

Course Catalogue 2021-2022

Undergraduate programs



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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 2021/2022.

| 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 ¹ and English | ‣ EHL Campus Lausanne ‣ EHL Campus Passugg (semesters 3 & 5 only) ‣ EHL Campus Singapore (as of Sept. 2021) |

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

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

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 Wine and Hospitality Management (MWH) | Full-time 16 months | English | ‣ KEDGE Business School campus (Paris and Bordeaux) ‣ Online (for EHL components, with a short visit to the 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 Chinese (Mandarin) | ‣ EHL Campus Lausanne ‣ China Europe International Business School Campus Shanghai and Zurich ‣ Various locations in Asia |

In addition to the programs listed above, EHL offers a range of shorter executive education training programs, from credit-bearing advanced certificates, to short courses and master classes. This dynamic offer is taught by industry experts and is adapted to market needs by addressing hot topics within the hospitality and service industry. Please refer to ehl.edu website for up-to-date information.

IMPORTANT NOTICE

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

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

WELCOME TO EHL HOSPITALITY BUSINESS SCHOOL

Greetings from the Executive Dean

When our first students sat in the Hotel D'Angleterre in Lausanne, for their first class in 1893, the purpose of their learning was to contribute to the hospitality industry's growth and development. Close to 130 years later, and we remain true to this purpose. We have continued over the years to focus on providing pioneering education and training for the hospitality industry. Our vision is to bring together the best in hospitality practices, management education and research to the service industry.

Since 1893, employers have entrusted us to train and develop the talent they need to execute their respective missions. Our history and heritage are not only an honor, but a responsibility to you – our learners – and to the company leaders who entrust us. It is a mark of our unwavering dedication to continuously improve our academic offering and provide you with opportunities for lifelong learning. We strive to maintain the highest education standards, in particular, by drawing on academic leaders and hospitality industry experts to design our curriculum. We believe that the practice, expertise, and knowledge of the hospitality industry can contribute to many industries and sectors.

In this document you will find the course catalogue for your Bachelor's in International Hospitality Management curriculum. The program has been carefully crafted to ensure a comprehensive balance of practical experience, real-world business cases, research projects and academic classwork, which contribute to reaching the learning objectives of your curriculum. For each course definition, we focus on your learning outcomes and engagement towards the most prestigious degree recognition and accreditations. We strive to expose you to experiential learning and collaborative opportunities in a diverse atmosphere with others passionate about service and learning.

Your extracurricular activities are at the heart of the EHL educational experience. They complement your academic studies. At EHL we are convinced that learning happens both outside and inside the classroom. I encourage you to participate in committees, sports, and other activities to enrich your experience on one of the campuses in Switzerland or Singapore, as well as online.

The Covid-19 crisis has challenged our practices. The constraints imposed by the pandemic have challenged us and also allowed for opportunities and novelty. However, we remain steadfastly dedicated to supporting your needs and providing you with creative alternatives to engage within the community online.

You are joining a unique community whose members share common values and vision of the world. I encourage you to embrace this opportunity of a lifetime. We provide the scene, now it's up to you to write your story amongst us.

I wish you all the best in your EHL experience and look forward to welcoming you to the EHL family!

Dr. Inès Blal

Executive Dean, EHL Hospitality Business School

Greetings from the Dean of EHL Campus Singapore

Welcome to Singapore and welcome to our brand-new campus hosting its first bachelor student cohort in September 2021: a different location but the same stringent academic standards to ensure identical learning outcomes for our students on any of our three campuses. EHL Campus Singapore is our first campus located outside Switzerland which underpins our international ambitions. Its strategic location in Asia, where more than half of the world's population lives and where the hospitality culture is world-class, will offer our students an outstanding and unforgettable learning experience.

Singapore and Switzerland have a lot in common, among others a passion for hospitality and high education standards. While EHL's bachelor program is the same across our campuses, our location in Singapore will allow us to bring an invaluable Asian dimension and enable our students to learn professional skills that are highly coveted by the job market.

In particular, students will experience, throughout the bachelor program, the business specificities in this part of the world by regularly exchanging with local businesses and communities. Indeed, students, professors and industry professionals will partner up to make the journey to graduation as exciting as possible. The pinnacle of the program is the last semester with the flagship Student Business Projects, undertaken with great local companies.

The EHL Singapore team is looking forward to welcoming students from all over the world, joining in this exciting hub of world-class hospitality education.

Dr. Luciano Lopez

Dean, EHL Campus Singapore

About EHL Campus (Singapore) Ltd

EHL Campus (Singapore) is the Asia-Pacific branch campus of the Ecole hôtelière de Lausanne (EHL). It is registered as a private education institution in Singapore under the Private Education Act, Enhanced Registration Framework (ERF) and EduTrust Certification Scheme (Certificate No. EDU-2-2124 valid from 14 June 2019 to 13 June 2023). EHL Campus (Singapore) recognizes the importance of EduTrust certification for ensuring the quality of the education provided in Singapore and the protection of students. We are committed to meeting the most stringent higher education standards in Singapore and internationally.

EHL Campus (Singapore) offers courses that are part of EHL's program portfolio. It is the perfect hub for students from all continents who would like to benefit from the world-class hospitality education of EHL, developed over 125 years of experience, and start a career in the fast-growing hospitality industry of the Asia-Pacific region.

We invite students who would like to study at EHL Campus (Singapore) to get more information regarding private education institutions on the Committee for Private Education (CPE) website.

PRESENTATION OF THE EHL CAMPUSES

EHL Campus Lausanne



Flagship campus

Our Lausanne campus offers the best features of a Swiss hospitality school in a sophisticated business university environment.

Programs available

Delivery site for the undergraduate program's first year (Preparatory Year; AP) and instructional site for all programs.

Academic facilities

50 classrooms, Executive Education floor, event hall and auditorium.

Outlets, accommodation and leisure facilities

F&B and Outlets:

- 8 bars and restaurants on campus (including *Berceau des Sens*, Michelin-Star restaurant);
- EHL Boutique.

Accommodation:

- 865 beds (single or double occupancy rooms).

Sport facilities:

- Fitness center, offering classes and personalized training;
- Under construction: indoor swimming pool, leisure center and outdoor tennis courts.

EHL Campus Singapore



EHL's first location abroad

In operation as of 2021, EHL Campus Singapore is EHL's newest campus. It is located near the Botanical Gardens in an upscale part of Singapore, in lush natural surroundings.

Instructional site for the undergraduate program and executive education programs.

Modular design with classrooms, meeting rooms, large multi-purpose hall and break out spaces.

F&B and Outlets:

- On-site cafeteria and bar (catering included in the fees);
- Shops, food courts and other attractions: Singapore's main shopping street (Orchard Road) a quick drive away and the iconic hotel Shangri-La (3' walk).

Accommodation:

- Studios and apartments through arrangements with local providers. Shuttle transportation between the campus and conveniently located pick-up points.

Sport facilities:

- Access to local fitness, wellness and sport facilities

EHL Campus Passugg



150-year-old school hotel

Home site of EHL Swiss School of Tourism & Hospitality (sister school of EHL), the Passugg campus is located in Graubünden, Switzerland's top tourism region.

Delivery of part of EHL's undergraduate program, and short executive education courses. Instructional site for EHL SSTH professional educational offer².

Bachelor Village and EHL SSTH campus: classrooms and state-of-the-art hospitality education facilities.

F&B and Outlets:

- 6 restaurants on campus (including traditional Swiss and Asian cuisine, and *Elysium*, a multi-sensorial digital restaurant.

Accommodation:

- 202 beds in total on campus;
- Single or double rooms dedicated to EHL students in the Bachelor Village.

Sport facilities:

- On campus fitness center;
- Access to local sports facilities in Chur, including swimming pools.

² <https://ssth.ehl.edu>

EHL EDUCATIONAL MODEL

Learning experience

The pillars of hospitality education at EHL include:

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

EHL Graduate attributes

The following definition characterizes the profile of EHL graduates.



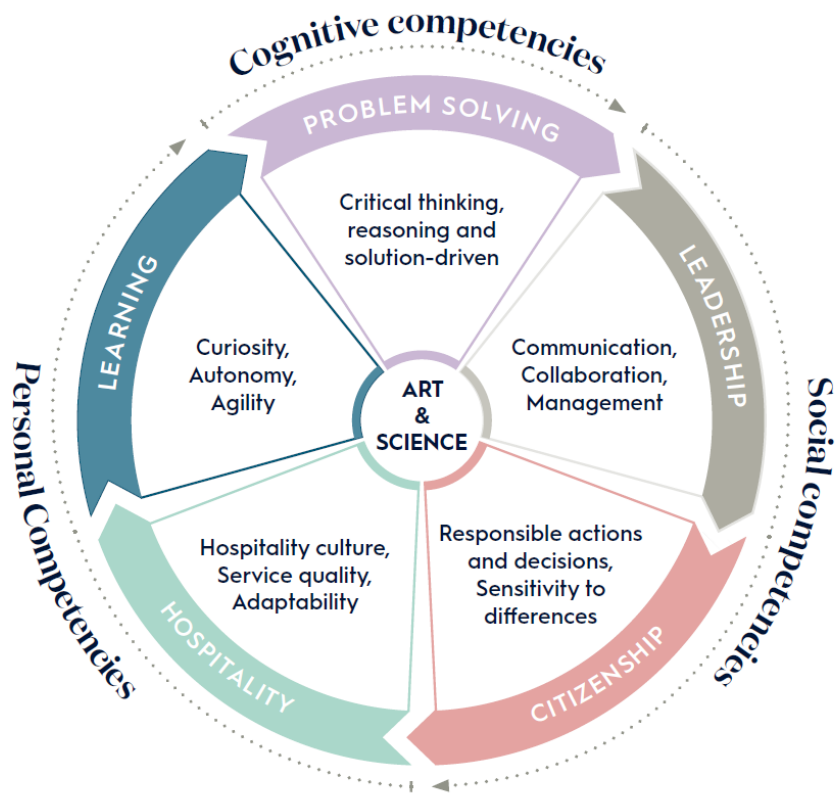
EHL graduates are pragmatic, innovative professionals. They critically assess data using strong analytical skills, reasoning and appropriate technology to be effective **Problem-solvers** who can work in complex and uncertain situations.

As future **Leaders** in hospitality management and the wider international service industry, they are proactive and effective communicators, collaborators and managers across diverse audiences and organizations.

EHL graduates are responsible **Citizens** and decision-makers, who are sensitive to cultural differences in a global context and who contribute to sustainable development, through their understanding of environmental, economic, social and ethical issues.

Inspired by their “savoir-être” cultivated at EHL, they possess the finest **Hospitality mindset**, are courteous, offer service quality, and are able to adapt to diverse social contexts. They are open-minded, cultivated, and knowledgeable about humanity.

As **lifelong Learners**, EHL graduates are known to be self-critical, autonomous in both group and individual work, and ever curious in their pursuit of knowledge.



Global Learning Goals and Objectives

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

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

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.
- Practical training 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.

Admissions criteria

In order to apply, candidates must be at least 18 years of age and hold a Swiss “Maturité” or equivalent qualification. They also have to demonstrate collegiate-level skills in the English language. The process includes a motivation day, that aims to identify if candidates have the qualities to be successful in our challenging program and to become leaders in the hospitality industry. It involves an interview, a team exercise, as well as analytical and quantitative aptitude tests.

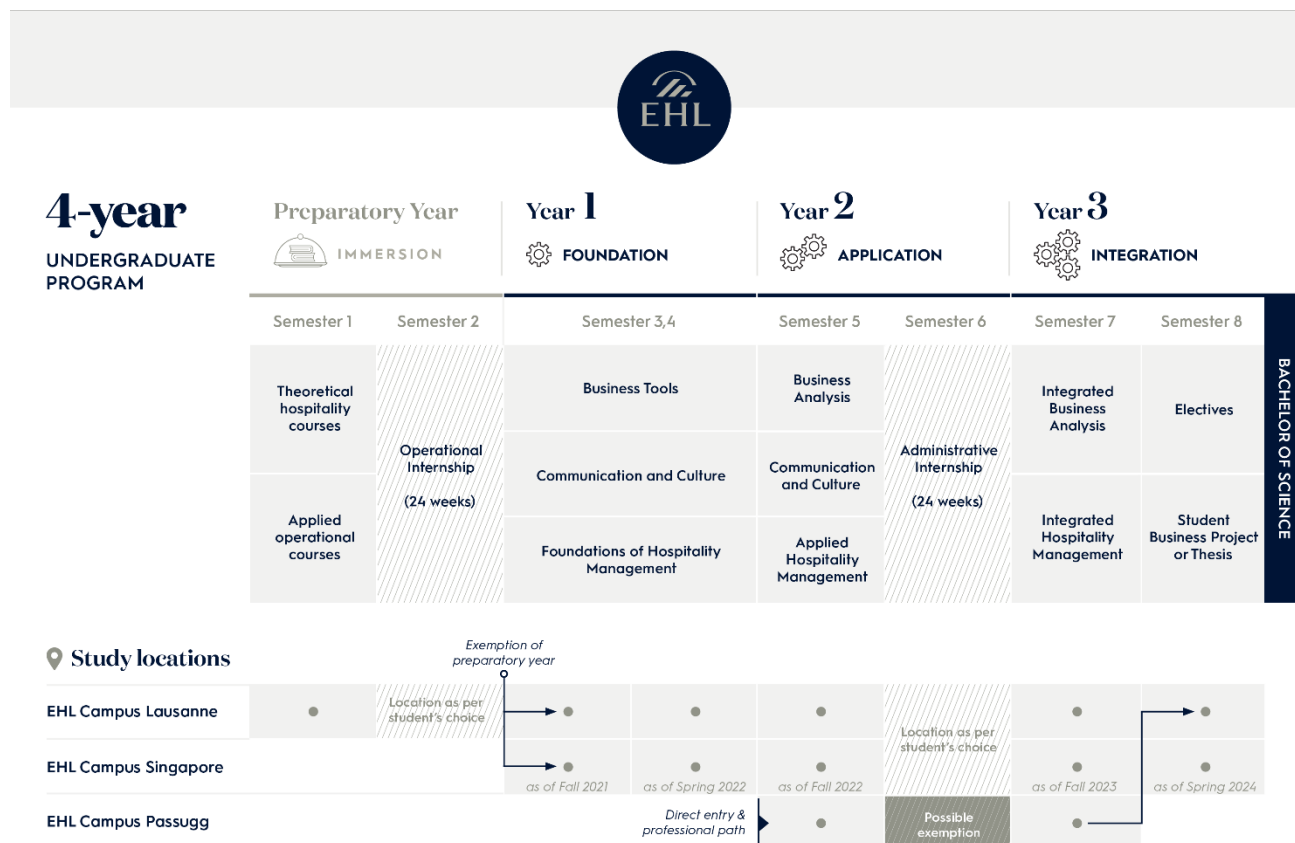
Direct entry opportunities (either exemption from the Preparatory Year or direct entry into year 2 of the Bachelor) are detailed in specific policies published on the EHL website. EHL’s admissions department remains available for additional information: admission@ehl.ch.

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).

Curriculum progression and study locations



³ www.hes-so.ch

⁴ www.necche.org

⁵ ECTS = [European Credit Transfer System](#)

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. The content of the BOSC program shapes up with three vertically integrated modules: Business tools & Analysis, Hospitality Management, and Communication & Culture.

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), which might differ on each campus. 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).

Student mobility

As a multicampus hospitality business school, EHL offers mobility options across its campuses. Exchange semester opportunities with partner institutions are also available. Questions pertaining to student mobility options can be addressed to EHL Academic Advisory department: STA@ehl.ch.

For Academic year 2021/2022:

- › Applicants to AP 1 or BOSC 1 are requested to choose their campus of study ("home campus", either Lausanne or Singapore) at the time of their admissions process. For an exchange semester or year to another EHL campus, application is possible during the semester prior to the exchange;
- › Students enrolled for direct entry in BOSC3 will start their journey on EHL Campus Passugg. After BOSC 5, they will transfer to EHL Campus Lausanne to complete the BOSC 6 semester.

PREPARATORY YEAR COURSES

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

| PREPARATORY YEAR PROGRAM SEMESTERS 1 & 2 ⁶ | | | | | | |
|---|---|-------|------|-------------------------|------------|----------------------------------|
| MODULE ⁷ | INTRODUCTION TO HOSPITALITY MANAGEMENT ⁸ | LEVEL | TYPE | TOTAL LEARNING WORKLOAD | US CREDITS | DELIVERED ON CAMPUS ⁹ |
| 7160BC | Introduction to F&B management | B | C | 26 | 0.6 | L |
| 7175BC | Rooms division & spa operations | B | C | 33 | 0.7 | L |
| 7181BC | Fundamentals of sustainable business | B | C | 15 | 0.3 | L |
| | Language , one of the following: | B | M | 45 | 1 | |
| 7155BM | French beginner I-II (A1) | | | | | L |
| 7182BC | Introduction to business communication | | | | | L |
| MODULE | INTRODUCTION TO BUSINESS TOOLS | LEVEL | TYPE | TOTAL LEARNING WORKLOAD | US CREDITS | DELIVERED ON CAMPUS |
| 7171BC | Applied mathematics and Excel for business hospitality management | B | C | 47 | 1.0 | L |
| MODULE | FOOD & BEVERAGE WORKSHOPS I | LEVEL | TYPE | TOTAL LEARNING WORKLOAD | US CREDITS | DELIVERED ON CAMPUS |
| 7100BC | Fine dining cuisine | B | C | 50 | 1.1 | L |
| 7110BC | Fine dining restaurant | B | C | 69 | 1.5 | L |
| 7114BC | Events: management and operations | B | C | 37 | 0.8 | L |
| 7117BC | Catering | B | C | 38 | 0.8 | L |
| 7172BC | Bakery & pastry making | B | C | 50 | 1.1 | L |
| MODULE | FOOD & BEVERAGE WORKSHOPS II | LEVEL | TYPE | TOTAL LEARNING WORKLOAD | US CREDITS | DELIVERED ON CAMPUS |
| 7115BC | R&D design lab | B | C | 39 | 0.9 | L |
| 7116BC | International cuisine | B | C | 50 | 1.1 | L |
| 7118BC | Bar & restaurant outlets | B | C | 88 | 1.9 | L |
| 7141BC | Stewarding | B | C | 25 | 0.6 | L |
| MODULE | WINE & MIXOLOGY | LEVEL | TYPE | TOTAL LEARNING WORKLOAD | US CREDITS | DELIVERED ON CAMPUS |
| 7120BC | Oenology and wine-producing regions | B | C | 50 | 1.1 | L |
| 7176BC | Mixology | B | C | 52 | 1.2 | L |
| MODULE | ROOMS DIVISION | LEVEL | TYPE | TOTAL LEARNING WORKLOAD | US CREDITS | DELIVERED ON CAMPUS |
| 7136BC | Housekeeping | B | C | 44 | 1.0 | L |
| 7138BC | Front office | B | C | 32 | 0.7 | L |
| MODULE | FIELD TRIP | LEVEL | TYPE | TOTAL LEARNING WORKLOAD | US CREDITS | DELIVERED ON CAMPUS |
| 7170BC | Michelin star experience | B | C | 10 | 0.2 | L |
| MODULE | INTERNSHIP | LEVEL | TYPE | | 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 2021/2022: 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

26 hours total learning workload – 0.6 US credit

Summary

During this course, students will describe the key topics of food and beverage management. They will then integrate these notions in the development of an F&B concept. Thanks to digital lessons, and pre-work completion, students will apply managerial tools learnt through in-class activities. Based on examples, case studies, articles and debates, students will acquire a holistic understanding and an introduction into F&B management to reflect and draw connections between the external environment and 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

33 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

15 hours total learning workload – 0.3 US credit

Summary

During this course, students will explain 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 – French beginner I-II (A1)

45 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

45 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 and Excel for business hospitality management

47 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. There will be 15 hours of face-to-face tutoring sessions to practice and go over exercises on Excel, using mathematical notions as well as applied hospitality examples taken from AP courses.

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

42 hours total learning workload – 1.0 US credit

Summary

During this course, students will be totally immersed in the professional kitchen of EHL's gourmet restaurant, the Berceau des Sens, and EHL's bistro where they will develop their knowledge of fine dining cuisine operations. Students will work in small groups and will be supervised by teachers 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, Pastry, and the Bistro.

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

69 hours total learning workload – 1.5 US credits

Summary

During this course, students will participate in the service activities of EHL's Berceau des Sens (BDS) restaurant as well as the EHL bistro. 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 F&B staff and teachers.

Objective

Upon successful completion of this course, students will demonstrate a global understanding of service and service skills used in a fine dining restaurant, bistro, and a gourmet breakfast outlet. They will use appropriate communication and manage emotions in a demanding work environment.

7114BC – Events: management and operations

37 hours total learning workload – 0.8 US credit

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.). Students will practice different positions during an event service and will work in groups of 2 to 20 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. Students will work in small groups, supervised by professional F&B staff and teachers.

Objective

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

7117BC – Catering

38 hours total learning workload – 0.8 US credit

Summary

During this course, students will participate in the three main activities for this workshop (event catering, boutique, sushi corner), including food preparation and distribution. Students will execute mise en place and food preparation 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 professional F&B staff and teachers.

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.

7172BC – Bakery & pastry making

34 hours total learning workload – 0.8 US credit

Summary

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

Objective

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

Module: Food & Beverage Workshops II

7115BC – R&D design lab

39 hours total learning workload – 0.9 US credit

Summary

During this workshop, students will participate in a series of activities related to culinary research and development as well as food preparation basics. 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 – International cuisine

50 hours total learning workload – 1.1 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 professional F&B staff and teachers.

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

88 hours total learning workload – 1.9 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 professional F&B staff and teachers.

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

25 hours total learning workload – 0.6 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 professional staff and teachers.

Objective

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

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 a mix of remote and digital lessons coupled with 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

50 hours total learning workload – 1.1 US credits

Summary

During this course, students will develop wine-related knowledge in order to gain confidence when working in a restaurant setting. In the remote theory sessions, 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 participate in tasting sessions and will improve their knowledge about wine. 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.

7176BC – Mixology

52 hours total learning workload – 1.2 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 Division

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

7136BC – Housekeeping

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 class activities such as controlling 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 control the cleaning of a hotel room.

7138BC – Front office

32 hours total learning workload – 0.7 US credit

Summary

During this course, students discover the essential daily procedures within the Front Office such as a reservation, check-in, handling requests and check out. Students will explore the daily operational tasks performed by the 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

7170BC – Michelin star experience

10 hours total learning workload – 0.2 US credit

Summary

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

Objective

Upon successful completion of this activity, students 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 ¹⁰ | | | | | | | | |
|---|---|-------|------|---------------|------------|--------------|-----------------------------------|---|
| MODULE ¹¹ | BUSINESS TOOLS I | LEVEL | TYPE | CONTACT HOURS | US CREDITS | ECTS CREDITS | DELIVERED ON CAMPUS ¹² | |
| 9101BC | Financial Accounting | B | C | 45 | 2.7 | 4.0 | L | S |
| 9102BR | Microeconomics | B | R | 30 | 1.7 | 2.5 | L | S |
| 9103BR | Management Information System Tools/Spreadsheets | B | R | 30 | 1.7 | 2.5 | L | S |
| 9104BR | Mathematics | B | R | 45 | 2.7 | 4.0 | L | S |
| MODULE | FOUNDATIONS OF HOSPITALITY MANAGEMENT I | LEVEL | TYPE | CONTACT HOURS | US CREDITS | ECTS CREDITS | DELIVERED ON CAMPUS | |
| 9110BC | Food & Beverage Cost Control | B | C | 30 | 2.7 | 4.0 | L | S |
| 9113BC | Foundations of Hospitality Marketing | B | C | 30 | 2.7 | 4.0 | L | S |
| 9114BC | Human Behavior & Performance in the Workplace | B | C | 30 | 2.7 | 4.0 | L | S |
| MODULE | COMMUNICATION & CULTURE I ¹³ | LEVEL | TYPE | CONTACT HOURS | US CREDITS | ECTS CREDITS | DELIVERED ON CAMPUS | |
| 9120IM | Business Communication | I | M | 30 | 2.0 | 3.0 | L | S |
| | Language choice of one among the below: | | M | 30 | 1.3 | 2 | | |
| 9121-1BM | French (Beginner – A1) | B | | | | | L | S |
| 9121-2BM | French (Beginner - A2) | B | | | | | L | S |
| 9121-3IM | French (Intermediate - B1) | I | | | | | L | S |
| 9121-4IM | French (Intermediate - B2) | I | | | | | L | S |
| 9122-1BM | Spanish (Beginner - A1) | B | | | | | L | |
| 9122-2BM | Spanish (Beginner - A2) | B | | | | | L | |
| 9122-3IM | Spanish (Intermediate - B1) | I | | | | | L | |
| 9122-4IM | Spanish (Intermediate - B2) | I | | | | | L | |
| 9123-1BM | German (Beginner - A1) | B | | | | | L | |
| 9123-2BM | German (Beginner - A2) | B | | | | | L | |
| 9123-3IM | German (Intermediate - B1) | I | | | | | L | |
| 9123-4IM | German (Intermediate - B2) | I | | | | | L | |
| 9124-1BM | Mandarin (Beginner - A1) | B | | | | | L | S |
| 9126-1BM | Russian (Beginner - A1) | B | | | | | L | |
| 9127-1BM | Malay (Beginner – A1) | B | | | | | | S |
| 9128-1BM | Japanese (Beginner – A1) | B | | | | | | S |

¹⁰ During Academic year 2021/2022, semester 1 courses are available at the EHL Campus Lausanne and EHL Campus Singapore.

¹¹ Definition of module, level and type of course is defined in the Appendix of the present document.

¹² Availability of the course on each campus for Academic year 2021/2022: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.

¹³ 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 ¹⁴ | | | | | | | | |
|---|---|-------|------|---------------|------------|--------------|-----------------------------------|---|
| MODULE ¹⁵ | BUSINESS TOOLS II | LEVEL | TYPE | CONTACT HOURS | US CREDITS | ECTS CREDITS | DELIVERED ON CAMPUS ¹⁶ | |
| 9201BC | Topics in Financial Analysis | B | C | 30 | 2.3 | 3.5 | L | S |
| 9202BR | Macroeconomics | B | R | 30 | 2.3 | 3.5 | L | S |
| 9203BR | Statistics | B | R | 45 | 2.7 | 4.0 | L | S |
| MODULE | FOUNDATIONS OF HOSPITALITY MANAGEMENT II | LEVEL | TYPE | CONTACT HOURS | US CREDITS | ECTS CREDITS | DELIVERED ON CAMPUS | |
| 9210BR | Hospitality Economics | B | R | 30 | 2.3 | 3.5 | L | S |
| 9211BC | Service Quality & Design | B | C | 30 | 2.3 | 3.5 | L | S |
| 9228BR | Computational Thinking | B | R | 30 | 2.3 | 3.5 | L | S |
| 9214BC | Rooms Division Management | B | C | 30 | 2.3 | 3.5 | L | S |
| MODULE | COMMUNICATION & CULTURE II ¹⁷ | LEVEL | TYPE | CONTACT HOURS | US CREDITS | ECTS CREDITS | DELIVERED ON CAMPUS | |
| 9220BM | Academic Writing | B | M | 30 | 2.0 | 3.0 | L | S |
| | Language choice of one among the below: | | M | 30 | 1.5 | 2.0 | | |
| 9221-1BM | French (Beginner - A1) | B | | | | | L | S |
| 9221-2BM | French (Beginner - A2) | B | | | | | L | S |
| 9221-3IM | French (Intermediate - B1) | I | | | | | L | S |
| 9221-4IM | French (Intermediate - B2) | I | | | | | L | S |
| 9222-1BM | Spanish (Beginner - A1) | B | | | | | L | |
| 9222-2BM | Spanish (Beginner - A2) | B | | | | | L | |
| 9222-3IM | Spanish (Intermediate - B1) | I | | | | | L | |
| 9222-4IM | Spanish (Intermediate - B2) | I | | | | | L | |
| 9223-1BM | German (Beginner - A1) | B | | | | | L | |
| 9223-2BM | German (Beginner - A2) | B | | | | | L | |
| 9223-3IM | German (Intermediate - B1) | I | | | | | L | |
| 9223-4IM | German (Intermediate - B2) | I | | | | | L | |
| 9224-1BM | Mandarin (Beginner - A1) | B | | | | | L | S |
| 9226-1BM | Russian (Beginner - A1) | B | | | | | L | |
| 9227-1BM | Malay (Beginner - A1) | B | | | | | | S |
| 9228-1BM | Japanese (Beginner - A1) | B | | | | | | S |

¹⁴ During Academic year 2021/2022, semester 2 courses are available at the EHL Campus Lausanne and as of February 2022 at EHL Campus Singapore.

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 2021/2022: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.

¹⁷ 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

13 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 – 2.7 US credits

Summary

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

Objective

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

9102BR – Microeconomics

30 hours of contact – 1.7 US credits

Summary

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

Objective

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

9103BR – Management Information System Tools/Spreadsheets

30 hours of contact – 1.7 US credits

Summary

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

Objective

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

9104BR – Mathematics

45 hours of contact – 2.7 US credits

Summary

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

Objective

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

Module: Foundations of Hospitality Management I

12 ECTS Credits

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

9110BC – Food & Beverage Cost Control

30 hours of contact – 2.7 US credits

Summary

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

Objective

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

9113BC – Foundations of Hospitality Marketing

30 hours of contact – 2.7 US credits

Summary

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

Objective

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

9114BC – Human Behavior & Performance in the Workplace

30 hours of contact – 2.7 US credits

Summary

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

Objective

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

Module: Communication & Culture I

5 ECTS Credits

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

9120IM – Business Communication

30 hours of contact – 2 US credits

Summary

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

Objective

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

9121-1BM – French (Beginner - A1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9121-2BM – French (Beginner - A2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9121-3IM – French (Intermediate - B1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9121-4IM – French (Intermediate - B2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9122-1BM – Spanish (Beginner - A1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9122-2BM – Spanish (Beginner - A2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9122-3IM – Spanish (Intermediate - B1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9122-4IM – Spanish (Intermediate - B2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9123-1BM – German (Beginner - A1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9123-2BM – German (Beginner - A2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9123-3IM – German (Intermediate - B1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9123-4IM – German (Intermediate - B2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9124-1BM – Mandarin (Beginner - A1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9126-1BM – Russian (Beginner - A1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9127-1BM – Malay (Beginner – A1)

30 hours of contact – 1.5 US credits

Summary

This course provides students with an overview of basic Malay vocabulary and grammar needed for communication in simple everyday situations and contexts.

Objective

Upon successful completion of this course, students will be able to communicate at an elementary level in everyday situations through the four basic language skills (listening, reading, writing, speaking). They should have acquired part of the competencies in Malay corresponding at least to the A1 level of the Common European Framework of References for Languages.

9128-1BM – Japanese (Beginner – A1)

30 hours of contact – 1.5 US credits

Summary

This introductory course equips students with the ability to read and write Japanese alphabets and provides students with an overview of basic Japanese vocabulary and grammar. Through this course, students gain basic practical communication skills for everyday situations and context.

Objective

Upon successful completion of this course, students will be able to communicate at an elementary level in everyday situations through the four basic language skills (listening, reading, writing, speaking). This includes the ability to understand and use familiar everyday expressions and very basic phrases, introduce themselves, ask and answer some questions about the most common personal information, and handle some simple interactions with help from the other person. At the end of this unit, students should have acquired part of the competencies in Japanese corresponding at least to the A1 level of the Common European Framework of References for Languages.

SEMESTER 2 (BOSC2)

Module: Business Tools II

11 ECTS Credits

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

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

9201BC – Topics in Financial Analysis

30 hours of contact – 2.3 US credits

Summary

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

Objective

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

9202BR – Macroeconomics

30 hours of contact – 2.3 US credits

Summary

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

Objective

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

9203BR – Statistics

45 hours of contact – 2.7 US credits

Summary

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

Objective

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

Module: Foundations of Hospitality Management II

14 ECTS credits

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

9211BC – Service Quality & Design

30 hours of contact – 2.3 US credits

Summary

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

Objective

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

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.

9213BR – Hospitality Economics

30 hours of contact – 2.3 US credits

Summary

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

Objective

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

9214BC – Rooms Division Management

30 hours of contact – 2.3 US credits

Summary

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

Objective

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

Module: Communication & Culture II

5 ECTS Credits

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

9220BM – Academic Writing

30 hours of contact – 2 US credits

Summary

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

Objective

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

9221-1BM – French (Beginner - A1)

30 hours of contact – 1.5 US credits

Summary

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

Objective

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

9221-2BM – French (Beginner - A2)

30 hours of contact – 1.5 US credits

Summary

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

Objective

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

9221-3IM – French (Intermediate - B1)

30 hours of contact – 1.5 US credits

Summary

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

Objective

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

9221-4IM – French (Intermediate - B2)

30 hours of contact – 1.5 US credits

Summary

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

Objective

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

9222-1BM – Spanish (Beginner - A1)

30 hours of contact – 1.5 US credits

Summary

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

Objective

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

9222-2BM – Spanish (Beginner - A2)

30 hours of contact – 1.5 US credits

Summary

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

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

Objective

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

9222-3IM – Spanish (Intermediate - B1)

30 hours of contact – 1.5 US credits

Summary

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

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

Objective

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

9222-4IM – Spanish (Intermediate - B2)

30 hours of contact – 1.5 US credits

Summary

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

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

Objective

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

9223-1BM – German (Beginner - A1)

30 hours of contact – 1.5 US credits

Summary

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

Objective

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

9223-2BM – German (Beginner - A2)

30 hours of contact – 1.5 US credits

Summary

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

Objective

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

9223-3IM – German (Intermediate - B1)

30 hours of contact – 1.5 US credits

Summary

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

Objective

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

9223-4IM – German (Intermediate - B2)

30 hours of contact – 1.5 US credits

Summary

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

Objective

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

9224-1BM – Mandarin (Beginner - A1)

30 hours of contact – 1.5 US credits

Summary

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

Objective

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

9226-1BM – Russian (Beginner - A1)

30 hours of contact – 1.5 US credits

Summary

This unit builds on previous knowledge and competences acquired during the first part of this course. It will allow students to communicate orally and in writing at the Elementary level of TORFL (Test of Russian as a Foreign Language), equivalent of level A1 of CEFR (Common European Framework of Reference for languages). Students will be able to satisfy their elementary communicative needs in a further number of everyday situations. They will continue using the Russian (Cyrillic) alphabet. This unit will teach them how to order in a restaurant, book a room in a hotel or speak about their interests and hobbies. Therefore, it will contribute to their training for working in the hospitality industry. Finally, students will be able to get a glimpse of Russian culture, food and customs.

Objective

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

9227-1BM – Malay (Beginner – A1)

30 hours of contact – 1.5 US credits

Summary

This course provides students with an overview of basic Malay vocabulary and grammar needed for communication in simple everyday and professional situations and contexts.

Objective

Upon successful completion of this course, students will be able to communicate at an elementary level in everyday and professional situations through the four basic linguistic skills (listening, reading, writing, speaking). They should have consolidated most of the competencies in Malay corresponding at least to the A1 level of the Common European Framework of References for Languages.

9228-1BM – Japanese (Beginner – A1)

30 hours of contact – 1.5 US credits

Summary

A follow-up to the BOSC 1 Japanese course, this course allows students to further develop the competences previously acquired in the four areas of passive and active language skills (speaking, reading, writing, listening). Students will thus move from basic conversational topics to slightly more advanced social situations.

Objective

Upon successful completion of this course, students will be able to communicate in everyday and several professional situations with limited but useful repertoire of Japanese vocabulary, grammar, and syntax. Those competencies include the ability to understand and use familiar everyday expressions and very basic phrases aimed at the satisfaction of needs for themselves and for others, as well as the ability to answer questions about common topics and interact in a simple way. At the end of this unit, students should have reinforced part of the competencies in Japanese corresponding at least to the A1 level of the Common European Framework of References for Languages.

BACHELOR PROGRAM COURSES YEAR 2

BACHELOR PROGRAM SEMESTER 3 ¹⁸

| MODULE ¹⁹ | BUSINESS ANALYSIS | LEVEL | TYPE | CONTACT HOURS | US CREDITS | ECTS CREDITS | DELIVERED ON CAMPUS ²⁰ | |
|----------------------|--|-------|------|---------------|------------|--------------|-----------------------------------|---|
| 9301IC | Revenue Management | I | C | 45 | 3.0 | 4.5 | L | P |
| 9302IC | Managerial Accounting | I | C | 30 | 2.3 | 3.5 | L | P |
| 9311IR | Customer Information & Distribution Channel Management | I | R | 30 | 2.3 | 3.5 | L | P |
| MODULE | APPLIED HOSPITALITY MANAGEMENT | LEVEL | TYPE | CONTACT HOURS | US CREDITS | ECTS CREDITS | DELIVERED ON CAMPUS | |
| 9310IC | Talent Management Systems | I | C | 30 | 2.7 | 4.0 | L | P |
| 9312IC | International Services Marketing | I | C | 30 | 2.3 | 3.5 | L | P |
| 9313IR | Services Operations Management | I | R | 30 | 2.3 | 3.5 | L | P |
| MODULE | COMMUNICATION & CULTURE III ²¹ | LEVEL | TYPE | CONTACT HOURS | US CREDITS | ECTS CREDITS | DELIVERED ON CAMPUS | |
| | Language choice of one among the below: | | M | 30 | 1.3 | 2.0 | | |
| 9321-1BM | Business French (Beginner - A1) | B | | | | | L | P |
| 9321-2BM | Business French (Beginner - A2) | B | | | | | L | P |
| 9321-3IM | Business French (Intermediate - B1) | I | | | | | L | P |
| 9321-4IM | Business French (Intermediate - B2) | I | | | | | L | P |
| 9321-5AM | Business French (Advanced - C1) | A | | | | | L | P |
| 9322-1BM | Spanish (Beginner - A1) | B | | | | | L | P |
| 9322-2BM | Spanish (Beginner - A2) | B | | | | | L | P |
| 9322-3IM | Spanish (Intermediate - B1) | I | | | | | L | P |
| 9322-4IM | Spanish (Intermediate - B2) | I | | | | | L | P |
| 9322-5AM | Spanish (Advanced - C1) | A | | | | | L | P |
| 9323-1BM | German (Beginner - A1) | B | | | | | L | |
| 9323-2BM | German (Beginner - A2) | B | | | | | L | |
| 9323-3IM | German (Intermediate - B1) | I | | | | | L | |
| 9323-4IM | German (Intermediate - B2) | I | | | | | L | |
| 9323-5AM | German (Advanced - C1) | A | | | | | L | |
| 9324-1BM | Mandarin (Beginner - A1) | B | | | | | L | |
| 9324-2BM | Mandarin (Beginner - A2) | B | | | | | L | |
| 9326-1BM | Russian (Beginner - A1) | B | | | | | L | |
| 9326-2BM | Russian (Beginner - A2) | B | | | | | L | |
| 9332IR | Legal Challenges of the Hospitality Manager | I | R | 45 | 2.7 | 4.0 | L | P |
| 9334IR | Corporate Sustainability | I | R | 15 | 1 | 1.5 | L | P |

BACHELOR PROGRAM SEMESTER 4

| MODULE ²² | MANAGEMENT IN PRACTICE | LEVEL | TYPE | CONTACT HOURS | US CREDITS | ECTS CREDITS | DELIVERED ON CAMPUS |
|----------------------|------------------------------------|-------|------|---------------|------------|--------------|---------------------|
| 9401SC | Industrial Attachment (Internship) | S | C | - | 20 | 30 | |

¹⁸ During Academic year 2021/2022, semester 3 courses are available at the EHL Campus Lausanne and EHL Campus Passugg.

¹⁹ Definition of module, level and type of course are provided in the Appendix of the present document.

²⁰ Availability of the course on each campus for Academic year 2021/2022: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.

²¹ 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.

²² Definition of module, level and type of course are provided in the Appendix of the present document.

SEMESTER 3 (BOSC3)

Module: Business Analysis

12 ECTS credits

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

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

9301IC – Revenue Management

45 hours of contact – 3 US credits

Summary

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

Objective

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

9302IC – Managerial Accounting

30 hours of contact – 2.3 US credits

Summary

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

Objective

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

931 IIR – Customer Information & Distribution Channel Management

30 hours of contact – 2.3 US credits

Summary

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

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

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

Objective

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

Module: Applied Hospitality Management

12 ECTS credits

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

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

9310IC – Talent Management Systems

30 hours of contact – 2.7 US credits

Summary

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

Objective

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

9312IC – International Services Marketing

30 hours of contact – 2.3 US credits

Summary

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

Objective

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

9313IR – Services Operations Management

30 hours of contact – 2.3 US credits

Summary

For the production of services, operations imply a set of tasks leading to value creation. Operation management is thus central. Within this course, the student is taught to use forecasting and operation management models. These models cover primary domains such as waiting line management, inventory management and process mapping. A significant part of the course is dedicated to optimization models aiming to solve an important number of issues, particularly planning.

Objective

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

Module: Communication & Culture III

6 ECTS credits

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

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

9321-1BM – Business French (Beginner - A1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9321-2BM – Business French (Beginner - A2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

Upon successful completion of the Business French Beginner course, you will be able to participate in simple conversations around familiar subjects, using frequently used expressions, understanding the essential information of short written texts, short oral messages, and handling basic written communication. 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 – Business French (Intermediate - B1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9321-4IM – Business French (Intermediate - B2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9321-5AM – Business French (Advanced - C1)

30 hours of contact – 1.3 US credits

Summary

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

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

Objective

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

9322-1BM – Spanish (Beginner - A1)

30 hours of contact – 1.3 US credits

Summary

This course will provide students with basic linguistic competencies for everyday Spanish situations. Furthermore, they will be able to express themselves in short and easily formulated Spanish conversations and interact in simple professional situations.

Objective

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

9322-2BM – Spanish (Beginner - A2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9322-3IM – Spanish (Intermediate - B1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9322-4IM – Spanish (Intermediate - B2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9322-5AM – Spanish (Advanced - C1)

30 hours of contact – 1.3 US credits

Summary

This course will enable students to communicate in Spanish with autonomy and effectively, both orally and writing, using complex structures and a specific language in different areas: social, academic and professional. The student will learn how to defend his point of view spontaneously, convincingly and fluently, both in hospitality and a business context.

Objective

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

9323-1BM – German (Beginner - A1)

30 hours of contact – 1.3 US credits

Summary

This German course will equip students with very basic linguistic competencies for everyday situations and for practical professional life in the hospitality world. Students will be able to express themselves in short and easily formulated conversations and follow a simple dialogue.

Objective

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

9323-2BM – German (Beginner - A2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9323-3IM – German (Intermediate - B1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9323-4IM – German (Intermediate - B2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9323-5AM – German (Advanced - C1)

30 hours of contact – 1.3 US credits

Summary

This course will enable students to understand the main ideas as well as the details of complex writing on both concrete and abstract topics, including technical discussions in their field. It will furthermore enable students to interact with a great degree of fluency and spontaneity. Upon completion of the class, students will be able to produce clear, detailed texts on a wide range of topics. They will be able to justify a viewpoint on a variety of issues, stating the advantages and disadvantages of various options. The class evolves in a very interactive and student-centered classroom environment.

Objective

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

9324-1BM – Mandarin (Beginner - A1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9324-2BM – Mandarin (Beginner - A2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9326-1BM – Russian (Beginner - A1)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9326-2BM – Russian (Beginner - A2)

30 hours of contact – 1.3 US credits

Summary

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

Objective

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

9332IR – Legal challenges of the hospitality manager

45 hours of contact – 2.7 US credits

Summary

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

Objective

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

9334IR – Corporate Sustainability

15 hours of contact – 1 US credit

Summary

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

Objective

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

SEMESTER 4 (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 ²³ | | | | | | | | |
|---|--|-------|------|---------------|------------|--------------|-----------------------------------|---|
| MODULE ²⁴ | INTEGRATED BUSINESS ANALYSIS ²⁵ | LEVEL | TYPE | CONTACT HOURS | US CREDITS | ECTS CREDITS | DELIVERED ON CAMPUS ²⁶ | |
| 9504AC | Corporate Strategy | A | C | 45 | 3.7 | 5.5 | L | P |
| 9501AC | Corporate Finance | A | C | 45 | 3.7 | 5.5 | L | P |
| 9506AR | Research Methodology OR | A | R | 30 | 2.7 | 4.0 | L | P |
| 9507AR | Project Management | A | R | 20 | 1.8 | 2.5 | L | P |
| 9508AR | Market Research | A | R | 10 | 0.9 | 1.5 | L | P |
| MODULE | INTEGRATED HOSPITALITY MANAGEMENT | LEVEL | TYPE | CONTACT HOURS | US CREDITS | ECTS CREDITS | DELIVERED ON CAMPUS | |
| 9505AC | Real Estate Finance | A | C | 30 | 3.3 | 5.0 | L | P |
| 9502AC | Hotel Asset Management | A | C | 30 | 3.3 | 5.0 | L | P |
| 9503AC | Organizational Capital & Leadership | A | C | 30 | 3.3 | 5.0 | L | P |

²³ During Academic year 2021/2022, semester 5 courses are available at the EHL Campus Lausanne and EHL Campus Passugg.

²⁴ Definition of module, level and type of course are provided in the Appendix of the present document.

²⁵ 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.

²⁶ Availability of the course on each campus for Academic year 2021-2022: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.

BACHELOR PROGRAM SEMESTER 6 ²⁷

| MODULE ²⁸ | ADVANCED ELECTIVES ²⁹ | LEVEL | TYPE | CONTACT HOURS | US CREDITS | ECTS CREDITS | DELIVERED ON CAMPUS ³⁰ |
|----------------------|---|-------|------|---------------|------------|--------------|-----------------------------------|
| 9601AS | Hotel Planning & Development | A | S | 30 | 2.7 | 4.0 | L |
| 9606AS | Hospitality Mergers & Acquisitions | A | S | 30 | 2.7 | 4.0 | L |
| 9624AS | Branding - thinking beyond products and services | A | S | 30 | 2.7 | 4.0 | L |
| 9632AS | Technology trends in the hospitality industry – Programming skills for businesses | A | S | 30 | 2.7 | 4.0 | L |
| 9633AS | Decision Making: Techniques for better managerial decisions | A | S | 30 | 2.7 | 4.0 | L |
| 9635AS | Prototype your digital startup in 5 days | A | S | 30 | 2.7 | 4.0 | L |
| 9638AS | Business Ethics | A | S | 30 | 2.7 | 4.0 | L |
| 9640AS | Concept brief development for restaurants and bars | A | S | 30 | 2.7 | 4.0 | L |
| 9607AS | Developing Entrepreneurial Projects | A | S | 30 | 2.7 | 4.0 | L |
| 9608AS | Innovation Management | A | S | 30 | 2.7 | 4.0 | L |
| 9614AS | Wine Economics & Finance | A | S | 30 | 2.7 | 4.0 | L |
| 9615AS | Portfolio Management | A | S | 30 | 2.7 | 4.0 | L |
| 9616AS | Hospitality Luxury Brand Management | A | S | 30 | 2.7 | 4.0 | L |
| 9618AS | Influence & Leadership: Negotiation & Communication Tools | A | S | 30 | 2.7 | 4.0 | L |
| 9622AS | Strategic Hotel Investments | A | S | 30 | 2.7 | 4.0 | L |
| 9623AS | Creating the Future of Food Service | A | S | 30 | 2.7 | 4.0 | L |
| 9625AS | Data Driven Marketing in the Hospitality Industry | A | S | 30 | 2.7 | 4.0 | L |
| 9626AS | Crisis/Strategic Communication | A | S | 30 | 2.7 | 4.0 | L |
| 9627AS | Corporate Social Responsibility and Sustainable Innovations | A | S | 30 | 2.7 | 4.0 | L |
| 9631AS | People analytics | A | S | 30 | 2.7 | 4.0 | L |
| 9636AS | Private Equity and Venture Capital | A | S | 30 | 2.7 | 4.0 | L |
| 9639AS | Hospitality Technology Strategy | A | S | 30 | 2.7 | 4.0 | L |
| 9641AS | Diversity & Inclusion | A | S | 30 | 2.7 | 4.0 | L |
| 9642AS | Marketing: Consumer Behavior and Influencing Choice | A | S | 30 | 2.7 | 4.0 | L |
| 9643AS | Introduction to Management Consulting | A | S | 30 | 2.7 | 4.0 | L |
| 9644AS | Guest Experience in Luxury & Hospitality | A | S | 30 | 2.7 | 4.0 | L |
| MODULE | BOSC DIPLOMA WORK | LEVEL | TYPE | CONTACT HOURS | US CREDITS | ECTS CREDITS | DELIVERED ON CAMPUS |
| 9620SC | SBP (Student Business Project) <u>or</u> | S | C | - | 12 | 18 | L |
| 9621SC | Bachelor Thesis | S | C | - | 12 | 18 | L |

²⁷ During Academic year 2021/2022, semester 6 courses are only available at the EHL Campus Lausanne.

²⁸ Definition of module, level and type of course are provided in the Appendix of the present document.

²⁹ During the Advanced Electives module, students will take three electives.

³⁰ Availability of the course on each campus for Academic year 2021/2022: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.

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.

9504AC – Corporate Strategy

45 hours of contact – 3.7 US credits

Summary

Students will learn to formulate a strategic assessment within a given context and define the appropriate strategic actions to implement. To do so, they will learn to analyze a given industry, its markets and to spot changes in the economic backdrop and within the hospitality landscape. In addition, they will be able to use analysis tools and the research they have done to evaluate recent strategic decisions made by companies in the sector.

Throughout the module, students will be required to apply the theoretical concepts seen in class to case studies involving companies in the hospitality industry. They will also be evaluated on group presentations they prepare and deliver on companies, which will enable them to better comprehend the strategic fundamentals seen in class.

Objective

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

9501AC – Corporate Finance

45 hours of contact – 3.7 US credits

Summary

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

Objective

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

9506AR – Research Methodology

30 hours of contact – 2.7 US credits

Summary

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

Objective

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

9507AR – Project Management

20 hours of contact – 1.8 US credits

Summary

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

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

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

Objective

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

9508AR – Market Research

10 hours of contact – 0.9 US credits

Summary

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

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

Objective

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

Module: Integrated Hospitality Management

15 ECTS credits

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

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

9505AC – Real Estate Finance

30 hours of contact – 3.3 US credits

Summary

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

Objective

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

9502AC – Hotel Asset Management

30 hours of contact – 3.3 US credits

Summary

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

Objective

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

9503AC – Organizational Capital & Leadership

30 hours of contact – 3.3 US credits

Summary

Organizational capital is a key factor of corporate performance. Leaders within the hospitality industry are expected to manage people effectively. It is hence necessary that students acquire the knowledge and skills to become leaders in complex environment. This includes understanding major challenges related to organizational dynamics that lead to high performance in the workplace: organizational structure, corporate culture, and managing change and diversity.

Objective

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

SEMESTER 6 (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.

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

9601AS – Hotel Planning & Development

30 hours of contact – 2.7 US credits

Summary

Have you ever wondered what it is like to be developing hotels in a highly competitive dynamic, global arena? This elective offers students the opportunity to learn about the mechanics of the entire hotel development process. Working in teams with ongoing feedback on each team's project, steps covered include understanding corporate expansion strategies; site evaluation and selection; market feasibility analysis; spatial analysis and utilization in order to enable the recommendation of a hotel's quality, size and facilities; selecting a brand and selecting a business model.

Objective

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

9606AS – Hospitality Mergers & Acquisitions

30 hours of contact – 2.7 US credits

Summary

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

Objective

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

9624AS – Branding - thinking beyond products and services

30 hours of contact – 2.7 US credits

Summary

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

Objective

On successful completion of this course, you will be able to understand the historical and theoretical ramifications of brand storytelling, learn about the 7 components that are part of every story, learn to use the Brand Story Canvas™ to develop brand stories for future independent work, understand the role of graphic design and copywriting to express brand stories, learn to “convert” a brand story into a tangible hospitality experience, learn how to develop an editorial guideline to bring a brand story to life through content, be able to recognize storytelling patterns in everyday communication and advertising, discover case studies about brands in and outside the hospitality industry such as Freeletics, Shinola, Moleskine and more, and to discover a teaser into personal branding.

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

30 hours of contact – 2.7 US credits

Summary

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

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

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

Objective

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

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

9633AS – Decision Making: Techniques for better managerial decisions

30 hours of contact – 2.7 US credits

Summary

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

Objective

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

9635AS – Prototype your digital startup in 5 days

30 hours of contact – 2.7 US credits

Summary

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

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

Objective

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

9638AS – Business Ethics

30 hours of contact – 2.7 US credits

Summary

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

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

Objective

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

9640AS – Concept brief development for restaurants and bars

30 hours of contact – 2.7 US credits

Summary

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

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

Objective

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

9607AS – Developing Entrepreneurial Projects

30 hours of contact – 2.7 US credits

Summary

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

Objective

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

9608AS – Innovation Management

30 hours of contact – 2.7 US credits

Summary

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

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

Objective

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

9614AS – Wine Economics & Finance

30 hours of contact – 2.7 US credits

Summary

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

Objective

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

9615AS – Portfolio Management

30 hours of contact – 2.7 US credits

Summary

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

Objective

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

9616AS – Hospitality Luxury Brand Management

30 hours of contact – 2.7 US credits

Summary

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

Objective

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

9618AS – Influence & Leadership: Negotiation & Communication Tools

30 hours of contact – 2.7 US credits

Summary

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

Objective

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

9622AS – Strategic Hotel Investments

30 hours of contact – 2.7 US credits

Summary

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

Objective

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

9623AS – Creating the Future of Food Service

30 hours of contact – 2.7 US credits

Summary

The course focuses on the understanding and application of the basics of the experience economy theory. Topics include: values systems, business models, co-creation and experience innovation, techniques against non-creativity, and new product and service development. The two central questions underlying the motivation for this course are: How could hospitality businesses shift their focus away from services and onto experiences and how can these experiences and networks be managed in order to promote experience innovation through co-creation? Prahalad and Ramaswamy's theory of experience innovation will play a vital role in the pursuit of answering these questions. Students will further explore the implications of developing a new experience space for a "real" client.

Objective

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

9625AS – Data-Driven Marketing in the Hospitality Industry

30 hours of contact – 2.7 US credits

Summary

The hospitality sector caters to millions of travelers every day, and each one of them checks in with their own set of expectations. Meeting and addressing these needs of each and every customer is a top priority for high-performing businesses. Understanding customer desires, both in the present and future, is critical for business success. Knowing when, how, why, and where to appeal to them, be it through personalized marketing or a larger, mass-market approach, can mean the difference between occupied rooms and empty ones. Big Data is the solution for the hospitality industry in terms of appealing to customers more effectively. The sheer amount of information regarding customer behavior, decision-making, past experiences, and other relevant metrics is larger now than it has ever been in the past.

This Data-Driven Marketing course gives students an understanding of how to gain maximum value from different types and different data. The main objective is to provide students an overview of data strategy development from the perspective of the 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 to improve performance and to develop the most relevant marketing decision. 50% of the course will be based on real case studies from the hospitality industry with Big Data applications.

Objective

On successful completion of this course you will demonstrate a broad knowledge of the concept of Big Data and Data-Driven Marketing and the type of technology and tools that are needed to develop and implement it. Develop a data-driven strategy step by step and model the data scientist's workflow to optimize the decision-making process. Apply data mining and text mining analytics tools by using Big Data Software (SPSS, Tableau, Python, WebHarvy, etc.) to real-case scenarios. Select appropriate performance data to measure, evaluate and optimize campaigns and strategies.

9626AS – Crisis/Strategic Communication

30 hours of contact – 2.7 US credits

Summary

In a world wrought with negative comments and online reviews, a company's reputation is only as good as its communication. Companies like Enron and Volkswagen both endured a crisis, but one went bankrupt while the other is thriving. What made the difference in these cases? Communication. Just recently, Tesla's reputation has suffered from reports of mass firings and racial discrimination. No company is immune to crisis, but it is the manner in which they react to it that will make a difference. In the workplace, our students (and future managers) will be faced with crises, both natural and human-made and they will need to have the skills to deal with them.

This course is designed to help students learn how to best communicate in the time of crisis and strategically keep their reputation intact. In groups, students will be presented with a crisis which they have to manage over 5 weeks, resulting in a comprehensive and thorough communication plan. This plan will detail all of the oral and written communication channels in a logical order which are necessary in the case of crisis.

Objective

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

9627AS – Corporate Social Responsibility and Sustainable Innovations

30 hours of contact – 2.7 US credits

Summary

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

Objective

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

9631AS – People analytics

30 hours of contact – 2.7 US credits

Summary

People constitute the most important asset of every organization. Unfortunately, they are very often perceived as costs instead of assets and management makes people-related decisions in hiring, training and retaining most of the time intuitively instead of relying on evidence-based approaches. There is now a renewed business interest in people analytics which refers to the systematic and scientific process of applying quantitative or qualitative data analysis methods to create insights that shape and inform employee-related business decisions and performance. The aim of this new discipline is to help

companies get a competitive advantage. In this course, students will learn the foundations and tools from people analytics to make appropriate business decisions. Here are some examples of questions that could be answered through people analytics: "Should we increase the number of selection interviews per candidates in order to increase the quality of our hires'", "Is It worth that our company invests money in trying to reduce turnover?" or "How expensive is it to have bad leaders in our company?".

Objective

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

9636AS – Private Equity and Venture Capital

30 hours of contact – 2.7 US credits

Summary

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

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

Objective

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

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 high cost without thought on the overall benefit of adopting new technology. Also, technology adoption has been done in departmental silos which have brought system interfacing issues in the industry and have not allowed hotels to take "Data-Driven Decisions". New norms such as cloud computing and open API's, Artificial intelligence, voice recognition and 5G bring new opportunities to hotels to function efficiently and provide technology for employees as well as guests looking for a seamless technology experience in a hotel. For a hotel to have the correct technology strategy, technology infrastructure is a foundation needed before applying the proper technology tools required for successful hotel operations. Context needs to be given for individual properties as well as chained operations and the more complex international aspect of applying similar technologies across multiple geographies. Also, a successful "Guest facing" technology strategy must be used. Customer habits change fast, and their technology desires must be taken into account when building a successful technology strategy. This course will give students the understanding of technology systems and tools that exist that can be implemented to improve hotel operations, reduce costs as well the technologies expected from the modern guest.

Objective

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

9641AS – Diversity and Inclusion (New course Spring 2022)

30 hours of contact – 2.7 US credits

Summary

Recent social movements (feminist march, pride march, Black Lives Matter) have put pressure on organizations to be more inclusive of the diverse demographics (based on racio-ethnic background, sexual orientation, gender identity, physical and mental abilities, age and physical appearance). As hospitality is one of the most diverse and labor-intensive industries, it is crucial to understand the needs and characteristics of the different social groups among employees and the customer base.

Organizations who acknowledge and value differences have been shown to outperform their competitors in terms of productivity, innovation, and attractiveness. According to the “Diversity Matters” report by McKinsey of 2015 and the Harvard Business Review report of 2018, inclusive and diverse organizations display a 12% increase in performance, 9% higher EBIT margins, 19% higher retention, and 19% higher innovation revenues. On the other hand, organizations that disregard diversity and inclusivity are increasingly called out, especially on social media, resulting in harmful bad press. Some websites specifically dedicated to calling out discriminatory practices by companies are attracting monthly traffic of tens of thousands of visitors.

Objective

On successful completion of this course, you will be able to understand the main forms of diversity and how they need to be attended to in order to create an inclusive climate within your organization. You will also be able to recognize the forms of discrimination that should be avoided when interacting with minority customers, business partners, and staff.

9642AS – Marketing: Consumer Behavior and Influencing Choice

30 hours of contact – 2.7 US credits

Summary

Understanding consumer behavior is fundamental to the marketing process. The course will therefore introduce students to consumer behavior from a multi-disciplinary perspective and the identification of consumer trends with a focus on the international hospitality, tourism and service industries, as well as luxury. It will equip students with a theoretical understanding of how people think, feel, behave and ultimately make choices and the skills to apply it in the formation of marketing strategy.

Specifically, students will explore theories and models and key determinants of consumer behavior. They will examine the process of decision-making, decision-making frameworks and choice models, as well as appreciate the learning process. Students will also investigate influencing factors on the decision process, specifically the impact of external factors, which includes marketing stimuli, and identify opportunities to influence the consumer journey and path-to-purchase. Finally, the course will assess approaches for researching consumer behavior, including the use of neuroscience, and discuss ethical issues associated with the study of consumer behavior and influencing choice.

Objective

On successful completion of this course, you will be able to identify consumer trends and have an in-depth understanding of consumer behavior and key determinants of choices; as well as be able to identify the decision process and relevant influencing factors for an individual or group, as a basis for informing marketing strategy.

9643AS – Introduction to Management Consulting

30 hours of contact – 2.7 US credits

Summary

Organizations of every nature and size in the hospitality industry regularly face complex situations characterized by ambiguity and uncertainty, such as, for example, the decision to enter a new market, the development of a marketing strategy as well as the need to interface with different audiences during a crisis. In this context, management consulting plays a key role in helping organizations to recognize and address the problems they encounter through effective and efficient ways to achieve business objectives.

The objective of the elective course is to provide students with the introductory elements to understand the practice and profession of business consulting in the areas of communication, marketing and management. At the same time, the course aims to give students some practical tools to work in consulting.

Objective

On successful completion of this course, you will be able to understand the practice and profession of management consulting both from the perspective of the consultant and from the client's. Thanks to this course you will also be able to understand if consulting is a type of career that suits you.

9644AS – Guest Experience in Luxury and 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 to creating an experience in the context of the experiences' core and specific to the brand. This will include delivering service excellence as a reflection of the brand's identity – its values and culture; 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 – the time and place in which the experience takes place. 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

On successful completion of this course, you 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.

Module: BOSC Diploma Work

18 ECTS credits

9620SC – 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.

Objective

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

9621SC – Bachelor Thesis

9 weeks – 12 US credits

Summary

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

Objective

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

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 | |