Award in Wines	120	A	C	2.67	4.0
KEDGE	Wine Regions	60	A	C	1.33	2.0
KEDGE	Business Field Trip: French Wine Regions	30	A	C	0.67	1.0
Module 2	Wine Culture				1.33	2
1112-1	Art & Wine	30	A	C	0.67	1.0
1112-2	Business Field Trip: Swiss & Surrounding Wine Regions	30	A	C	0.67	1.0
Module 3	Wine Business				4.67	7
KEDGE	Wine Economics	60	A	C	1.33	2.0
KEDGE	Wine Markets	75	A	C	1.67	2.5
KEDGE	Wine Distribution Channels & Negotiations with Distributors	75	A	C	1.67	2.5
Module 4	Restaurant Business				4.33	6.5
KEDGE	Restaurant Economics	60	A	C	1.33	2.0
KEDGE	Sommellerie & Wine Cellar Management	135	A	C	3.0	4.5
Module 5	Hotel Business				5	7.5
1063	Hospitality Economics	75	A	C	1.67	2.5
1062	Trends, Innovations and New Business Models	75	A	C	1.67	2.5
1061	Managing Underperforming Properties	75	A	C	1.67	2.5
Module 6	Sustainability and Entrepreneurship				3	4.5
KEDGE	Entrepreneurship	75	A	C	1.67	2.5
KEDGE	Wine & Hospitality: CSR and Sustainability	60	A	C	1.33	2.0
Module 7	Hospitality Finance				3.33	5
1031	Hotel Financial Statement Analysis	75	A	C	1.67	2.5
1033	Advanced Corporate Finance for the Hospitality Industry	75	A	C	1.67	2.5
Module 8	Valuation & Investment Decisions in Wine				2	3

1213-1	Valuation of Wine Assets	45	A	C	1	1.5
1213-2	Investment Strategies in Wine	45	A	C	1	1.5
<b>Module 9</b>	<b>Wine and Hospitality Marketing</b>				<b>3.33</b>	<b>5</b>
KEDGE	Strategic Wine & Hospitality Marketing	75	A	C	1.67	2.5
KEDGE	Applied Wine & Hospitality Marketing	75	A	C	1.67	2.5
<b>Module 10</b>	<b>Driving Hotel Revenues</b>				<b>3.33</b>	<b>5</b>
1022	High Performance Distribution Strategy for Hotels	75	A	C	1.67	2.5
1021	Revenue Management for Market Leaders	75	A	C	1.67	2.5
<b>Module 11</b>	<b>Leadership and Management Practices</b>				<b>5</b>	<b>7.5</b>
1052	Maximizing Individual and Collective Performance	75	A	C	1.67	2.5
1081	Business Research Methods	75	A	R	1.67	2.5
1082	Project Management / Consultancy	75	A	R	1.67	2.5
<b>SEMESTER 3</b>					<b>WORK HOURS</b>	<b>US CREDITS</b>
						<b>ECTS CREDITS</b>
<b>Module 12</b>	<b>Internship and Capstone Thesis</b>				<b>20</b>	<b>30</b>
1311-1	Internship & Capstone Thesis	900	A	C	20	30

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

# Module 1: Wine Knowledge

4.67 US credits

## KEDGE – WSET Level 3 Award in Wines

120 hours of workload

### Summary

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

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

### Objective

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

## KEDGE – Wine Regions

60 hours of workload

### Summary

This course is designed to provide students with in depth knowledge on specific regions or styles of wines, covered sporadically during the WSET Level 3: Provence/Rosés, Languedoc Roussillon, Madeira... The theoretical knowledge will be complemented with tastings.

### Objective

Upon successful completion of this course, you will better understand these regions and the wine they produce, you will be able to describe these wines and assess accurately their quality.

## KEDGE – Business Field Trip: French Wine Regions

30 hours of workload

### Summary

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

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

### Objective

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

## Module 2: Wine Culture

1.33 US credits

### 1112-1 – Art and Wine

30 hours of workload

#### Summary

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

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

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

#### Objective

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

### 1112-2 – Business Field Trip: Swiss and Surrounding Wine Regions

30 hours of workload

#### Summary

The Wine Business Field Trip immerses students into the practical issues and opportunities encountered by current participants of wine markets. Students participate in visits to wineries, including meetings with industry experts and executives in wineries and wine associations. The aim of the field trip is to develop the students' awareness of managerial issues and challenges within varying competitive frameworks and in an evolving context. The field trip creates links between topics developed within the academic curriculum and practice-oriented issues.

#### Objective

Upon successful completion of this course, you should be able to evaluate and assess wine business topics across different market structures, and to understand the current issues and opportunities faced by wine market participants.

## Module 3: Wine Business

4.67 US credits

### KEDGE – Wine Economics

60 hours of workload

#### Summary

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

### Objective

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

## KEDGE –Wine Markets

75 hours of workload

### Summary

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

### Objective

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

## KEDGE – Wine Distribution Channels & Negotiations with Distributors

75 hours of workload

### Summary

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

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

### Objective

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

## Module 4: Restaurant Business

4.33 US credits

### KEDGE – Restaurant Economics

60 hours of workload

### Summary

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

### Objective

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

## KEDGE –Sommellerie & Wine Cellar Management

135 hours of workload

### Summary

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

### Objective

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

## Module 5: Hotel Business

5 US credits

### 1063 – Hospitality Economics

75 hours of workload

#### Summary

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

#### Objective

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

### 1062 – Trends, Innovations and New Business Models

75 hours of workload

#### Summary

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

#### Objective

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

### 1061 – Managing Underperforming Properties

75 hours of workload

#### Summary

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

#### Objective

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

## Module 6: Sustainability and Entrepreneurship

3 US credits

### KEDGE – Entrepreneurship

75 hours of workload

#### Summary

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

#### Objective

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

### KEDGE –Wine and Hospitality: CSR and Sustainability

60 hours of workload

#### Summary

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

#### Objective

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

## Module 7: Hospitality Finance

3.33 US credits

### 1031 – Hotel Financial Statement Analysis

75 hours of workload

#### Summary

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

#### Objective

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

### 1033 – Advanced Corporate Finance for the Hospitality Industry

75 hours of workload

#### Summary

Every day senior managers of hospitality companies have to make decisions with respect to investing in new projects, raising capital acquiring companies or disposing of existing businesses or assets. The objective of this course is to provide students with a thorough understanding of how these key financial decisions are made and which criteria and methods are used and applied in doing so. Students will learn about investment appraisal as applied to the hospitality industry. Other topics covered will include capital raising



and pay-out policies, corporate transactions and financial risk management. A particular focus will be given to the roles and objectives of the various capital providers to the hospitality sector, including banks, public shareholders, private equity funds, etc.

#### Objective

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

## Module 8: Valuation and Investment Decisions in Wine

2 US credits

### 1213-1 – Valuation of Wine Assets

45 hours of workload

#### Summary

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

#### Objective

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

### 1213-2 – Investment Strategies in Wine

45 hours of workload

#### Summary

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

#### Objective

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

## Module 9: Wine and Hospitality Marketing

3.33 US credits

### KEDGE – Strategic Wine and Hospitality Marketing

75 hours of workload

#### Summary

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

#### Objective

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

## KEDGE – Applied Wine and Hospitality Marketing

75 hours of workload

### Summary

During this course students will learn how to elaborate a marketing and communication plan for Wine & Hospitality businesses, taking into account current challenges and the new trends. They will gain a broad vision of the new trends such as organic and biodynamic wines or rosé wines. The importance of e-marketing and wine tourism will also be thoroughly covered.

### Objective

Upon successful completion of this course, you will be able to master and apply the various components of an effective marketing plan within wine and hospitality concepts.

## Module 10: Driving Hotels Revenues

3.33 US credits

### 1022 – High Performance Distribution Strategy for Hotels

75 hours of workload

#### Summary

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

#### Objective

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

### 1021 – Revenue Management for Market Leaders

75 hours of workload

#### Summary

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

#### Objective

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

# Module 11: Leadership and Management Practices

5 US credits

## 1052 – Maximize Individual and Collective Performance

75 hours of workload

### Summary

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

### Objective

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

## 1081 – Business Research Methods

75 hours of workload

### Summary

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

### Objective

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

## 1082 – Project Management / Consultancy

75 hours of workload

### Summary

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

### Objective

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

# Module 12: Internship and Capstone Thesis

20 US credits

## 1311-1 – Internship and Capstone thesis

900 hours of workload

### Summary

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

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

During the Capstone thesis component, students will therefore learn to identify sources of information and data that have a high level of integrity, use existing conceptual knowledge to build valid arguments and creatively extend existing knowledge about a particular topic, employ advanced research methods (including qualitative and statistical tools) to test hypotheses, develop pertinent findings and recommendations, produce a robust research paper, and respond to the critical evaluation of their ideas.

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

### Objective

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

# EXECUTIVE MBA IN HOSPITALITY MANAGEMENT (HOSPITALITY EMBA)

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

The duration of the program is 18 months. Courses are delivered part-time, per block of 4 to 8 days long. Students are offered specific hospitality-oriented modules in various locations of Zurich, Lausanne, Shanghai, Hong Kong, Singapore and Tokyo.

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

- a) Build an awareness of the strategic challenges of hospitality firms operating in the Asian market environment.
- b) Be able to formulate sound business decisions at both the individual property and corporate level in the hospitality industry.
- c) Allocate resources effectively to translate the strategies at an operational level in hospitality contexts.
- d) Develop leadership skills that help to create, manage, and change hospitality teams at the individual and organizational level.
- e) Communicate effectively with key stakeholders in the hospitality industry.
- f) Develop cultural sensitivity and critical reflection to solve complex problems, at both an individual and team level.
- g) Act autonomously and be self-directed in executing professional / entrepreneurial projects.
- h) Develop a holistic approach to the world of hospitality combining theory and practice.

**Dr. Achim Schmitt**

Associate Dean – Graduate Programs

# EXECUTIVE MBA IN HOSPITALITY MANAGEMENT CURRICULUM

MODULE	HOSPITALITY OPERATIONS	LEAD BY	LOCATION	CONTACT HOURS	US CREDITS
1	Leadership	CEIBS	Shanghai	20	1.3
2	Strategic Management in the Hospitality Industry	EHL	Shanghai	15	1.0
3	Organizational Behavior	CEIBS	Shanghai	30	2.0
4	Corporate Social Responsibility	CEIBS	Shanghai	5	0.3
5	Service Marketing	CEIBS	Shanghai	30	2.0
6	Financial Reporting	CEIBS	Shanghai	30	2.0
7	Chinese Economy	CEIBS	Shanghai	15	1
8	Macro Economics	CEIBS	Zurich	15	1
9	Service Creativity and Executing Service Excellence	EHL	Lausanne	45	3
10	Identifying, Selecting and Financing Service-based Investment Opportunities	EHL	Hong Kong	30	2.0
11	Managerial Economics	CEIBS	Shanghai	30	2.0
12	Expansion and Governance of Service Business	EHL	Singapore	30	2.0
13	Entrepreneurship and Innovation	CEIBS	Shanghai	30	2.0
14	Service Culture and managerial cognition	EHL	Tokyo	30	2.0
15	Elective courses	CEIBS	Shanghai	100.8	6.7
16	Enterprise value: Governance, Motivation and control	CEIBS	Shanghai	30	2.0
17	High Performance Leadership and Reflection	CEIBS	Lausanne	40.5	2.7
18	Crisis Management	EHL	Zurich	30	2.0
19	Capstone Project	CEIBS EHL	& Shanghai	60	4.0

## Module 1 Leadership

20 hours of contact – 1.3 US credits

### Summary

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

### Objective

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

## Module 2 Strategic Management in the Hospitality Industry

15 hours of contact – 1 US credits

### Summary

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

### Objective

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

## Module 3 Organizational Behavior

30 hours of contact – 2 US credits

### Summary

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

### Objective

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

## Module 4 Corporate Social Responsibility

5 hours of contact – 0.3 US credits

### Summary

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

### Objective

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

## Module 5 Service Marketing

30 hours of contact – 2 US credits

### Summary

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

### Objective

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

## Module 6 Financial Reporting

30 hours of contact – 2 US credits

### Summary

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

The emphasis of this course is on how to understand and use accounting information. Since the effective use of accounting information is based on the sufficient understanding of how information is produced, it's necessary for students to learn and master basic accounting knowledge. Learning accounting is like



learning a foreign language. It's helpful to learn theories and observe others' practices, but one can only understand and master this language in the real sense by using it in person. That's why we will spend quite some time on exercise and case analysis. At the same time, students are encouraged to share with the class the problems in their actual work.

#### Objective

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

## Module 7 Chinese Economy

15 hours of contact – 1 US credits

#### Summary

This course introduces the Chinese economy, focusing on the three aspects of opening up, industrialization and economic growth. In terms of opening to the outside world, this course analyzes China's balance of payments situation, the process of RMB internationalization, the role of export-oriented strategy in China's economic development, and transformation of China's global strategy against the backdrop of globalization. In terms of industrialization, this course outlines the history of China's modern industry development and China's prospects for participating in the next industrial revolution. In terms of economic growth, this course discusses the classification of China's economic development stages and the drivers of economic growth in each stage, the sustainability of China's economic growth, China's economic outlook in the post-pandemic era, and the role and responsibilities of entrepreneurs in China's economic development.

#### Objective

At the end of the course, you should have a comprehensive and systematic understanding of China's economic development, be able to use the learned knowledge and tools to analyze important aspects of China's economic development and interpret the basic data of the Chinese economy and use them to support research and analysis; You will also be able to understand the characteristics of the current Chinese economy and the roles and responsibilities of entrepreneurs.

## Module 8 Macro Economics

15 hours of contact – 1 US credits

#### Summary

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

#### Objective

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

## Module 9 Service Creativity and Executing Service Excellence

45 hours of contact – 3 US credits

### Summary

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

### Objective

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

## Module 10 Identifying, Selecting and Financing Service-based Investment Opportunities

30 hours of contact – 2 US credits

### Summary

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

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

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

### Objective

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

## Module 11 Managerial Economics

30 hours of contact – 2 US credits

### Summary

This course introduces fundamental principles and analytical tools of microeconomics for business analysis. It discusses how the market operates, how business strategies are determined, and how optimal decisions are made on product, price and organization. The course covers demand and supply analysis,

production and cost analysis, optimal operating decisions under different market structures, basic game theory and its applications.

#### Objective

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

## Module 12 Expansion and Governance of Service Business

30 hours of contact – 2 US credits

#### Summary

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

#### Objective

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

## Module 13 Entrepreneurship and Innovation

30 hours of contact – 2 US credits

#### Summary

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

#### Objective

The key objective of this module is to review how companies in the hospitality industry can leverage operations in their value creation processes and convert them into a source of competitive advantage. To achieve this, we will review key aspects of a service operations system in order to get fully acquainted with the key variables, concepts, and tools to assess, manage, and improve those systems. Particularly, at the successful conclusion of this course students should be able to:

- Understand the fundamental concepts of managing service operations (e.g. capacity, queues, processes, etc.)
- Be able to analyze complex operations situations in order to develop effective management approaches for their resolution, particularly, to diagnose the causes that lead to poor service: strategic, operational, and people issues.
- Explore the opportunities of technology use for innovating service operations
- Reflect on what breakthrough service means from the customer's perspective and particularly, to use it for service blueprinting.
- Map a customer journey and extract relevant insights.
- Measure appropriately service quality and identify opportunities for service improvement.

## Module 14 Service Culture and managerial cognition

30 hours of contact – 2 US credits

### Summary

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

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

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

### Objective

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

## Module 15 Elective Course

100.8 hours of contact – 6.7 US credits

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

## Module 16 Enterprise value: Governance, Motivation and control

30 hours of contact – 2 US credits

### Summary

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

### Objective

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

### Objective

## Module 17 High Performance Leadership and Reflection

40.5 hours of contact – 2.7 US credits

### Summary

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

### Objective

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

## Module 18 Crisis Communication

30 hours of contact – 2 US credits

### Summary

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

### Objective

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

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

## Module 19 Capstone Project

60 hours of contact – 4 US credits

### Summary

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

### Objective

Upon successful completion of the capstone project, you will be able to produce a project of personal and professional interest that integrates the competences acquired in the program and demonstrates critical thinking about service operations' overall performance.

# MBA in Hospitality

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

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

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

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

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

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Associate Dean – Graduate Programs

# MBA IN HOSPITALITY CURRICULUM

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

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

# Module 1010: Introduction

1 US credit

## Summary

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

## Objective

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

## 1011 – Introduction to the MBA program

9 hours of workload – 0.2 US credits.

## Summary

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

## Objective

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

## 1012 – Hospitality Management in the 21st century

18 hours of workload – 0.4 US credits.

## Summary

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

## Objective

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



## 1013 – Academic Integrity

3 hours workload – 0.1 US credits.

### Summary

This course focuses on EHL honor code and academic integrity. It familiarizes students with plagiarism, cheating and academic dishonesty. It allows students to have an understanding of EHL's expectation regarding academic coursework and their participation throughout the program. It will help students to avoid common mistakes and provides students with the foundation to guide them on the path towards intellectual honesty.

### Objective

Upon successful completion of this course, you will be familiar with the EHL honor code and requirements for academic integrity.

## 1014 – IT Fundamentals

15 hours workload – 0.3 US credits.

### Summary

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

### Objective

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

## Module 1020: Driving Hotel Revenues

5 US credits

### Summary

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

### Objective

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

## 1022 – High Performance Distribution Strategy for Hotels

75 hours workload – 1.67 US credits.

### Summary

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

### Objective

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

## 1021 – Revenue Management for Market Leaders

75 hours of workload – 1.67 US credits.

### Summary

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

### Objective

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

## 1023 – Successful Hotel E-Marketing and Social Media Strategies

75 hours of workload – 1.67 US credits.

### Summary

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

### Objective

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

## Module 1030: Mastering Hotel Financials

5 US credits

### Summary

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

### Objective

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

## 1031 – Hotel Financial Statement Analysis

75 hours of workload – 1.67 US credits.

### Summary

This course takes students into the heart of financial analysis in the hospitality industry, helping them acquire the skills to understand financial information as well as communicate with financial experts.

Students will develop an understanding of the various components of financial statements, and the ability to interpret financial information from different perspectives.

#### Objective

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

### 1032 – Budgeting and Forecasting

75 hours of workload – 1.67 US credits.

#### Summary

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

#### Objective

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

### 1033 – Advanced Corporate Finance for the Hospitality Industry

75 hours of workload – 1.67 US credits.

#### Summary

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

#### Objective

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

## Module 1040: Hotel Development and Real Estate Investment

5 US credits

#### Summary

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

#### Objective

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

## 1041 – Hotel Asset Management

75 hours of workload – 1.67 US credits.

### Summary

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

### Objective

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

## 1042 – Feasibility Analysis, Development and Negotiations

75 hours of workload – 1.67 US credits.

### Summary

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

### Objective

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

## 1043 – Valuation of Hotel Investments

75 hours of workload – 1.67 US credits.

### Summary

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

### Objective

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

# Module 1050: Building High Performing Teams

5 US credits

## Summary

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

## Objective

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

## 1051 – Personal Leadership Development

75 hours of workload – 1.67 US credits, Face-to-Face course.

### Summary

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

### Objective

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

## 1052 – Maximize Individual and Collective Performance

75 hours of workload – 1.67 US credits.

### Summary

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

### Objective

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

## 1053 – Leading in a Multicultural Environment

75 hours of workload – 1.67 US credits.

### Summary

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

### Objective

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

## Module 1060: Performing Through Business Cycles

5 US credits

### Summary

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

### Objective

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

## 1061 – Managing Underperforming Properties

75 hours of workload – 1.67 US credits.

### Summary

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

### Objective

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

## 1062 – Trends, Innovation and New Business Models

75 hours of workload – 1.67 US credits.

### Summary

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

### Objective

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

## 1063 –Tourism Economics and Hospitality

75 hours of workload – 1.67 US credits

### Summary

This course is designed to provide students with insight into tourism economics. The ideas and theories addressed in this course represent the state-of-art in the field. They also reflect different theoretical and

empirical frameworks to the study of tourism as well as the role, scope and impact of tourism-related foreign direct investment both in developed and developing countries.

#### Objective

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

## Module 1070: Meet the Experts

4 US credits

#### Summary

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

#### Objective

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

## 1071 – Driving Hotel Performance

90 hours of workload – 2 US credits; Face-to-Face course.

#### Summary

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

#### Objective

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

## 1072 – Crisis Communications Management

90 hours of workload – 2 US credits; Face-to-Face course

#### Summary

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

### Objective

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

## Module 1080: Capstone Project

10 US credits

### Summary

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

### Objective

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

## 1081 – Business Research Methods

75 hours of workload –1.67 US credits.

### Summary

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

### Objective

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

## 1082 – Project Management / Consultancy

75 hours of workload –1.67 US credits.

### Summary

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

### Objective

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



## 1083 – Academic Writing, Research & Integrity

75 hours of workload – 1.67 US credits

### Summary

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

### Objective

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

## 1084 – Capstone Thesis

225 hours of workload – 5 US credits.

### Summary

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

### Objective

Upon successful completion of this course, you should be able to plan, execute, and evaluate a business project, aligned to your professional context, which will validate the comprehensive knowledge gained throughout the MBA program.

# 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	