ACADEMIC CATALOG
February 2019

International Enrolment Team

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RELEVANCE OF INFORMATION STATED IN THE ACADEMIC CATALOG

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The provision of this catalog should not be considered as an irrevocable contract between the student and the institution. GIHE and any partners reserves the right to change any provision or requirement contained in this catalog at any time with or without notice.
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Welcome by Managing Director

The world of hospitality and service industries is experiencing unprecedented levels of growth, making it an exciting and fast-paced industry to work in.

Glion Institute of Higher Education has over 50 years of excellence in Swiss hospitality management education. Our accredited degrees are internationally recognized and our alumni are some of the most respected industry leaders in the world.

At Glion we provide a unique educational experience that will hone your adaptability, leadership and business skills for today’s complex and fast-moving global marketplace. Every student will go through a process of rigorous leadership development over the course of their studies, which builds on their strengths and nurtures leadership skills and competencies.

Every student will receive practical and theoretical training that are relevant to the current industry trends and demands. Glion’s dedicated faculty work closely with our industry partners to develop the course content, and our advisory board consists of some of the most influential figures in the hospitality and service industry today.

Why Choose Glion?

- **Academic Innovation:** Our personalized programs integrate the latest technology and interactive learning tools, for which Glion won the award for ‘Best Innovation in an Educational Program 2016’ at the 2016 Worldwide Hospitality Awards in Paris.

- **Industry:** You will also expand your knowledge of industry trends, build your network, and prepare for your career by attending many alumni events, conferences, and company visits. Thus, students have the opportunity to interact with leaders in hospitality, as well as in luxury products, travel and banking.

- **Engaging Student Life:** Our Student Government Association, and the related student clubs, sports and ambassador programs, will give you many opportunities to further develop your leadership and teamwork skills, as well as foster a healthy lifestyle.

- **Premium Locations:** From the stunning Skyline lounge and Bellevue Restaurant in Glion, to the state of the art Academic Center in Bulle or Downshire House in London, we are continually improving our facilities to provide the best possible learning and living environment for our students.

By choosing Glion, you are choosing an education that sets foundations for life and provides the springboard for a successful career. You are choosing to join an academic community that will listen and respond to your needs, and a network of students and alumni that spans the globe. You are choosing to be part of the next generation of leaders.

Georgette Davey
Managing Director
| ACCREDITATIONS |

NECHE – NEASC Accreditation

Glion Institute of Higher Education is accredited by the New England Commission on Higher Education (NECHE) previously known as New England Associations of Schools and Colleges, Inc. (NEASC) through its Commission on Institutions of Higher Education.

Accreditation of an Institution of Higher Education by the New England Commission indicates that it meets or exceeds criteria for the assessment for institutional quality periodically applied through a peer review process. An accredited college or university is one which has available the necessary resources to achieve its stated purpose through appropriate educational programs, is substantially doing so, and gives reasonable evidence that it will continue to do so in the foreseeable future. Institutional integrity is also addressed through accreditation.

Accreditation by the New England Commission is not partial but applies to the institution as a whole. As such, it is not a guarantee of every course or program offered, or the competence of individual graduates. Rather it provides reasonable assurance about the quality of opportunities available to students who attend the institution.

Inquiries regarding the accreditation status by the New England Commission should be directed to the administrative staff of the institution. Individuals may also contact:

NEW ENGLAND COMMISSION OF HIGHER EDUCATION (NECHE)

3 Burlington Woods Drive, Suite 100 Burlington, MA 01803
855-886-3272
NECHE direct line: 781-425-7714
E-mail: info@neche.org

QAA Tier 4 Accreditation (London campus)

The Quality Assurance Agency for Higher Education (QAA) is the independent body that checks on standards and quality in UK higher education. It conducts quality assessment reviews, develops reference points and guidance for providers, and conducts or commissions research on relevant issues.

In spring 2011, under the coalition government, the UK Border Agency announced a requirement for all private colleges that recruit students to UK higher education to undergo a standards and quality review by QAA. A successful outcome would be essential in order to obtain ‘Tier 4 accreditation’ also known as ‘highly trusted sponsor’ status.

Inquiries regarding the accreditation status by the QAA should be directed to the administrative staff of the institution. Individuals may also contact:

QUALITY ASSURANCE AGENCY

15 Fetter Lane
London
EC4A 1BW
tel: +44-1452-557050
E-mail: enquiries@qaa.ac.uk
THE-ICE Accreditation (Swiss-based campuses)

Institutions accredited by International Centre of Excellence in Tourism and Hospitality Education (THE-ICE) meet THE-ICE standards of excellence and the process of accreditation includes a self-evaluation, a site audit by independent assessment panel members, a peer review by THE-ICE Board of Directors, and on-going benchmarking. Full members programs are accredited every 5 years.

THE-ICE in its promotion of quality assurance in education also encourages and enables institutions to host regular educational forums and workshops, implement THE-ICE ISB-SB (International Student Barometer and Student Barometer TM) Student Satisfaction Survey, and use its website as a hub to include e-Newsletters and iStudent News.

Inquiries regarding the accreditation status by the THE-ICE should be directed to the administrative staff of the institution. Individuals may also contact:

THE-ICE
28 Orpheus Street
Robertson
Qld 4109
Australia

info@the-ice.org
| VISION |

Be known worldwide for excellence as a higher education institution for hospitality and luxury business management.

| MISSION |

Glion develops professionals for global careers in the world’s premier hospitality and luxury businesses.

| EDUCATIONAL PHILOSOPHY |

The educational aims are:

- To provide both a hospitality based and intellectually challenging program which will enable students to gain competencies, knowledge and experience that will prepare them for a successful career in the international hospitality business.
- To support vocational and academic development with specific reference to the subject of hospitality business through a range of courses, modules and specialization electives.
- To promote an ethos of learning how to learn through self-development, self-management and reflective self-assessment throughout the curriculum in order to foster greater awareness and confidence to engage in management practice.

In GIHE’s teaching and learning philosophy the Glion faculty will:

- Continue to develop and use good teaching methods to enable the students to attain learning outcomes through a deep approach to learning.
- Combine academic research in education with professional practice, in order to guide Glion’s individual and collective approach to teaching and learning.
- Study the effectiveness of Glion’s developments in teaching and learning, and consider the equality, diversity and inclusivity impacts of the curriculum design, delivery and assessment.
- Evaluate the effectiveness of Glion’s teaching and learning, adjust the teaching methods based on the evidence collected, and seek to continuously enhance and add value to the students’ education.

| EQUAL OPPORTUNITY POLICY FOR STUDENTS |

The primary purpose of GIHE is to provide a rich and professional education for managers of the future. This objective is part of the Institution’s mission. To this end GIHE is committed to equal opportunity for all its students, irrespective of religion, ethnicity or culture, gender, marital status, disability, age or sexual orientation. In its policies and practices GIHE will seek to enhance the self-esteem of all those it serves.

The Institution will seek to ensure that:

- Its publications reflect the policy.
- Program admissions requirements are free from unnecessary barriers.
- Selection procedures are operated fairly
- Teaching and Learning materials produced in the college are free from stereotypes.
- Assessment procedures are fair for all candidates and allow impartial opportunities for students to demonstrate their potential.
- Services and access to them is assured.
THE GIHE institutional-level intended student learning outcomes articulate the knowledge, skills and competencies that all Glion students should possess upon graduation, regardless of what specific program or specialization they may have completed. These statements will guide GIHE academic leaders, staff and faculty in creating program and course student learning objectives and in developing rubrics for assessing individual student work. These same statements will also form the basis of processes for assessing GIHE student learning outcomes for the purposes of measuring and enhancing institutional and educational effectiveness. The institutional-level student learning outcomes are intended as touchstones in designing program learning outcomes and curriculum in general, which is why they are limited in number and written in a way that the outcome (knowledge, skill, and competency) can be assessed and evidence can be given that students have achieved these objectives.

**Highest Level Statement**

A Glion graduate exhibits a high level of professional competency, global readiness, and transversal intellectual abilities.

**Professional Competency**

A Glion graduate is a highly competent professional who exhibits integrity, professionalism and entrepreneurial skills.

1. Work-related competencies and effective practice. A Glion student develops specific knowledge, skills and attitudes needed by professionals in their chosen field.

2. Leadership and teamwork. A Glion graduate is capable of positively leading individuals and groups. S/he works effectively in teams.

3. Integrity, professionalism and ethical reasoning. A Glion graduate is identifiable by exceptional professionalism. S/he acts with integrity and use appropriate ethical choices in practice settings.

4. Entrepreneurial skills and creative thinking. A Glion graduate displays an entrepreneurial mindset characterized by creative thinking and a capacity for innovation.

**Global Readiness**

A Glion graduate is ready for service in globalized and evolving contexts

1. Written and oral communication skills. A Glion graduate communicates effectively in English and in at least one additional language.


3. Skills in life-long learning. A Glion graduate possesses the attributes for continuing learning, such as curiosity, initiative, independence and reflection. (Adapted from: AAC&U VALUE Rubrics, 2006)
Transversal Intellectual Abilities

A Glion graduate displays transversal intellectual abilities at a level appropriate to a select university.

1. Integrative thinking. A Glion graduate can make connections across ideas and experiences in order to synthesize and transfer learning to new, complex situations (Adapted from AAC&U VALUE Rubrics, 2006)

2. Critical analysis and logical thinking. A Glion graduate exhibits an enhanced capacity for analytical and critical thinking

3. Problem-solving skills. A Glion graduate can design, evaluate and implement a strategy to answer an open-ended question or achieve a desired goal. (Adapted from: AAC&U VALUE Rubrics, 2006)

4. Information literacy. A Glion graduate can recognize when information is needed and has the ability to locate, evaluate, use and share that information in a responsible and effective manner (Adapted from American Library Association, 1989)

5. Quantitative reasoning. A Glion graduate demonstrates competency and comfort in working with numerical data. (Adapted from: AAC&U VALUE Rubrics, 2006)
LEARNING CATEGORIES

The GIHE intended student learning outcomes articulate the knowledge, skills and competencies that all Glion students should possess upon graduation, regardless of what specific program or specialization they may have completed. These statements will guide GIHE academic leaders, staff, and faculty in creating program and course student learning outcomes and in developing rubrics for assessing individual student work. These statements are also group around learning categories found within programs.

Programs of Study

A Glion graduate exhibits a high level of professional competency, global readiness, and transversal intellectual abilities. These are tracked throughout the programs at a course level and correspond with FHEQ learning levels. The BBA is based upon learning levels 4 to 6 and the MSc is based at level 7. All courses within programs are grouped into the following categories:

- Practical Arts
- Entrepreneurship
- Professional Development
- General Education

Within each category students are taught and assessed based on knowledge and understanding, cognitive skills, professional competencies and transferable skills. Transferable skills are grouped around communication, numeracy, working with others, information literacy, using technology and learning how to learn. GIHE deems transferable skills in all courses to be part of the general education of a student as they support the development of an educated person and prepares students for the world in which they live.

Practical Arts

Turning knowledge into competencies requires experience and that is found within practical arts. For undergraduate students that entails hands-on courses on the glion and bulle campuses that includes service, kitchen, reception, guest relations, housekeeping, with a focus on technical and personal, social and emotional intelligence skills, guest experiences, trends, passions and innovations in operations and food and beverage. Practical, professional, and general education skills are developed within a real-life simulated boutique hotel environment with restaurants outlets open to the general public. Students will work within various restaurants including the Bellevue fine-dining restaurant, the Fresh health-wellness restaurant, and our grab-and-go restaurants. Underpinning the practical experiences will be various workshops and the emphasis on hospitality excellence. Creativity, multi-cultural sensitivity, emotional and sensorial guest experience, and the development of a luxury attitude in integrated through all experiences. Graduate students can also choose to elect to take a practical experience through the hospitality immersion program prior to studies.

Entrepreneurship

To be a business owner, general manager, or CEO of a complex business one must have core business skills and competencies along with operational knowledge. Students must also understand business markets and environments and have a corporate level understanding of business operations, strategy, and development in various domains including for example finance, marketing and law. An understanding of how innovation and the digital world impacts and changes business domains is also critical in the planning and continuation of sustainable business practices. GIHE also uses its industry partners to share expertise through many mechanisms both inside and outside of the classroom. Many examples of this is evident in GIHE engagement with industry and academic-based competitions, conferences, and entrepreneurial groups.
Professional Development

Using the time-tested method of hospitality education GIHE’s programs build progressively to develop professional skills and knowledge for a wide range of managerial roles in the experience-based industries. It includes the fundamentals of industry standards, professional immersion in internships, hospitality operations and management, business-domain courses, and industry-related specializations. GIHE also emphasis the development of hospitality and professional excellence in all courses. GIHE also using its industry partners to share expertise through many mechanisms both inside and outside of the classroom. Many examples of this is evident in visiting lecturers, company visits or field trips, consultancy-based applied business projects, and live projects.

General Education

Glion’s general education philosophy embodies the institution’s definition of an educated person and prepares students for the world in which they will live and work. Students also demonstrate knowledge and understanding of scientific, historical, and social phenomena, and a knowledge and appreciation of the aesthetic and ethical dimensions of humankind. The institution also ensures that all undergraduate students complete at least the equivalent of 40 semester credits in a bachelor’s degree program.

The general education requirement, contained within specifics courses and within GIHE’s global transferable skills, is both coherent and substantive. General education at glion is firstly identified in specific courses. For example, the practical arts domain introduces the student to guest experiences and the importance of understanding and exceeding guest expectations. Arts de table, professional communication and behaviour, service excellence, the passion for gastronomy and food, together with the spirit to serve and to provide excellence through emotional and sensorial guest experience is developed and explored. Student are required to develop skills in creativity, sensory analysis, empathy, and the appreciation of aesthetics. The different facets of luxury service attitude, of being a host, and fulfilling customer expectations and needs is expressed through emotional, professional and visual dimensions. The student should at the end of semester 1 have an appreciation for the art of service linking to appreciation of the aesthetic, etiquette, and ethical dimensions of humankind. Nutrition and wellness concepts are also introduced, along with visiting and in-house experts offering master classes in wines and their historical development, international themed cuisine based on culture, the history of art de la table and protocols, and mixology. Other courses within the program develop general education based competencies in communication, foreign languages, ethics, research methodologies, statistics and technology.

Secondly, as a continuation of Glion general education philosophy, general education is shown in all programs and courses through Glion’s global transferable skills assessment. Glion’s global transferable skills assessment show that students successfully demonstrate competence in written and oral communication in English; the ability for scientific and quantitative reasoning, for critical analysis and logical thinking; and the capability for continuing learning, including the skills of information literacy.
\section*{UNDERGRADUATE PROGRAM

BBA in International Hospitality Business

\subsection*{Concept of the Bachelor Program}

The overall aim of the BBA program in International Hospitality Business is to prepare students for careers in leading global hospitality companies with a specific focus on international hospitality business. Upon successful completion of the program, students will have acquired knowledge and understanding of the domain, and further developed cognitive skills, professional competencies and transferable skills through a range of teaching and learning approaches. The teaching and learning then further develops these skills through exposure to contemporary theories and research, and specialist electives within the context of hospitality business. Teaching methods range from traditional lectures through to practical task-based problem-solving in context.

\subsection*{Graduate Profile}

Glion undergraduates embark on international careers in leading hospitality and luxury companies. Multi-cultural, versatile and resourceful, they are global citizens skilled in the arts of hospitality. Their combination of practical experience, cutting-edge management competencies and a corporate approach enables them to apply their skills according to their specialization in luxury brand management, hotel development and finance, or event management industries worldwide.

\subsection*{Learning Outcomes}

Upon graduation from the BBA program students should be able to:

\begin{itemize}
  \item Apply knowledge and skills acquired within a range of international hospitality environments to contribute successfully to the operation and running of a business.
  \item Identify, analyze and solve a range of complex problems using both recognized and innovative tools and evidence.
  \item Interact and communicate effectively and appropriately as a global citizen.
  \item Accept responsibility for decisions and actions, demonstrating flexibility, adaptability and resilience when needed.
  \item Work effectively with people from a range of cultures and support team initiatives and tasks.
  \item Take responsibility for their own development and learning through self-reflection, analysis and planning.
\end{itemize}

\subsection*{Program Structure}

The BBA program is a 3.5-year program of study which is divided into units called courses or modules which are assigned a specific number of credits. There are 122 credits in the program of study and all courses or modules must be passed. All students are registered for a BBA in International Hospitality Business. Forty credits are considered as general education, either through specific courses or the transferable skills taught and assessed in courses or modules.
Semester 1 – Hospitality Excellence

<table>
<thead>
<tr>
<th>Required Courses – Practical Arts and General Education</th>
<th>Credits</th>
<th>General Education Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BBA1060 Learn from the Best</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BBA1061 Arts de la Table</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BBA1062 Cuisine Masterclass</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BBA1063 Mixology</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>BBA1064 The Universe of Wine</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BBA1070 Experience the World of Gastronomy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BBA1071 Bellevue Restaurant and Lounge Bar</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>BBA1072 Bellevue Cuisine</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BBA1080 Develop Guest Experience</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>BBA1081/82 Business Communication/Business English</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BBA1083 Guest Experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BBA1084 Rooms Division Operations</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>BBA1090 Discover the Universe of F&amp;B</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BBA1091 F&amp;B Free-flow Experience</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>BBA1092 Fresh Concept</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BBA1100 Gain a Luxury Hospitality Mindset</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BBA1101 Luxury Mindset</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>BBA1102 Sustainable F&amp;B Operations and Trends</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BBA1103 Luxury Wellness and Innovation in Hospitality</td>
<td></td>
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</tr>
<tr>
<td>Total number of credits</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>of which general education credits</td>
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</tr>
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</table>

Semester 2 – Professional Immersion

<table>
<thead>
<tr>
<th>Required Courses</th>
<th>Credits</th>
<th>General Education Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BBAH2002 Internship</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>BBA2003 Online: Applied Learning in Practice</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Total number of credits</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>of which general education credits</td>
<td>4</td>
<td>0</td>
</tr>
</tbody>
</table>
### Semester 3 – Hospitality Fundamentals (exchange semester*)

<table>
<thead>
<tr>
<th>Required Courses – Professional Development and General Education</th>
<th>Credits</th>
<th>General Education Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BBA3001 Hospitality Marketing Essentials</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BBA3002 Hospitality Financial Accounting</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BBA3015 Professional Communication and Academic Writing</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>BBA3026 People and Performance in the Workplace</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BBA3027 Applied Mathematics and Statistics in Hospitality Business</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>BBA3022 IT Business Tools</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

**Elective Courses (one of the following)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BBA3023</td>
<td>French Beginners</td>
<td>3</td>
</tr>
<tr>
<td>BBA3024</td>
<td>French Elementary</td>
<td>3</td>
</tr>
<tr>
<td>BBA3018</td>
<td>French Lower Intermediate</td>
<td>3</td>
</tr>
<tr>
<td>BBA3019</td>
<td>French Intermediate</td>
<td>3</td>
</tr>
<tr>
<td>BBA3023</td>
<td>Spanish Beginners</td>
<td>3</td>
</tr>
<tr>
<td>BBA3024</td>
<td>Spanish Elementary</td>
<td>3</td>
</tr>
<tr>
<td>BBA3025</td>
<td>Spanish Lower Intermediate</td>
<td>3</td>
</tr>
<tr>
<td>BBA3012</td>
<td>Spanish Intermediate</td>
<td>3</td>
</tr>
</tbody>
</table>

**Total number of credits**: 21

*of which general education credits*: 12

### Semester 4 – Hospitality Management (exchange semester*)

<table>
<thead>
<tr>
<th>Required Courses</th>
<th>Credits</th>
<th>General Education Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BBA4015</td>
<td>Sales and Digital Marketing in Hospitality</td>
<td>3</td>
</tr>
<tr>
<td>BBA4003</td>
<td>Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>BBAH4002</td>
<td>Management of Rooms</td>
<td>3</td>
</tr>
<tr>
<td>BBA4006</td>
<td>Economics for Hospitality and the Tourism Industry</td>
<td>3</td>
</tr>
<tr>
<td>BBAH4001</td>
<td>Hospitality and Events Operations</td>
<td>3</td>
</tr>
<tr>
<td>BBAH4005</td>
<td>Management of Food and Beverage</td>
<td>3</td>
</tr>
</tbody>
</table>

**Elective Courses (one of the following)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BBA4016</td>
<td>French Beginners</td>
<td>3</td>
</tr>
<tr>
<td>BBA4017</td>
<td>French Elementary</td>
<td>3</td>
</tr>
<tr>
<td>BBA4018</td>
<td>French Lower Intermediate</td>
<td>3</td>
</tr>
<tr>
<td>BBA4019</td>
<td>French Intermediate</td>
<td>3</td>
</tr>
<tr>
<td>BBA4023</td>
<td>Spanish Beginners</td>
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</tr>
<tr>
<td>BBA4011</td>
<td>Spanish Elementary</td>
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</tr>
<tr>
<td>BBA4025</td>
<td>Spanish Lower Intermediate</td>
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</tr>
<tr>
<td>BBA4012</td>
<td>Spanish Intermediate</td>
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**Total number of credits**: 21

*of which general education credits*: 9

<table>
<thead>
<tr>
<th>Credits</th>
<th>General Education Credits</th>
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<tr>
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### Semester 5 – Management Practice

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<th>Required Courses</th>
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<tr>
<td>BBAH5004 Internship</td>
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<td></td>
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<tr>
<td>BBA5003 Online Reflection on Practice</td>
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### Semester 6 – Integrated Business Strategies (exchange semester**)

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<tr>
<th>Required Courses</th>
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<tbody>
<tr>
<td>BBA6001 Business Development and Strategy</td>
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<tr>
<td>BBA6004 Corporate Finance</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BBA6003 International Law and Risk Management</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BBAH6004 Revenue Management and Distribution Channel Management</td>
<td>3</td>
<td></td>
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<tr>
<td>BBA6014 Human Resources Talent Management</td>
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<td></td>
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<tr>
<td>BBA6012 Business Ethics and Corporate Social Responsibility</td>
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<td><strong>Elective Courses (one of the following)</strong></td>
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<tr>
<td>BBA6015 Research Methods</td>
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<tr>
<td>BBA6013 Project Management</td>
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### Semester 7 – Specialization and Business Project (exchange semester**)

<table>
<thead>
<tr>
<th>Required Courses</th>
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<tr>
<td>BBA7031 Career Planning</td>
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<td><strong>Elective Courses (one of the following)</strong></td>
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<tr>
<td>BBA7029 Bachelor Thesis</td>
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<tr>
<td>BBA7006 Applied Business Project</td>
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<tr>
<td><strong>Specialization (one of the following)</strong></td>
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<tr>
<td>BBAH70400 Luxury Brand Management in Hospitality</td>
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<tr>
<td>BBAH70500 International Hotel Development and Finance</td>
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<td>BBAH70600 International Event Management</td>
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<td><strong>Total number of credits</strong></td>
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<td>of which general education credits</td>
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</table>

**Total number of credits in the BBA program**

|                  | 122     |                          |
| of which general education credits (40 credits required) | 45 |                          |

*Exchange semesters are at GIHE and LR based campuses

**Exchange semesters are at GIHE based campuses*
Semester Descriptors and Course Overviews

Semester 1 – Hospitality Excellence

Semester Descriptor

Goal: To practice and assimilate hospitality service and operational skills and develop the art of hospitality excellence.

In this semester, the teaching and learning is designed to provide students with practical and transferable skills development within a real-life simulated boutique hotel environment. In addition, students will discover the world of hospitality through key trends, innovations, and holistic understanding of hotel operations. The students will be immersed into food and beverage, and rooms division operations, as well as service culture and the art of hospitality.

Upon successful completion of the semester students should be able to demonstrate an understanding of the excellence required in hotel operational departments, apply practical and professional skills, and transition into their internships.

Course Overviews

BBA1060 Learn from the Best

Arts de la Table
In this course students discover the history of “les arts de la table” together with the importance of etiquette and protocol. Certain rules governing service and precedence in a fine-dining context will be addressed. Students will learn about the different types of silverware, crockery, porcelain, crystal and glassware, as well as table decoration. At the end of the course, students will design and set up a table using their chosen materials, which will tell a story of their own creation.

Cuisine Masterclass
The Cuisine Masterclass will enable students to discover the requirements of different styles of cuisine and how dishes are adapted from finger food to Michelin star restaurants. Guided by experts, they will learn how food is prepared according to different themes or concepts by using seasonal, local or exclusive ingredients. Moreover, they will develop their ability to adapt the experience to the style of the restaurant and to evaluate a dish from a sensorial perspective.

Mixology
This course will introduce students to the world of the bar. Students will discover the role of a bartender, as well as spirit-making processes and new trends in customer consumption. They will design a beverage menu including cocktails linked to a special evening.

The Universe of Wine
This course will introduce students to the world of wine and the sommelier. Students will discover the main wine-growing countries discovering their specificities. They will learn about the various types of soils, climates, grape varieties and the wine making process, linking wine qualities and food pairing.

BBA1070 Experience the World of Gastronomy

Bellevue Restaurant and Lounge Bar
During this course students will discover the world of fine dining and service excellence in a gastronomic restaurant and a lounge bar. They will develop their knowledge and skills in presenting, promoting and serving exclusive dishes, wines and spirits. Students will be guided by top professionals who will demonstrate the importance of service excellence, in order to meet and exceed customers’ expectations within a multi-cultural environment.

Bellevue Cuisine
In the fine dining kitchen, students will discover the true meaning of precision in gastronomy. They will work with exclusive, seasonal products and discover the complex functioning of a kitchen brigade. Students will have the opportunity to assist leading chefs as they prepare their signature dishes in accordance with high quality professional standards. This unique experience will enable students to develop their understanding of the importance of team spirit and dedication.
BBA1080 Develop Guest Experience

Business Communication OR Business English

Business Communication
Business Communication is an advanced, practical course which will enable students to develop professional presentation and business writing skills. They will learn how to select the most effective communication channel and ways to satisfy their target readers and listeners. They will work with industry-based scenarios and case studies to address issues faced by professionals in communicating with different stakeholders.

Business English
In Business English students will learn how to use their language skills to communicate in real-life situations within the world of hospitality. They will discover how to identify the best communication channel to meet their needs, to write effective business documents, and to give good professional presentations.

Guest Experience
Students will discover how to deal with clients' requirements and expectations in order to optimise their experience, with a focus on culture. Supported by experts from the world of hospitality, students will acquire skills and knowledge to satisfy guest needs in different hospitality environments. They will learn about the world of the concierge and e-concierge. Students will also have the opportunity to work directly with clients, to welcome, guide and accompany them to our fine dining restaurant.

Rooms Division Operations
The Rooms Division Operations course comprises both Front Office and Housekeeping. Students will discover the various steps that are part of the Guest Cycle (reservations, check-in, stayover, check-out), and the tasks that are commonly performed at the Front Desk. Moreover, they will reflect on different hotel concepts as well as innovation in the Rooms Division department. Housekeeping will be studied from both a theoretical and practical perspective. Students will learn the different tasks that are commonly carried out at an operational and supervisory level in the housekeeping department. The course will also review a range of calculations such as productivity statistics, staffing requirements, and guest supplies.

BBA1090 Discover the Universe of F&B

F&B Free-flow Experience
The aim of this course is to develop the students' understanding of the functioning and purpose of free-flow restaurants. Students will develop menu, product, and service knowledge, and their application in a free-flow restaurant concept. The student focus will be on the guest experience and value creation for both customer and property owner in diverse contexts.

Fresh Concept
During this course students will be working in a wellness restaurant and kitchen, discovering the importance of a well-balanced nutritional lifestyle. They will guide the clients in the holistic experience offered by this concept, serving food prepared by specialized chefs.

Moreover, they will have a hands-on cooking experience in a wellness kitchen, in which they will discover how to use and prepare fresh, seasonal and locally grown ingredients using techniques to create and develop healthy dishes. In addition, they will learn methods of relaxation to enhance guest experience.

BBA1100 Gain a Luxury Hospitality Mindset

Luxury Mindset
Client delight derives from both a unique and personalized service, as well as an aesthetic dimension which appeals to the client at an emotional and sensorial level. Under the guidance of renowned experts, students will have the opportunity to develop their savoir-faire and savoir-être. They will acquire tools and techniques enabling them to act as hospitality professionals and to enhance customer experience. The role of body language and mindfulness is stressed through activities including theatre, music and yoga.

Sustainable Food and Beverage Operations
This course will focus on the issue of sustainability, and students will learn how to implement measures to reduce the impact of the F&B department. Students will investigate new trends in F&B related to sustainability. Students will be introduced to the back-of-house of the Food and Beverage department and its challenges. Immersed in a team of professionals, students will become familiar with the organisation of a stewarding department and learn about the important role it plays.

Luxury Wellness and Innovation in Hospitality
This course will introduce students to the Global Wellness Economy and provide them with an understanding of how the industry has shown such tremendous growth and has impacted the luxury wellness services and products. It will focus on well-known brands and success stories of products and services which enable customers to live a healthier way through more balanced nutrition and wellbeing spa services. Students will discover the complexity of brand strategy and the innovation process when launching a new product.
Semester 2 – Professional Immersion

Semester Descriptor

**Goal:** To develop professional and personal competencies while gaining real world work experience.

In this semester, students are expected to apply previous knowledge to real hospitality work environments. The practical experience in the field allows students to demonstrate understanding of professional practices and to expand their perspective on what it means to be a professional in the hospitality industry. During the internship, students should develop an understanding of workplace diversity.

Upon successful completion of the internship, students should be able to acquire and evaluate information in professional settings and to develop appropriate workplace behaviors.

Course Overviews

**BBAH2002 Internship**

In the course students should acquire the necessary knowledge and tools to search for and obtain a professional internship. The ensuing 24-week operational placement provides students with high quality training designed to enhance professional competence and enrich personal development. The aim of this internship is to allow students to apply hospitality knowledge and skills gained during their first semester of studies.

**BBA2003 Online: Applied Learning in Practice**

The aim of this course is to link academic knowledge with industry experience gained in the semester two students’ internship. Core theoretical principles within the world of hospitality will be assessed, including: service satisfaction, the roles of professional communication in the industry, and the improvement of students’ own transferable skills. At the end of the course, students should be able to apply the knowledge gained in both academic and industry environments to reflect upon their own experience.

Semester 3 – Hospitality Fundamentals

Semester Descriptor

**Goal:** To acquire established operational skills and competencies required in hospitality businesses.

In this semester students will continue the transition from semester one, through the students’ first internship, to the introduction of key concepts and managerial principles across a range of hospitality settings. The semester will build on the practical elements of operational management and at the same time develop a fundamental understanding of the characteristics of running a hospitality business.

Upon successful completion of the semester, students should be able to apply knowledge and skills in decision making. Students also develop interpersonal competencies through academic learning and industry focused study, preparing them for professional environments.

Course Overviews

**BBA3001 Hospitality Marketing Essentials**

This course explores the role and key theories and practices of marketing in business today. The importance of marketing will be appraised within the framework of both product manufacturers and service industries. Students will explore key concepts - including digital - and functions of marketing. Students will also be asked to apply these to a range of business contexts based on industry scenarios.

**BBA3002 Hospitality Financial Accounting**

The course is designed to provide students with an understanding of concepts and uses of financial accounting information in a business environment. It demonstrates how effective accounting systems capture daily business transactions to support managers’ decision-making processes. It introduces the students to the theory of debits and credits, the accounting cycle, receivables and payables, accruals and deferrals, measurement and valuation of assets and liabilities, income statement and balance sheet. It will also examine the determination of net income (profit), statement of owners’ equity, statement of cash flow and the preparation and interpretation of basic financial statements, under the context of Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS).
BBA3028 Professional Communication and Academic Writing

This course is designed to provide students with the communication and research skills needed in both professional and academic contexts. Students will use various research tools, refine their skills in searching databases efficiently and critically analyze and present information through a variety of appropriate means. Communications in a professional and academic environment will be explored, developed, and applied to a written project and oral presentation.

BBA3026 People and Performance in the Workplace

Values and motivation factors can differ substantially from individual to individual, and the hospitality industry relies heavily on the performance of people to deliver competitive services. Successful managers must therefore acquire knowledge about the inner mechanisms that drive their staff's behavior in order to bring the best out of their teams. This course enables students to explore how staff engagement, loyalty, buy-in and autonomy may be influenced. Theoretical and practical influence values include: motivators, communication style and learning styles. This relates to a greater understanding of overall team performance.

BBA3027 Applied Mathematics and Statistics in Hospitality Business

The aim of this course is to equip the students with the basic mathematical and statistical competencies required to solve the problems relevant to real-life scenarios. Contemporary examples are taken from the hospitality industry to underpin the students' knowledge and application of appropriate techniques for data collection, presentation and analysis. Students are exposed to a variety of techniques covering the applied mathematical operations and statistical tools to support decision-making in business situations. Statistical software is used to assist in the data analysis and presentation of the results to the audience.

BBA3022 IT Business Tools

This course provides students with the knowledge of relevant software to plan and facilitate business operations with application to the hospitality industries. Spreadsheets, business planning tools, and other software will be reviewed to support business decision-making and forecasting. Students will also recognize the importance of application (apps) tools and the impact on everyday work practice and management. Students will learn how to design a functional app relevant to the current cutting-edge needs of the hospitality and tourism industry.

BBA3016 French Beginners

The aim of this course is to introduce students to French language and culture. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business and hospitality context to enable students to communicate effectively at a beginner’s level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.

BBA3017 French Elementary

The aim of this course is to further develop a student’s abilities to communicate in French. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business and hospitality context to enable students to communicate effectively at an elementary level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.

BBA3018 French Lower Intermediate

The aim of this course is to further develop a student’s abilities to communicate in French. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business and hospitality context to enable students to communicate effectively at a lower intermediate level. The course corresponds to the Common European Framework of Reference (CEFR), level A2.

BBA3019 French Intermediate

The aim of this course is to further develop a student’s abilities to communicate in French. The focus will be on listening, reading, speaking, and writing. Learning activities focus on business and hospitality contexts to enable students to communicate effectively at an intermediate level. The course corresponds to the Common European Framework of Reference (CEFR), level A2.

BBA3023 Spanish Beginners

The aim of this course is to introduce students to Spanish language and culture. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business and hospitality context to enable students to communicate effectively at a beginner’s level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.
BBA3024 Spanish Elementary

The aim of this course is to further develop a student’s abilities to communicate in Spanish. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business and hospitality context to enable students to communicate effectively at an elementary level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.

BBA3025 Spanish Lower Intermediate

The aim of this course is to further develop a student’s abilities to communicate in Spanish. The focus will be on listening, reading, speaking, and writing. Learning activities focus on business and hospitality contexts to enable students to communicate effectively at a lower intermediate level. The course corresponds to the Common European Framework of Reference (CEFR), level A2.

BBA3012 Spanish Intermediate

The aim of this course is to further develop a student’s abilities to communicate in Spanish. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business and hospitality context to enable students to communicate effectively at an intermediate level. The course corresponds to the Common European Framework of Reference (CEFR), level A2.

Semester 4 – Hospitality Management

Semester Descriptor

Goal: To develop managerial skills and the understanding of organizational processes and challenges within the dynamic world of hospitality.

In this semester, students will be immersed into management domains with a focus on exploring innovative solutions to challenges faced by hospitality professionals in a constantly changing environment. The courses include both macro and micro perspectives and should result in the students developing their abilities to analyze and reflect on concepts and factual data essential to problem solving in the hospitality industry.

Upon successful completion of the semester, the students should be able to generate principled and effective managerial decisions and reflect upon self-development opportunities.

Course Overviews

BBA4015 Sales and Digital Marketing in Hospitality

This course will provide the students with a sound theoretical basis in selling and digital marketing. Students should acquire skills needed in the sales process and key account management, and they should be able to develop customer-related selling practices. The digital environment affecting the sales process will be appraised. Relevant digital marketing strategies will be analyzed and applied in the hospitality context.

BBA4003 Managerial Accounting

Managerial accounting will develop a student’s ability to use financial and operational information in order to make informed decisions for the future. The student will analyze hospitality firms’ financial statements, departmental costs, and apply cost/volume/profit analysis. The student will also create operations budgets and cash budgets.

BBAH4002 Management of Rooms

The aim of this course is to further develop the student’s understanding of managerial and strategic practices within Rooms Division. Key concepts of revenue management, customer satisfaction, value creation and quality management are explored. The course develops a student’s competencies in market and competitive analysis, decision-making and problem solving.

BBA4006 Economics for Hospitality and the Tourism Industry

The students will examine general economic concepts and basic definitions in relation to hospitality and the characteristics of tourism supply and demand (transportation, destination, and distribution). They will evaluate tourism trends, destination competitiveness, impacts, and mergers and acquisitions through the use of different economic theories and models. Students will assess the role and strategies of public organizations and private businesses in the management of the tourism system and analyses the consequences of visitation in relation to the theory of sustainable development.

BBAH4001 Hospitality and Events Operations

The students will critically review operational process management models and their relationship to the interrelated nature of running a business or an event. Operational models will be reviewed and reflected upon in relation to supply chains and environmental concerns. The course will also consider the challenges that operations face in crisis situations.
BBAH4005 Management of Food and Beverage

This course is designed to develop relevant management skills required to operate a Food & Beverage department in a lively and fast-moving sector of the hospitality Industry. Learning activities include applying a creative approach to the design of a food and beverage outlet encompassing the research of future trends and applying innovation to the proposal of an F&B concept. In addition, the course develops management and transferable skills such as managing costs, improving profitability, enhancing customer experience, communication, numeracy and working with others, all of which are essential elements in the toolkit of the modern manager.

BBA4016 French Beginners

The aim of this course is to introduce students to French language and culture. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business and hospitality context to enable students to communicate effectively at a beginner’s level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.

BBA4017 French Elementary

The aim of this course is to further develop a student’s abilities to communicate in French. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business and hospitality context to enable students to communicate effectively at an elementary level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.

BBA4018 French Lower Intermediate

The aim of this course is to further develop a student’s abilities to communicate in French. The focus will be on listening, reading, speaking, and writing. Learning activities focus on business and hospitality contexts to enable students to communicate effectively at an intermediate level. The course corresponds to the Common European Framework of Reference (CEFR), level A2.

BBA4019 French Intermediate

The aim of this course is to further develop a student’s abilities to communicate in French. The focus will be on listening, reading, speaking, and writing. Learning activities focus on business and hospitality contexts to enable students to communicate effectively at an intermediate level. The course corresponds to the Common European Framework of Reference (CEFR), level A2.

BBA4023 Spanish Beginners

The aim of this course is to introduce students to Spanish language and culture. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business and hospitality context to enable students to communicate effectively at a beginner’s level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.

BBA4024 Spanish Elementary

The aim of this course is to further develop a student’s abilities to communicate in Spanish. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business and hospitality context to enable students to communicate effectively at an elementary level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.

BBA4025 Spanish Lower Intermediate

The aim of this course is to further develop a student’s abilities to communicate in Spanish. The focus will be on listening, reading, speaking, and writing. Learning activities focus on business and hospitality contexts to enable students to communicate effectively at a lower intermediate level. The course corresponds to the Common European Framework of Reference (CEFR), level A2.

BBA4012 Spanish Intermediate

The aim of this course is to further develop a student’s abilities to communicate in Spanish. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business and hospitality context to enable students to communicate effectively at an intermediate level. The course corresponds to the Common European Framework of Reference (CEFR), level A2.
Semester 5 – Management Practice

Semester Descriptor

Goal: To reflect upon managerial competencies in the workplace.

In this semester, students return to industry and reflect on managerial competencies and challenges experienced in the world of work. At the same time, students should shape their understanding of real-life managerial approaches, philosophies and practices. The second internship should develop students’ career and personal development aspirations.

Upon successful completion of the internship, students should be able to effectively apply problem-solving techniques, critical thinking skills and to develop as an individual contributor as well as a valuable team member.

Course Overviews

BBAH5004 Internship

In the course students should acquire the necessary knowledge and tools to search for and obtain a professional internship. The ensuing 24-week operational placement should provide students with high quality training designed to enhance professional competence and enrich personal development. This internship will ideally take place in a different work environment from the first, and students should be able to review and explore the experiences of supervisors or managers in a workplace. The internship experience should focus on future career preparation and the development of competencies that can be further developed after graduation.

BBA5003 Online Reflection on Practice

The aim of this course is to link academic knowledge with industry experience gained in the semester five students’ internship. Core theoretical principles and perspectives associated within the world of hospitality will be reviewed, notably customer satisfaction management, and the roles of training and development and leadership. Students will also reflect on their experiences and recognize development needs within their own professional competencies and transferable skills. They should also develop problem solving and research competencies which will be key to their final year of studies.

Semester 6 – Integrated Business Strategies

Semester Descriptor

Goal: To integrate the skills, knowledge and experience gained to manage potential uncertainty at a strategic level.

In this semester, students are immersed in developing competencies in order to implement successful business strategies. Students are expected to develop a strategic mindset and apply business theory to complex and ambiguous scenarios and be able to recommend strategic alternatives at a corporate and business unit level.

Upon successful completion of the semester, students should have developed their core business acumen in preparation for their final semester specialization and capstone project.

Course Overviews

BBA6001 Business Development and Strategy

Students will be introduced to core concepts and theories relating to business development and business strategy, and how they may be applied across a wide spectrum of business cases. The course enables students to use their analytical skills drawn from previous research and data analysis courses, to identify and analyze current trends in markets. Students will also explore their influence on the strategic direction of major companies. Through the execution of market conditions and case studies, students will acquire the necessary competencies to appraise strategic decisions taken at both a corporate and business unit level, in relation to the potential future success of organizations.

BBA6004 Corporate Finance

This course is designed to provide a theoretical and empirical overview of the major concepts and analytical tools of corporate finance. Students should be able to analyze the financial risks of a project and determine its required level of profitability in order to assess its financial feasibility. Topics covered include profitability measures, sources of financing, capital budgeting, and the cost of capital.
**BBA6003 International Law and Risk Management**

The course explores the legal knowledge and risk management techniques essential for success as an international business manager. The student will critically evaluate and apply the principles of law to minimize risk and create value, attain core business objectives, identify and resolve legal issues, and effectively handle legal disputes. In-depth legal case studies will be used to sharpen the students’ critical thinking skills.

**BBAH6004 Revenue Management and Distribution Channel Management**

The course will apply and critically review contemporary revenue management principles and practices to formulate strategies for profit and distribution channels optimization. By emphasizing the importance of the degree of operating leverage (DOL) and cost structure for pricing, forecasting and distributing the hotel inventory, students will develop analytical skills for strategic decision making.

**BBA6014 Human Resources Talent Management**

Attracting, engaging and retaining the right talent is a fundamental and strategic organizational activity of increasing complexity and importance. This course aims to provide students with both a theoretical and practical understanding of talent management practices, allowing students to recognize the crucial role that both Human Resources and line management play in acquiring, deploying and developing talent to address business needs and improve organizational performance.

**BBA6012 Business Ethics and Corporate Social Responsibility**

This course explores how business ethics and its relationship with business decisions and corporate social responsibility impacts the modern business world. The international business arena provides a vast array of intriguing ethical challenges for today’s manager. Through the exploration of many of these challenges or cases the course aims to provide students with the tools and skills needed to identify, and critically evaluate ethical issues encountered in individual, organizational and societal contexts.

**BBA6015 Research Methods  OR**

Students will develop their critical application of the research process and explore a research topic in either or both a quantitative or qualitative domain. Students will also select and use appropriate research methodologies that align to a research question or hypothesis. By the end of the course, students will complete a research proposal that will help them with their later capstone research project or thesis.

**BBA6013 Project Management**

This course provides a comprehensive coverage of contemporary project management methodologies and techniques. The course focuses on the importance of anticipating and planning for the various project management constraints such as the project scope, time, cost, communication, resources and risk management. Students will also be able to use project management software in order to accomplish several stages of the project’s life cycle. These project management techniques will be further developed in their applied business projects as well as their future careers.

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**Semester 7 – Specialization and Business Project**

**Semester Descriptor**

**Goal:** To develop skills, knowledge, and experiential learning within a chosen specialization and capstone project that generates innovative solutions from contradictory information.

In this semester, students are focusing on areas of specialization within the world of hospitality. Students are required to show creativity and innovation in conceptualization, contemporary approaches in problem solving and conflict resolution, and show openness to new or novel ideas within a specialism.

Upon successful completion, students should have developed key cognitive skills and be able to demonstrate confidence and flexibility in managing complex problems. Students should be able to reflect on specialist knowledge, and argue from competing perspectives.

**Course Overviews**

**BBA7031 Career Planning**

This course enhances students’ understanding of recruitment skills in preparation for graduation and entering the professional world. Students will further develop their interview and interpersonal skills through presentations and individual interviews. Students will develop self-reflection and update career profiles in order to make the transition into first career positions.
**BBA7027 Bachelor Thesis**

The thesis is a culminating academic work that forms the capstone of a research of Bachelor degree program. The course is to accomplish academic research independently to write a 10,000-word study on a chosen topic in the luxury brand management in hospitality, hotel development and finance, events management, and hospitality business. One-to-one tutoring is held on a regular basis but overall emphasis of the course is placed on a self-regulated learning and research activities. Students are required to present critical review on existing literatures on chosen topic areas, develop a conceptual framework, conduct appropriate primary research with relevant methods, analyse collected data to build arguments and develop discussion. Major findings need to be recapitulated and conclusions are drawn with evaluation and syntheses.

**BBA7006 Applied Business Project**

The applied business project is a business research-based capstone that consolidates a student’s knowledge and skills acquired throughout their studies. Students will work as consultants and solve a real-life business problem for an industry partner. Ideally topics will be within one of the following areas: luxury brand management in hospitality, hotel development and finance, events management, or hospitality business. Based on the mission given by the client, students will be responsible for setting objectives, reviewing relevant industry-based and academic-based literature, selecting appropriate research methodologies, collecting and analyzing data, and providing the client with sound recommendations.

**BBAH70400 Specialization in Luxury Brand Management in Hospitality**

The course provides students with an understanding of luxury, the luxury market, as well as the relationship between luxury and the hospitality industry today. Students will explore the concept of luxury, the role it plays in society, and the changes and current trends in the luxury sector. They will analyze key dimensions and characteristics of luxury from a multi-disciplinary perspective, the creation and management of the luxury brand and brand identity. They will also look at the role of marketing and analyze the marketing mix for luxury, including opportunities brought about by digital, how to build loyalty and how to deliver service excellence. Students will finally conceptualize a multi-sensorial and emotionally-engaging client or guest experience as part of an experiential luxury strategy.

**BBAH70500 Specialization in International Hotel Development and Finance**

A crucial role for today’s senior hotel professionals is to enhance value for a hotel owner by understanding the business from an owner’s perspective. The course will introduce students to the industry’s main stakeholders, its business models and brand expansion strategies which are open to investors. It will also focus on essential tools to analyze hotel revenue and profit trends using key performance indicators (KPI’s). In this course, students will have the opportunity to develop a hotel feasibility study based on a new hotel concept and space plan. Students will also negotiate best-in-class management agreements. This course will focus students on the best practice valuation methodologies and their application to hotel assets, as well as investment project KPI’s to maximize performance and create value. The student will apply their learning to determine the key product combination, trends and financial drivers which make a successful resort project. Students will experience the latest product and service trends in one of Europe’s dynamic hotel markets.

**BBAH70600 Specialization in International Event Management**

This course looks in-depth at the international events industry; specific industry sectors and key players. It will also review the roles of events in society, their impact on economy and the importance of events. It explores trends, new business models, innovation, and concepts including MICE and customer types, and the advent of new technologies. It then goes into the development and planning of a strategically feasible live event. It brings together all elements of event management and student put theory into practice and host an event on campus. Student then reflect and present a post-event evaluation.
GRADUATE PROGRAMS

MSc in International Hospitality Business

Concept of the Master Program

The overall aim of the MSc program in International Hospitality business is to prepare students for accelerated careers in leading global hospitality companies. The students will build upon prior education and experiences to further develop their managerial and leadership skills to meet the requirements of their ambitious career aspirations within the industry. Immersed in a multicultural hospitality environment, they will be exposed to best-practice managerial theories and industry applications to nurture their business acumen and grow their professional and inter-personal competencies. Teaching and learning techniques include transformative, didactic, experiential, student-focused, industry-based, and technology supported approaches.

Graduate Profile

Glion master’s graduates are international hospitality business professionals specialized in hotel development and finance, or hotel luxury brand management. Graduates adopt innovative approaches and make informed decisions in a responsible way in today’s highly complex and rapidly evolving environment. At the managerial level, graduates take initiatives and accept accountability at both operational and strategic levels in local and global contexts.

Learning Outcomes

Upon graduation students from the MSc program should be able to:

- Demonstrate specialized understanding of the international hospitality business industry enabling him/her to perform successfully at the managerial level.
- Generate innovative solutions by analyzing and evaluating complex, unpredictable and volatile contexts.
- Exhibit confident and effective interpersonal and communication skills in a range of complex and specialized contexts.
- Demonstrate managerial skills, take initiatives, and make decisions in a responsible way, accepting full accountability for the outcomes.
- Constantly improve their own and others’ performances through team efforts.
- Develop as an effective industry professional through continuous reflection on experience in a systematic and balanced way.

Program Structure

The MSc program is a 1.5-year program of study which is divided into units of study called courses or modules. Each course or module is assigned a specific number of credits. There are 36 credits attempted during the program of study and all courses or modules must be passed. All students are registered for an MSc in International Hospitality Business.

Pre-sessional – Hospitality Immersion Program (optional)

<table>
<thead>
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**Semester 1 – Hospitality Managerial Fundamentals**

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<tr>
<td>MSc1801 Advanced Hospitality Operations</td>
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</tr>
<tr>
<td>MSc1812 International Hospitality and Service Marketing</td>
<td>3</td>
</tr>
<tr>
<td>MSc1813 Managerial Accounting and Financial Analysis</td>
<td>3</td>
</tr>
<tr>
<td>MSc1804 Revenue Management and Digital Distribution Strategy</td>
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<tr>
<td>MSc1805 Leadership and Intercultural Management</td>
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**Semester 2 – Leadership Skills in Hospitality and Specialization**

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<tr>
<td>MSc2807 International Human Resources Management</td>
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</tr>
<tr>
<td>MSc2808 Hospitality Corporate Finance</td>
<td>3</td>
</tr>
<tr>
<td>MSc2809 Business Research Methods</td>
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<tr>
<td>MSc2810 Project Management Methods</td>
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<td><strong>Specialization (one of the following)</strong></td>
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**Field Trip – Managing Service Excellence**

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**Semester 3 – Capstone Project**

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<td><strong>Total number of credits</strong></td>
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</tr>
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</table>
Semester Descriptors and Course Overviews

Pre-sessional: Hospitality Immersion Program

Semester Descriptor

Goal: To practice hospitality operational skills and develop the art of hospitality excellence.

During these four weeks of intense industry practicum, the teaching and learning is designed to provide students with practical and transferable skills within a real life simulated boutique hotel environment. The practical arts semester consists of kitchen, restaurant, front desk, rooms division operations and associated theory.

Upon successful completion of the module, students should be able to understand the excellence required in hotel operational departments and apply practical and professional competencies.

Course Overviews

MSc0802 Hospitality Immersion Program

This course allows students to acquire the operational skills, knowledge and abilities which are fundamental to performing tasks and duties within the different hotel departments, such as: Rooms Division, Food and Beverage Departments and Front Office. This practical work will foster the development of lifelong skills to include professional appearance and behavior, functional skills, and personal and social skills. Demonstrations and simulations performed by the students in the different sectors of a hotel will help familiarize them with professional working techniques and communication in a multicultural environment.

Semester 1 – Hospitality Managerial Fundamentals

Semester Descriptor

Goal: To develop professional management and business capabilities within a specialized hospitality context.

In this semester, students will be taught to critically think through key management subjects and business scenarios related to the industry, sometimes at the forefront of knowledge. Students are expected to develop and demonstrate the high levels of responsibility and autonomy required of industry managers. Subjects include hospitality operations, services marketing, accounting and finance, revenue management, and leadership. During the field trip, students will put their knowledge at test in real hospitality settings.

Course Overviews

MSc1801 Advanced Hospitality Operations

This course introduces students to a conceptual analysis of hotel organizations and how they are being impacted by rapidly changing and complex forces, e.g. political, economic, social and technological. Students will explore how to organize resources effectively and coordinate internal and external partners to ensure customer satisfaction, value creation and organizational effectiveness in line with the stated mission and strategy.

MSc1812 International Hospitality and Service Marketing

This course has been developed to give aspiring industry managers an advanced understanding of the marketing of services within the international hospitality and spa industry. Due to the special characteristics of services and the challenges associated with communicating and delivering intangibles, an in-depth understanding of what consumers want, and how they think and behave, is at the core of this subject. Students will explore how hospitality providers need to anticipate and meet the needs of the marketplace, position their messages, and subsequently deliver their services to meet customers' expectations and perceptions.

MSc1813 Managerial Accounting and Financial Analysis

This course is designed to provide students with solid practical accounting knowledge and the analytical tools required in making management decisions for planning, organizing, directing, and controlling a firm's operations in the hospitality industry. Contemporary managerial accounting topics covered in the course are: responsibility accounting, cost and value chain, cost-volume-profit analysis, operational budgeting, variance analysis and performance measurement.
MSc1804 Revenue Management and Digital Distribution Strategy

Pricing and revenue management is a core competence in hospitality to optimize financial performance. Scientific advances in economics, statistics, operations research, and information technology have allowed service industries to take a sophisticated, detailed, and intensely operational as well as a strategic approach to making demand management decisions. Students will study the fundamental tools of forecasting demand, controlling inventory and availability, and differential pricing to take optimal decisions and improve revenue and bottom-line performance. The course will concentrate on strategies service firms adopt in the face of the increased disintermediation of traditional distribution channels and evaluate solutions for channel choice decisions and pricing over multiple digital distribution channels.

MSc1805 Leadership and Intercultural Management

Globalization has led to a critical need for perceptive, adaptable leaders and managers who can interact effectively in a variety of diverse and ambiguous contexts. This course investigates the major principles relating to leading and managing across cultural and national boundaries. Students critically examine concepts and case studies from their own multicultural and gender perspectives to enhance their understanding of the complexity of contemporary leadership and management.

Field Trip

MSc3897 Field Trip on Managing Service Excellence in Hospitality

The fieldtrip is to complement the academic curriculum by developing a qualitative and practical understanding of the Hospitality industry and its service excellence for key stakeholders. Through a series of observation exercises, visits, and “meet-the-experts” sessions, students will raise their awareness on a series of attitudinal competencies, an essential credential in today’s hospitality industry. They will also reflect on how effective industry professionals provide outstanding customer experience, and manage their teams to monitor the delivery of service excellence to support overall business success.

Semester 2 – Leadership skills in Hospitality and Specialization

Semester Descriptor

Goal: To develop advanced thinking and competencies required for senior management roles in managing and leading hospitality organizations.

During this second semester, students will be exposed to greater complexity to develop the strategic thinking, organizational, and people management skills required of senior leadership in volatile, uncertain and ambiguous situations. This may require integrating knowledge from several fields and contributing original and innovative thinking to problem-solving and decision-making. Subjects include higher level management and business subjects, research and project management. During the specialization courses either in Luxury Brand Management in Hospitality or Hotel Development and Finance, students will nurture their creativity skills on the newest hospitality trends and consolidate the knowledge they accumulated throughout their curriculum.

Course Overviews

MSc2806 Hospitality Business Strategies

This course considers the challenges and opportunities in the hospitality industry and explores strategies used by hotel firms to gain sustainable competitive advantage. It concentrates on entry mode, strategic alliances and diversification strategies within the hospitality industry and compares multiple perspectives on strategy with the aim of helping students become both analytical and creative strategic thinkers.

MSc2807 International Human Resources Management

This course is designed to provide students with an appreciation of the complexities of managing and developing human resources in an international context. Through the analysis of both theoretical models and current human resources management practices, students will explore issues related to the challenges faced by multinational enterprises in deploying their global workforce as well as in managing and supporting international assignments. Lectures are complemented by group discussion and individual assignments to allow students to reflect on and evaluate the effectiveness of international human resources management practices in enhancing organizational performance.
MSc2808 Hospitality Corporate Finance

The aim of this course is to provide students with the tools needed to understand the various investment decisions a corporation has to make, within an international environment, and to assess their financial viability. Through the use of case studies, students will learn to evaluate financial risk, analyze the different sources and costs of financing, and assess the value of a project. They will examine the use of derivative instruments to hedge the financial and operational risks that a multinational corporation faces.

MSc2809 Business Research Methods

The purpose of this course is to help students to conduct applied research into management. It provides opportunities for students to establish or advance their understanding of research through the critical exploration of the research language, ethical principles and methodology. The contents will include problem identification, research design strategies, reviewing the literature, and the collection and analysis of field data. These skills are crucial for problem-solving, decision-making and strategic planning.

MSc2810 Project Management Methods

This course provides a comprehensive coverage of contemporary project management methodologies and techniques for an effective project organization. The emphasis is on the importance of utilizing the current project management body of knowledge when initiating and planning for successfully completing projects. The importance of anticipating and planning for the various project management constraints are the key elements of this course. Students will use project management software in order to accomplish several stages of the project’s life cycle.

MSc2830 Luxury Brand Management in Hospitality

Students will investigate the concept of luxury, the role it plays in society, and the changes and current trends in the luxury sector. They will analyze key dimensions and characteristics of luxury from a multi-disciplinary perspective, the creation and management of the brand and brand identity, and the role of innovation through creativity. They will also look at the role of marketing and analyze the marketing mix for luxury and explore service excellence. Students will finally create a concept for a multi-sensorial and emotionally-engaging client or guest experience as part of an experiential luxury strategy.

MSc2820 International Hotel Development and Finance

This course will focus on some of the essential tools to analyze hotel performance and create projections using KPIs, to help drive value for an owner. Students will have the opportunity to develop a concept and undertake a hotel market feasibility study for a new development project. They will then focus on valuation methodologies and their application to hotel assets. They will gain an in-depth insight into the hotel expansion business models, especially management agreements.

Semester 3 – Capstone Project

Semester Descriptor

Goal: To demonstrate the ability to plan and execute an independent research project within a defined time period whilst balancing the demands of the workplace.

This final semester will be taken concurrently whilst on a 6-month internship. Through this professional experience, students will develop their business acumen and enhance their employability while pursuing their personal development via self-reflection on practices at work. Students will also be required to complete an independent project demonstrating advanced research skills using a high level of intellectual, planning and self-management abilities as well as agility in information handling.

Course Overviews

MSc3899 Internship

In the course students should acquire the necessary knowledge and tools to search for and obtain a professional internship. The ensuing 24-week placement should provide students with high quality training designed to enhance professional competence and enrich personal development. Students will get the opportunity to challenge both their hard and soft skills in the workplace. This internship will ideally take place in an operational, supervisory or administrative position, and students should be able to review and explore the experiences of supervisors or managers in a workplace. The internship experience should form the basis for a future career in the hospitality industry.

MSc3890 Business Research Project

The business research project is a culminating academic research-based work that forms the capstone of the master program. One-to-one and group tutoring is held on a regular basis but overall emphasis of the course is placed on self-regulated learning and research activities. Each student is required to develop; analyze; synthesize and discuss a business problem which is based on a hospitality, tourism or leisure-oriented concept, or a diagnostic review for an existing or past organizational problem. Major findings need to be recapitulated and two solutions are drawn with evaluation and syntheses.
Dual MBA/MSc Program in partnership with Grenoble Ecole de Management (GEM)

Concept of the Dual Program
The overall aim of the dual program is to prepare students with significant prior professional experience for accelerated careers in the hospitality industry. The students will build upon prior credentials to further develop both strong managerial and leadership skills and hospitality competencies. Those two sets of abilities will allow them to meet the requirements of their ambitious career aspirations and the demand of the industry’s recruiters for highly qualified professionals. Within two years, successful students will receive two degrees, a Master of Business Administration from Grenoble Ecole de Management, and a Master of Science in International Hospitality Business from GIHE.

Educational Aims
The educational aims of the dual program are:

- To enable students to think critically and strategically in order to adapt to the changing global environment, with a focus on the challenges of management and key operational concepts.
- To provide both a hospitality based and intellectually challenging program which will enable students to gain competencies, knowledge and experience that will prepare them for a successful career in the international hospitality business.
- To promote an ethos of learning how to learn through self-development, self-management and reflective self-assessment throughout the curriculum in order to foster greater awareness and confidence to engage in management practice.

Program Structure
Students will embark on an intense curriculum with one calendar year of courses taught on Glion swiss campuses within a multicultural hospitality environment, and one year working in the industry with two capstone projects. The dual program is a 2-year program of study which is divided into units called ‘courses’ or ‘modules’. Each “course” or “module” is assigned a specific number of credits.

- For the GEM MBA, the total number of credits is 120 ECTS including core modules, the specialization and the final management project.
- For the GIHE MSc in International Hospitality Business, there are 36 US credits including specializations, electives and the final capstone project.
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<th>US Credits</th>
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<td>Accounting and Auditing*</td>
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<td>Innovation Management</td>
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<td>Operations Management*</td>
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<tr>
<td>Sustainability and Corporate Responsibility*</td>
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<td>Intercultural Management*</td>
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<td>Corporate Finance*</td>
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<td>Revenue Management and Digital Distribution Strategy*</td>
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<td>Hotel Asset Management &amp; Concept Creation*</td>
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<td>Global Resort Planning and Development</td>
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*Credits recognized and transferred between degrees (e.g., 16 US credits into the MSc from the MBA)
Year Descriptors and Course Overviews

Year 1: Academic Curriculum

Goal: To adopt a holistic view of business and stimulate managerial and entrepreneurial initiative, with an in-depth understanding of the hospitality industry.

With MBA courses taught by GEM Faculty, students will study an extensive range of essential functional areas and skills. Those courses combine academic theories with practical activity, highlighting their relevance to the manager facing daily challenges in professional life. Students will get the best results out of the interactive teaching style through sustained commitment to thorough preparation, class participation and exam/assignment completion on time. Their own experience is an asset that professors will discuss during class.

During MSc courses taught by GHE Faculty, students will be taught to critically think through key hospitality subjects and business scenarios related to the industry, sometimes at the forefront of knowledge. They will be exposed to complexity to develop the strategic thinking, organizational, and people management skills required of senior leadership positions in volatile, uncertain and ambiguous situations. They will be expected to develop and demonstrate the high levels of responsibility and autonomy required of industry managers. Subjects include advanced hospitality operations, revenue management and hotel development. During the elective courses either in Luxury brand management in hospitality or Hotel and resort development planning, they will nurture their creativity skills on the newest hospitality trends and consolidate the knowledge they accumulated throughout their curriculum.

Year 2: Two Capstone Projects while Working

Goal: To demonstrate the ability to plan and execute independent professional or research projects within a defined time period whilst balancing the demands of the workplace.

By successfully completing the Final Management Project for GEM, students will have demonstrated that they have developed the key business and managerial skills and competencies in the methodologies of research contributing to organizational decision making or increased knowledge within an investigated topic. By doing so, they will have practiced and demonstrated the skills and aptitudes required in business and management.

For the hospitality capstone project for GIHE, students will also be required to complete an independent project demonstrating advanced research skills using a high level of intellectual, planning and self-management abilities as well as agility in information handling.

Graduate Profile, Learning Outcomes, and Course Overviews

For specific graduate profiles, learning outcomes, and courses please go the following documents or pages of this catalog:

- MBA: Grenoble School of Management MBA Program Handbook
- MSc: GIHE Academic Catalog (p.26)
MSc Specialist Courses and Elective Overviews

GMGM2801 Advanced Hospitality Operations
This course introduces students to operational and strategic processes, and various tools that support complex decision making within a changing operational environment. Students will explore how to organize resources effectively and coordinate internal and external partners to ensure customer satisfaction, value creation and organizational effectiveness in line with the stated mission and strategy.

GMGM2802 Revenue Management and Digital Distribution Strategy
Pricing and revenue management is a core competence in hospitality to optimize financial performance. Scientific advances in economics, statistics, operations research, and information technology have allowed service industries to take a sophisticated, detailed, and intensely operational as well as a strategic approach to making demand management decisions. Students will study the fundamental tools of forecasting demand, controlling inventory and availability, and differential pricing to take optimal decisions and improve revenue and bottom-line performance. The course will concentrate on strategies service firms adopt in the face of the increased disintermediation of traditional distribution channels and evaluate solutions for channel choice decisions and pricing over multiple digital distribution channels.

GMGM2803 Hotel Asset Management & Concept Creation
A crucial role for today’s senior hotel professionals is to enhance value for a hotel owner, by understanding the business from an owner’s perspective. The course will introduce students to the industry’s main stakeholders, its business models and brand expansion strategies which are open to investors. Students will utilize some of the essential tools to analyze hotel revenue and profit trends with key performance indicators (KPI’s). Students will have the opportunity to create a differentiated hotel concept, within a highly competitive marketplace.

GMGM2804 Hotel Demand Management
This course will immerse students in a live demand management case study bringing together revenue optimization, online marketing, demand generation, and asset management. This approach will enable students to critically appraise both long term and short-term revenue optimization through planning and strategy implementation.

GMGM2820 Global Resort Planning and Development
This course will introduce students to the resort sector and the critical success factors for destination resorts. The students will apply their learning to determine the key product combination, trends and financial drivers that make a successful resort project. Students will also apply negotiation theory to optimize management agreements and will gain an in-depth insight into the hotel expansion business models. As new resort concepts in the market evolve, students will be able to evaluate the key benefits and intricacies of spa and wellness centers as well as how the development of the luxury retail, the trends and the types of stores and distribution strategies have evolved to set up a coherent immersive guest experience.
ENGLISH LANGUAGE PROGRAM

Intensive Hospitality English Language Program (IHELP)

Concept of the IHELP Program

The Intensive Hospitality English Language Program (IHELP) is a 15, 5 or 6-week program designed to enable students who do not have the required English entrance level to improve their English and attain the required standard. The program allows students to work on basic language competencies, specific hospitality English and study skills to prepare them for successful undergraduate and masters studies.

The program aims to provide a pre-sessional access program for students whose English is below the required entrance level. Students seeking English language development for the MSc master’s programs can also be admitted.

Graduate Profile

The educational aim of the program is for students to attain the level necessary to enter the undergraduate and master programs.

IHELP enables students to integrate successfully into the Glion educational community by providing an inclusive supportive program on the Glion or London campus. Students are introduced to basic hospitality concepts and hospitality specific language.

Learning Outcomes

On successful completion of the IHELP program, students should be able to master English at a sufficient level and in accordance with the admissions requirements to be able to study on the undergraduate and master’s program successfully.

- They should be able to communicate appropriately, using both written and spoken English in Hospitality and Academic contexts to a professional standard.
- They also should be able to apply a range of study skills, strategies and techniques to enable them to reach their full academic and professional potential.

Program Structure - IHELP 5 or 6-week program (Switzerland Glion Campus Only)

IHELP is a 5 or 6-week pre-sessional program which is designed for students who need to improve their English level to attain the entry level requirement for the undergraduate program and as an access pathway to the undergraduate program.

<table>
<thead>
<tr>
<th>5 or 6-week program - IHELP</th>
<th>Total Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>IHELP0011 English Skills</td>
<td>24</td>
</tr>
<tr>
<td>IHELP0012 English for Hospitality</td>
<td>21</td>
</tr>
<tr>
<td>IHELP0014 Listening and Speaking</td>
<td>12</td>
</tr>
<tr>
<td>IHELP0015 Reading and Writing</td>
<td>24</td>
</tr>
<tr>
<td>IHELP0017 Skills for Success</td>
<td>12</td>
</tr>
<tr>
<td>IHELP0008 Academic Writing</td>
<td>20</td>
</tr>
<tr>
<td>IHELP0009 BULATS Preparation</td>
<td>24</td>
</tr>
<tr>
<td>IHELP0016 Culture &amp; Tourism</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>135</td>
</tr>
</tbody>
</table>
Program Structure - IHELP 15-week program (London Glion Campus Only)

IHELP is a 15-week pre-sessional program which is designed for students who need to improve their English level to attain the entry level requirement for the undergraduate program and as an access pathway to the undergraduate program.

<table>
<thead>
<tr>
<th>15-week program - IHELP</th>
<th>Total Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>IHELP0020 English Skills</td>
<td>60</td>
</tr>
<tr>
<td>IHELP0019 English for Hospitality</td>
<td>52.5</td>
</tr>
<tr>
<td>IHELP0022 Listening and Speaking</td>
<td>30</td>
</tr>
<tr>
<td>IHELP0023 Reading and Writing</td>
<td>60</td>
</tr>
<tr>
<td>IHELP0024 Skills for Success</td>
<td>30</td>
</tr>
<tr>
<td>IHELP0021 Hospitality Project</td>
<td>60</td>
</tr>
<tr>
<td>IHELP0025 BULATS Preparation</td>
<td>45</td>
</tr>
<tr>
<td>IHELP0018 Culture &amp; Tourism</td>
<td>45</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>382.5</strong></td>
</tr>
</tbody>
</table>
Course Overviews

IHELP 5 or 6-week Program:

IHELP0011 English Skills

This course aims to equip students with the general language skills required at an Upper-Intermediate level (B2 on the CEFR). Students’ grammar and vocabulary skills are developed through all the skills (reading, listening, speaking and writing) and the course prepares students to express themselves more confidently and accurately in various situations they are likely to come across in the real world. Students will be exposed to language in a variety of registers, forms and contexts and will be encouraged to improve their accuracy and fluency through a variety of communicative activities. Students will be encouraged to participate actively and take control of their learning.

IHELP0012 English for Hospitality

This course supports students going on to study core hospitality courses in English by improving the accuracy and range of their English language skills needed to function professionally when dealing with clients and colleagues. Students will work on building hospitality-related vocabulary and extend their communication skills by carrying out various professional speaking and writing activities in a hospitality context.

IHELP0014 Listening and Speaking

Students will develop a range of listening strategies and will improve their speaking skills to build confidence and competence through various communicative activities. Students will develop their abilities in understanding and building arguments. They will interact with native and non-native speakers and present clear written and oral communication related to hospitality and academic contexts.

IHELP0015 Reading and Writing

Students will focus on a range of reading strategies based on complex articles. They will further develop writing skills through the development of texts with the understanding of purpose and target audience. Students will use critical thinking skills to develop structure and argument using appropriate written formats.

IHELP0017 Skills for Success

Students will further develop effective study skills necessary for academic success including research, referencing, and evidence-based critical thinking. They will explore time management techniques, APA referencing requirements, and goal setting. Students will also investigate the values and beliefs held by hospitality professionals across the globe and reflect upon their own personal development.

IHELP0008 Academic Writing

This course enables students to improve their mastery of the conventions of Academic English. Academic writing skills are developed through guided reading, discussion, and task-based writing. Students learn to search for source materials using the library databases, to evaluate sources, to integrate the sources into their own original work by paraphrasing and critical analysis, and to reference correctly respecting APA style or in-text citations and the end of text reference list.

IHELP0009 BULATS Preparation

This course prepares the students to take the BULATS by familiarizing them with the format and content of the test. Students analyze key language points and practice working with timed exercises.

IHELP0016 Culture and Tourism

This course explores the relationship between culture and tourism and the reasons why people travel. Students consider ways of defining culture and how people relate to their own culture and that of others. The course seeks to develop awareness of cultural differences and encourages understanding of these differences and acceptance of others. Students relate this understanding to tourism and their perceptions of the needs of customers. Students develop basic research skills and confidence in making formal presentations needed for further academic study.
IHELP 15 Weeks Program

IHELP0018 Culture and Tourism
This course explores the relationship between culture and tourism. Students consider ways of defining culture and how people relate to their own culture and that of others. The course seeks to develop awareness of cultural differences and encourages understanding of these differences and acceptance of others. Students relate this understanding to tourism and their perceptions of the needs of customers.

IHELP0019 English for Hospitality
This course supports students going on to study core courses in English in the undergraduate program by improving the accuracy and range of their English language skills needed to study and work in the hospitality sector. It also introduces them to basic research skills and conventions of academic discourse within the hospitality environment. Students will work on building hospitality related vocabulary and extend their communication skills by carrying out various professional speaking and writing activities in a hospitality context.

IHELP0020 English Skills
This course develops the English language skills required for university level studies. The emphasis is on the grammar and vocabulary used in professional contexts, preparing students for real world communication. Students will analyze language in a variety of registers, forms and contexts and will improve their accuracy and fluency through a variety of communicative activities.

IHELP0021 Hospitality Project
This course enables students to use hospitality specific language in a realistic context. Students are required to use the target language within various hospitality situations. They will consolidate their use of the target language through team work activities and group projects.

IHELP0022 Listening and Speaking
This course supports students going on to study core courses in English in an undergraduate or master’s program by improving the accuracy and range of their listening and speaking skills. Listening strategies will be developed through the study of listening texts and speaking skills will be developed through various communicative activities.

IHELP0023 IHELP Reading and Writing
This course supports students going on to study core courses in English in an undergraduate or master’s program by improving the accuracy and range of their reading and writing skills. Reading strategies will be developed through the study of written texts and writing skills will be developed through various communicative tasks.

IHELP0024 Skills for Success
This course aims to support students going on to study core courses in English in the undergraduate or master’s program by developing the study skills necessary for academic success. Students will develop their skills of goal setting, time management, referencing and critical thinking.

IHELP0025 BULATS Preparation
This course prepares the students to take the BULATS by familiarizing them with the format and content of the test. Students analyze key language points and practice working with timed reading and listening comprehension exercises.
# ADMISSION REQUIREMENTS

## BBA in International Hospitality Business

<table>
<thead>
<tr>
<th>Minimum Age</th>
<th>Glion Switzerland</th>
<th>Glion UK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum 17.5 years old at the start of the program</td>
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<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Education</th>
<th>Glion Switzerland</th>
<th>Glion UK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Candidates must have completed senior secondary education with a diploma (IB diploma, Maturité, Abitur, French Bac, 2 A-levels, high school diploma or equivalent).</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Admissions Assessment</th>
<th>Glion Switzerland</th>
<th>Glion UK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personalized assessment to ascertain motivation and review application documentation. Includes scenario-based exercise to be completed beforehand.</td>
<td></td>
<td>For London, the same requirements as Switzerland apply, except Non-EU or EEA passport holders will need to undertake IELTS UKVI: 5.5 overall and min. 5.5 in every subcomponent.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Minimum English Language Entry Requirements</th>
<th>Glion Switzerland</th>
<th>Glion UK</th>
</tr>
</thead>
<tbody>
<tr>
<td>If English is not the candidates first language, or if they have not spent the last three years studying in a school where English is the primary language of instruction, they must provide a copy of one of the following:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• International English Language Test (IELTS)*: 5.5 overall (min. 5.0 in every subcomponent)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Test of English as a Foreign Language (TOEFL): Internet-based 70 or paper-based 525</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• First Cambridge Exam: Grade C</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

All English certificates must have been issued in the 12 months prior to admission.

*Only tests taken/issued in an official IELTS testing center are accepted.

## Recognition of prior learning and the accreditation of prior learning (APL)

### Credit Transfer Process

Recognition of prior learning and the accreditation of prior learning (hereinafter referred to as APL) enhances educational and professional mobility and aims to broaden the opportunities for lifelong learning. The APL assessment is made on the basis that learning can be documented and the applicant can demonstrate the standard they achieved from participating in these activities is comparable to the standards in the program in which they are seeking credit. Learning may include relevant professional experience. The onus shall be on the applicant to provide evidence during the application process and prior to official admission that demonstrates relevant skills, academic level, knowledge and understanding.

Glion recognize some prior hospitality work experience as academic credit transfer onto the BBA program only.

Application/Request for credit recognition and transfer to GIHE will be made to Admissions who will confer with the Academic Dean (or Program Managers) to agree transferability and entry point. Requirements for the APL decision-making process are the following:

- An updated Curriculum Vitae
- Senior Secondary Education: an official copy of the final transcripts and an official copy of the Diploma/Leaving Certificate. If documents not in English, then an official certified/notarized English translation is also requested.
- An official English language certificate (IELTS, TOEFL, FCE or CAE) equivalent to the programs entry requirements as per the GIHE website. Certificate cannot be older than 12 months from the day the certificate has been issued and the program start.
- Previous studies: an official copy of all the transcripts (past semesters and current semester) from the institution the student attended.
- Academic catalog/program syllabus with course unit descriptions/hours/credits. Where GIHE has established credit precedents as identified through an approved articulation agreement, then accompanying official documents may not be needed. All documents must be in English.
- An official work/or internship certificate or work contract. A diploma, a certificate or other documents certifying professional work experience learning including in-service training can also be sent (a job description, a directive on appointment to office, a professional certificate, a portfolio of or reference to work completed, etc.).
Undergraduate BBA Programs:
Students who transfer to Glion Institute of Higher Education for the BBA programs are required to adhere to the following:

Academic Credit Transfer:
- Academic credit transfer is recognized and granted by the Admissions Department, under the guidance of the Academic Dean and Program Manager, prior to the student starting their studies with GIHE.
- A maximum of 82 credits for 122 credit BBA program can be transferred to GIHE with a minimum of 40 credits taken at GIHE in the final year of studies to include the specialization (semester 6 and 7).
- After the student has been admitted to the program, no request for credit transfer or exemption will be considered.

Work Experience Recognition:
- No more than semester 1 and 2 or a maximum of 20 academic credits can be recognized through previous hospitality-based work experience prior to admission to campus.
- Internship academic credit (semester 5 or a maximum of 10 credits) recognition may be granted by the appropriate panel on campus for students with extensive work experience in a relevant domain.
- For students seeking an early exit award during their program of study work experience or non-collegiate learning may not be recognized to fulfil certification. Academic credit recognition for experiential or non-collegiate credits transfer at GIHE is limited to a maximum of 25% of the credit requirement. If a student’s total credits are outside of these requirements a student is eligible for a transcript of study and certificate of attendance only. No early exit award can be given.
MSc in International Hospitality Business

<table>
<thead>
<tr>
<th>Minimum Age</th>
<th>Glion Switzerland</th>
<th>Glion UK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualifications</td>
<td>21 years old at the start of the program</td>
<td>For the MSc program in London, the same requirements as Switzerland apply, except Non-EU or EEA passport holders will need to undertake IELTS UKVI: 6.0 overall and min. 5.5 in every sub-component.</td>
</tr>
</tbody>
</table>

Minimum English Language Entry Requirements

- If English is not the candidate’s first language, or they have not spent the last three years studying in an institution where English is the primary language of instruction, they must provide a copy of one of the following:
  - IELTS: overall 6.0 and min. 5.5 in every sub-component**
  - TOEFL: Internet-based 80 or paper-based 550
  - First Cambridge Exam: Grade A
  - Cambridge Advanced Exam: Grade C

* If a degree/transcript is not in English (for UK) or English, French, German or Italian (for Switzerland), an official certified/translated copy in English will be required.

** Only tests taken/issued in an official IELTS testing center are accepted.

All English certificates must have been issued in the 12 months prior to program start.

Recognition of prior learning and the accreditation of prior learning (APL)

Credit Transfer Process

Recognition of prior learning and the accreditation of prior learning (hereinafter referred to as APL) enhances educational and professional mobility and aims to broaden the opportunities for lifelong learning. The APL assessment is made on the basis that learning can be documented and the applicant can demonstrate the standard they achieved from participating in these activities is comparable to the standards in the program in which they are seeking credit. Learning may include relevant professional experience. The onus shall be on the applicant to provide evidence during the application process and prior to official admission that demonstrates relevant skills, academic level, knowledge and understanding.

Glion recognize some prior hospitality work experience as academic credit transfer onto the BBA program only. Application/Request for credit recognition and transfer to GIHE will be made to Admissions who will confer with the Academic Dean (or Program Managers) to agree transferability and entry point. Requirements for the APL decision-making process are the following:

- An updated Curriculum Vitae
- Senior Secondary Education: an official copy of the final transcripts and an official copy of the Diploma/Leaving Certificate. If documents not in English, then an official certified/notarized English translation is also requested.
- An official English language certificate (IELTS, TOEFL, FCE or CAE) equivalent to the programs entry requirements as per the GIHE website. Certificate cannot be older than 12 months from the day the certificate has been issued and the program start.
- Previous studies: an official copy of all the transcripts (past semesters and current semester) from the institution the student attended.
- Academic catalog/program syllabus with course unit descriptions/hours/credits. Where GIHE has established credit precedents as identified through an approved articulation agreement, then accompanying official documents may not be needed. All documents must be in English.
- An official work/or internship certificate or work contract. A diploma, a certificate or other documents certifying professional work experience learning including in-service training can also be sent (a job description, a directive on appointment to office, a professional certificate, a portfolio of or reference to work completed, etc.).
Masters MSc Programs:

Academic Credit Transfer (APL)

Students who transfer to Glion Institute of Higher Education for the MSc programs are required to adhere to the following:

- Academic credit transfer is recognized and granted by the Admissions Department, under the guidance of the Academic Dean and Program Manager, prior to the student starting their studies with GIHE.
- A maximum of 6 credits for a 36 credit MSc program can be transferred to GIHE.
- After the student has been admitted to the program, no request for credit transfer or exemption will be considered.

Work Experience Recognition

- Internship credit recognition may be granted by the appropriate panel on campus for students with extensive work experience in a relevant domain. However, students exempted from internship will have to complete the capstone project.
## Dual MBA and MSc in International Hospitality Business

### Glion Switzerland

| Age | 24 years old and above |
| Qualifications | Bachelor-level undergraduate degree in any subject* |
| Work Experience | At least 3 years of significant full-time work experience. |
| Minimum English Language Entry Requirements | - IELTS: overall 6.5 and min. 6.0 in every sub-component** |
| | - TOEFL: Internet-based 94+ |
| |   (min. 22 in each section) |
| | - Cambridge Proficiency Exam: |
| |   Grade A, B,C |
| | - Pearson Test of English: Minimum of 63 |

*If a degree/transcript is not in English (for UK) or English, French, German or Italian (for Switzerland), an official certified/translated copy in English will be required.

**Only tests taken/issued in an official IELTS testing center are accepted.

All English certificates must have been issued in the 12 months prior to program start.

### Recognition of prior learning and the accreditation of prior learning (APL)

#### Academic Credit Transfer (APL)

Students at Glion Institute of Higher Education for the Dual MBA/MSc programs are required to adhere to the following:

- No academic credit transfer is recognized and granted by the Admissions Department for the dual MBA/MSc program.
- After the student has been admitted to the program, no request for credit transfer or exemption will be considered.
# Intensive Hospitality English Language Program (IHELP)

## Bachelor Candidates

<table>
<thead>
<tr>
<th>IHELP 6 – Glion Switzerland</th>
<th>IHELP 15 – Glion UK</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Minimum Age</strong></td>
<td>17 years old at the start of the program</td>
</tr>
<tr>
<td><strong>Minimum English Language Entry Requirements</strong></td>
<td>IELTS 5.0 overall (min. 4.5 in every subcomponent) on application</td>
</tr>
<tr>
<td><strong>Criteria for Progression onto the Bachelor's Degree Program</strong></td>
<td>Bachelor applicants in the 6 week IHELP must achieve a minimum BULATS score of 60/100, equivalent to a high B2 level on the Common European Framework of Reference to progress onto the Bachelor's program at Glion Institute of Higher Education in Switzerland. This test takes place on site at the beginning and end of the 6 week IHELP. For London, non-EU or EEA passport holders will need to undertake IELTS UKVI: 5.5 overall (min. 5.5 in every subcomponent).</td>
</tr>
</tbody>
</table>

## MSc Candidates

| **Minimum Age for MSc Candidates** | 21 years old at the start of the program |
| **Minimum English Language Entry Requirements** | min. IELTS 5.5 overall (min. 5.0 in every subcomponent) on application |
| **Criteria for Progression onto the MSc Program** | MSc applicants in the 6 week IHELP must achieve a minimum BULATS score of 75/100, equivalent to a high B2/C1 level on the Common European Framework of Reference, in order to progress onto the MSc program at Glion Institute of Higher Education in Switzerland. This test takes place on site at the beginning and end of the 6 week IHELP. To progress onto the MSc program at Glion London, non-EU or EEA passport holders will need to undertake IELTS UKVI: 6.0 overall (min. 5.5 in every subcomponent). |

Equivalent English certificates such as Cambridge and TOEFL are accepted on application and all English certificates must have been issued in the last 12 months prior to admission.

Must hold a valid passport. Nationals of any country can apply and follow the required process for obtaining a visa.

### Recognition of prior learning and the accreditation of prior learning (APL)

#### Academic Credit Transfer (APL)

These programs are not credited (zero-credited) and no credit transfer or exemption is recognized.

- No academic credit transfer is recognized and granted by the Admissions Department.
- After the student has been admitted to the program, no request for credit transfer or exemption will be considered.