



ACADEMIC
CATALOG
September 2019



ACADEMIC CATALOG September 2019

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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 fastmoving 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.

A handwritten signature in blue ink that reads "Georgette Davey".

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 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

Tel: 855-886-3272
NECHE direct line: 781-425-7714

Email: 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

Email: 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

Email: info@the-ice.org

| MISSION

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

| VISION

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

| 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.

INSTITUTIONAL STUDENT LEARNING OUTCOMES

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.
2. Intercultural competencies. A Glion graduate behaves and communicates effectively and appropriately in intercultural situations. (Adapted from: Deardorff, D. 2006, Identification and Assessment of Intercultural Competence as a Student Outcome of Internationalization, Journal of Studies in International Education 2006 10: 241).
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 specific 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. Students 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.

Credit Hours

Each 3-credit provision is indicative of 135 hours of learning comprised of student contact, practical work (where applicable), private study, and assessment. We use the model of 15 teaching hours to every one credit and a up to 45 hours of teaching contact for a 3-credit course. We also follow the standard of one hour of classroom or direct faculty instruction and a minimum of two hours of out of class student work within the Glion model.

Typically, in the BBA program, students will complete seven 3-credit courses in each semester and therefore be engaged in approximately 945 hours of learning. This equates to approximately 55 hours of learning per week across a 15+2-week semester. The scheduled class hours for each course will differ, but typically a student can expect to be in class for around 21 hours per week across 15 weeks. Students undertaking courses in semester one practical arts will typically require higher levels of contact time.

In Masters programs, typically students will complete the equivalent of 5 3-credit courses in each semester and therefore be engaged in approximately 675 hours of study. This equates to approximately 39 hours of learning per week across a 15+2-week semester. The scheduled class hours for each course will differ, but typically a student can expect to be in class for around 13 to 15 hours per week. Students undertaking optional courses in practical arts (hospitality immersion program, pre-sessional) will typically require higher levels of contact time.

| UNDERGRADUATE PROGRAM

BBA in International Hospitality Business

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.

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.

Learning Outcomes

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

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

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

| Required Courses – Practical Arts and General Education | Credits | General Education Credits |
|---|-----------|---------------------------|
| BBA1110 Luxury Hospitality Culture | | |
| BBA1111 Hallmarks of Luxury | 4 | 4 |
| BBA1112 Luxury Hospitality Branding and Service Excellence | | |
| BBA1113 The Universe of Wine by Paolo Basso | | |
| BBA1120 Contemporary Gastronomy | | |
| BBA1121 Bellevue Restaurant and Lounge Bar | 4 | 4 |
| BBA1122 Bellevue Cuisine | | |
| BBA1130 Hotel Operations | | |
| BBA1131 / 32 Business Communication / Business English | 4 | 4 |
| BBA1133 Guest Experience | | |
| BBA1134 Rooms Division Operations | | |
| BBA1140 Food and Beverage Concepts | | |
| BBA1141 Skyline, Club and Pop-up | 4 | 4 |
| BBA1142 Hub, Food Court and Sushi Bar | | |
| BBA1143 Cocktail and Barista | | |
| BBA1150 Trends and Innovation | | |
| BBA1151 Fresh Healthy Eating | 4 | 4 |
| BBA1152 Sustainable Food and Beverage Operations | | |
| BBA1153 Nutrition | | |
| BBA1154 Beverage Development | | |
| Total number of credits | 20 | |
| of which general education credits | | 20 |

Semester 2 – Professional Immersion

| Required Courses | Credits | General Education Credits |
|---|-----------|---------------------------|
| BBAH2002 Internship | 7 | |
| BBA2003 Online: Applied Learning in Practice | 3 | |
| Total number of credits | 10 | |
| of which general education credits | | 0 |

Semester 3 – Hospitality Fundamentals (exchange semester*)

| Required Courses – Professional Development and General Education | | Credits | General Education Credits |
|---|--|-----------|---------------------------|
| BBA3001 | Hospitality Marketing Essentials | 3 | |
| BBA3002 | Hospitality Financial Accounting | 3 | |
| BBA3048 | Professional Communication and Academic Writing | 3 | 3 |
| BBA3034 | People and Performance in the Workplace | 3 | |
| BBA3047 | Applied Mathematics and Statistics in Hospitality Business | 3 | 3 |
| BBA3022 | IT Business Tools | 3 | 3 |
| Elective Courses (one of the following) | | | |
| BBA3029 | French Beginners | 3 | 3 |
| BBA3030 | French Elementary | | |
| BBA3031 | French Lower Intermediate | | |
| BBA3032 | French Intermediate | | |
| BBA3043 | Spanish Beginners | | |
| BBA3044 | Spanish Elementary | | |
| BBA3025 | Spanish Lower Intermediate | | |
| BBA3021 | Mandarin Beginners | | |
| Total number of credits | | 21 | |
| of which general education credits | | | 12 |

Semester 4 – Hospitality Management (exchange semester*)

| Required Courses | | Credits | General Education Credits |
|--|--|-----------|---------------------------|
| BBA4034 | Sales and Digital Marketing in Hospitality | 3 | |
| BBA4003 | Managerial Accounting | 3 | |
| BBAH4002 | Management of Rooms | 3 | |
| BBA4006 | Economics for Hospitality and the Tourism Industry | 3 | 3 |
| BBAH4001 | Hospitality and Events Operations | 3 | |
| BBAH4005 | Management of Food and Beverage | 3 | |
| Elective Courses (one of the following) | | | |
| BBA4029 | French Beginners | 3 | 3 |
| BBA4030 | French Elementary | | |
| BBA4031 | French Lower Intermediate | | |
| BBA4032 | French Intermediate | | |
| BBA4043 | Spanish Beginners | | |
| BBA4044 | Spanish Elementary | | |
| BBA4045 | Spanish Lower Intermediate | | |
| BBA4021 | Mandarin Beginners | | |
| Total number of credits | | 21 | |
| of which general education credits | | | 6 |

Semester 5 – Management Practice

| Required Courses | Credits | General Education Credits |
|---|-----------|---------------------------|
| BBAH5004 Internship | 7 | |
| BBA5003 Online Reflection on Practice | 3 | |
| Total number of credits | 10 | |
| of which general education credits | 0 | 0 |

Semester 6 – Integrated Business Strategies (exchange semester**)

| Required Courses | Credits | General Education Credits |
|---|-----------|---------------------------|
| BBA6001 Business Development and Strategy | 3 | |
| BBA6016 Corporate Finance | 3 | |
| BBA6003 International Law and Risk Management | 3 | |
| BBAH6004 Revenue Management and Distribution Channel Management | 3 | |
| BBA6014 Human Resources Talent Management | 3 | |
| BBA6012 Business Ethics and Corporate Social Responsibility | 3 | 3 |
| Elective Courses (one of the following) | | |
| BBA6017 Research Methods | 2 | 2 |
| BBA6013 Project Management | | |
| Total number of credits | 20 | |
| of which general education credits | | 5 |

Semester 7 – Specialization and Business Project (exchange semester**)

| Required Courses | Credits | General Education Credits |
|---|------------|---------------------------|
| BBA7031 Career Planning | 2 | 2 |
| Elective Courses (one of the following) | | |
| BBA7029 Bachelor Thesis | 9 | |
| BBA7006 Applied Business Project | | |
| Specialization (one of the following) | | |
| BBAH70400 Luxury Brand Management in Hospitality | 9 | |
| BBAH70500 International Hotel Development and Finance | | |
| BBAH70601 International Event Management | | |
| Total number of credits | 20 | |
| of which general education credits | | 2 |
| Total number of credits in the BBA program | 122 | |
| of which general education credits (40 credits required) | | 45 |

*Exchange semesters are at GIHE and Les Roches 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

BBA1110 Luxury Hospitality Culture

Hallmarks of Luxury

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.

Luxury Hospitality Branding and Service Excellence

This course will introduce students to a food and beverage micro concept development. It will focus on the current operating landscape, relevance and responsiveness towards customers' experiences and expectations as well as trends. Students will research, explore and create a new product and value proposition. In this way, they will discover the complexity of the innovation process and branding strategy.

The Universe of Wine by Paolo Basso

This course will introduce students to the world of wine and that of the sommelier. They will discover the main wine-growing countries and 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.

BBA1120 Contemporary 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.

BBA1130 Hotel Operations

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 optimize 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.

BBA1140 Food and Beverage Concepts

Skyline, Club and Pop-up

The aim of this course is to develop the students' understanding of the functioning and purpose of different F&B concepts. Students will develop menu, product, and service knowledge, and their application in various restaurant concepts on both service and kitchen sides. The student focus will be on the guest experience and value creation for both customer and property owner in diverse contexts. Students will have the opportunity to create and operate their own concept at the end of this course.

Hub, Food Court and Sushi Bar

The course will introduce students to the way in which free-flow and take-away restaurants are run. They will develop knowledge of both kitchen and service techniques and menus, and experience how they are applied in a vibrant context where rapidity in order-taking, service and payment is essential. Students will analyze the sales of dishes according to volume and customer demand, focusing on guest experience and value creation.

Cocktail and Barista

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.

BBA1150 Trends and Innovation

Fresh Healthy Eating

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.

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 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 organization of a stewarding department and learn about the important role it plays.

Nutrition

This course will introduce students to the basics of nutrition. They will discover the different nutrients and the role played by nutrition in health. Topics such as food safety and superfoods will be discussed and students will gain a first insight into the world of neuroscience and the science of neuromarketing in the food industry. Presentations from an industry expert, guided discussions with students and problem-solving will underpin the course.

Beverage Development

This course will allow students to discover the research and development behind the creation of non-alcoholic beverages which target different benefits such as health, energy or sports. Moreover, they will learn about new trends in developing cocktails and have the opportunity to create innovative beverages themselves.

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).

BBA3048 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.

BBA3034 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.

BBA3047 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.

BBA3029 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.

BBA3030 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.

BBA3031 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

BBA3032 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.

BBA3043 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.

BBA3044 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.

BBA3021 Mandarin Beginners

In this course, students will gain the ability to communicate in Mandarin, both orally and in writing. Knowledge of vocabulary and grammar will be acquired through everyday texts in a business and hospitality context. Thus, students will learn to communicate at a beginners' level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.

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

BBA4034 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.

BBA4029 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.

BBA4030 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.

BBA4031 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

BBA4032 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.

BBA4043 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.

BBA4044 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.

BBA4045 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.

BBA4021 Mandarin Beginners

In this course, students will gain the ability to communicate in Mandarin, both orally and in writing. Knowledge of vocabulary and grammar will be acquired through everyday texts in a business and hospitality context. Thus, students will learn to communicate at a beginners' level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.

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.

BBA6016 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.

BBA6017 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.

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.

BBA7029 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.

BBAH70601 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)

| Courses | Credits |
|---------------------------------------|----------|
| MSc0802 Hospitality Immersion Program | 0 |
| Total number of credits | 0 |

Semester 1 – Hospitality Managerial Fundamentals

| Required Courses | | Credits |
|--------------------------------|--|-----------|
| MSc1801 | Advanced Hospitality Operations | 3 |
| MSc1812 | International Hospitality and Service Marketing | 3 |
| MSc1813 | Managerial Accounting and Financial Analysis | 3 |
| MSc1808 | Revenue Management and Digital Distribution Strategy | 3 |
| MSc1809 | Leadership and Intercultural Management | 3 |
| Total number of credits | | 15 |

Semester 2 – Leadership Skills in Hospitality and Specialization

| Required Courses | | Credits |
|--------------------------------|---|-----------|
| MSc2806 | Hospitality Business Strategies | 3 |
| MSc2807 | International Human Resources Management | 3 |
| MSc2808 | Hospitality Corporate Finance | 3 |
| MSc2809 | Business Research Methods | 1.5 |
| MSc2810 | Project Management Methods | 1.5 |
| MSc2811 | Advanced Revenue and Demand Management | 2 |
| MSc2812 | Digital Transformation and Data Analytics | 2 |
| Total number of credits | | 16 |

Field Trip – Managing Service Excellence

| Courses | | Credits |
|--------------------------------|--|----------|
| MSc3897 | Field Trip on Managing Service Excellence in Hospitality | 0 |
| Total number of credits | | 0 |

Semester 3 – Business Research Project and Internship

| Required Courses | | Credits |
|--------------------------------|---------------------------|----------|
| MSc3892 | Business Research Project | 5 |
| MSc3850 | Internship | 0 |
| Total number of credits | | 5 |

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 complimented 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.

MSc2811 Advanced Revenue and Demand Management

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 and apply the fundamental tools of forecasting demand, controlling inventory, availability and pricing, making decisions to achieve optimal revenue (top line) 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.

MSc2812 Digital Transformation and Data Analytics

This course is about the role and exploitation of big data in driving and supporting innovation in tourism and hospitality. Staying competitive in the hospitality demands a complete digital transformation for many organizations in order to engage better with customers and enhance operations. This module will explore how to create a digital vision and how to govern digital activities.

Semester 3 – Business Research Project and Internship

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.

During the final semester, students will undertake a 6-month internship and a business research project. 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 who have previous documented working experience may request that this experience be recognized as an internship; if it is recognized as such, the student will be required to complete an independent research project (business research project) demonstrating advanced research skills, planning and self-management abilities, as well as agility in information handling. This project will preferably be run in accordance with the student's previous employer or company.

The students undertaking an internship will also have the opportunity to develop their business acumen and enhance their employability while pursuing their personal development via self-reflection on practices at work.

Course Overviews

MSc3850 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.

MSc3892 Business Research Project

The business research project is a culminating academic research-based work that forms part 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.

MSc in Luxury Management and Guest Experience

This program is taught in Switzerland only.

Concept of the Master program

The overall aim of the MSc program is to form managers for the luxury industry, with the competences and skills, typical of the hospitality industry, namely sense of service excellence, attention to details and high standards, leadership via service and humility, as well as techniques for creating unique customer experiences. The program introduces students to traditional advanced business courses, with a focus on luxury retail and hospitality. The students are immersed in practical and experiential learning from the beginning of the program through field trips, company visits, workshops with the companies and to project management the organization of the innovation fair together with the students of the master in Hospitality, Entrepreneurship and Innovation, which is prepared throughout the program. Teaching methods will be based on real case studies and projects, before students embark on a six months' internship or capstone project within the luxury sector.

Graduate Profile

Glion master's graduates are global professionals specializing in Luxury and guest experience, conjugating managerial and business skills with a thorough hospitality background, namely service excellence, attention to detail, the understanding of hospitality tradition and heritage, and a focus on unique luxury experiences. Graduates are able to find and critically process information from reliable sources to take responsible and sustainable decisions in a highly volatile, uncertain, complex and ambiguous environment. Graduates are also able to create value in the hypercompetitive market of Luxury. At the managerial level, graduates accept accountability in a responsible way developing theirs and other talents, as well as transforming the working environment both at operational and strategic levels based on local contexts.

Learning Outcomes

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

- Demonstrate managerial, behavioural and transformational skills crucial to work in luxury markets and to face the future challenges of luxury industries.
- Ensure a guest experience tailored on the specificities of the luxury customers by implementing cutting-edge processes and best practices in complex environments.
- Take responsible decisions within the complexity of the luxury industry, with a critical understanding of its heritage, tradition and culture.
- Manage complex projects within the business luxury environment.
- Constantly improve their own and others' performances through team efforts.
- Develop as an effective luxury industry professional through continuous systematic reflection.

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 Luxury Management and Guest Experience.

Pre-sessional – Hospitality Immersion Program (optional)

| Courses | Credits |
|---------------------------------------|----------|
| MSc0802 Hospitality Immersion Program | 0 |
| Total number of credits | 0 |

Semester 1 – Luxury Business Environments, Marketing and Brand Management, Luxury Experience and Innovation Part I

| Required Courses | | Credits |
|--------------------------------|---|-----------|
| MSc-LMGE1001 | Intercultural Leadership | 1 |
| MSc-LMGE1002 | Economics and Sociology of Luxury | 1 |
| MSc-LMGE1003 | Business Trends in Luxury Hotel, Resorts and Events | 1 |
| MSc-LMGE1004 | Gastronomy Universe, Fine Wines and Spirits | 1 |
| MSc-LMGE1005 | Ultra-Luxury Travel and Experiences | 1 |
| MSc-LMGE1006 | Luxury Fashion Design | 1 |
| MSc-LMGE1021 | Building Brand Equity | 1 |
| MSc-LMGE1022 | Experiential Economics | 1 |
| MSc-LMGE1023 | Digital Transformation and Data Analytics | 1 |
| MSc-LMGE1024 | Digital Marketing in the Luxury Industry | 1 |
| MSc-LMGE1041 | Service Culture and Operational Excellence | 2 |
| MSc-LMGE1042 | Design Thinking | 1 |
| MSc-LMGE1901 | Field Trip Paris and Bordeaux | 2 |
| Total number of credits | | 15 |

Semester 2 – Luxury Experience and Innovation Part II and Strategies and Business Models

| Required Courses | | Credits |
|--------------------------------|---|-----------|
| MSc-LMGE2001 | Sustainable Luxury and Design | 1 |
| MSc-LMGE2002 | New Frontiers in Customer Experience | 2 |
| MSc-LMGE2003 | Impactful Design for Retail and Hospitality | 1 |
| MSc-LMGE2004 | Retail Management | 2 |
| MSc-LMGE2021 | Strategic Management of Luxury Brands | 1 |
| MSc-LMGE2022 | Talent Management | 1 |
| MSc-LMGE2023 | Corporate Finance and Value Creation | 2 |
| MSc-LMGE2024 | Business Models | 1 |
| MSc-LMGE2025 | Legal Environment of the Luxury Industries | 1 |
| MSc-LMGE2901 | Field Trip Milano | 2 |
| MSc-LMGE2950 | Luxury Event | 2 |
| Total number of credits | | 16 |

Semester 3 –Business Research Project and Internship

| Required Courses | | Credits |
|------------------|---------------------------|---------|
| MSc-LMGE3001 | Internship | 0 |
| MSc-LMGE3002 | Business Research Project | 5 |

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 – Luxury Business Environments, Marketing and Brand Management, Luxury Experience and Innovation Part I

Semester Descriptor

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

In this semester, students will be taught to think critically through an immersion in the core concepts and business scenarios related to the luxury 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 and will immediately acquire a very specialized knowledge in the field. Subjects include Economy and Sociology of Luxury, Business Trends in Luxury Hotel, Resorts and Events, Gastronomy Universe, Fine Wines and Spirits, Ultra-luxury Travel and Experiences, Luxury Fashion Design, Building Brand Equity, Experiential Economics, Data Analytics and Digital Transformation, Digital Marketing in the Luxury Industry. The Intercultural leadership class will take place in this semester in order to give the students the skills to afford successfully the life and work in a multicultural class. During the field trip, students will put their knowledge at test in real context and will have the chance to learn through experience, as Luxury has also an important part of material and practical knowledge - taste, touch, craftsmanship - that is impossible to acquire only in class.

Course Overviews

MSc-LMGE1001 Intercultural Leadership

Management in a globalized business requires a deep understanding of multinational globalized contexts where remote (transnational, virtual, global) teams are the “norm”, and where exponential technological advances require adaptive cross-cultural communication techniques. Students in this course will learn the significance of cultural differences in everyday work life, expressed through different behaviours and practices. They will also develop leadership skills via enhanced self-awareness and increased sensitivity, curiosity, and knowledge of cultures, as well as their own cultural assumptions, biases and implicit preferences. At the end of the course they will be able to recognize different norms and practices of intercultural communication.

MSc-LMGE1002 Economics and Sociology of Luxury

This course will provide the students with different theoretical frameworks both in economics and sociology. The students will analyze the main characteristics of luxury products and services as economic goods. They will also explore the production and consumption of luxury goods and services, in their close relationship with creativity and innovation. The course will also provide an overview of the connections between creativity, economic growth and social change, together with social class and status dynamics, both in society and in markets. This course also aims at preparing the learning experience of the field trip with the due theoretical background, in order to maximise the outcomes of an experiential form of pedagogy.

MSc-LMGE1003 Business Trends in Luxury Hotel, Resorts and Events

This course focuses on an analysis of the latest global consumer trends and their effects on hotels, resorts and events in the luxury segment. Students will consider the definition of a trend and how trends impact business structures and practices. In particular students will become familiar with how companies in hospitality are positioning their products and services in the perspective of the experience economy.

MSc-LMGE1004 Gastronomy Universe, Fine Wines and Spirits

The aim of this course is for students to take a deep-dive into the universe of ultra-fine dining as an interconnected set of gastronomy, wine, fine spirits, and brand name chefs that are today considered as real business value enhancers. Students will understand the rationale behind different business models and critically assess what sets these apart from various produce and concept standpoints. Students will compare global product strategies, visions, design features, technological advances and financial performances in the context of their local culture and market environment. Customer journey maps, touchpoints and micro-concepts will be explored through primary research.

MSc-LMGE1005 Ultra-Luxury Travel and Experiences

The aim of this course is to immerse the students in hospitality travel models with a focus on customer engagement through emotional and experiential engineering. Students will develop analytical skills by examining customer journey maps, touchpoints, and micro-concepts to distinguish luxury from ultra-luxury travel. Case studies will enhance students' ability to challenge the status quo, to develop the ability to critically appraise, transfer and apply best in-class learning. Product and differentiation service will be explored to develop a differentiation strategy for an ultra-luxury hotel.

MSc-LMGE1006 Luxury Fashion Design

This course will focus on the Luxury side of Fashion, a world tightly connected to other sectors of the luxury industries (e.g. leathersgoods and accessories, perfumes, watches and jewellery, trends). The students will explore fashions and a brief overview of the history of the fashion system born in Paris at the end of the XIX Century. The course will focus on Luxury Fashion Design as a form of production and diffusion of Innovation that reverses the Marketing principles. Particular attention will be dedicated to the role played by Luxury Fashion Design inside the overall Fashion System in fostering innovation, trends and in building value. The importance and the historical development of the role of Fashion Designers and their role in building the value of Luxury Fashion will be highlighted.

MSc-LMGE1021 Building Brand Equity

In this course students study the foundations of a luxury brand: its legitimacy, consistency and creativity; and the fundamentals of a luxury brand strategy. It specifically focuses on analyzing the key elements and facets of the brand's identity, and how they are expressed through marketing communication, the brand's environment and behavior. The course also examines the strategic importance of luxury brands – for the company and society – and relevance in building brand equity; and how value is created and maintained by managing the brand through its lifecycle and adhering to the principles of luxury branding and marketing.

MSc-LMGE1022 Experiential Economics

This course will focus on the experience economy in the luxury and hospitality business. It will explore relevant concepts that are meaningful in the experience economy (e.g., to include experience, effects, and value). Other themes include bias in the experience economy, discourse in current literature, and practice and analysis of problems that result from this bias. Based on the dematerialization of the economy, students will discuss why certain rules of the game in economics must change, and how this affects both stakeholders and environments. Based on conceptual knowledge, experiences, and insight students will create a new conceptual design for a relevant economic offering based on experiential research.

MSc-LMGE1023 Digital Transformation and Data Analytics

The course aims to explore the concept of digital transformation and its impact on the luxury sector. Big data systems and the opportunities and challenges posed by such systems will be explored. Architectural solutions are investigated with a focus on how they may be used in the luxury sector for analytics and data processing. Students will also appraise specific data systems and apply data analysis to problem solving in the luxury sector.

MSc-LMGE1024 Digital Marketing in the Luxury Industry

The uniqueness of the luxury industry and all its segments relies on luxury products and services to be promoted and distributed with different logic. Luxury products must target specific niches that are willing to pay a premium price. The course in digital marketing in the luxury industry will provide students with skills and competencies required to operate in the luxury digital arena and will help them develop the skills required to become digital marketing specialists. Students will be required to design a digital marketing communication plan for a Luxury company.

MSc-LMGE1041 Service Culture and Operational Excellence

The aim of this course is for students to be exposed to genuine service and operational excellence. This is achieved through a strong focus on critical hospitality themes such as customer welcome and service design and execution. Students will also focus on how product and service delivery are engineered to provide an exceptional service experience, which in turn leads to an increased authentic customer engagement. As the course progresses, best in class related themes to real industry based innovations provide a link between course content, service culture and real operational performance.

MSc-LMGE1042 Design Thinking

This course will be based on the “Stanford d.school” model for design thinking. This methodology seeks to answer the question of how to develop solutions that best satisfy the needs of end users with what is feasible, what the company strategy is, and how to convert this into added value for the stakeholders. The course will engage the students in the design thinking process and problems that arise. Design methodologies can be considered as the interconnection between creativity and innovation through the generation of innovative ideas proposing real value.

MSc-LMGE1901 Field Trip 1

The experiential journey is at the heart of the pedagogy. The field trip is a real research journey, carried across two semesters, and allows the students to experience in-depth topics vital to Luxury industries. In particular, students will discover the tight connection between Luxury, cities, urban development, creativity and the production of economic value and growth. Company visits and recruitment opportunities will be part of the journey. The students will prepare the trip with research including a quantitative overview of the places and sectors involved, in order to combine theoretical and experiential learning.

Semester 2 – Luxury Experience and Innovation Part II and Strategies and Business Models

Semester Descriptor

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

During this second semester, students will be exposed to the “hardware” of Business education and managerial knowledge, 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, like Strategic Management of Luxury Brands, Talent management, Corporate Finance and Value Creation, Business Models research and project management. Students will nurture their critical skills and well as advanced knowledge in business and managerial disciplines and will have the chance to use the specific knowledge about Luxury acquired during the first semester.

Course Overviews

MSc-LMGE2001 Sustainable Luxury and Design

The course provides students with a critical understanding of the non-negotiable needs and future developments on the topic of CSR in the Luxury Industries and in particular in Luxury Fashion and Design. Students will critically analyse different business practices in sustainability in order to learn as consumers and future managers how to face the challenge successfully. The need for a more sustainable Luxury and Design across all its sectors and segments is linked to both supply and demand drivers. On the supply side, CSR was integrated into the main company strategies and led to the creation of dedicated departments and start-ups where sustainability is inscribed in the DNA. The demand is strongly driven by LOHAS (Lifestyle of Health and Sustainability) consumers, who are taking buying decisions based on aesthetics.

MSc-LMGE2002 New Frontiers in Customer Experience

This course focuses on the evolution of the luxury market and its impact on new levels of customer experience. Students will learn how the rapid changes in consumer needs present challenges in the sector and how companies are reacting and evolving. Students will become familiar with how experiences are developing in different distribution and sales channels for luxury brands, in particular between the traditional and the digital marketplaces.

MSc-LMGE2003 Impactful Design for Retail and Hospitality

This course focuses on understanding how design principles contribute to transforming retail and hospitality spaces in the luxury segment. Students will understand the basic functions of retail store operations and desired customer experience when envisioning innovative design. Students will examine contemporary hospitality concepts in its design perspective in connection with the desired service promise.

MSc-LMGE2004 Impactful Design for Retail and Hospitality

Retail Management covers many fields of general management, as while the main responsibility of a store manager is to maximize profit, he/she must also ensure the commercialization of a brand's products and services, take good care of the brand image, which is made directly available and materialized in the store for the customer experience. Therefore, retail management covers areas such as market trends, operations, supply chain and human resource management, merchandising, digital technologies - in particular in the light of an integrated omnichannel perspective - as well as CRM and operational marketing and branding. In contemporary retail, particular attention is paid to the creation of an immersive guest experience. This course is therefore not only about the management of the retailing mix, but is focused in particular on the creation of an integrated phygital guest experience, for omnichannel retail in the luxury industries.

MSc-LMGE2021 Strategic Management of Luxury Brands

The aim of this course is to provide students with the analytical skills and the tools to create and develop a coherent strategy for a luxury company. In particular it will develop the students' ability to understand, critically appraise and use the main financial indicators and KPI as well as the appropriate organizational tools and procedures for the company's structure, needed to develop a successful strategy, from vision to objectives, in the luxury industries.

MSc-LMGE2022 Talent Management

In a changing world, companies need an integrated approach in attracting, developing, engaging, and retaining critical talent in order to anticipate the upcoming needs and challenges. This is even more true for the Luxury industry, based both on heritage and tradition, as well as creativity and innovation. Luxury companies must therefore focus more than other companies on developing employee talent, to support continuous development of knowledge, innovation and creativity and to ensure the transmission of their heritage and craft-based processes. They are also actively engaged in ensuring work life balance and lifelong personal development. In this course students will learn strategies and techniques for successful talent management in the Luxury companies.

MSc-LMGE2023 Corporate Finance and Value Creation

This course aims at familiarizing the students with the concepts of financial decision, with an emphasis on luxury conglomerates. It will review the theory and practice of capital budgeting decision and shareholders' value creation. The time value of money, net present value and corporate valuation concepts will be defined and applied to case studies on financial decision-making within the luxury industry. The students will analyse financial statements and company reports to assess the financial strategy, the business model and the profitability of the operations.

MSc-LMGE2024 Business Models

This course aims to provide students with insights into how successful companies develop, implement and create value through well-designed business models. Cases will be drawn from the Luxury industry highlighting the best practices applicable to this sector. During this course, students will learn how to identify business ideas and how to put them into practice. Students will apply state of the art management tools geared at creating actionable business models. They will work in teams to create an original business model for a company in the luxury sector.

MSc-LMGE2025 Legal Environment of the Luxury Industries

The course explores the legal environments in global luxury industries. The importance of Intellectual Property (IP) rights will be reviewed based on disruptive innovation, including gastronomy and food, luxury fashion design and ethics, with a specific focus on counterfeits and mass production in developing countries. Infringement, enforcement and licensing of IP based on imports and exports will form the basis of this course. The student will critically evaluate and apply the principles of IP to minimize risk, create value, attain core business objectives, identify and resolve legal issues, and effectively handle legal disputes.

MSc-LMGE2901 Field Trip Milano

This experiential journey will allow students to explore via qualitative analysis and observation the importance of coupling heritage and tradition with creativity and innovation. Students will be encouraged to use all the five senses to fully appreciate the quality of a Luxury product, having the opportunity to experience and apply what they have learned in class (e.g. Gastronomy, Luxury Fashion Design, Operational Excellence, Guest experience etc.). Company visits and recruitment opportunities will be part of the journey. Students will prepare for the trip by building on previous learning. During the trip, they will then develop a qualitative exploration, in order to combine theoretical and experiential learning.

MSc-LMGE2950 Luxury Event

In this course students will be exposed to a real-life event for a luxury branded event, in which they will learn to evaluate the principles of event management for a luxury company. Students will be actively engaged in the planning, promotion, and delivery of an event in a professional setting, and will then be able to critically assess the success factors of luxury events and provide a reflective evaluation of an event to a company.

Semester 3 – Business Research Project and Internship

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.

During the final semester, students will undertake a 6-month internship and a business research project. 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 who have previous documented working experience may request that this experience be recognized as an internship; if it is recognized as such, the student will be required to complete an independent research project (business research project) demonstrating advanced research skills, planning and self-management abilities, as well as agility in information handling. This project will preferably be run in accordance with the student's previous employer or company.

The students undertaking an internship will also have the opportunity to develop their business acumen and enhance their employability while pursuing their personal development via self-reflection on practices at work.

MSc-LMGE3001 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.

MSc-LMGE3002 Business Research Project

The business research project is a culminating academic research-based work that forms part of the master program. One-to-one and group tutoring are held on a regular basis, but overall emphasis of the course is placed on self-regulated learning and research activities, in agreement with a selected company. Each student is required to develop, analyze, synthesize and discuss a business problem based on one of the major themes and concepts studied during the taught part of the program; the project can also be focused on a diagnostic review for an existing or past organizational problem. Major findings need to be recapitulated and different possible solutions are drawn with evaluation and syntheses.

MSc in Hospitality, Entrepreneurship and Innovation

This program is taught in Switzerland only.

Concept of the Master program

The overall aim of the MSc program is to shape the future of students in the Hospitality and Services industry with a clear focus on smart technology, meaningful experience, innovation process design and sharing economy. Through this program students will be equipped with the skills and tools necessary to innovate the customer experience, create new processes, push for digitalization and business transformation and revolutionize the Hospitality industry. The uniqueness of this program is brought by the combination of the Hospitality knowledge brought by experienced faculty of the Glion institution and the Entrepreneurship and Innovation introduced by Industry experts. The pedagogy will be innovative, with two field trips: Berlin and Paris during the first semester and Silicon Valley Napa and Valley during the second semester. At the end of the academic year, students will have to organize an Innovation Fair.

Graduate Profile

Glion MSc's graduates are hospitality-based professionals specializing in entrepreneurship and innovation. They will focus on the development of meaningful customer experiences and the creation of products and processes that add value to new or existing environments. Graduates adopt transformative and revolutionary approaches and make informed responsible decisions 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 entrepreneurship and innovation enabling him/her to identify new markets and new opportunities for hospitality industries.
- Use cutting edge and relevant business tools to generate value, and innovative transformative, sustainable, and revolutionary solutions in complex, unpredictable and volatile contexts.
- Exhibit confident, persuasive, and effective interpersonal and communication skills to manage complex and specialized context in hospitality based industries
- Deliver social value in hospitality and related industries through their ethical and critical thinking
- Anticipate and manage upcoming challenges with innovative solutions.
- 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 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 Hospitality, Entrepreneurship and Innovation.

Pre-sessional – Hospitality Immersion Program (optional)

| Courses | Credits |
|---------------------------------------|----------|
| MSc0802 Hospitality Immersion Program | 0 |
| Total number of credits | 0 |

Semester 1 – Hospitality Operations, Disruptions & Talent Management and Innovation & Entrepreneurship: From Idea to Business Model

| Required Courses | | Credits |
|--------------------------------|---|-----------|
| MSc-HEI1001 | Industry Fundamentals and Complexity | 1 |
| MSc-HEI1002 | Trends, Disruptive Models and Entrepreneurial Mindset | 1 |
| MSc-HEI1003 | Hospitality Operations | 1 |
| MSc-HEI1004 | F&B Management and Value Delivery | 2 |
| MSc-HEI1005 | Leadership, Team Building and Intercultural Management | 1 |
| MSc-HEI1021 | Hospitality Entrepreneurship and Innovation | 1 |
| MSc-HEI1022 | Design Thinking and Start-up Creation Process | 1 |
| MSc-HEI1023 | Business Model Identification: Lean Start-up and Traction Methods | 1 |
| MSc-HEI1024 | Partnerships and Ecosystem Management | 1 |
| MSc-HEI1025 | Governance, Compliance and Strategy | 2 |
| MSc-HEI1026 | Protecting Your Brand and Your Business | 1 |
| MSc-HEI1901 | Field Trip Berlin | 2 |
| Total number of credits | | 15 |

Semester 2 – Scaling Your Business: Digitalization and Go-to-market Strategy and Financial Lifecycle and Funding

| Required Courses | | Credits |
|--------------------------------|--|-----------|
| MSc-HEI2001 | Marketing and Big Data in Hospitality | 1 |
| MSc-HEI2002 | Sales and Contract Negotiation | 1 |
| MSc-HEI2003 | Revenue Management and Digital Distribution Strategy | 2 |
| MSc-HEI2004 | Digital Technologies and Big Data Management | 2 |
| MSc-HEI2005 | Digital Marketing and Growth Hacking | 1 |
| MSc-HEI2021 | Fundraising and Financial Strategies | 1 |
| MSc-HEI2022 | Mergers, Acquisition and Restructuring | 1 |
| MSc-HEI2023 | Family and Small Businesses | 1 |
| MSc-HEI2024 | Sustainable Development and Social Entrepreneurship | 1 |
| MSc-HEI2901 | Field Trip Silicon Valley & Napa Valley | 2 |
| MSc-HEI2910 | Innovation Fair | 3 |
| Total number of credits | | 16 |

Semester 3 – Business Research Project and Internship

| Required Courses | | Credits |
|--------------------------------|---------------------------|----------|
| MSc-HEI3001 | Internship | 0 |
| MSc-HEI3002 | Business Research Project | 5 |
| Total number of credits | | 5 |

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 Operations, Disruptions & Talent Management and Innovation & Entrepreneurship: From Idea to Business Model

Semester Descriptor

Goal: To develop professional management and business capabilities within a context specialized in creativity, innovation, critical thinking, entrepreneurial spirit and hospitality.

In this semester, students will learn what the hospitality industry is, its challenges and its future issues. They will acquire the abilities, methodologies and concepts required to create value, innovative products and services for the market with a focus on the Hospitality industry. Nowadays the Hospitality industry should be more connected, ecofriendly and personalized (mass standardization is over): consumers have new habits and they prefer emotional experiences rather than a simple stay. To overcome these challenges, the students will create new product and new services with innovative business models. For instance, blockchain for digital payments, use of mobile devices to access the rooms, growth hacking to increase the number of customers, virtual reality to immerse the potential clients in the hospitality experience. The first semester focuses on the contribution of Entrepreneurship and Innovation to the new trends of Hospitality. Students will focus on design thinking, lean startups, traction methods, strategic partnerships and ecosystems' management, governance, compliance and strategy.

Course Overviews

MSc-HE1001 Industry Fundamentals and Complexity

This course explores organisational and structural challenges and opportunities within hospitality industry. During this course students will execute an in-depth analysis of hotel expansion business models to create a full and accurate landscape of the hospitality and services industry. Multiple perspectives on strategy will be compared with the aim of helping students become both analytical and creative strategic thinkers.

MSc-HE1002 Trends, Disruptive Models and Entrepreneurial Mindset

This course will provide an in-depth insight in the growth factors and trends of the customer behaviour and will address cutting-edge business models in hospitality industry. Together these elements enable an informed view of the current hospitality landscape and the ability to forecast future moves. Students will stimulate an entrepreneurial mindset to address the real-world challenges of today and will develop the skills needed to identify and assess opportunities.

MSc-HE1003 Hospitality Operations

This course will allow students to explore how to organize operational resources effectively. Students will review and evaluate how processes are developed to ensure customer satisfaction, value creation and organizational effectiveness in line with the stated mission, objectives and strategies.

MSc-HEI1004 F&B Management and Value Delivery

This course will allow students to explore how to organize F&B resources effectively in major industry segments. Students will coordinate internal and external processes to ensure customer satisfaction, value creation and organizational effectiveness in line with the stated mission, objectives and strategies. This understanding of F&B management and value delivery including operations, purchasing/controls, and quality assurance will help students to create useful financial statements for successful business planning.

MSc-HEI1005 Leadership, Team Building and Intercultural Management

This course investigates the major principles relating to leading and managing across cultural and national boundaries. Students will critically examine concepts from their own multicultural and gender perspectives to enhance their mastery of the complexity of contemporary leadership and management. Through this development students will learn how to be collaborative team members, and contribute to an effective team dynamic that will result in synergistic and interdependent teams.

MSc-HEI1021 Hospitality Entrepreneurship and Innovation

In this course, students will have the opportunity to develop their creativity and to imagine new hospitality concepts linked to key trends in hospitality and tourism, and open source innovation. Students will review state-of-the art theoretical and applied models of creativity and innovation. The students will challenge innovative changes based on business models used by early adoptive industries.

MSc-HEI1022 Design Thinking and Start-up Creation Process

This course will be based on the Stanford School Model for design thinking. This methodology seeks to answer the question of how to develop solutions and best satisfy the needs of end users. Students will review what is feasible and how future existing enterprises or startup can use design thinking to add value to stakeholders. The course will engage the students in the design thinking process and problems. Design methodologies can be considered as the interconnection between entrepreneurial thinking and innovation through the generation of innovative ideas.

MSc-HEI1023 Business Model Identification: Lean Start-up and Traction Methods

This course aims to provide students with experiential learning, which shows students how start-ups and new ventures are created. Management tools built around business model will be applied. During this course, students will learn how to identify a business idea and how to put into practice. They will work in teams on a real start-up project and will present their customer experience discovery.

MSc-HEI1024 Partnerships and Ecosystem Management

This course considers the potential partnership strategies and opportunities in the hospitality industry to gain sustainable competitive advantage and to increase market share. Specifically, the Business to Business Partnership is becoming a strong pillar of the product portfolio and a seamless experience. In addition, an ecosystem of partnerships encourages brand loyalty, diversification and strategies alliances.

MSc-HEI1025 Governance, Compliance and Strategy

This course will enable students to review key frameworks and concepts relevant to strategic management, governance, compliance, and risk management in the hospitality industry. It is designed to help them develop an understanding of the ethical influences on economic, financial, managerial, and environmental aspects of the business. Students will reflect on the complex nature of governance om regards to boards committee and strategy planning to ensure the successful performance of vision and mission.

MSc-HEI1026 Protecting Your Brand and Your Business

This course will cover the legal environment of a hospitality start-up creation, including international sale and trade, as well as the regulation of the international marketplace. The course provides students with a practical understanding of legal issues that they may face when setting and protecting their own brand and business in foreign and competitive markets.

MSc-HEI1901 Field Trip Berlin

This first field trip is designed to complement in-class learning with practical experience. Students will discover one of the biggest start-ups and innovative environment in Europe. They will investigate the start-up ecosystem in a European capital, conducting specific research on the role of entrepreneurship, creativity and innovation in successful businesses. Students will have the opportunity to visit establish companies, start-ups and incubators.

Semester 2 – Scaling Your Business: Digitalization and Go-to-market Strategy and Financial Lifecycle and Funding

Semester Descriptor

Goal: To develop advanced thinking and competencies required to deliver value for the customers in order to implement an innovation strategy.

The second semester is dedicated to delivering value to the customers, capturing value and scaling a business. Students will focus on digitalization and go-to-market, sales and marketing, revenue management and digital technologies with a deep dive into the financial life cycle and funding. During this final module students will work throughout the year to organize an event focused on the Hospitality future and the Innovation of this industry at the end of their studies.

Course Overviews

MSc-HEI2001 Marketing and Big Data in Hospitality

During this course, students will develop a strategic approach to marketing management by assessing theoretical models and evaluating their practical application in strategic marketing decision making. Students will investigate the marketing environment and the concepts, states and development of appropriate marketing strategies.

MSc-HEI2002 Sales and Contract Negotiation

The art of selling and upselling plays a crucial role in the hospitality sector and has a large impact on the customer experience. During this course, students will acquire the tools and skills needed for successful contract negotiations by upselling the right services and for products to create a unique, memorable guest experience. Students will analyze management contracts, franchising contracts, lease agreements and distribution contracts.

MSc-HEI2003 Revenue Management and Digital Distribution Strategy

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. During this course of Revenue management, students will study the fundamental tools of forecasting demand, controlling inventory and availability, as well as differential pricing to take optimal decisions and improve revenue and the 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.

MSc-HEI2004 Digital Technologies and Big Data Management

Technology plays a very important role in today's business environment and understanding its stakes and purpose is necessary. The blockchain concept and technology, virtual reality, artificial intelligence and machine learning are some of the components that can be crucial for a business or startup company. During this course, students will be equipped with the necessary skills, tools and vocabulary to enable them to communicate and work together with people developing such technological components. Data management and monitoring tools will also be covered. Students will learn about and assess the potential applications and the impact of this digitalization in the hospitality sector.

MSc-HEI2005 Digital Marketing and Growth Hacking

During this course, students will be introduced to digital business and marketing models, as well as the role of data and tools in monitoring, measuring and optimizing digital processes, both off-site and on-site. Students will be provided with clear tools and techniques for "growth hacking" through the different customer lifecycle stages, enabling them to create a growth hacking strategy for traffic optimization for specific products or services in hospitality.

MSc-HEI2021 Fundraising and Financial Strategies

This course will provide students with the fundamental tools and skills to finance start-ups and leverage investment. Students will evaluate the various funding options for start-ups, to enable successful selection based on business need. Business plan writing tools will also be explored to help students build negotiation, bullet-proof successful growth, and to build appropriate exit strategies.

MSc-HEI2022 Mergers, Acquisition and Restructuring

This course focuses on the role mergers, acquisitions and restructuring play in in the corporate business development and external growth of hospitality companies. It analyses the complete M&A process from corporate development, identification of targets, evaluation, due diligence, negotiations and closing strategy, to post merger integration. The historical and latest M&A transactions will be reviewed and evaluated with an emphasis on regulatory and antitrust issues surrounding M&A deals. The students will apply their acquired M&A strategic skills to relevant case studies and will compete in teams in an online simulation.

MSc-HEI2023 Family and Small Businesses

This course aims to provide an overview of current family business and the small business sectors. Students will evaluate and develop a diagnostic approach to the essentials and challenges of running and growing such businesses.

MSc-HEI2024 Sustainable Development and Social Entrepreneurship

This course focuses on social and sustainable development and social entrepreneurship. Students will examine contemporary societal challenges and the importance of sustainable development. Students will consider the definition of sustainability and the relationship between sustainability and profitability. They will also analyze the implementation and effective impacts of corporate social responsibility.

MSc-HEI2901 Field Trip Silicon Valley & Napa Valley

This second field trip is designed to complement in-class learning with practical experience. Students will be exposed to start-ups, one or more tech-companies, wineries, organic farms etc. Within a dynamic innovative network, they will be required to observe and analyze how this environment fosters product and service innovation as well as fundraising initiatives. Students will also be able to develop their abilities in foreseeing how the future could emerge within selected sector industries.

MSc-HEI2910 Innovation Fair

During this course, students will create an innovation fair for the hospitality industry and other service industries by using bootstrapping methods. They will develop the event thought out the year. Swiss start-up companies and students from other universities and schools will be invited to this pitching and networking event.

Semester 3 – Business Research Project and Internship

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.

During the final semester, students will undertake a 6-month internship and a business research project. 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 who have previous documented working experience may request that this experience be recognized as an internship; if it is recognized as such, the student will be required to complete an independent research project (business research project) demonstrating advanced research skills, planning and self-management abilities, as well as agility in information handling. This project will preferably be run in accordance with the student's previous employer or company.

The students undertaking an internship will also have the opportunity to develop their business acumen and enhance their employability while pursuing their personal development via self-reflection on practices at work.

MSc-HEI3001 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.

MSc-HEI3002 Business Research Project

The business research project is a culminating academic research-based work that forms part of the master program. One-to-one and group tutoring is held on a regular basis but the 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. The business research project can be based on an entrepreneurship, intrapreneurship, innovation, business development, hospitality concept or diagnostic review for an existing start-up or past organizational issue. Major findings need to be recapitulated and two solutions are drawn with evaluation and syntheses.

MSc in Finance, Real Estate and Hotel Development

This program is taught in the UK only.

Concept of the Master program

The overall aim of the MSc program is to prepare students for accelerated careers in hospitality, real estate and financial services companies. The students will build upon prior education and experiences to further develop their analytical and managerial skills to meet the requirement of a demanding finance sector. Teaching and learning include transformative, didactic, experiential, student-focused, industry-based, and technology supported approaches.

Graduate Profile

Glion master's graduates are students with background in hospitality management, finance and real estate. They will be able to analyse and compare real estate investment opportunities, apply technical proficiency with the industry analytical tools, and demonstrate the methodologies and skills necessary to deliver a hotel development or asset management real estate project. Graduates adopt transformative approaches and make informed customer centred decisions 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

Students upon graduation from the MSc program should be able to:

- Demonstrate an in-depth understanding of the international hospitality and real estate industries, combined with specialized financial skills that enable her/him to lead and execute hotel development projects, consulting assignments and investor mandates successfully.
- Generate innovative development or alternative fund projects across real estate asset class to address the variety of investors' needs by analyzing complex, unpredictable and volatile real estate and capital markets.
- Provide and execute customized development and asset management solutions for a specific real estate project by assessing the value creation chain and the financial challenges in hospitality real estate industry.
- Evaluate and optimize the interests of all stakeholders in a real estate investment by implementing a wide range of market and feasibility analysis, transaction due diligence, risk-reward analysis and portfolio optimization.
- Master management skills in highly complex and diversified business, and make decisions considering the economical and financing perspectives in a responsible way, accepting full accountability for the outcomes.
- Exhibit confident and effective interpersonal and communication skills in a range of complex and specialized contexts.
- 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 Hospitality, Real Estate and Finance.

Pre-sessional – Pre-Master Bootcamp (optional)

| Courses | Credits |
|-----------------------------------|----------|
| MSc-FREHD0001 Pre-Master Bootcamp | 0 |
| Total number of credits | 0 |

Semester 1 – International Hotel Development and Asset Management and Real Estate Investment Part I

| Required Courses | | Credits |
|--------------------------------|--|-----------|
| MSc-FREHD1001 | Hospitality Business Trends & Strategies | 2 |
| MSc-FREHD1002 | Hospitality Financial Analysis & Performance | 2 |
| MSc-FREHD1003 | Global Hotel & Resort Development | 2 |
| MSc-FREHD1004 | Hotel Asset Management | 1 |
| MSc-FREHD1005 | Negotiating Hotel Management Contracts | 1 |
| MSc-FREHD1021 | Global Real Estate Markets | 1 |
| MSc-FREHD1022 | Real Estate Finance Principles | 2 |
| MSc-FREHD1023 | Real Estate Valuation Methods | 2 |
| MSc-FREHD1024 | Institutional Investments in Real Estate | 1 |
| MSc-FREHD1901 | Field Trip Amsterdam | 2 |
| Total number of credits | | 16 |

Semester 2 – Real Estate Investment Part II and Investment Strategies & Financing

| Required Courses | | Credits |
|--------------------------------|--|-----------|
| MSc-FREHD2001 | Real Estate M&A | 1 |
| MSc-FREHD2002 | Sustainable Real Estate | 1 |
| MSc-FREHD2021 | Capital Markets | 1 |
| MSc-FREHD2022 | Portfolio Management | 2 |
| MSc-FREHD2023 | Advanced Financing & Fixed Income | 2 |
| MSc-FREHD2024 | Private Equity | 1 |
| MSc-FREHD2025 | Advanced Financial Modelling | 1 |
| MSc-FREHD2901 | Field Trip Dubai | 2 |
| MSc-FREHD2910 | Hotel Real Estate Investment Competition | 4 |
| Total number of credits | | 15 |

Semester 3 – Business Research Project and Internship

| Required Courses | | Credits |
|--------------------------------|---------------------------|----------|
| MSc-FREHD3001 | Internship | 0 |
| MSc-FREHD3002 | Business Research Project | 5 |
| Total number of credits | | 5 |

Semester Descriptors and Course Overviews

Pre-sessional - Pre-Master Bootcamp

Semester Descriptor

Goal: To acquire the foundational knowledge in Finance and Quantitative Methods and develop a solid background in Finance, Mathematics and Statistics.

During these three days of classroom trainings, the teaching and learning is designed to provide students with a solid background in Finance, Mathematics and Statistics. Upon successful completion of the module, students should be comfortable

with the key mathematical and financial tools that will be applied in more details during the MSc in Finance, Real Estate and Hotel Development.

Course Overview

MSc-FREHD0001 Pre-Master Bootcamp

This course allows students to acquire the foundational knowledge in Finance and Quantitative Methods. It consists of three courses: Introduction to Quantitative Methods, Corporate Finance Basics and Fundamental of Financial Accounting. The Introduction to Quantitative Methods course will review the basics of descriptive statistics, normal distribution, linear regression and inferential statistics. The Corporate Finance course will introduce the concept of time value of money and its derived key mathematical formulas. The Financial Accounting course will review how to read a simple financial statement.

Semester 1 – International Hotel Development and Asset Management and Real Estate Investment Part I

Semester Descriptor

Goal: To develop analytical competencies and in-depth market understanding required for investment professionals in the real estate sector.

In this second pillar, students will be exposed to greater complexity to develop the strategic thinking and quantitative skills required of managers 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 global real estate markets, corporate finance principles, merger and acquisition, institutional investment and sustainability. At the end of this pillar, the students are expected to be certified by HVS in hotel valuation methods and have completed a training to use Argus for real estate development.

Course Overviews

MSc-FREHD1001 Hospitality Business Trends & Strategies

This course introduces the structure and sectors of the global hospitality industry and provides an overview of the variety of markets, business models and value creation chains. Strategic management frameworks and analytical tools (SWOT, PEST scan, Porter Five Forces, Co-alignment model) will be presented, analyzed and applied to the hospitality industry based on case studies. The current strategic orientations of hospitality firms and the consequences of major trends on the past and future of the industry will be reviewed and discussed.

MSc-FREHD1002 Hospitality Financial Analysis & Performance

The course focuses on the financial analysis of hotel operations. It will provide a background in accounting and use financial statement analysis to assess financial position, cash flows and the profitability of the operations. The Uniform System of Account for the lodging industry will be defined and applied to case studies, to assess the impact of different operational strategies. Key performance indicators (KPIs) will also be explained and put in practice, as they relate to the decision-making process. Emphasis will be put on the role and usage of market intelligence reports of competitive data such as Hostats.

MSc-FREHD1003 Global Hotel & Resort Development

Real estate investors are increasingly focused on how to create value through hotel development. This course will introduce students to key approaches and tools used widely by hotel developers and feasibility analysts. It will include development strategy and process, concept development, and market feasibility. The course will also highlight important differences between urban/resort hotels and considerations for hotel developers/advisors. The students will apply their learning through assignments to identify the optimal product combination, trends and financial drivers which contribute to a successful hotel development project.

MSc-FREHD1004 Hotel Asset Management

Hotel Asset Management represents a key value driver of today's lodging investment with regards to the asset-light strategy of the largest hotel groups and to the variety of hotel investors' profiles. This course focuses on the challenges the hotel asset manager faces and the advanced techniques the hotel asset manager uses to create long term value. The course provides an overview of the different real estate asset classes and a framework of strategic levers for asset management. The asset management cycle, from the acquisition to the disposal of hotel properties and portfolios, will be defined, analyzed in-depth and applied to case studies.

MSc-FREHD1005 Negotiating Hotel Management Contracts

This course will provide an insight into the hotel expansion business models, such as management, franchises and lease agreements. It aims at unfolding key concepts and the analytical tools for negotiating hotel management contracts. The course includes extensive first-hand industry insights and analysis of critical contract provisions, operating models and recent trends in hotel management negotiations. Role-play simulations along with exhaustive briefings will provide students with the opportunity to become immersed in the role of a 'negotiator' in a pre-determined context. Additionally, students will apply negotiation theory to optimize management terms, and critically assess the major terms and provisions areas in an owner-operator negotiation context.

MSc-FREHD1021 Global Real Estate Markets

The course will review the global real estate universe and explain key differences that exist between different markets around the world. Concepts such as investible universe, transparency, liquidity, returns and volatility, direct versus indirect investing and manager selection, and investment risk styles will be introduced in their respective context. Students will investigate the eight steps in successfully deploying an international real estate investment strategy. Real life examples of global strategies will be discussed, and a dummy global portfolio will be put together and stress-tested against credible market conditions. Students will consider and discuss the key lessons learned from several decades of global real estate investing.

MSc-FREHD1022 Real Estate Finance Principles

This course focuses on the theory and practice of the analytical tools needed for real estate finance professionals. It will review the time value of money concept and how it applies to the conventional methods of valuation in the real estate industry. The course will cover the theory and practice of capital budgeting decision making with the Net Present Value and Internal Rate of Return rules as the main real estate investment criteria. Finally, the course will review the foundations of asset pricing and portfolio theory.

MSc-FREHD1023 Real Estate Valuation Methods

The course focuses on the valuation principles and techniques. All the steps required to conduct an appraisal are described in depth and applied to multiple case studies. The different valuation approaches will be defined and compared, to determine when a method is the most suitable. A special emphasis will be put on the role of professional associations (RICS, Tegova) in developing ethics, professional responsibilities and industry standards. The role of the valuation in the real estate investment management process will be examined and the consequences of expert-based valuations will be analyzed.

MSc-FREHD1024 Institutional Investments in Real Estate

This course explores the fundamentals of global real estate investment from an institutional perspective. It will review the role of real estate in a multi-asset portfolio and discuss in detail the investors' motivations, the target allocation, correlation with other asset classes and the expected risk/return profile. The investment process and strategies for structuring global real estate portfolios will be presented. Case studies will illustrate how an institutional investment manager may identify real estate investment opportunities under certain market conditions. Emphasis will be put on the role and responsibilities of the investment managers.

MSc-FREHD1901 Field Trip Amsterdam

The fieldtrip is to complement in-class learning with practical experience. Students will examine how the professionals innovate in the Hospitality and Real Estate investment sector. Through a series of observation exercises, visits, and "meet-the-experts" sessions, students will raise their awareness on the latest investment technologies and innovations, to be at the forefront of Hospitality, Real Estate and Finance industry.

MSc-FREHD2001 Real Estate M&A

This course considers how transactions in the hospitality real estate sector are implemented and the roles of specialist advisors in the transaction. It reviews the recent history of transactions, the types of transactions and the trends in the investor communities. The transaction process and the many different advisors and their roles will be debated through group discussions. Recent case studies will also consider how to deal with common issues and challenges. The final part of the course provides greater insight into the structuring and funding options and how these impact the execution of deals.

MSc-FREHD2002 Sustainable Real Estate

The course provides an overview of the current and future transformations in construction and management of real estate assets. Students will also focus on the rating system of the main certifications for environmentally responsible construction. The emergence of rating systems that take into account broader well-being performance metrics will be analyzed. Students will explore the financial assessment of investing in sustainable operations. The inter-relationship between creating long term value and sustainable development will be examined through case studies.

MSc-FREHD2021 Capital Markets

This course will provide an overview of what capital markets are and how investors may use capital markets for investment opportunities and to diversify risk. This course will review the terms and economics of capital markets, their related investment risks, potential rewards and diversification benefits. Equities, bonds, and derivatives (options, futures and swaps) will be introduced. A special emphasis will be put on various portfolio construction techniques as well as factor investing approaches. Finally, we will explore asset allocations and results of leading investors such as US endowments, Sovereign Wealth Funds and institutional investors.

MSc-FREHD2022 Portfolio Management

Portfolio Management course will provide a detailed and thorough presentation of the Modern Portfolio Theory (MPT) and its practical use for individual and institutional investors. After the presentation of the portfolio risk diversification concept, the course will review the implementation of challenges and solutions faced by professionals with a particular focus on forecasting, multifactor models and risk budgeting. A special emphasis will be put on real estate sector and international portfolio diversification strategies.

MSc-FREHD2023 Advanced Financing & Fixed Income

This course focuses on the determinants of the fixed income markets. It covers topics pertaining to key risk factors for borrowers and lenders with regards to real estate finance and how these can be quantified. The role of central banks and monetary policy transmission channels in relation to real estate finance will be analyzed. A special emphasis is put on securitization and in particular on mortgage backed securities and covered bonds as secured fixed income instruments. The course also assesses how real estate financing decisions are affected by current financial market regulation.

MSc-FREHD2024 Private Equity

Understanding what private equity financing implies, delivers and does not provide is determinant, especially given the growing influence of this sector of the global economy. This course offers an overview of the financing of the creation, development, growth, transmission and eventually restructuring of a company thanks to the private equity toolbox. As an emerging "financial ecosystem" of its own, private finance raises many issues that will be considered, notably through business case studies. The class encompasses the place of private equity in asset allocation, fund structuring and management, as well as divestments.

MSc-FREHD2025 Advanced Financial Modelling

The course focuses on modelling in a spreadsheet the key areas addressed during the underwriting process: real estate capital stack structure, debt covenants, joint venture remuneration schemes, tenancy schedule terms and options, and construction costs distribution. From the asset to the fund level, the course will rely on case studies to provide a comprehensive walkthrough of the construction of a private equity real estate model. The course will also cover the modelling of risk analysis through sensitivities, Monte Carlo simulations and portfolio stress tests.

MSc-FREHD2901 Field Trip Dubai

The fieldtrip is to complement in-class learning with practical experience. Students will investigate the latest challenges of investing in the Hospitality Real Estate in emerging markets. Through a series of observation exercises, visits, and "meet-the-experts" sessions, students will conduct a comparative analysis of real estate investing in developed and emerging markets. They will also reflect on how industry professionals provide strategic advisory, valuation and transaction services, and manages hospitality real estate assets and funds to create value for their investors in emerging countries.

MSc-FREHD2910 Hotel Real Estate Investment Competition

The purpose of this course is to immerse the students into the reality of a competitive investment process, where they will mobilize all the in-class learning and be confronted to the level of requirement of industry professionals. The challenge for students is to screen and conduct the due diligence on a selection of real-life hotel and real estate asset, design asset-level strategy to reach investors' objectives, and structure the portfolio into a fund for which a prospectus will be written. The project will be organized in multiple stages with presentations to investment committee and feedbacks at each milestone.

Semester 3 – Business Research Project and Internship

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.

During the final semester, students will undertake a 6-month internship and a business research project. 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 who have previous documented working experience may request that this experience be recognized as an internship; if it is recognized as such, the student will be required to complete an independent research project (business research project) demonstrating advanced research skills, planning and self-management abilities, as well as agility in information handling. This project will preferably be run in accordance with the student's previous employer or company.

The students undertaking an internship will also have the opportunity to develop their business acumen and enhance their employability while pursuing their personal development via self-reflection on practices at work.

MSc-FREHD3001 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.

MSc-FREHD3002 Business Research Project

The purpose of this course is to help students to conduct applied research into Hospitality Management, Real Estate, and Finance. It provides great opportunity for students to establish or advance their understanding of research through the critical exploration of research language, applicable methodologies and research writing style. The content 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.

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 hospitality business courses and the final capstone project.

GEM MBA Courses and GIHE MSc Courses

| Required Courses | ECTS Credits | US Credits |
|---|--------------|------------|
| Year 1 | | |
| MBA Courses (GEM): | | |
| International Marketing* | 5 | |
| Accounting and Auditing* | 5 | |
| Managerial Accounting* | 2.5 | |
| Innovation Management | 2.5 | |
| Operations Management* | 2.5 | |
| Sustainability and CSR* | 2.5 | |
| Intercultural Management* | 2.5 | |
| Corporate Finance* | 5 | |
| Global Business and Macroeconomics | 2.5 | |
| Leadership* | 2.5 | |
| Managerial Economics | 2.5 | |
| International Negotiations | 2.5 | |
| Business Law | 5 | |
| Strategic Management* | 5 | |
| Risk Management | 2.5 | |
| International Human Resource Management* | 2.5 | |
| Geopolitics | 2.5 | |
| Digital Transformation | 5 | |
| Quantitative Methods* | 2.5 | |
| Organisations and Change Management* | 2.5 | |
| Integrative Case Study | 5 | |
| Research Methods | 0 | |
| MSc in International Hospitality Business Specialization Courses (GIHE): | | |
| Advanced Hotel Operations* | | 3 |
| Revenue Management and Digital Distribution Strategy* | | 3 |
| Hotel Asset Management & Concept Creation* | | 3 |
| Hotel Demand Management | | 2 |
| Global Resort Planning and Development | | 4 |
| Year 2 | | |
| MBA and MSc Capstone Projects (GEM and GIHE): | | |
| MBA Proposal for Final Management Project | 5 | |
| MBA Final Management Project | 30 | |
| MSc Hospitality Capstone Project | | 5 |
| Total number of ECTS credits | 120* | N/A |
| Total number of US credits | N/A | 36* |

*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

Semester Descriptor

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 hospitality and luxury operations, revenue management, demand management, brand management, customer experience and hotel development. During these courses, students 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

Semester Descriptor

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 IHB Academic Catalog (p.25)

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.

GMGM3801 Hospitality Capstone Project

The hospitality capstone project is based upon a case study methodology where a specific problem or phenomenon is investigated within a 'real-life' context. The hospitality capstone project requires the student to investigate a business problem, research and examine the alternative solutions, and propose the most effective solution using supporting evidence. The student investigates the problem using a recognized method, with academically-based resources and solutions.

| 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 and as an access pathway to the undergraduate and graduate programs.

| 5 or 6-week program - IHELP | | Total Hours |
|-----------------------------|-------------------------|-------------|
| IHELP0030 | English Skills | 24 |
| IHELP0029 | English for Hospitality | 21 |
| IHELP0031 | Listening and Speaking | 12 |
| IHELP0032 | Reading and Writing | 24 |
| IHELP0033 | Skills for Success | 12 |
| IHELP0027 | Academic Writing | 20 |
| IHELP0034 | Test Preparation | 24 |
| IHELP0028 | Culture & Tourism | 18 |
| Total | | 135 |

Program Structure - IHELP 15-week program (London Glion Campus Only)

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

| 15-week program - IHELP | | Total Hours |
|-------------------------|-------------------------|--------------|
| IHELP0050 | English Skills | 60 |
| IHELP0049 | English for Hospitality | 52.5 |
| IHELP0051 | Listening and Speaking | 30 |
| IHELP0052 | Reading and Writing | 60 |
| IHELP0053 | Skills for Success | 30 |
| IHELP0047 | Academic Writing | 60 |
| IHELP0054 | Test Preparation | 45 |
| IHELP0048 | Culture and Tourism | 45 |
| Total | | 382.5 |

Course Overviews

IHELP 5 or 6-week Program:

IHELP0030 English Skills

This course develops the English language skills required for university level studies. The focus 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.

IHELP0029 English for Hospitality

This course enables students to improve the accuracy and range of the English language skills they will need to study and work in the hospitality sector. They will work on acquiring hospitality related vocabulary and developing professional communication skills through a variety of speaking and writing activities appropriate to the hospitality context.

IHELP0031 Listening and Speaking

This course supports students going on to study core courses in English at university level by improving the accuracy and range of their listening and speaking skills. Listening strategies and speaking skills will be developed through a variety of purposeful communicative activities.

IHELP0032 Reading and Writing

This course supports students going on to study core courses in English at university level by improving the accuracy and range of their reading and writing skills. Reading strategies will be developed through the study of academic and professional discourse to which students will respond by using appropriate analytical and writing skills.

IHELP0033 Skills for Success

This course aims to support students going on to study core courses in English at university level by developing the study skills necessary for academic success. Students will develop their skills of goal setting, time management, and teamwork.

IHELP0027 Academic Writing

This course introduces students to the conventions of academic writing. Students learn to search for source materials using the library databases, to integrate the sources into their own original work and to reference correctly respecting APA style for in-text citations and the end of text reference list.

IHELP0034 Test Preparation

This course prepares the students to take the IHELP exit test 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.

IHELP0028 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.

IHELP 15-Week Program

IHELP0048 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.

IHELP0049 English for Hospitality

This course enables students to improve the accuracy and range of the English language skills they will need to study and work in the hospitality sector. They will work on acquiring hospitality related vocabulary and developing professional communication skills through a variety of speaking and writing activities appropriate to the hospitality context.

IHELP0050 English Skills

This course develops the English language skills required for university level studies. The focus 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.

IHELP0047 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 for in-text citations and the end of text reference list.

IHELP0051 Listening and Speaking

This course supports students going on to study core courses in English at university level by improving the accuracy and range of their listening and speaking skills. Listening strategies and speaking skills will be developed through a variety of purposeful communicative activities.

IHELP0052 Reading and Writing

This course supports students going on to study core courses in English at university level by improving the accuracy and range of their reading and writing skills. Reading strategies will be developed through the study of academic and professional discourse to which students will respond by using appropriate analytical and writing skills.

IHELP0053 Skills for Success

This course aims to support students going on to study core courses in English at university level by developing the study skills necessary for academic success. Students will develop their skills of goal setting, time management, and teamwork.

IHELP0054 Test Preparation

This course prepares the students to take the IHELP exit test 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

| | Glion Switzerland | Glion UK |
|--|--|--|
| Minimum Age | 17.5 years old at the start of the program | |
| Education | Candidates must have completed senior secondary education with a diploma (IB diploma, Maturité, Abitur, French Bac, 2 A-levels, high school diploma or equivalent). | |
| Admissions Assessment | Personalized assessment to ascertain motivation and review application documentation. Includes scenario-based exercise to be completed beforehand | |
| Minimum English Language Entry Requirements | <p>If English is not the candidates first language, or if they have not spent the last two years studying* in a school where English is the primary language of instruction, they must provide a copy of one of the following:</p> <ul style="list-style-type: none"> International English Language Test (IELTS)**: 5.5 overall (min. 5.0 in every subcomponent) Test of English as a Foreign Language (TOEFL): Internet-based 70 or paper-based 525 First Cambridge Exam: Grade C | 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. |

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

*A valid English certification may also be requested for visa purposes if requested by the authorities.

**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 recognizes 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 program's 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

MSc in Luxury Management and Guest Experience

MSc in Hospitality, Entrepreneurship and Innovation

MSc in Finance, Real Estate and Hotel Development

| | Glion Switzerland | Glion UK |
|--|--|---|
| Minimum Age | 21 years old at the start of the program | |
| Qualifications | Bachelor-level undergraduate degree in any subject* | |
| Minimum English Language Entry Requirements | <p>If English is not the candidates first language, or they have not spent the last two years** studying in an institution where English is the primary language of instruction, they must provide a copy of one of the following:</p> <ul style="list-style-type: none"> • 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 | For the MSc programs 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. |

*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.

**A valid English certification may also be requested for visa purposes if requested by the authorities.

*** 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 (APT)**

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 3 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 | <ul style="list-style-type: none"> • 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)

| | IHELP 6 – Glion Switzerland | IHELP 15 – Glion UK |
|--|--|--|
| Bachelor Candidates | | |
| Minimum Age | 17 years and 3 months old at the start of the program | 17 years old at the start of the program |
| Minimum English Language Entry Requirements | IELTS 5.0 overall (min. 4.5 in every subcomponent) on application | min. IELTS 4.5 overall (min. 4.0 in every subcomponent) on application |
| Criteria for Progression onto the Bachelor's Degree Program | <p>Bachelor applicants in the 6 week IHELP must achieve a minimum test score of 160, 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.</p> <p>For London, non-EU or EEA passport holders will need to undertake IELTS UKVI: 5.5 overall (min. 5.5 in every subcomponent).</p> | <p>Bachelor applicants in the 15 week IHELP must achieve min. IELTS 5.5 overall (min. 5.0 in every subcomponent) or equivalent at the end of the program to progress onto the Bachelor's program at Glion Institute of Higher Education in Switzerland or London, UK.</p> <p>For London, non-EU or EEA passport holders will need to undertake IELTS UKVI: 5.5 overall (min. 5.5 in every subcomponent).</p> |

| | | |
|--|---|--|
| 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 | IELTS min. 5.0 overall (min. 4.5 in every subcomponent) on application |
| Criteria for Progression onto the MSc Program | <p>MSc applicants in the 6 week IHELP must achieve a minimum test score of 180, 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.</p> <p>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).</p> | <p>MSc applicants in the 15 week IHELP must achieve min. IELTS 6.0 overall (min 5.5 in every subcomponent) or equivalent at the end of the program to progress onto the MSc program at Glion Institute of Higher Education in Switzerland or London, UK.</p> <p>For London, non-EU or EEA passport holders will need to undertake IELTS UKVI: 6.0 overall (min. 5.5 in every sub-component).</p> |

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



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