

Course Catalogue

Bachelor Program

Academic year 2024-2025¹



EHL Hospitality Business School - Mission
« We bring together academia and hospitality to create the higher education of action-driven individuals and develop insightful thinking together with innovative practices in the international service industry. »

¹ Applicable for all BOSC1 cohorts starting in Fall 2024 and beyond

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PREAMBLE

This catalogue presents an overview of the course of study offered by the EHL Hospitality Business School (hereafter EHL) at the undergraduate level during the academic year 2024/2025.

Programs	Modalities	Languages	Availability of the program on EHL Campuses
Preparatory Year (AP)	Full-time 1 year	English	› EHL Campus Lausanne
Bachelor in International Hospitality Management (BOSC)	Full-time 3 years	French ² and English	› EHL Campus Lausanne › EHL Campus Passugg (semesters 3) › EHL Campus Singapore (semester 3; semester 5 to Fall 2024)

Students enrolling in the French-speaking section of EHL's Bachelor can refer to the French version of the course catalogue.

⇒ [See Catalogue de cours – Programme Bachelor de l'EHL](#)

IMPORTANT NOTICE

At our Singapore and Passugg campuses, courses are taught in English only, while the Lausanne campus has both an English-speaking and a French-speaking section. Both sections lead to the same qualifications.

The following graduate and executive programs are presented in a separate course catalogue:

⇒ [See EHL Graduate courses catalogue](#)

Programs	Modalities	Languages	Program delivery locations
Master of Science			
Master of Science in Global Hospitality Business (MGH)	Full-time 16 months	English	› EHL Campus Lausanne › Hong Kong Polytechnic University, School of Hotel and Tourism Management › University of Houston, Conrad N. Hilton College in Houston
Master of Science in Hospitality Management (MiHM)	Full-time 16 months	English	› EHL Campus Lausanne
Executive Education			
MBA in Hospitality (MBA-IH)	Part-time 24 months	English	› Online (80%) › EHL Campus Lausanne (20%)
Hospitality Executive MBA (HEMBA)	Part-time 18 months	English and Mandarin	› EHL Campus Lausanne › China Europe International Business School Campus Shanghai and Zurich › Various locations in Asia

IMPORTANT NOTICE

EHL reserves the right to modify the content of the present document. Enrolled students are encouraged to consult the learning management system (EHLisa) for detailed and updated information regarding the available courses, including course objectives and assessment modalities.

² The Bachelor program is partially available in French (solely on EHL Campus Lausanne). Please refer to the French version of the course catalogue for detailed information.

EHL EDUCATIONAL MODEL

Learning experience

The pillars of hospitality education at EHL include:

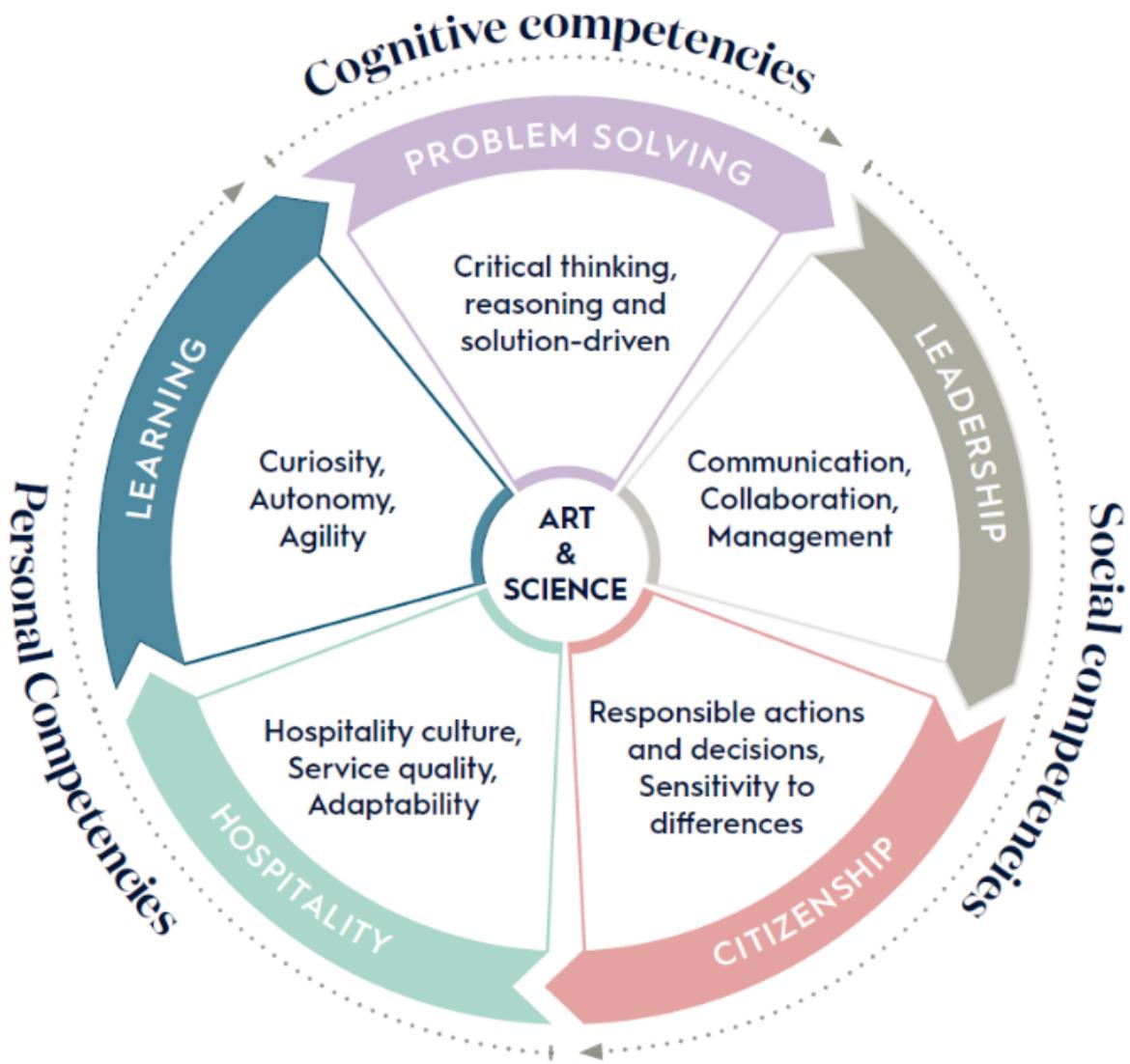
- *Experiential Education* - Learning from experience involves being open to new situations and perspectives, integrating these ideas, and being able to experiment in real-world situations. The combination of practical experience and traditional academic courses creates an atmosphere where students can apply their learning right away, as well as bring their work experience back into the classroom.
- *A Social Learning Context* - Learning is a social process and to be successful in the business world, students learn to work together throughout their studies. Individuals acquire knowledge, rules, skills, strategies, beliefs, and attitudes as they observe and work in groups and teams.
- *Leadership* - EHL students learn to become leaders, not just managers. Leadership involves influencing others to achieve a common goal. In addition to working in the classroom, students have the opportunity to sharpen their leadership skills while participating in student committees and other service activities.
- *An Awareness of and Appreciation for Lifelong Learning* - EHL education provides students with an awareness that learning is a lifelong process. EHL graduates obtain the skills and drive necessary to continue to learn long after their academic journey at EHL.

EHL Graduate attributes

The following definition characterizes the profile of EHL graduates.

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

- As future **Leaders** in hospitality management and the wider international service industry, they are proactive and effective communicators, collaborators and managers across diverse audiences and organizations.
- EHL graduates are responsible **Citizens** and decision-makers, who are sensitive to cultural differences in a global context and who contribute to sustainable development, through their understanding of environmental, economic, social and ethical issues.
- Inspired by their "savoir-être" cultivated at EHL, they possess the finest **Hospitality mindset**, are courteous, offer service quality, and are able to adapt to diverse social contexts. They are open-minded, cultivated, and knowledgeable about humanity.
- As **lifelong Learners**, EHL graduates are known to be self-critical, autonomous in both group and individual work, and ever curious in their pursuit of knowledge.



Global Learning Goals and Objectives

EHL articulates learning goals and competencies for students which are common to all programs and in line with the EHL Graduate definition. The programs are designed to differentiate between undergraduate and postgraduate levels in line with the Dublin descriptors.

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

OVERVIEW OF THE BACHELOR PROGRAM

The Bachelor Program at EHL was designed by academics and industry professionals to deliver a comprehensive management education, rooted in hospitality practices. It aims to train managers in the hospitality and service industry, covering the range of components which contribute to running hospitality and service businesses, from operations to key management tools, and business strategy and planning. The program offers a balanced curriculum that combines industry immersion with management theory and applied business projects.

At the end of their bachelor studies, students should have achieved 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 teamwork, 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.

Program Highlights

- Multi-campus study opportunities in Switzerland (Lausanne & Passugg Campuses) and Singapore.
- Workshops and practical training to learn to manage businesses from the ground-up.
- Michelin-star experiences with award-winning chefs.
- Dual excellence in academic and industry practice taught by experts.
- Extra-curricular activities and committees to develop leadership and creativity.
- R&D workshops and a chance to intern in your own start-up company.
- Two internships and a business project for a head start in your career.

Outcomes

The EHL Bachelor in International Hospitality Management is the ideal business degree foundation with the added excitement of hospitality know-how and internships. It prepares young professionals to embrace careers in the hospitality and services industry by learning from leading experts in academia and industry practices. It uses a dual-excellence approach that develops the perfect balance of hospitality know-how and soft skills, combined with management expertise and academic rigor.

Through our academic association with the University of Applied Sciences and Arts Western Switzerland (HES-SO³), EHL's Bachelor is recognized by the Swiss Confederation. The 4-year program is also accredited by the New England Commission of Higher Education (NECHE⁴). EHL therefore ensures alignment with the frameworks governing the awarding of academic Credits in Switzerland, Europe and the USA and uses both ECTS⁵ Credits and US Credits. To graduate, students in EHL's Bachelor in International Hospitality Management must therefore earn a minimum of 120 US semester credit-hours (up to 160 US Credits, including the Preparatory Year) and 180 ECTS Credits (as a Bologna-compliant Bachelor of Science degree).

³ www.hes-so.ch

⁴ www.necche.org

⁵ ECTS = [European Credit Transfer System](http://www.ecs.europa.eu)



Multi-campus UNDERGRADUATE PROGRAM – Academic year 2024-25

Preparatory Year IMMERSION		Year 1 FOUNDATION		Year 2 APPLICATION		Year 3 INTEGRATION	
AP 1	AP 2	BOSC 1 30 ECTS CREDITS	BOSC 2 30 ECTS CREDITS	BOSC 3 30 ECTS CREDITS	BOSC 4 30 ECTS CREDITS	BOSC 5 30 ECTS CREDITS	BOSC 6 30 ECTS CREDITS
Applied Learning	Hospitality role Internship (6 months)	Business Tools I 15 ECTS CREDITS <ul style="list-style-type: none"> Financial Accounting Microeconomics Management Information System Tools / Excel Mathematics 	Business Tools II 15 ECTS CREDITS <ul style="list-style-type: none"> Topics in Financial Analysis Macroeconomics Statistics Computational Thinking 	Business Analysis 15 ECTS CREDITS <ul style="list-style-type: none"> Revenue Management Managerial Accounting Services Operations Management Hospitality Economics 	Management role Internship (6 months) 30 ECTS CREDITS	Integrated Business Analysis 15 ECTS CREDITS <ul style="list-style-type: none"> Corporate Finance Corporate Strategy or <ul style="list-style-type: none"> Research Methodology Project Management & Market Research 	Advanced Electives 12 ECTS CREDITS 4 Electives Tracks: <ul style="list-style-type: none"> Advanced Marketing & Luxury Management Entrepreneurial Ventures & Corporate Innovation Finance & Real Estate Leadership & Management
		Communication & Culture I 5 ECTS CREDITS <ul style="list-style-type: none"> Foreign Language Business Communication 	Communication & Culture II 5 ECTS CREDITS <ul style="list-style-type: none"> Foreign Language Academic Writing 	Communication & Culture III 6 ECTS CREDITS <ul style="list-style-type: none"> Foreign Language Legal Challenges of the Hospitality Manager 		Integrated Hospitality Management 15 ECTS CREDITS <ul style="list-style-type: none"> Hotel Asset Management Leadership & Organizational Behavior Real Estate Finance 	BOSC Final Diploma Work: Student Business Project (SBP) or Bachelor Thesis 18 ECTS CREDITS
		Foundations of Hospitality Management I 10 ECTS CREDITS <ul style="list-style-type: none"> Financial Management for Food & Beverage Operations Foundations of Hospitality Marketing Human Behavior & Performance in the Workplace 	Foundations of Hospitality Management II 10 ECTS CREDITS <ul style="list-style-type: none"> Service Quality & Design Customer Information & Distribution Channel Management Rooms Division Management 	Applied Management 9 ECTS CREDITS <ul style="list-style-type: none"> Talent Management Systems International Services Marketing Corporate Sustainability 			

BACHELOR OF SCIENCE

EMPLOYMENT / MASTER, e.g., EHL MiM

Preparatory Year (AP)

EHL's Bachelor program in International Hospitality Management begins with a Preparatory Year (often referred to as AP, based on the French title "*Année Préparatoire*"). This one-year introduction to the world of hospitality will teach you everything you need to know about hotel and restaurant operations and create a professional foundation for the managerial and strategic courses of the degree.

The program of the Preparatory Year encompasses two major learning objectives:

- Students should develop and apply the best practices and values in operational departments of a hotel;
- They should build a comprehensive understanding of the hospitality sector to prepare themselves for the academic demands of the Bachelor program.

During the first six months, students will rotate through the Lausanne campus' diverse food and beverage outlets and the reception and room division departments to give them first-hand knowledge of hotel and restaurant operations. Students will also follow exciting and challenging academic courses to help kick-start their understanding of hospitality management. Then, students are off on their internship for a 6-month adventure in the real-world, where they will test the achieved skills and develop a sense of independence and professionalism in a hospitality workplace.

- The Preparatory Year is delivered in English only and exclusively on EHL Campus Lausanne. This aims to ensure that practical arts components will be delivered in state-of-the-art facilities, as well as to support the nurturing of the "EHL spirit" among the student community.
- Completion of the Preparatory Year is a prerequisite to join EHL's Bachelor of Science program.
- Exemptions are possible – the *Policy for exemption from the Preparatory Year* is published on EHL's website.

Bachelor of Science in International Hospitality Management (BOSC)

After the Preparatory Year, students join the 6-semester BOSC program to gain knowledge and develop competencies in business and management.

After three semesters on campus, students embark on a 6-month administrative internship to gain additional practical experience in an area that interests them. This business internship constitutes a key differentiating component of EHL's learning experience and has proved its value in helping students to apply the theoretical courses and prepare them for their future professional career.

During the last semester, students can choose among a variety of advanced elective courses. Finally, the last part of the semester is dedicated either to an academic dissertation (Bachelor Thesis) or a Student Business Project (SBP). These are not only intended to ensure that students have acquired the expected knowledge and competencies, but also to prepare them for their future professional career or for further studies.

- Students are offered various language options (semesters BOSC1, BOSC2 and BOSC3) and elective courses (BOSC6). All other courses within the curriculum are mandatory and with a similar content on each campus.
- At our campus in Singapore and Passugg the courses are delivered in English only, whereas Lausanne hosts both an English and a French language sections. Regarding course content and achievement, the classes are the same.
- A direct entry path into BOSC 3 semester is possible for candidates fulfilling the conditions detailed in the *EHL Policy for Direct Entry*. Students holding a professional degree in hospitality (Dipl. Hôtelière-Restauratrice/Hôtelier-Restaurateur HF/ES) are notably eligible to gain the Bachelor of Science in International Hospitality Management from EHL in 3 semesters (exemption of BOSC4 administrative internship).

PREPARATORY YEAR COURSES

Preparatory Year (AP) semester 1 courses are only available at the EHL Campus Lausanne, and solely delivered in English.

MODULE ⁶	INTRODUCTION TO HOSPITALITY MANAGEMENT ⁷	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	US CREDITS	DELIVERED ON CAMPUS ⁸
7160BC	Introduction to F&B Management	B	C	25h	0.6	L
7175BC	Rooms Division & Spa Operations	B	C	31h	0.7	L
7181BC	Fundamentals of Sustainable Business	B	C	12h	0.3	L
	Language , one of the following:					
7155BM	Introduction to French	B	M	41h	1.0	L
7182BC	Introduction to Business Communication	B	M	46h	1.0	L
MODULE	INTRODUCTION TO BUSINESS TOOLS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	US CREDITS	DELIVERED ON CAMPUS
7171BC	Applied Mathematics & Tools for Hospitality	B	C	44h	1.0	L
MODULE	FOOD & BEVERAGE WORKSHOPS I	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	US CREDITS	DELIVERED ON CAMPUS
7100BC	Fine Dining Cuisine	B	C	54h	1.2	L
7110BC	Fine Dining Restaurant	B	C	74h	1.6	L
7114BC	Events: Management & Operations	B	C	55h	1.2	L
7117BC	Catering	B	C	41h	0.9	L
71784C	Pastry Making	B	C	40h	0.9	L
MODULE	FOOD & BEVERAGE WORKSHOPS II	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	US CREDITS	DELIVERED ON CAMPUS
7115BC	R&D Design Lab	B	C	31h	0.7	L
7116BC	Culinary Operations	B	C	60h	1.3	L
7118BC	Bar & Restaurant Outlets	B	C	90h	2.0	L
7141BC	Stewarding	B	C	24h	0.5	L
7183BC	Bakery Making	B	C	16h	0.4	L
7185BC	The Culinary & Table Arts by 1893	B	C	30h	0.7	L
MODULE	WINE & MIXOLOGY	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	US CREDITS	DELIVERED ON CAMPUS
7120BC	Oenology & Wine-Producing Regions	B	C	54h	1.2	L
7179BC	Mixology	B	C	66h	1.5	L
MODULE	ROOMS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	US CREDITS	DELIVERED ON CAMPUS
7136BC	Housekeeping	B	C	44h	1.0	L
7138BC	Front Office	B	C	38h	0.8	L
MODULE	FIELD TRIP	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	US CREDITS	DELIVERED ON CAMPUS
7170BC	Michelin Star Experience	B	C	10h	0.2	L
MODULE	INTERNSHIP	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	US CREDITS	DELIVERED ON CAMPUS
7200BC	Internship	B	C	-	20	

⁶ Definition of module, level and type of course are provided in the Appendix of the present document.

⁷ During the module Introduction to Hospitality Management, beginners (A1) in French will attend the language course. All other students will be enrolled in Introduction to Business Communication.

⁸ Availability of the course on each campus for academic year 2024/2025: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.

PREPARATORY YEAR - 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 management including hotels, food and beverage operations, rooms division operations and sustainability. Beginners in French language will have the opportunity to improve their French skills in a 30-hour intensive course. Students who already have a certain level in French will follow the Introduction to business communication course.

7160BC – Introduction to F&B Management

25 hours total learning workload – 0.6 US credit

Summary

During this course, students will identify the basic management steps to develop a food and beverage concept. Before coming to class students will learn concepts and notions via videos and fill out their F&B booklets. In-class knowledge gained will be assessed with graded quizzes. Concepts and notions learnt will be applied through examples, case studies, articles and debates. Finally, students will be able to draw basic connections between the external environment and F&B operations.

Objective

Upon successful completion of this course, students will describe each fundamental facet of F&B management, select the appropriate management tools, and draw connections within an applied project.

7175BC – Rooms Division & Spa Operations

31 hours total learning workload – 0.7 US credit

Summary

During this course, students will develop knowledge on rooms division and the spa industry within various types of lodging establishments. Through digital lessons, students will prepare individually for each class by completing a pre-work. During in-class activities, students will be introduced to the discover the main reports used in the daily operations of any hotel.

Objective

Upon successful completion of this course, students will describe the structure and main responsibilities of a rooms division department and a spa.

7181BC – Fundamentals of Sustainable Business

12 hours total learning workload – 0.3 US credit

Summary

During this course, students will explain and explore the social, economic and environmental principles required within the hospitality context. Before each class, students will prepare individually by completing a pre-work. Through a variety of class activities, students will identify the key factors required for a hospitality business, helping them to raise their awareness on sustainable practices.

Objective

Upon successful completion of this course, students will define the fundamental elements required for the creation of a sustainable business.

7155BM – Introduction to French

41 hours total learning workload – 1.0 US credit

Summary

During this course, students will communicate orally and in writing in French at the A1 level of the CEFR (Common European Framework of Reference for Languages). This course prepares students to

communicate in a French speaking environment in a hospitality work environment, using appropriate language.

Objective

Upon successful completion of the course, students will express themselves in simple sentences (orally and in writing) in everyday personal and professional situations.

7182BC – Introduction to Business Communication

46 hours total learning workload – 1.0 US credit

Summary

During this course, students will employ effective business communication in English, a prerequisite for anyone wishing to enter an international working environment. Students will consolidate their communication skills while acquiring the business vocabulary needed to express themselves orally and in writing in a variety of professional situations related to the hospitality industry.

Objective

Upon successful completion of this course, students will use a variety of economic and business vocabulary to communicate effectively, both orally and in writing, in various hospitality situations.

Module: Introduction to Business Tools

In this module, students will reinforce their quantitative skills through math review and applied use of Excel. Through various applied exercises, students consolidate and develop the logic skills necessary for success in EHL's Bachelor of Science program. In a series of in-person classes, autonomous study, self-guided online work as well as tutoring sessions, students fine tune their mathematical and problem-solving abilities.

7171BC – Applied Mathematics & Tools for Hospitality

44 hours total learning workload – 1.0 US credit

Summary

During this course, students will use an application-based approach to acquire quantitative skills relevant to the hospitality and business sector. Students will develop both mathematical and Excel skills that are necessary as prerequisites for success in the Bachelor program. This course is mainly based on weekly individual work guided by the online digital content. Students can work at their own pace on the required basic mathematical notions and Excel basics.

Objective

Upon successful completion of this course, students are able to solve simple quantitative problems by applying the right mathematical tools and using basic functions in Excel.

Modules: Food & Beverage Workshops I and II

In the F&B I and II modules, students will acquire operational skills by working in EHL's multiple food and beverage outlets. Students will be immersed in a real work environment and will apply the standards of hygiene and safety (HACCP). At the end of these modules, they will develop the basic skills necessary to work in various types of food and beverage concepts. Finally, through digital lessons coupled with class activities, students will gain knowledge on best practices and trends within the food and beverage industry, the culinary world and in events.

Module: Food & Beverage Workshops I

7100BC – Fine Dining Cuisine

54 hours total learning workload – 1.2 US credits

Summary

During this course, students will be totally immersed in one of the professional kitchen of EHL's fine dining restaurants, where they will develop their knowledge of fine dining cuisine operations. Students will work

in small groups and will be supervised by lecturers and F&B professional staff, namely the station manager, called the Chef de Partie. During the week, they work at different positions at the following stations: Cold kitchen, Fish, Meat and Pastry.

Objective

Upon successful completion of this course, students will demonstrate a basic understanding of a gastronomic cuisine including the organization, design, investments, and benefits, among other aspects.

7110BC – Fine Dining Restaurant

74 hours total learning workload – 1.6 US credits

Summary

During this course, students will participate in the service activities of a fine dining restaurant. They will apply the standards of fine dining establishments, while organizing and managing their sequential work roles. Students will demonstrate appropriate communication with the restaurants' staff members, its clientele and their teammates. They will be supervised by professional lecturers and F&B professional staff.

Objective

Upon successful completion of this course, students will apply processes and standards of service, and demonstrate service techniques used in a fine dining restaurant.

7114BC – Events: Management & Operations

55 hours total learning workload – 1.2 US credits

Summary

During this course, students will participate in the organization and execution of all the events scheduled at EHL during the week (e.g. gala, coffee break, aperitif, etc.). They will practice different work roles during an event service and will work in groups of students according to each event's scope. Throughout the course and its multiple activities, students will assimilate EHL's philosophy of service as well as the basic service techniques, supervised by professional lecturers and F&B professional staff.

Objective

Upon successful completion of this course, students will demonstrate basic service techniques necessary for an event and will prepare a sequence for an event's organization from beginning to end.

7117BC – Catering

41 hours total learning workload – 0.9 US credit

Summary

During this course, students will participate in food preparation and distribution for different workshop activities such as event and boutique catering, sushi corner, and preliminary preparation. Students will execute mise en place, production and service for events; for the boutique and sushi corner they will prepare the mise en place and packaging, and carry out in-house deliveries. Students will work in small groups, supervised by lecturers and F&B professional staff.

Objective

Upon successful completion of this course, students will explain the specificities of the catering industry and identify distinct catering techniques used for event and specialized delicatessen shops.

7184BC – Pastry Making

40 hours total learning workload – 0.9 US credit

Summary

During this course, students will participate in the three main activities for this workshop (central pastry making, boutique pastry making, and chocolate pastry making). They will produce desserts and other specialty sweets in both large and small-scale pastry kitchens. Students will work in small groups, supervised by lecturers and F&B professional staff.

Objective

Upon successful completion of this course, students will recognize the main stages of production of basic pastry products.

Module: Food & Beverage Workshops II

7115BC – R&D Design Lab

31 hours total learning workload – 0.7 US credit

Summary

During this workshop, students will participate in a series of activities related to culinary research and development. Through dynamic, creative and applied activities, students will develop culinary techniques associated with an R&D unit. They will analyze and experiment with breaking down a traditional dish and then building it back up again. They will explain the importance of having an R&D department in the agribusiness industry.

Objective

Upon successful completion of this course, students will explain the main components to conduct an analysis within a research & development department in the agribusiness industry.

7116 BC – Culinary Operations

60 hours total learning workload – 1.3 US credits

Summary

During this course, 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. Students will work in small groups, supervised by lecturers and F&B professional staff.

Objective

Upon successful completion of this course, students will recognize the principles of the flow of food through a large volume operation within EHL's food court kitchen and quick service restaurant.

7118BC – Bar & Restaurant Outlets

90 hours total learning workload – 2.0 US credits

Summary

During this course, students will discover different concepts for bars and restaurants. Every day, students, in small groups, will familiarize themselves with a new point of sale, a new team and a new approach. Students will apply knowledge from in-class theory sessions directly through practical work and contact with clients. Students will create and discover products and promote them at the points of sale. They will be supervised by lecturers and F&B professional staff.

Objective

Upon successful completion of this course, students will apply different service techniques depending on the point of sale. By modifying their pace and style of service according to flow and client, they learn to adapt their service approach.

7141BC – Stewarding

24 hours total learning workload – 0.5 US credit

Summary

During this course, students will execute specific cleaning procedures and various tasks related to Stewarding operations. Managing such a department represents concrete challenges (e.g. physical, environmental, staff motivation). Students will identify the link between F&B operations and waste management. They will work in small groups supervised by lecturers and F&B professional staff.

Objective

Upon successful completion of this course, students will organize the work in a stewarding area and implement waste sorting management standards.

7183BC – Bakery Making

16 hours total learning workload – 0.4 US credit

Summary

During this course, students will participate in the production of bread and viennoiseries for the different EHL outlets. They will work in small groups, supervised by lecturers and F&B professional staff.

Objective

Upon successful completion of this course, students will recognize the main stages of production of basic bakery products.

Module: Wine & Mixology

In this module, students will acquire basic knowledge of Oenology and Mixology. Oenology is the science of all aspects of winemaking and wine characteristics. Mixology is the skill of preparing drinks associated with a strong knowledge of various alcoholic beverages. In order to master these topics, students will have digital lessons coupled with in-class activities where subjects will be developed through tasting sessions and diverse gamified activities. Finally, they will learn the basics of cocktail making skills at one of EHL's cocktail bar outlets.

7120BC – Oenology & Wine-Producing Regions

54 hours total learning workload – 1.2 US credits

Summary

During this course, students will develop wine-related knowledge in order to gain confidence when working in a restaurant setting. Through digital lessons, students will gain knowledge on the science behind winemaking and will touch on topics including grape varieties, and the various production methods. They will recognize the different types of wines and the "appellation" system in Europe. This course also outlines the influence geographical features (e.g., soil, weather, microclimates) have on a wine's taste and identity, a concept known as terroir. During in-class activities, students will build their knowledge further through gamified activities and wine tasting sessions. Tasting wines is not required.

Objective

Upon successful completion of this course, students will demonstrate a basic understanding of oenology and wine growing. Students will identify the differences between dissimilar "terroirs" and how it can affect the taste of the wine.

7179BC – Mixology

66 hours total learning workload – 1.5 US credits

Summary

During this course, students will develop knowledge related to spirits and other specialty products. Through digital lessons, students will prepare individually for each class by completing a pre-work. In class, they will then build their knowledge through tasting sessions and diverse gamified activities. During their practical shift at one of EHL's outlets, students will practice the service skills required and use creativity to make a cocktail. Tasting alcohol is not required.

Objective

Upon successful completion of this course, students will classify and describe alcoholic beverages and cigars according to production processes.

Module: Rooms

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, guest relations and Housekeeping departments.

7136BC – Housekeeping

44 hours total learning workload – 1.0 US credit

Summary

During this course, students will develop the knowledge and skills necessary in order to work in a housekeeping department. Through digital lessons, students will prepare individually for each class by completing a pre-work. They will then apply their knowledge through practical shifts where they will clean EHL campus rooms under the supervision of a lecturer and professional staff. Students will engage in multiple in-class activities such as an inspection of a luxury hotel room using virtual reality.

Objective

Upon successful completion of the course, students will demonstrate the knowledge necessary to work in a housekeeping department. They will develop operational skills to execute and inspect the cleaning of a hotel room.

7138BC – Front Office

38 hours total learning workload – 0.8 US credit

Summary

During this course students discover essential daily procedures within the front office such as a reservation, check-in, handling requests and check out. Through digital lessons, students will prepare individually for each class by completing a pre-work. During in-class activities, students will explore the daily operational tasks performed by the front office, concierge and guest relations departments in full-service hotels.

Objective

Upon successful completion of this course, students will demonstrate the basic front of the house tasks performed at the front office, the concierge, and the guest relations, in a full-service hotel.

Field Trip

In this module, students develop their understanding of fine dining in the real world through an immersive experience. Before the field trip, they become acquainted with the establishment that they will visit through online material, articles and videos in order to fully appreciate the experience.

7170BC – Michelin Star Experience

10 hours total learning workload – 0.2 US credit

Summary

During this course, students will explore a Michelin Star restaurant's operations and organization from the guest perspective. Students will observe the high-end techniques and methods involved in preparing and serving food and beverages. They will exchange about topics such as the daily organization, demanding guests' expectations, and the challenges faced by such an establishment.

Objective

Upon successful completion of this course, students will describe the main facets of a real-world Michelin star restaurant and explain its organization.

PREPARATORY YEAR - 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 EHL Campus Lausanne and the classes attended during their first semester. This internship is an integral part of their studies and a prerequisite to join EHL's Bachelor program. Students will put into practice the wide range of skills that they have acquired during their first semester, either in a hotel or other establishment with an F&B offer.

Objective

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

BACHELOR PROGRAM COURSES YEAR 1

BACHELOR PROGRAM SEMESTER 1								
MODULE ⁹	BUSINESS TOOLS I 15 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS ¹⁰
9101BC	Financial Accounting	B	C	113h	45h	3.0	4.5	L
9102BR	Microeconomics	B	R	75h	30h	2.0	3.0	L
9103BR	Management Information System Tools / Spreadsheets	B	R	75h	30h	2.0	3.0	L
9104BR	Mathematics	B	R	113h	45h	3.0	4.5	L
MODULE	FOUNDATIONS OF HOSPITALITY MANAGEMENT I 10 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS
9110BC	Financial Management for Food & Beverage Operations	B	C	83h	30h	2.2	3.3	L
9113BC	Foundations of Hospitality Marketing	B	C	85h	30h	2.3	3.4	L
9114BC	Human Behavior & Performance in the Workplace	B	C	83h	30h	2.2	3.3	L
MODULE	COMMUNICATION & CULTURE I ¹¹ 5 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS
9120IM	Business Communication	I	M	75h	30h	2.0	3.0	L
	Language choice of one among the languages below:		M	50h	30h	1.3	2.0	
9121-1BM	French beginner (A1.1)	B						L
9121-2BM	French beginner (A2.1)	B						L
9121-3IM	French intermediate (B1.1)	I						L
9121-4IM	French intermediate (B2.1)	I						L
9122-1BM	Spanish beginner (A1.1)	B						L
9122-2BM	Spanish beginner (A2.1)	B						L
9122-3IM	Spanish intermediate (B1.1)	I						L
9122-4IM	Spanish intermediate (B2.1)	I						L
9123-1BM	German beginner (A1.1)	B						L
9123-2BM	German beginner (A2.1)	B						L
9123-3IM	German intermediate (B1.1)	I						L
9123-4IM	German intermediate (B2.1)	I						L
9124-1BM	Mandarin beginner (A1.1)	B						L
9126-1BM	Russian beginner (A1.1)	B						L

⁹ Definition of module, level and type of course is defined in the Appendix of the present document.

¹⁰ Availability of the course on each campus for academic year 2024/2025: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.

¹¹ During the module Communication and Culture I, students study Business Communication and one foreign language of their choice at the appropriate level. Specific languages and levels offer are to be confirmed at the beginning of the semester. French language courses are solely offered for students of the English section.

BACHELOR PROGRAM SEMESTER 2

MODULE ¹²	BUSINESS TOOLS II 15 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS ¹³
9201BC	Topics in Financial Analysis	B	C	88h	30h	2.3	3.5	L
9202BR	Macroeconomics	B	R	88h	30h	2.3	3.5	L
9203BR	Statistics	B	R	113h	45h	3.0	4.5	L
9228BR	Computational Thinking	B	R	88h	30h	2.3	3.5	L
MODULE	FOUNDATIONS OF HOSPITALITY MANAGEMENT II 10 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS
9211BC	Service Quality & Design	B	C	83h	30h	2.2	3.3	L
9214BC	Rooms Division Management	B	R	85h	30h	2.3	3.4	L
9231BR	Customer Information & Distribution Channel Management	B	R	83h	30h	2.2	3.3	L
MODULE	COMMUNICATION & CULTURE II ¹⁴ 5 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS
9220BM	Academic Writing	B	M	75h	30h	2.0	3.0	L
	Language choice of one among the languages below:		M	50h	30h	1.3	2.0	
9221-1BM	French beginner (A1.2)	B						L
9221-2BM	French beginner (A2.2)	B						L
9221-3IM	French intermediate (B1.2)	I						L
9221-4IM	French intermediate (B2.2)	I						L
9222-1BM	Spanish beginner (A1.2)	B						L
9222-2BM	Spanish beginner (A2.2)	B						L
9222-3IM	Spanish intermediate (B1.2)	I						L
9222-4IM	Spanish intermediate (B2.2)	I						L
9223-1BM	German beginner (A1.2)	B						L
9223-2BM	German beginner (A2.2)	B						L
9223-3IM	German intermediate (B1.2)	I						L
9223-4IM	German intermediate (B2.2)	I						L
9224-1BM	Mandarin beginner (A1.2)	B						L
9226-1BM	Russian beginner (A1.2)	B						L

¹² Definition of module, level and type of course are provided in the Appendix of the present document.

¹³ Availability of the course on each campus for academic year 2024/2025: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.

¹⁴ During the module Communication and Culture II, students study Academic Writing, and one foreign language of their choice at the appropriate level. Specific languages and levels offer are to be confirmed at the beginning of the semester. French language courses are solely offered for students of the English section.

SEMESTER 1 (BOSC1)

Module: Business Tools I

15 ECTS credits

In this module, students will learn how to represent the micro-environment of consumers and companies 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 company 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 – 3.0 US credits

Summary

This course focuses on the production of financial statements for a firm including the income statement, balance sheet, statement of retained earnings and statement of cash flows. 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, students will record accounting transactions to prepare the four basic financial statements (income statement, balance sheet, statement of retained earnings and statement of cash flows) used by internal and external parties.

9102BR – Micro-economics

30 hours of contact – 2.0 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. 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 various economic actors.

9103BR – Management Information System Tools / Spreadsheets

30 hours of contact – 2.0 US credits

Summary

This course aims to provide students with the essential skills and unlock the full potential of Excel. Students will acquire the ability to examine and organize raw data into compelling and crucial findings. They will employ appropriate tools within the framework of the current curriculum and with regard to future professional needs.

Objective

Upon successful completion of this course, students will have acquired the competencies needed to use Excel functions and tools to solve various quantitative problems and design spreadsheets using an analytical approach. They will leverage Excel's capacity to generate influential data-driven outcomes.

9104BR – Mathematics

45 hours of contact – 3.0 US credits

Summary

The purpose of this course is to provide students with the mathematical skills they will need to successfully complete the Bachelor program and to enable them to develop their abilities in logic and abstraction. Notions such as the functions of one or more variables, optimization with or without constraints and mastery of algebra will be developed. Exercises and applications will play a major role in the learning process. These help not only to become familiar with mathematical tools and concepts and their operation, but also to develop the intuition necessary for handling abstract concepts and understanding the mechanisms linking causes to their effects.

Objective

Upon successfully completing this course, students will be able to select and use the appropriate mathematical tool according to the context, as well as interpret and evaluate results.

Module: Foundations of Hospitality Management I

10 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 – Financial Management for Food & Beverage Operations

30 hours of contact – 2.2 US credits

Summary

During this course, students are introduced to the financial side of food and beverage management. Starting with introducing the food and beverage industry and profit and loss statements, the course enables students to understand the financial impacts of daily managerial decisions, whether related to revenue or costs. Multiple key performance indicators widely used within the food and beverage operations are introduced throughout the course utilizing exercises and practical functions used in the daily food and beverage operations. The course provides a comprehensive look at the methods, tools, and techniques used to optimize operating profit and drive revenue (menu design and pricing) while minimizing costs (food, beverage, and labor expenses).

Objective

Upon successful completion of this course, students will understand the influence of managerial decisions on the financial results of an F&B operations, through learning to read the language of numbers.

9113BC – Foundations of Hospitality Marketing

30 hours of contact – 2.3 US credits

Summary

In this class, students will be familiarized with the basic tools that make up the foundation of marketing. They will learn the most essential marketing concepts and processes. They will also be able to understand and use marketing language. Students will learn how this toolset forms the basis of an effective marketing strategy and see, in real business scenarios taken from the hospitality industry, how these concepts are applied. Based on a group assignment and complementary in-class discussions, students will take the first steps in applying these concepts to a hospitality business. Moreover, the students will use some key elements of the marketing mix (4Ps) and they will create a detailed strategic communication plan.

Objective

Upon successful completion of this course, the student will be able to describe the basic principles of the marketing function in a company and explain how companies utilize marketing to bridge the gap between production and consumption.

9114BC – Human Behavior & Performance in the Workplace

30 hours of contact – 2.2 US credits

Summary

Hoteliers and managers interact constantly with guests and employees. As such, they are required to have a good understanding of themselves and others. They need to lead by example, to be aware of their biases, to read others accurately, and to motivate them. Some individuals are naturally more talented than others in managing human interactions but this competence can also be developed. In this course, students will learn about the fundamentals of work and organizational psychology. They will acquire knowledge on psychological theories but they will also develop a new mindset about themselves and others.

Objective

On successful completion of this course, you should be able to describe and understand human behaviors at work in professional contexts with the help of evidence-based psychological and management theories.

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 – 2.0 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 (A1.1)

30 hours of contact – 1.3 US credits

Summary

This course aims to build and strengthen basic knowledge and skills of oral and written French. By the end of the course, students will be able to deal with simple professional and everyday situations, using appropriate language corresponding at least to the first half of A1 of the Common European Framework of References for Languages.

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 (A2.1)

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 everyday situations. By the end of this course, students should have acquired part of the competencies in French corresponding at least to the first half of A2 of the Common European Framework of References for Languages.

Objective

Upon successful completion of this course, students should be able to participate extemporaneously in conversations about familiar subjects, using frequently used expressions, understanding the essential information of short written texts and handling basic written documents. By the end of this course, students should have acquired part of the competencies in French corresponding at least to the A2 level of the Common European Framework of References for Languages.

9121-3IM – French intermediate (B1.1)

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 unit, students should be able to communicate effectively in many typical everyday personal and professional situations and acquired part of the competencies in French corresponding at least to the B1 level of the Common European Framework of References for Languages.

9121-4IM – French intermediate (B2.1)

30 hours of contact – 1.3 US credits

Summary

In this course students will use French both in writing and speaking. In particular, they will actively participate in professional situations requiring them to present and defend their point of view. This context will enable students to reinforce their grammatical knowledge and acquire a professional vocabulary related to a wide range of situations connected to the professional world. By the end of this course, students should have acquired part of the competencies in French corresponding at least to the first half of B2 of the Common European Framework of References for Languages.

Objective

Once you have successfully completed this course, you will be able to interact fluently in a French-speaking professional context as well as to understand and write documents related to the world of business.

9122-1BM – Spanish beginner (A1.1)

30 hours of contact – 1.3 US credits

Summary

This course will provide students with basic linguistic competencies for everyday Spanish situations. Students will be able to understand and use basic 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. By the end of this course, students should have acquired part of the competencies

in Spanish corresponding at least to the A1 level of the Common European Framework of References for Languages.

9122-2BM – Spanish beginner (A2.1)

30 hours of contact – 1.3 US credits

Summary

This Spanish course will build on the basic linguistic competences, both oral and written, that have already been acquired by the student. It will enable a certain confidence in communication in everyday personal situations.

Objective

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

9122-3IM – Spanish intermediate (B1.1)

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 present and defend their points of view, using facts, experiences and projects in familiar contexts.

Objective

Upon successful completion of this course unit, you should be able to communicate effectively in a variety of common work situations. At the end of this course, students should have acquired a level of Spanish competence corresponding to at least B1.1 of the Common European Framework of Reference for Languages.

9122-4IM – Spanish intermediate (B2.1)

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. Students will be encouraged to communicate with a good degree of autonomy and will participate in discussions, debates, etc. and work with texts related to the workplace and their interests.

Objective

On successful completion of this course unit, you should be able to communicate effectively, both orally and in writing, in a variety of everyday work situations. At the end of this course, students should have acquired and consolidated a level of competence in Spanish corresponding to at least level B2 of the Common European Framework of Reference for Languages.

9123-1BM – German beginner (A1.1)

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. By the end of this course, students should have acquired part of the competencies in German corresponding at least to the level A1 of the Common European Framework of References for Languages in everyday situations.

Objective

On 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 or your interlocutor come from, live and work.

9123-2BM – German beginner (A2.1)

30 hours of contact – 1.3 US credits

Summary

By the end of this course, students should have acquired part of the competencies in German corresponding at least to the A2 of the Common European Framework of References for Languages. 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 on basic topics.

Objective

On successful completion of this German course, you should be able to participate in basic familiar and professional conversations, to understand the main information given by an interlocutor and to handle basic written documents for recurrent hospitality situations.

9123-3IM – German intermediate (B1.1)

30 hours of contact – 1.3 US credits

Summary

By the end of this course, students should have acquired part of the competencies in German corresponding at least to the B1 of the Common European Framework of References for Languages. 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 present and defend their points of view on facts, experiences and projects in familiar contexts.

Objective

On successful completion of this course unit, you should be able to communicate in many typical professional and general day-to-day situations.

9123-4IM – German intermediate (B2.1)

30 hours of contact – 1.3 US credits

Summary

By the end of this course, students should have acquired part of the competencies in German corresponding at least to the B2 of the Common European Framework of References for Languages. 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 course, you will be able to communicate in German both orally and in written situations concerning personal and professional life.

9124-1BM – Mandarin beginner (A1.1)

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, students will be able to demonstrate the ability to communicate at an elementary level in Mandarin through the four major linguistic skills (listening, reading, writing, speaking). They should have acquired part of the competencies in Mandarin

corresponding at least to the A1 level of the Common European Framework of References for Languages (HSK Level 1 according to HanBan).

9126-1BM – Russian beginner (A1.1)

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 should 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 the CEFR (Common European Framework of Reference for languages). Students will learn basic communication skills in a limited number of everyday situations. They will be introduced to the Russian (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.

Objective

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

SEMESTER 2 (BOSC2)

Module: Business Tools II

15 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 macroeconomic environment influences every sector of the economy. Understanding common macroeconomic phenomena and causalities and anticipating their possible consequences are therefore key competencies managers should possess. Developing those competencies is precisely the main objective of this course. This will be done through a rigorous model-based overview of the main areas of macroeconomics, such as national accounting, the determinants of fluctuations in macroeconomic activity, the role and the impact of fiscal and monetary policies, the interplay between macroeconomic aggregates and financial markets, as well as the mechanism explaining exchange rate movements, inflation, unemployment and potential GDP.

Objective

Upon successful completion of this course, you will be able to use simple but rigorous models to determine the mechanism through which a macroeconomic shock, be it the result of a policy decision or not, propagates in the macroeconomic environment and affects various groups of agents.

9203BR – Statistics

45 hours of contact – 3.0 US credits

Summary

Managers often have to deal with droves of data. Various basic statistical tools relating to descriptive and inferential statistics are presented in this course. These tools will allow students to organize, present, visualize and analyze the data to extract meaningful information for good decision-making.

Objective

On successful completion of this course, you will have acquired statistical skills enabling you to analyze a range of data. This will enable you to evaluate, interpret and criticize the results obtained (tables, graphs, indicators, confidence intervals, tests, etc.), and to compile these elements in a statistical work adapted to concrete situations.

9228BR – Computational Thinking

30 hours of contact – 2.3 US credits

Summary

During this course, students will develop their ability to break down and model computational problems as well as create and implement algorithmic solutions. The course consists primarily of short coding projects that provide students with opportunities to practice and apply computational thinking skills to solve diverse and increasingly complex challenges. Additionally, students will be exposed – through the use of Python – to the formalism, rigor, and power of programming languages.

Objective

On successful completion of this course, students will have developed, with guidance, their computational thinking skills, namely, problem decomposition, abstraction, logic, pattern recognition, and generalization. They will also have gained an appreciation for the power of modeling and computing to solve a wide range of real-world problems.

Module: Foundations of Hospitality Management II

10 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 – 2.2 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 ensure customers are fully satisfied with the service delivered. 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 (1) to describe the underlying elements of the pre-experience, experience, and post-experience phases of the service process, (2) explain how these elements can be influenced through service design and (3) how they influence service quality.

9214BC – Rooms Division Management

30 hours of contact – 2.3 US credits

Summary

During this course, students will identify and analyze the managerial aspects 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 also 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 software program where groups of students run a hotel in a competitive environment.

Objective

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

9231BR – Customer Information & Distribution Channel Management

30 hours of contact – 2.2 US credits

Summary

Built on the foundation marketing course, 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 processes. Information about customers discusses trends and challenges in relationship marketing, customer relationship management (CRM), loyalty programs, personalization, and privacy. Optimizing distribution channels for hotels involves the distribution channels for hotels (both online and offline), the costs and benefits of distribution channels, major players, as well as trends and challenges.

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: 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. 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 – 2.0 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 students should be able to critically read sources of information, and to collect, assess, and organize data to write an effective academic essay at a university level.

9221-1BM – French beginner (A1.2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9221-2BM – French beginner (A2.2)

30 hours of contact – 1.3 US credits

Summary

This course builds on the competences already acquired by the students and will enable them to communicate orally and in writing in French at most of the A2 level of the CEFR (Common European

Framework of Reference for Languages). By the end of the course, students will be able to thrive in professional and everyday situations, using simple but appropriate language.

Objective

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

9221-3IM – French intermediate (B1.2)

30 hours of contact – 1.3 US credits

Summary

Tourism and Business are sectors that require effective oral communication and writing skills. The goal of this unit is to enable students to communicate adequately with French-speaking guests and colleagues (in a francophone work environment) both orally and in writing. In order to prepare students for their future career, the first part of the module is dedicated to French for Tourism at a B1 level of the CEFR for languages and the second part is focused on French for Business at a B1 level of the CEFR for languages.

Objective

Upon successful completion of this course, students will be operational in French, using appropriate vocabulary, register and structure. By the end of this course, students should have acquired most of the competencies in French corresponding at least to the B1 of the Common European Framework of References for Languages.

9221-4IM – French intermediate (B2.2)

30 hours of contact – 1.3 US credits

Summary

This course continues from BOSC1 French Intermediate B2. In order to fully enter a francophone business world, students must be comfortable writing and speaking in French. 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 comfortable in a vast range of business situations. By the end of this course, students should have acquired most of the competencies in French corresponding at least to B2 of the Common European Framework of References for Languages.

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. By the end of this course students should have acquired most of the competencies in French corresponding at least to the B2 of the Common European Framework of References for Languages

9222-1BM – Spanish beginner (A1.2)

30 hours of contact – 1.3 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 personal and professional situations.

Objective

Upon successful completion of this Spanish course, you should be able to interact in a simple way in a personal and professional context. By the end of this course, students should have acquired and consolidated most of the competencies in Spanish corresponding at least to the A1 level of the Common European Framework of References for Languages.

9222-2BM – Spanish beginner (A2.2)

30 hours of contact – 1.3 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 basic professional context. Students will exchange clear direct information concerning standard tasks in a familiar and professional environment. They will be able to understand short advertisements and write simple, clear texts on personal and professional subjects.

Objective

Upon successful completion of this course, students should be able to participate extemporaneously in conversations about familiar subjects, using frequently used expressions, understanding the essential information of short written texts and handling basic written documents. By the end of this course, students should have acquired part of the competencies in Spanish corresponding at least to the A2 level of the Common European Framework of References for Languages.

9222-3IM – Spanish intermediate (B1.2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

Upon successful completion of this unit, students should be able to communicate effectively in many typical everyday personal and professional situations. They should have acquired part of the competencies in Spanish corresponding at least to the B1 level of the Common European Framework of References for Languages.

9222-4IM – Spanish intermediate (B2.2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

Upon successful completion of this unit, you will have acquired specific Spanish language skills that allow you to communicate in complex situations within the hospitality industry and understand professional documents. By the end of this course, students should have acquired and consolidated most of the competencies in Spanish corresponding at least to the B2 level.

9223-1BM – German beginner (A1.2)

30 hours of contact – 1.3 US credits

Summary

By the end of this course, students should have acquired and consolidated most of the competencies in German corresponding at least to the A1 of the Common European Framework of References for Languages. 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 (A2.2)

30 hours of contact – 1.3 US credits

Summary

By the end of this course, students should have acquired and consolidated most of the competencies in German corresponding at least to the A2 level. 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

On successful completion of this German Beginner course, you should be able to participate in simple conversations about 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 (B1.2)

30 hours of contact – 1.3 US credits

Summary

By the end of this course, students should have acquired and consolidated most of the competencies in German corresponding at least to the B1 level. This German course will give students the competencies 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 the initiative.

Objective

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

9223-4IM – German intermediate (B2.2)

30 hours of contact – 1.3 US credits

Summary

By the end of this course, students should have acquired and consolidated most of the competencies in German corresponding at least to the B2 level. This course will extend and enrich students' vocabulary and grammatical structures through listening, talking, watching and reading. The student will use extensive and lively vocabulary, which includes specialized terms 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

On successful completion of this German 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 (A1.2)

30 hours of contact – 1.3 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, listening). Students will move from basic conversational topics and contexts to more advanced social and professional situations.

Objective

Upon successful completion of this course, students will be able to communicate with a more developed repertoire of Mandarin vocabulary, grammar, and syntax. They should have acquired and consolidated

most of the competencies in Mandarin corresponding to the A1 level of the Common European Framework of References for Languages (HSK Level 1 according to HanBan).

9226-1BM – Russian beginner (A1.2)

30 hours of contact – 1.3 US credits

Summary

This unit builds on previous knowledge and competences acquired during the first part of this course. By the end of this course students should have acquired most of the competencies in Russian corresponding to the Elementary level of TORFL (Test of Russian as a foreign Language), equivalent to level A1 of the CEFR (Common European Framework of References for Languages). Students should be able to meet their elementary communicative needs in more 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

BACHELOR PROGRAM SEMESTER 3										
MODULE ¹⁵	BUSINESS ANALYSIS 15 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS ¹⁶		
9301IC	Revenue Management	I	C	124h	45h	3.0	4.5	L	P	S
9302IC	Managerial Accounting	I	C	97h	30h	2.3	3.5	L	P	S
9313IR	Services Operations Management	I	R	97h	30h	2.3	3.5	L	P	S
9333IR	Hospitality Economics	I	R	97h	30h	2.3	3.5	L	P	S
MODULE	APPLIED MANAGEMENT 9 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS		
9310IC	Talent Management Systems	I	C	97h	30h	2.3	3.5	L	P	S
9312IC	International Services Marketing	I	C	97h	30h	2.3	3.5	L	P	S
9334IR	Corporate Sustainability	I	R	55h	15h	1.3	2.0	L	P	S
MODULE	COMMUNICATION & CULTURE III ¹⁷ 6 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS		
9332IR	Legal Challenges of the Hospitality Manager	I	R	110h	45h	2.7	4.0	L	P	S
	Language choice of one among the languages below:		M	55h	30h	1.3	2.0			
9321-1BM	French beginner (A1.1)	B						L	P	S
9321-2BM	French beginner (A2.1)	B						L	P	S
9321-3IM	French intermediate (B1.1)	I						L	P	S
9321-4IM	French intermediate (B2.1)	I						L	P	S
9321-5AM	French advanced (C1.1)	A						L	P	S
9322-1BM	Spanish beginner (A1.1)	B						L	P	
9322-2BM	Spanish beginner (A2.1)	B						L	P	
9322-3IM	Spanish intermediate (B1.1)	I						L	P	
9322-4IM	Spanish intermediate (B2.1)	I						L	P	
9322-5AM	Spanish advanced (C1.1)	A						L	P	
9323-1BM	German beginner (A1.1)	B						L		
9323-2BM	German beginner (A2.1)	B						L		
9323-3IM	German intermediate (B1.1)	I						L		
9323-4IM	German intermediate (B2.1)	I						L		
9323-5AM	German advanced (C1.1)	A						L		
9324-1BM	Mandarin beginner (A1.1)	B						L		S
9324-2BM	Mandarin beginner (A2.1)	B						L		S
9324-5AM	Business Mandarin (C1.1)	A								S
9326-1BM	Russian beginner (A1.1)	B						L		

¹⁵ Definition of module, level and type of course are provided in the Appendix of the present document.

¹⁶ Availability of the course on each campus for academic year 2024/2025: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.

¹⁷ During the module Communication and Culture III, students study one foreign language course of their choice at the appropriate level. Specific languages and levels offer are to be confirmed at the beginning of the semester. French language courses are solely offered for students of the English section.

9326-2BM	Russian beginner (A2.1)	B	L
9328-1BM	Japanese beginner (A1.1)	B	S
9328-2BM	Japanese beginner (A2.1)	B	S

BACHELOR PROGRAM SEMESTER 4								
MODULE ¹⁸	MANAGEMENT ROLE INTERNSHIP 30 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS ¹⁹
9401SC	Internship	S	C		-	20	30	

¹⁸ Definition of module, level and type of course are provided in the Appendix of the present document.

¹⁹ Availability of the course on each campus for academic year 2024/2025: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.

SEMESTER 3 (BOSC3)

Module: Business Analysis

15 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 – 3.0 US credits

Summary

Revenue management (RM) is vital for modern businesses that aim to optimize revenues. Industries are increasingly attempting to adopt this pricing method. This course introduces the fundamentals of RM, including tactical controls, forecasting and various pricing methods. Participants will learn both the theoretical understanding and the calculations behind RM decisions. They will practice applying their acquired knowledge in a competitive simulation. Upon completion participants will adopt an innovative approach to pricing decisions in organizations.

Objective

Upon successful completion of this unit, you will be able to identify, analyze, and interpret different types of revenues and cost information in multiple business decision-making contexts. You will learn to distinguish and apply different management accounting techniques. You will understand how to use them for effective managerial decision-making and control.

9302IC – Managerial Accounting

30 hours of contact – 2.3 US credits

Summary

Management accounting provides relevant information for planning, decision-making and control. In this course, you will learn the main management accounting techniques that are used for these purposes. In particular, you will learn how to identify and estimate costs, compute breakeven measures, operating leverage and contribution margin, determine product costs, use a relevant cost framework, build budgets, and use variance analysis to explain differences between planned and actual performance.

Objective

Upon successful completion of this unit, you will be able to identify, analyze, and interpret different types of revenues and cost information in multiple business decision-making contexts. You will learn to distinguish and apply different management accounting techniques. You will understand how to use them for effective managerial decision-making and control.

9313IR – Services Operations Management

30 hours of contact – 2.3 US credits

Summary

Operations management consists of the constant efforts organizations make in order to adapt the way in which they respond to pressure from clients, shareholders, employees, suppliers or the economic environment. A significant part of the course is dedicated to optimization models aiming at responding to various challenges including identifying the root causes of operational issues, forecasting demand, waiting line management, process mapping as well as solving production bottlenecks.

Objective

Upon successful completion of the course, students will be able to better anticipate and solve operational challenges by applying a structured approach to problem-solving, including the usage of different sets of practical tools.

9333IR – Hospitality Economics

30 hours of contact – 2.3 US credits

Summary

Hospitality Economics provides crucial insights into the economic dynamics of the hospitality industry. This course equips students with key knowledge of market structure, pricing strategies, and two-sided markets, along with a macroeconomic overview of the industry. Based on core microeconomic and macroeconomic principles, the course combines lectures, case studies, and practical exercises to develop students' analytical skills. By the end of the course, students will be well-prepared to make informed economic decisions in the hospitality sector.

Objective

Upon successful completion of this course, students will be able to use key economic theories and models to analyze the functioning of the tourism and hospitality industry as well as its current trends.

Module: Applied Hospitality Management

9 ECTS credits

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

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

9310IC – Talent Management Systems

30 hours of contact – 2.3 US credits

Summary

How can companies hire the best people? What management practices impact staff performance at work... and how? Why are people so key to business performance? In the context of a war for talent, hospitality business leaders are expected to manage their staff's performance through integrated management systems. Thanks to the critical use of various models and concepts, and on the basis of supervised work, you, students, will explore management systems aimed to raise and retain talent within businesses in sustainable ways. Upon successful completion of this unit, you will be able to manage processes involving job analyses, talent attraction, selection and integration, work conditions and relations, performance appraisals and auditing, training and reward approaches, retention frameworks, and skill development.

Objective

Upon successful completion of this unit, you will be able to explain why and how talent management systems improve the performance of various companies at both individual/personal and organizational levels.

9312IC – International Services Marketing

30 hours of contact – 2.3 US Credits

Summary

This course will allow students to explore and understand marketing practices in an international environment. Moving from a strong theoretical background but anchoring the learning experience to recent events in the society, this course aims at preparing students to understand the relevance of service marketing in the international context with all the related intertwined issues. From the perspective of an international marketing manager, students will learn about the scope and challenges of international marketing, the globalisation imperative, the global marketing environment, the analytical approach for selecting a foreign country, the characteristics of different modes of entering new markets, the dynamics of international trade and global market opportunities as well as the importance of culture in international marketing, and finally CSR management in international markets.

Topics studied will include the differences between globalisation and internationalisation and their relative challenges, the logic of the global marketing environment and the intertwined forces operating within. The course will also address the challenges of service businesses in the internationalisation process, international market research opportunities, the process and method for selecting a new foreign country, global marketing entry strategies and distribution, the role of product Innovation, the importance of culture and consumer buying behaviours, the importance of communication in an international environment and the new challenges of corporate social responsibility and sustainable marketing practices in the global marketplace.

Case studies, along with cutting edge reading material, will support the learning process by bringing real applied perspectives and stimulating the creation of a problem solving mindset. Lastly, groups work will be set up with the aim of creating the internationalisation strategy of a service company in order to apply student learning to practical contexts.

Objective

Upon completion of this course, you will be able to implement a strategic internationalization plan for service companies to succeed in a global market environment.

9334IR – Corporate Sustainability

15 hours of contact – 1.3 US credits

Summary

Sustainability has become omnipresent in today's business context. The Corporate Sustainability course will discuss the evolving corporate management paradigm, which gradually aims to switch 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 to provide 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, students will have acquired basic skills that will enable them to understand the complexity of today's business context, including sustainability, corporate social responsibility, stakeholder relations, and accountability as elements of the company's corporate sustainability endeavors.

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 Legal Challenges of the Hospitality Manager 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.

9332IR – Legal Challenges of the Hospitality Manager

45 hours of contact – 2.7 US credits

Summary

Practically all decisions taken by managers in the hospitality industry have a legal dimension and therefore involve risk/opportunity trade-offs or potential liabilities. In this unit, students will raise their awareness of the legal constraints and opportunities they will encounter in their career in diverse legal contexts and systems, as well as look into best practices in these areas.

Objective

On successful completion of this course, you should be able to take the legal dimension into account in your business decisions in different legal systems with a view to preserving or even increasing the value of your business.

9321-1BM – French beginner (A1.1)

30 hours of contact – 1.3 US credits

Summary

This course aims to build and strengthen basic knowledge and skills of oral and written French. By the end of the course, students will be able to interact in simple professional and everyday situations, using appropriate language corresponding at least to the first half of A1 of the Common European Framework of References for Languages.

Objective

Upon successful completion of this course, students 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.

9321-2BM – French beginner (A2.1)

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 everyday situations.

Objective

Upon successful completion of the French Beginner course, students will be able to participate in simple oral conversations about familiar subjects, using basic expressions. They will understand the essential information of short written texts, short oral messages and will be able to write basic messages. By the end of this course, students should have acquired part of the competencies in French corresponding at least to the A2 level of the Common European Framework of References for Languages.

9321-3IM – French intermediate (B1.1)

30 hours of contact – 1.3 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 you to communicate effectively in French, both orally and in writing in everyday and professional situations.

Objective

On successful completion of this course, you will be able to interact with guests and business partners in French, using appropriate vocabulary, register and structure. Students should have acquired part of the competencies in French corresponding at least to the beginning of B1 of the Common European Framework of References for Languages.

9321-4IM – French intermediate (B2.1)

30 hours of contact – 1.3 US credits

Summary

In order to fully enter a francophone business world, it is absolutely necessary to be comfortable writing and speaking in French. 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 comfortable 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. By the end of this course, students should have acquired part of the competencies in French corresponding at least to the B2 of the Common European Framework of References for Languages.

9321-5AM – French advanced (C1.1)

30 hours of contact – 1.3 US credits

Summary

This course will give students the oral and written skills necessary to communicate in French using complex structures and a specific language. Students will 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 an academic as well as in a business context. By the end of this course, students should have acquired part of the competencies in French corresponding to the C1 level of the Common European Framework of References for Languages.

Objective

On 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 (A1.1)

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

On 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 you live, people you know and possessions you have as you interact in simple professional situations. By the end of this course, students should have acquired part of the competencies in Spanish corresponding at least to the A1 level of the Common European Framework of References for Languages.

9322-2BM – Spanish beginner (A2.1)

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 students to communicate with confidence in a personal and professional setting.

Objective

On 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 you live, people you know and possessions you have as you interact in simple professional situations. By the end of this course, students should have acquired part of the competencies in Spanish corresponding at least to the A1 level of the Common European Framework of References for Languages.

9322-3IM – Spanish intermediate (B1.1)

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 present and defend their points of view on facts, experiences and projects in familiar and professional contexts.

Objective

On successful completion of this unit, you should be able to communicate effectively in many typical situations in daily personal and professional life. By the end of this course, students should have acquired and consolidated some of the competencies in Spanish corresponding at least to the B1 level.

9322-4IM – Spanish intermediate (B2.1)

30 hours of contact – 1.3 US credits

Summary

This course will provide students with the oral and written skills to be able to communicate fluently 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

On successful completion of this course unit, you should be able to communicate effectively, both orally and in writing, in a variety of everyday work situations. At the end of this course, students should have acquired and consolidated a level of competence in Spanish corresponding to at least level B2 of the Common European Framework of Reference for Languages.

9322-5AM – Spanish Advanced (C1.1)

30 hours of contact – 1.3 US credits

Summary

This course will enable students to communicate in Spanish autonomously both verbally and in 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 correctly when dealing with professional challenges and complex situations. By the end of this course, students should have acquired and consolidated some of the competencies in Spanish corresponding at least to the C1 level.

9323-1BM – German beginner (A1.1)

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. By the end of this course, students should have acquired part of the competencies in German corresponding at least to the level A1.1 of the Common European Framework of References for Languages in everyday situations.

Objective

On 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 or your interlocutor come from, live or work.

9323-2BM – German beginner (A2.1)

30 hours of contact – 1.3 US credits

Summary

By the end of this course, students should have acquired part of the competencies in German corresponding at least to the A2 of the Common European Framework of References for Languages. 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

On successful completion of this German course, you should be able to participate in basic familiar and professional conversations, to understand the main information given by an interlocutor and to handle basic written documents for recurrent hospitality situations.

9323-3IM – German intermediate (B1.1)

30 hours of contact – 1.3 US credits

Summary

By the end of this course, students should have acquired part of the competencies in German corresponding at least to the B1 of the Common European Framework of References for Languages. This German course will give students the competencies to handle many linguistic situations occurring in their personal and professional life. Students will be able to express themselves on subjects of personal and professional 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

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

9323-4IM – German intermediate (B2.1)

30 hours of contact – 1.3 US credits

Summary

By the end of this course, students should have acquired part of the competencies in German corresponding at least to the B2 of the Common European Framework of References for Languages. 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 course, you will be able to communicate in German in a coherent manner, both orally and in written situations concerning personal and professional life.

9323-5AM – German advanced (C1.1)

30 hours of contact – 1.3 US credits

Summary

By the end of this course, students should have acquired part of the competencies in German corresponding at least to the C1 of the Common European Framework of References for Languages. This course will enable students to understand a wide range of demanding, longer texts, and recognize implicit meaning. The students will furthermore be able to express ideas fluently and spontaneously without much obvious searching for expressions, use language flexibly and effectively for social, academic and professional purposes. Students will be able to produce clear, well-structured and detailed texts on complex subjects, showing controlled use of organizational patterns, connectors and cohesive devices.

Objective

On successful completion of this unit, you should be able to communicate with a high degree of fluency and accuracy when discussing complex matters in your field of interest.

9324-1BM – Mandarin beginner (A1.1)

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, students will be able to demonstrate the ability to communicate at an elementary level in Mandarin through the four major linguistic skills (listening, reading, writing, speaking). They should have acquired part of the competencies in Mandarin corresponding at least to the A1 level of the Common European Framework of References for Languages (HSK Level 1 according to HanBan).

9324-2BM – Mandarin beginner (A2.1)

30 hours of contact – 1.3 US credits

Summary

A follow-up to the BOSC 1 and BOSC2 Mandarin courses, this unit will allow the students to gain a more advanced level of language in the four areas of linguistic skills (speaking, reading, writing, listening).

Objective

Upon successful completion of this unit, students will be able to communicate in moderately complex situations and contexts using an expanded repertoire of vocabulary, grammar, and syntax. At the end of this course, with additional study outside of the classroom, students should have acquired almost all of the competencies in A1 level corresponding to the CEFR or level 1 corresponding to the HSK; and a certain competency in HSK level 2. On a completely voluntary basis, students can register and take the HSK level 1 test by themselves.

9324-5AM – Business Mandarin (C1.1)

30 hours of contact – 1.3 US credits

Summary

The Business Communication course is designed to equip students with the essential language and communication skills necessary for conducting business activities in China. Building on a foundation of Western business practices and management, this course enables students to navigate and excel in today's Chinese business environments, taking into account the unique social, economic, and cultural

contexts. The course will be conducted in Mandarin, and students will master business communication techniques through various interactive methods. These include case studies, oral presentations, writing exercises, and role-playing scenarios. By engaging in these activities, students will develop practical skills and confidence in their ability to communicate effectively in Chinese business settings.

Objective

Upon successful completion of this course unit, students will be able to communicate in a business context in Chinese using simple but appropriate and relevant professional language.

9326-1BM – Russian beginner (A1.1)

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 should 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 the CEFR (Common European Framework of Reference for languages). Students will learn basic communication skills in a limited number of everyday situations. They will be introduced to the Russian (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.

Objective

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

9326-2BM – Russian beginner (A2.1)

30 hours of contact – 1.3 US credits

Summary

This unit builds on previous knowledge and competences acquired during the whole A1 course. By the end of this course students should have acquired part of the competencies in Russian corresponding to the basic level of TORFL (Test of Russian as a foreign Language), equivalent of the level A2 of CEFR (Common European Framework of References for Languages). Students should be able to meet their communication needs in more everyday situations and socio-cultural areas of communication. They will continue using the Russian (Cyrillic) alphabet. This unit will teach them how to read short simple texts from different sources, how to be able to initiate dialogue in simple standard situations (work day, free time, shop, hometown, meeting, weather), how to use grammar to formulate statements about their plans in a limited number of situations. Therefore, it will contribute to their training for working in the hospitality industry. At the same time students will continue learning about Russian culture, customs and traditions.

Objective

On successful completion of this unit, you should be able to communicate and interact in Russian in more everyday situations, corresponding to the level A2.

9328-1BM – Japanese beginner (A1.1)

30 hours of contact – 1.3 US credits

Summary

This introductory course equips students with the ability to read and write Japanese characters and provides students with an overview of basic Japanese vocabulary and grammar. Through structured reading, writing, listening, and speaking exercises, students gain practical communication skills for everyday situations and are trained to demonstrate their language skills in simple situations and contexts.

Objective

Upon successful completion of this course, students will be able to demonstrate the ability to communicate at an elementary level in everyday situations through the four major linguistic skills (listening, reading, writing, speaking). They should have acquired some ability to understand and use familiar everyday expressions and very basic phrases. They should be able to introduce themselves and ask and answer some questions about the most common personal information. They should be able to handle some simple interactions with help from the other person. At the end of this course, with

additional study outside of the classroom, students should have acquired certain competencies in A1 level corresponding to the CEFR.

9328-2BM – Japanese beginner (A2.1)

30 hours of contact – 1.3 US credits

Summary

A follow-up to the BOSC 2 Japanese course, this course will allow students to further develop the competences previously acquired in the four areas of sociolinguistic skills (speaking, reading, writing, listening).

Objective

Upon successful completion of this course, students will be able to communicate in everyday and some professional situations with a more developed repertoire of Japanese vocabulary, grammar, and syntax. They should be very familiar with the most common everyday expressions and somewhat familiar with frequently used expressions related to areas of most immediate relevance (e.g. shopping, local geography, employment). They should be confident in discussing personal details and have some ability to communicate in simple and routine tasks about familiar and routine matters. At the end of this course, with additional study outside of the classroom, students should have consolidated almost all of the competencies introduced in previous courses, and have acquired certain competencies in A2 level corresponding to the CEFR.

SEMESTER 4 (BOSC4)

Module: Management in Practice

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 – Industrial Attachment (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

BACHELOR PROGRAM SEMESTER 5									
MODULE ²⁰	INTEGRATED BUSINESS ANALYSIS ²¹ 15 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS ²²	
9501AC	Corporate Finance	A	C	165h	45h	3.7	5.5	L	S
9504AC	Corporate Strategy ²³	A	C	165h	45h	3.7	5.5	L	S
9506AR	Research Methodology or	A	R	120h	30h	2.7	4.0	L	S
9507AR	Project Management	A	R	75h	20h	1.8	2.5	L	
9508AR	Market Research	A	R	45h	10h	0.9	1.5	L	
9509AS	Innovation for Sustainable Growth ²⁴	A	S	120h	30h	2.7	4.0		S

MODULE	INTEGRATED HOSPITALITY MANAGEMENT 15 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS	
9502AC	Hotel Asset Management	A	C	150h	30h	3.3	5.0	L	
9505AC	Real Estate Finance	A	C	150h	30h	3.3	5.0	L	S
9511AC	Leadership & Organizational Behavior	A	C	150h	30h	3.3	5.0	L	S
9510AS	Data Analytics & Storytelling for Decision-Making ²⁵	A	S	150h	30h	3.3	5.0		S

BACHELOR PROGRAM SEMESTRE 6									
MODULE ²⁶	ADVANCED ELECTIVES ²⁷ 12 ECTS CREDITS	LEVEL	TYPE	TOTAL LEARNING WORKLOAD	CONTACT HOURS	US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS ²⁸	
Advanced Marketing & Luxury Management Track²⁹									
9616AS	Hospitality Luxury Brand Management	A	S	120h	30h	2.7	4.0	L	
9644AS	Guest Experiences in Luxury & Hospitality ³⁰	A	S	120h	30h	2.7	4.0	L	
9658AS	Advanced Marketing Data Analytics	A	S	120h	30h	2.7	4.0	L	
9662AS	Digital & AI Marketing	A	S	120h	30h	2.7	4.0	L	
9664AS	Experience Design ³¹	A	S	120h	30h	2.7	4.0	L	
9665AS	Introduction to the Psychology of Luxury	A	S	120h	30h	2.7	4.0	L	

²⁰ Definition of module, level and type of course are provided in the Appendix of the present document.

²¹ 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.

²² Availability of the course on each campus for academic year 2024-2025: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.

²³ The courses Corporate Strategy, Research Methodology, Project Management, Real Estate Finance, Innovation for Sustainable growth, Data Analytics and Storytelling for decision-making and Hotel Asset Management are only available in English.

²⁴ Offered on Singapore campus only, as transitory solution until Spring 2025. Students doing a Student Business Project (SBP) for their final diploma work will follow "Innovation for Sustainable Growth" in lieu of Project Management and Market Research.

²⁵ Offered on Singapore campus only, as a transitory solution until Spring 2025, in lieu of the Hotel Asset Management course.

²⁶ Definition of module, level and type of course are provided in the Appendix of the present document.

²⁷ During the Advanced Electives module, students will take three electives.

²⁸ Availability of the course on each campus for academic year 2024/2025: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.

²⁹ Students will be free to rank their preferences within the same track if they would like to do a "specialized track" or across multiple tracks to pursue a "multi-disciplinary path".

³⁰ Course offered only in Fall 2024.

³¹ Course offered as of Spring 2025.

Entrepreneurial Ventures & Corporate Innovation Track								
9607AS	Developing Entrepreneurial Projects	A	S	120h	30h	2.7	4.0	L
9623AS	Creating the Future of Food Service	A	S	120h	30h	2.7	4.0	L
9659AS	Creating Social Impact through Entrepreneurship	A	S	120h	30h	2.7	4.0	L
9667AS	Managing Corporate Innovation & Team Creativity	A	S	120h	30h	2.7	4.0	L
9670AS	Prototyping Digital Solutions & Collaborating Effectively with Tech Teams	A	S	120h	30h	2.7	4.0	L
9671AS	Sustainability Transitions & Innovation in Business	A	S	120h	30h	2.7	4.0	L
Finance & Real Estate Track								
9622AS	Strategic Hotel Investments	A	S	120h	30h	2.7	4.0	L
9636AS	Private Equity & Venture Capital	A	S	120h	30h	2.7	4.0	L
9650AS	Hotel Real Estate - Planning & Development	A	S	120h	30h	2.7	4.0	L
9666AS	Investment Management	A	S	120h	30h	2.7	4.0	L
9668AS	Mergers & Acquisitions	A	S	120h	30h	2.7	4.0	L
9669AS	Risk Management & Alternative Investments	A	S	120h	30h	2.7	4.0	L
Leadership & Management Track								
9618AS	Influence & Leadership: Negotiation & Communication Tools	A	S	120h	30h	2.7	4.0	L
9626AS	Crisis/Strategic Communication	A	S	120h	30h	2.7	4.0	L
9639AS	Hospitality Technology Strategy	A	S	120h	30h	2.7	4.0	L
9663AS	People Analytics: Adding Value through People	A	S	120h	30h	2.7	4.0	L
9672AS	Unleashing Problem-solving Skills through Programming	A	S	120h	30h	2.7	4.0	L
MODULE	BOSC DIPLOMA WORK 18 ECTS CREDITS	LEVEL	TYPE			US CREDITS	ECTS CREDITS	DELIVERED ON CAMPUS
9646SC	SBP (Student Business Project) or	S	C			-	12	L
9647SC	Bachelor Thesis	S	C			-	12	L

SEMESTER 5 (BOSC5)

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.

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

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

9504AC – Corporate Strategy

45 hours of contact – 3.7 US credits

Summary

Corporate strategic management involves and impacts all functions, including the decisions and actions senior managers take to build and achieve an organization's sustainable success. Over the past two years at EHL, students have gained practical management skills within the hospitality industry. This course now shifts focus to strategic thinking in competitive environments across various industries. Students will learn to conduct strategic assessments based on external and internal diagnoses. External diagnoses will be used, consisting in analyzing relevant changes and their impact, at the macro environment, industry and market levels. As part of internal diagnoses, organizations must analyze the key resources and capabilities that enable them to gain a competitive advantage. Students will also learn to evaluate past organizational decisions using research and analytical tools. The course includes applying theoretical concepts to real-world case studies and delivering group presentations on specific organizations. This hands-on approach prepares students to make informed strategic decisions in their future careers.

Objective

Upon successful completion of this course, students will develop a comprehensive understanding of the business environment organizations operate in, their strategic position and their performance. They will also develop the ability to assess strategic choices for the future and make recommendations for decision makers.

9506AR – Research Methodology

30 hours of contact – 2.7 US credits

Summary

This course is essential in the preparation of a thesis project. It introduces the research process as a sequence of measurement, design and analysis and prepares students to make fundamental choices in each of the three domains. The primary goal is to equip students with the basic skills they need to conduct applied empirical research under the guidance of their thesis supervisor. Course content will be taught using a combination of conceptual inputs and applied data analysis workshops.

Objective

Upon successful completion of this course, you will be able to formulate your research question, select an appropriate research design, opt for an appropriate measurement strategy, and use the right data analytical strategies for both quantitative and qualitative research approaches.

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 management and handling various issues that may arise.

This will help participants avoid project pitfalls and maximize the chance of the project being a 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 provides students with the main market research methods and tools to prepare them for the Student Business Project.

The primary goal of this course is to equip students with an understanding of how market research can help them make better 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 consequences as a class project.

Objective

Upon successful completion of this course, you should have acquired the necessary competencies related to the market research techniques and tools you will need to thrive during your SBP.

9509AS – Innovation for Sustainable Growth³²

30 hours of contact – 2.7 US credits

Summary

This course allows students to cultivate a deep understanding of sustainability and innovation, empowering them to develop sustainable businesses using systems thinking, knowledge of green technologies and eco-innovations, circular economy, responsible supply chain management and other sustainable business models. To achieve sustainable growth, they will delve into sustainable innovation and growth strategies, and work with public policy and regulatory frameworks that promote the UN's Sustainable Development Goals. Students will put this knowledge to practice in real-world scenarios, by participating in design thinking and project management workshops, culminating in a sustainable business proposal to be presented to stakeholders. This will give students confidence in leading innovation projects in future.

Objective

Upon successful completion of this course unit, students will be able to develop and apply sustainable business models and growth strategies to innovate and develop businesses.

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.

9502AC – Hotel Asset Management

30 hours of contact – 3.3 US credits

Summary

The objective of this course is to provide a comprehensive exploration of hotel asset management, focusing on maximizing the value and performance of hotel properties. Using real-life examples and case studies, students will conduct financial analyses, assess operational efficiency, examine asset portfolios, and evaluate branding management. They will then learn strategies for value creation, risk management, acquisition or exit, and performance review of hotel properties. By integrating these skills, students will be prepared to make informed decisions that enhance the long-term success and profitability of hotel assets.

Objective

Upon successful completion of this course, students will be equipped with the skills and knowledge necessary to manage and optimize hotel assets to maximize value for stakeholders.

9505AC – Real Estate Finance

30 hours of contact – 3.3 US credits

Summary

This course introduces students to real estate markets and real estate as an asset class. Building on the principles of financial mathematics for real estate, students learn to use the discounted cash flow method (DCF) to estimate the market value of real estate assets, in particular hotels. The course subsequently delves into the impacts of financial leverage on risk and return, while also discussing

³² Offered on Singapore campus only, as transitory solution until Spring 2025. Students doing a Student Business Project (SBP) for their final diploma work will follow "Innovation for Sustainable Growth" in lieu of Project Management and Market Research.

potential lenders such as banks. These concepts are then applied in the form of leveraged investment analyses before and after taxes, using appropriate leverage ratios for different investor types. An exploration of the advantages and disadvantages of diverse mortgage loan types follows, enabling students to compare and contrast their potential impacts. The course culminates with students mastering the ability to make well-informed real estate financing decisions. They will learn to calculate effective borrowing costs and assess refinancing situations, thereby equipping them with the essential skills to navigate the dynamic landscape of real estate financing.

Objective

Upon successful completion of this course, students will be able to estimate the market value of real estate assets, structure optimal transactions using equity and debt financing, as well as make prudent decisions related to mortgage financing.

9511AC – Leadership & Organizational Behavior

30 hours of contact – 3.3 US credits

Summary

This course is designed to introduce students to the major concepts, models, theories, and research in the field of organizational behavior and leadership. Macro organizational behavior (OB) is a multidisciplinary field of study concerned with understanding the role and impact of individuals, groups and structure in organizations in order to improve organizations' resilience, effectiveness and sustainable growth. The aim of this course is to review the key issues that students, as future managers and leaders, will face and the decisions and actions that are required to successfully manage and lead individuals and teams, innovation management and change, and organizational structure, networks and culture.

Objective

On successful completion of this course, students will have a more in-depth understanding of the main organizational and leadership theories and will be able to apply them to assess and solve problems related to management and leadership, innovation, change management, organizational design and corporate culture.

9510AS – Data Analytics & Storytelling for Decision-making³³

30 hours of contact – 3.3 US credits

Summary

This course acquaints students with the fundamentals of data design, gathering, and analytics to provide essential skills needed to make data-driven decisions. In a data-driven world, the ability to collect, transform, analyze, and interpret data is essential for guiding the business to success. Students will work with datasets applying data analytics while learning how to communicate the findings to stakeholders using data visualization and storytelling techniques.

Objective

Upon successful completion of this course unit, students will be able to compare and use different data sources and formats to build, visualize and deliver a compelling narrative to stakeholders, influencing the decision-making process and the strategic direction of the business in the hospitality industry and beyond.

³³ Offered on Singapore campus only, as a transitory solution until Spring 2025, in lieu of the Hotel Asset Management course.

SEMESTER 6 (BOSC6)

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.

Students will rank around twenty elective courses by order of preference. They will be allocated three electives based on various criteria, such as student GPA, preferences, and scheduling constraints. Students will be free to rank their preferences within the same track if they would like to do a "specialized track" or across multiple tracks to pursue a "multi-disciplinary path".

Advanced Marketing & Luxury Management Track

9616AS – Hospitality Luxury Brand Management

30 hours of contact — 2.7 US credits

Summary

This course will help students to understand the key rules and characteristics that define luxury and how to recognize and apply these generally and in the context of the hospitality and services industry. They will learn how to make strategic choices when implementing a luxury strategy to create added value and differentiate from premium or fashion brands. They will appreciate and be able to respond to challenges facing luxury brands in view of the social, cultural and economic changes affecting the luxury industry globally, like the democratization and the emergence of new definitions of luxury as well as the changing demographic profiles of luxury consumers and new consumption behaviors. Learning will be based on a mix of lectures, guest lectures, analysis of case studies and articles, class workshops and discussions, as well as the development of luxury concepts in luxury service and hospitality.

Objective

On completion of this module, students will be able to analyze luxury brand strategies, and contribute to the development and implementation of strategic marketing solutions for luxury brands as well as to apply this learning in the context of the luxury hospitality business.

9644AS – Guest Experiences in Luxury & Hospitality

30 hours of contact — 2.7 US credits

Summary

Students will acquire a theoretical and practical understanding of how to create brand experiences for a client or guest with a specific focus on luxury and hospitality. They will analyze the key dimensions of creating an experience in the context of the 'experiencescape' that is specific to the brand. This will include delivering service excellence as a reflection of the brand's identity, values and culture. It also covers aspects of communication, creating emotional engagement, as well as the role of the senses and the use of technology. Students will also investigate dimensions of national culture as it affects the individual guest experience and other influences that personalize the experience such as personality traits, social and group influence and the situational context, i.e. the time and place in which the experience takes place. The student's analysis of the guest experience will extend from the creation of an experience in the context of an activity or event, to how to create emotional engagement and brand experiences at key touch points through the guest journey and as a basis for creating brand loyalty.

Objective

Upon successful completion of this course, students will be able to conceptualize and deliver a multi-sensorial guest experience for a brand, specifically in the context of luxury and hospitality that incorporates service excellence and emotional engagement, as well as demonstrates cultural and contextual sensitivity, which will help create brand loyalty.

9658AS – Advanced Marketing Data Analytics

30 hours of contact — 2.7 US credits

Summary

Advanced Marketing Data Analytics explores advanced data analytics techniques and their applications in marketing. Students will learn how to leverage data to make informed marketing decisions, optimize marketing strategies, and drive business growth. Through a combination of theoretical concepts, practical exercises, and real-world case studies, participants will develop the skills and knowledge necessary to excel in the field of marketing analytics, including data mining and machine learning. Software will be used to apply the main algorithms of data analytics such as ACP, Cluster analysis, RFM, Conjoint Analysis, Decision Tree, etc. This course gives students an understanding of how to gain maximum value from data. The main objective is to provide students with an overview of data strategy development using data management systems and analytical tools. The first part will focus on how to develop a Data-Driven Strategy using the whole process: strategic objective, data collection, data processing, data modeling, and pattern development. The second part will focus on how to use predictive analytics and machine learning for data modeling to improve performance and to develop the most relevant marketing decisions.

Objective

Students will be able to apply advanced marketing analytics techniques and machine learning algorithms for marketing real case applications.

9662AS – Digital & AI Marketing

30 hours of contact — 2.7 US credits

Summary

This Digital and Artificial Intelligence Marketing course has been designed to introduce students to the multifaceted and ever-changing world of technology-driven marketing, with a strong focus on the increasing role of AI. Students will be familiarized with the Digital Marketing Canva, a tool to define and implement strategies across customer touchpoints and digital ecosystems for real clients. The Digital Marketing Canva is a unique support to identify, orchestrate and manage the complexity of articulated digital marketing strategies. This course represents the link between Bosc1-Bosc3 marketing classes and the concrete application of foundational concepts into a winning digital marketing strategy. The course will provide the theoretical foundations of digital marketing, and will equip students with a practice-based toolbox to master the complexity of the digital marketing landscape. Through case studies, guest speakers and hands-on projects with pedagogical clients, students will use professional and AI tools to learn more about the following topics: consumer and business behavior in the digital world, complex strategic design of digital ecosystems, search engine optimization and marketing, email marketing, social media content strategies, AI-driven content creation, and AI-driven performances analysis.

Objective

Upon successful completion of this course, students will be able to navigate the complex landscape of digital and AI marketing in the wider service field and will have a concrete toolbox to support their professional activities in the field. Students will also be able to critically understand the power of Artificial Intelligence in digital marketing and consciously apply it in various aspects of the customer journey.

9664AS – Experience Design

30 hours of contact — 2.7 US credits

Summary

Experience design is gaining traction in every business across all sectors and industries; experiences with a strong transformative power are the pivotal way to enter into a meaningful relationship with the customer. This course has been designed to introduce students to the world of experience assessment, design and evaluation. By pulling together existing knowledge from previous marketing courses, in the first weeks students will unpack a complex and live experience discussing the multifaceted elements of it (marketing, psychology, behavioral science, architecture and so on). This experience will then be crystallized with reference to the theoretical models and frameworks. Real clients will then challenge students in designing a new experience for them: the course will offer students all the elements to

research-design-implement a new – possibly transformative – experience for the actual client. Invited speakers and customer experience experts from different industries will add value to the course by bringing exceptional cases and recent developments in this young yet rising field.

Objective

Upon successful completion of this unit, students will be able to demonstrate an in-depth understanding of concepts and theories underpinning experience design and experience management. Students will be able to assess experiences 'as is' as well as design and implement experiences 'to be' to support competitive advantage.

9665AS – Introduction to the Psychology of Luxury

30 hours of contact — 2.7 US credits

Summary

This course focuses on what distinguishes luxury brands, products, and experiences from mainstream and even premium ones. Based on recent scientific findings in consumer psychology and behavior, students will be able to craft experiences, designs, and marketing strategies that create a sense of "luxuriousness". Live experiments and in-class exercises will be used to demonstrate key effects. Through the principles demonstrated in this course, participants will be able to design products, services, brands, communication, and strategies that shape a strong luxury image.

Objective

Upon successful completion of this unit, students will be able to use key psychological effects to enhance luxuriousness and to create products, services, experiences, designs, brands, communication, and marketing strategies that help shape a strong luxury image for brands (including hospitality brands).

Entrepreneurial Ventures & Corporate Innovation Track

9607AS – Developing Entrepreneurial Projects

30 hours of contact — 2.7 US credits

Summary

The purpose of this course is to equip students with the necessary tools to create and develop entrepreneurial projects. From the definition of their own business ideas, this course offers students a full journey to craft, improve and test the desirability, viability, and feasibility of their ideas. The course helps also to assess the factors that favor the emergence of business opportunities and prepares students to create their own business and thrive in different roles within the entrepreneurial ecosystem.

Objective

Upon successful completion of this course, students will be able to transform their business ideas into forward-thinking business opportunities.

9623AS – Creating the Future of Food Service

30 hours of contact — 2.7 US credits

Summary

In this course, you will be able to expand your understanding of food service by shifting your focus from "thinking" to experimenting and, hence, "doing" in the context of creative problem-solving for a real client. That is, we will cover relevant theoretical concepts, but the main focus of the course is on "doing creativity" to create a better world through innovative food service solutions. You will work in groups to explore the customer experience for a real client, and, thereby, you will experience a creative journey with no fixed route. But, don't worry, I will be there coaching you on how to discover new food spaces that may change how we think about our industry and the experience economy at large. This course is for people who have the drive to set the benchmarks for the future. In order to enjoy and really benefit from this course, you must be able to step back from the various concepts taught in textbooks and, instead, engage in an ever-changing process of trying to understand the meaning of these concepts in praxis (i.e., the practical application of a theory). This course provides you with the unique opportunity to start your personal process of becoming a competent practitioner.

Objective

Upon successful completion of this course students should be able to (1) 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 rooted in the use of goods and services), (2) critically appraise the role of experiences as distinct economic values in the form of personally engaging events that remain memorable for the customers, and (3) apply the notion of networks as a locus of competence and the notion of the 'experience space' as the locus of innovation in a real-life client setting.

9659AS – Creating Social Impact through Entrepreneurship

30 hours of contact — 2.7 US credits

Summary

In today's volatile environments, entrepreneurs are not only expected to generate profits but also to drive positive societal and environmental changes. This elective dives deep into the entrepreneurial process by co-creating with learners an innovative business model for a hospitality venture aimed at solving social challenges. At the core of this course are the principles of social entrepreneurship. Students, guided by faculty and leaders from socially focused organizations, will tap into collective intelligence to develop a 'real-life' entrepreneurial project that balances social impact with financial health. This elective is designed to address pressing needs in the industry and enhance the existing curriculum by equipping students with the essential skills to launch a for-profit social venture in the hospitality sector.

Objective

Upon successful completion of this course, learners will be able to navigate the complexities of socially driven hospitality businesses. They will be able to develop and articulate a for-profit social project, comprehend the intricacies of meeting various stakeholders' diverse expectations, and consider political and economic objectives in their strategic approaches.

9667AS – Managing Corporate Innovation & Team Creativity

30 hours of contact — 2.7 US credits

Summary

This course offers an exploration of business innovation and team creativity through a dynamic, case study-driven approach. It examines the strategic importance of innovation in today's ever-changing business climates, utilizing practical frameworks and insights from industry leaders. The course covers the successes and challenges encountered by major companies as they adapt to shifts in industries such as cosmetics, electronics, software, toys, and fashion. Students will gain a thorough understanding of key concepts including open innovation, the product development cycle, adoption barriers, industry disruption, and business model innovation. The course also delves into the management of creative teams and the design of effective innovation processes. Advanced methodologies such as design thinking, the lead user technique, the lean startup approach, the jobs-to-be-done framework, and real options theory form an integral part of the curriculum, equipping participants with the necessary skills and tools to drive innovation and steer their organizations towards success in a rapidly changing world.

Objective

Upon successful completion of this course, students will be able to (1) Demonstrate a deep understanding of the critical role of innovation in the contemporary business landscape; (2) Develop effective innovation strategies that enhance organizational capabilities and create lasting competitive advantages; and (3) Acquire practical skills necessary to drive the development of breakthrough products and services, design and manage effective innovation processes, and effectively lead and inspire creative teams.

9670AS – Prototyping Digital Solutions & Collaborating Effectively with Tech Teams

30 hours of contact — 2.7 US credits

Summary

By the end of this course, students will have developed skills that are essential for designing a digital application, focusing on non-technical aspects like creating mockups and writing specifications for full stack developers. It emphasizes delegation skills and translating marketing concepts (customer journey, experience, conversion, etc.) into technical language. Students will be able to understand the

implications between the front- (visual layout) and back-end (databases) and write specifications or evaluate offers from developers (cost, technical debt, risk, customization, data sovereignty) that will enable them to transform their prototype into a functional product or service. Students are tasked with creating a prototype (digital workflow). They must also justify their selection of specific plug-ins—such as ERP, CRM, CMS, PSP, and POS—as well as their choices regarding human resources. These justifications will be presented during a pitch. The course plans to include interactions with IT students and professional developers.

Objective

Upon successful completion of this course, students will be able to transform their business idea into a digital prototype and identify stakeholder needs in terms of plug-in integration.

9671AS – Sustainability Transitions & Innovation in Business

30 hours of contact — 2.7 US credits

Summary

This course explores the crucial need for major changes—known as “sustainability transitions”—in vital societal and economic sectors like hospitality, consumption, food, mobility, and tourism. These profound changes are necessary to tackle urgent environmental, social, and economic challenges. The course's main goal is to provide students with essential management tools they can use to assess and implement these sustainability transitions in both startups and established companies. By focusing on innovation and entrepreneurship, the course encourages active discussions on practical issues. It guides students to develop an appreciation of various viewpoints and collaborate with stakeholders, with the overarching goal of achieving positive results for a sustainable future.

Objective

Upon successful completion of this course, students will be able to leverage sustainable innovations to build new business ventures with a positive impact on society, balancing net positive business management and social responsibility with profits and growth.

Finance & Real Estate Track

9622AS – Strategic Hotel Investments

30 hours of contact — 2.7 US credits

Summary

This course is about strategic hotel development and the different roles, objectives, decision criteria, and processes used by hotel owners, hotel management companies, and/or lending institutions. While building on strategic management theory, the course focuses on providing the students with a very practical field approach to understanding the modern international hotel industry's structural implications and contemporary practices. Preliminary lessons will familiarize students with different hotel development stakeholders and their role, objectives, and practices in the hotel development process. Students will make and evaluate decision-making opportunities related to branding, operations, management, financing, positioning, etc.

The course is centered on a multi-day bespoke role-playing exercise during which the students will buy and sell hotels, finance them, and negotiate hotel management, franchising and/or lease agreement terms in order to “to get the deal done” for their respective stakeholder(s). The course requires students to prepare written memorandums and/or presentations defending their ideas and decisions. This workshop format is a unique experience in hospitality education as it offers students and hotel industry executives the opportunity to interact during an actual strategic hotel development scenario that plays out in real time.

The exercise is not a computer simulation but rather a strategic investment role playing exercise involving human interaction. Students are assigned to teams of approximately five students each, with each team representing a set of distinct stakeholders in the hotel investment and development processes. Each team is provided with some of the information about their organization and substantially less about the game's other stakeholders with whom they will be collaborating and/or competing in order to draft the most profitable and sustainable deal(s). Such information may include real-life memos, operating

budgets, market data, and lending structures. Additional research and extensive analysis is required to successfully represent their organization's objectives and evaluate alternative solutions.

Industry executives provide regular challenges and feedback to the students throughout the course. The academic team and industry executives guide the students in providing the organization(s) they represent with a comprehensive solution for the strategic investment decision(s) they face.

Objective

Upon successful completion of this course, you will be able to make and evaluate solid strategic hotel investments by better understanding the roles of multiple stakeholders and their decision-making processes and criteria.

9636AS – Private Equity & Venture Capital

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 topics beyond listed equity markets by learning more about private market investing, with a particular focus on private equity and venture capital. Students wishing to consider a career in private banking and wealth management may seek to broaden their knowledge of a highly topical subject in this sector, as high net worth individuals increase their wealth allocations towards alternative assets, including private investments. The course might also be of particular interest to students who would like to develop their own entrepreneurial venture and may wish to know more about how VC investors assess opportunities and structure deals to finance and support fledgling companies. Given the increasing role played by PE investors in the overall hospitality sector, it may also attract students seeking to embark on a hospitality management career, as they are most likely to interact with this type of company owner in the future.

Objective

On successful completion of this course, you will be able to analyze and make recommendations about PE and VC investments, either as an investor or on behalf of an investee company.

9650AS – Hotel Real Estate - Planning & Development

30 hours of contact — 2.7 US credits

Summary

This elective gives you the opportunity to learn about the mechanics of the hotel real estate development process, broken down into ten steps – starting from sourcing an opportunity, through to underwriting, construction and opening a new hotel. Working in teams, we will explore each step in a real live project allowing you to immediately apply your learning, with the help of your team members and lecturer. The topics covered include understanding corporate expansion strategies, site evaluation and selection, market feasibility and research, space planning and costing, concept design and branding, applying business models and preparing projections. Through role-plays, you will negotiate key commercial terms, both owner and operator side and perform a high-level investment analysis to determine the viability of the project. You will benefit from real life examples by the lecturer who is working in HPD and the guest lecturer, an industry expert who will share their experience and provide a hands-on understanding of the development process.

Objective

On successful completion of this course you will be able to comprehend the hotel development landscape in terms of brands, business models and market expansion strategies. You will also be able to explain the development process and appreciate the importance of the underlying hotel development planning process, including space planning, costing and underwriting/feasibility.

9666AS – Investment Management

30 hours of contact — 2.7 US credits

Summary

The objective of this course is to analyze the portfolio construction techniques, asset allocation processes, and investment strategies used by various financial institutions to manage the assets of private and institutional clients. Students will begin by examining the impact of different asset

combinations on portfolios. They will then examine how to decompose the risk of an existing portfolio to determine if it is coherent with their risk budget. They will then review asset pricing models, and use factor models to generate forecasts.

Objective

Upon 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.

9668AS – Mergers & Acquisitions

30 hours of contact — 2.7 US credits

Summary

This course aims to give students a well-rounded understanding of mergers and acquisitions (M&A). Through hospitality case studies and real-world applications, students will study the strategic, accounting, financial, and governance rationales associated with M&A transactions, use valuation methodologies, and learn about deal structures and due diligence. Students will also acquire technical skills in the accounting aspects of transactions involving affiliated business entities and preparing consolidated financial statements. Finally, students will cultivate a crucial comprehension of key governance matters in M&A encompassing antitrust compliance, bidding strategies, disclosure requirements, takeovers, takeover defenses, and integration planning.

Objective

Upon successful completion of this course unit, students will be able to develop a framework with which they can execute M&A transactions, apply valuation methodologies, perform accounting consolidation, and identify and deal with key issues surrounding M&A transactions in the hospitality industry.

9669AS – Risk Management & Alternative Investments

30 hours of contact — 2.7 US credits

Summary

By the end of this course, students will have developed a comprehensive understanding of risk assessment. They will acquire proficiency in using derivatives for effective risk management strategies. Additionally, students will grasp the impact of illiquidity on alternative investments, discerning the illiquidity risk premium and its role in portfolio management. Furthermore, they will learn to value collectibles and speculative assets, considering their unique characteristics and implications for portfolio diversification.

Objective

Upon successful completion of this course, students will have developed the skills needed to analyze, manage, and incorporate various forms of risk and alternative assets into investment portfolios.

Leadership & Management Track

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 negotiations and other scenarios where communication is important. The development of competencies related to influence and persuasion will boost students' performance when communicating or engaged in tense 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 situations where influence and persuasion are important, and select the appropriate tools and strategies to leverage your leadership skills.

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 a time of crisis and strategically keep their reputation intact. In groups, students will be presented with a crisis which they have to manage over five 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 when a crisis erupts.

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.

9639AS – Hospitality Technology Strategy

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 major cost without thought on the overall benefit of adopting a new technology. Also technology adoption has been done in departmental silos which has brought system interfacing issues in the industry and has 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 in an efficient way 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 correct technology tools needed 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 applied. 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

Upon 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 different technology adoptions into a business.

9663AS – People Analytics: Adding Value through People

30 hours of contact — 2.7 US credits

Summary

In today's rapidly evolving business landscape, organizations are increasingly recognizing the critical role of their workforce in achieving strategic objectives. People analytics provides a strategic edge by enabling businesses to make evidence-based decisions regarding talent acquisition, retention, performance management, and organizational development. The course emphasizes the role of

people skills in organizations (e.g. emotional intelligence, networking, employee recognition). Students will learn how to assess these skills, develop them, and how to demonstrate their positive impact in organizations. The course includes lectures, discussions, hands-on exercises, student presentations, and guest speakers. Students will be actively involved throughout the course in finding information, interpreting data, and making data-driven recommendations for organizations. The final project will involve designing and delivering a people skills training program.

Objective

Upon successful completion of this course, students will be able to make data-driven decisions concerning people management.

9672AS – Unleashing Problem-solving Skills through Programming

30 hours of contact — 2.7 US credits

Summary

In today's fast-paced world, where technology is at the heart of everything we do, being able to solve complex problems efficiently is crucial. This course will train you in creative problem-solving by covering programming fundamentals like Object Model Programming, Variables and Data Types, Procedures and Iterations, and Debugging. This course is geared toward future data, finance and market research analysts, accountants, Big Data analytics architects, or anyone interested in problem-solving and programming, as the knowledge acquired during the course is transferable to many other activities. We will be tapping into the powerful programming, automation, and customization capabilities of Visual Basic for Applications (VBA).

Objective

Upon successful completion of this course, students will have developed problem-solving abilities by applying VBA to real-world scenarios, while learning how to tackle challenges related to data manipulation, optimization and automation.

Module: BOSC Diploma Work

18 ECTS credits

9646SC – SBP (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.

For each project the expected output includes:

- A Project Plan
- A Research Report
- A Research Update presentation and Final presentation
- A Final Report

Objective

At the end of this module you will have developed a holistic approach to project development and client relationship management. They will have leveraged all their knowledge, tools and frameworks acquired during their studies and applied them to a real life situation. In addition students will have learnt to create, present and defend their recommendations. Students will have learnt to be proactive in identifying relevant data and information sources, implementing qualitative and/or quantitative research methods and interpreting the results.

9647SC – Bachelor Thesis

9 weeks – 12 US Credits

Summary

Under faculty supervision, students are required to develop an independent, scientific research topic into a 20-40 page document, 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 dissertation 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 dissertation, which includes a literature review and is based on a well-defined methodological approach, and present results in an appropriate academic format.

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 module/course unit: Module introducing fundamental concepts of the field	C - Core module/course unit: Module covering the main field of study
I - Intermediate level module/course unit: Module expanding on fundamental concepts of the field	R - Related module/course unit: Module broadening the scope of the main field
A - Advanced level module/course unit: Module developing the core competencies of the field	M - Minor module/course unit: Complementary or optional module
S - Specialized level module/course unit: Module developing the specialized competencies of the field	