Global Executive Master's in Hospitality Leadership

MODULE & COURSE OVERVIEWS

GLION INSTITUTE OF HIGHER EDUCATION

Global Executive Master's in Hospitality Leadership

THIS PROGRAM IS TAUGHT IN A BLENDED DELIVERY FORMAT, INCLUDING RESIDENTIAL WEEKS IN SWITZERLAND, SINGAPORE, THE UK AND FRANCE.

Concept of the Global Executive Master's Program

The Global Executive Master's in Hospitality Leadership is an innovative and comprehensive offering designed for ambitious professionals in the hospitality industry. With a global perspective and a focus on addressing the evolving needs of executives, managers, and leaders, this program equips participants with the skills and knowledge required to thrive in today's dynamic hospitality landscape. Through a carefully curated curriculum spanning various modules, participants explore topics such as disruptive business models, leadership and intercultural management, new technologies and data, sustainability and ethics, financial performance, operational excellence, and leading transformation. The program combines theoretical learning with practical experiences, including residential weeks in different international locations. Learners are immersed in practical and experiential learning from the beginning of the program through a discovery field trip, company visits, plus workshops with companies. Teaching methods are based on real case studies, intense exchanges among participants and projects, before learners embark on a Capstone or an applied Business Research Project to apply their knowledge and provide valuable recommendations to solve real-world challenges.

Graduate profile

Graduates of the Global Executive Master's in Hospitality Leadership program emerge as skilled professionals with a global perspective and a focus on the hospitality industry. Equipped with managerial expertise, they possess a strong sense of service, attention to detail, and a commitment to uncompromised excellence. With the ability to navigate disruptive business models, leverage new technologies, and promote sustainability, graduates demonstrate leadership, adaptability, and intercultural management skills. They excel in driving financial performance, operational excellence, and leading transformative initiatives. Proficient in English and equipped with at least five years of managerial experience, these talented individuals are ready to accelerate their careers, make responsible decisions, and create value in the hospitality industry's evolving landscape.

Learning outcomes

Upon graduation participants from the Global Executive Master's program should be able to:

- Demonstrate effective leadership skills essential for success in the hospitality industry, including the ability to navigate diverse cultural contexts and promote inclusivity.
- Apply innovative business models and leverage emerging technologies to drive growth and competitiveness in the hospitality sector.
- Understand and implement sustainable practices and ethical principles in hospitality operations, contributing to environmental and social responsibility.
- Analyze financial performance and make strategic decisions to optimize profitability and manage hotel assets and investments effectively.
- Develop expertise in operational excellence, encompassing areas such as digital marketing, revenue management, and operational risk management.
- Lead organizational transformation and change initiatives, fostering innovation, entrepreneurial strategies, and adaptability in the ever-evolving hospitality landscape.

Program structure

The Global Executive Master is a 1.5-year program of study which is divided into units of study called "courses". Courses are grouped into 5 "modules", including a Business Research Project. Each course is assigned a specific number of "credits". The program also includes 4 residential weeks. There are 30 credits attempted during the program of study and all courses or modules must be passed. All participants are registered for a Global Executive Master's in Hospitality Leadership.

MODULE 1 – NEW FRONTIERS IN HOSPITALITY

Required Courses	Credits
Disruptive Business Models in Hospitality	1
Leadership, Diversity, and Intercultural Management	2
New Technologies & Data in Hospitality	2
Sustainability and Ethics	1
Total number of credits	**6**

MODULE 2 – DRIVING FINANCIAL PERFORMANCE

Required Courses	Credits
Managerial Accounting and Financial Analysis	1
Corporate Finance	2
Hotel Asset Management and Deal Structuring	1
Real Estate Investments and Finance	2
Total number of credits	**6**

MODULE 3 – DELIVERING OPERATIONAL EXCELLENCE

Required Courses	Credits
Strategic Digital Marketing and Sales	2
Revenue, Channel, and Demand Management	2
Managing Hospitality Operations	1
Operational Risk Management	1
Total number of credits	**6**

MODULE 4 – LEADING THE TRANSFORMATION

Required Courses	Credits
Innovation in the Hospitality Industry	2
Entrepreneurial Business Strategies	2
Organizational Behavior and Change Management	1
Leadership In VUCA Times	1
Total number of credits	**6**

MODULE 5 – BUSINESS RESEARCH PROJECT

Required Courses	Credits
Business Research Project	6
Total number of credits	**6**

Module descriptors & course overviews

Module 1 – New Frontiers in Hospitality

MODULE DESCRIPTOR

Goal: To equip participants with specialized knowledge and critical thinking skills to navigate the evolving hospitality industry and stay at the forefront of emerging trends and concepts.

In Module 1, participants will delve into the emerging trends and concepts that shape the hospitality industry, equipping them with the knowledge and skills necessary to navigate the evolving landscape. The module will provide a comprehensive understanding of various aspects of the industry, including disruptive business models, leadership, diversity, intercultural management, new technologies and data, as well as sustainability and ethics in hospitality. Participants will engage in critical thinking and gain insights into the latest developments in the field.

COURSE OVERVIEWS

M1- Disruptive Business Models in Hospitality

This course addresses the evolving needs of the hospitality industry and consumer demands. It emphasizes adopting innovative business models and technology-driven solutions to solve systemic issues. The focus is on equipping managers with a strategic mindset to articulate and develop business models incrementally, meeting market changes. It also fosters the ability to create disruptive models that tap into new customer categories. Topics include understanding business structures, exploring various business models, analyzing existing and emerging hospitality models, and developing personal innovation through a presented business model.

M1- Leadership, Diversity, and Intercultural Management

This course equips students with the necessary skills and knowledge to succeed in managing globalized and diverse teams. The course emphasizes the understanding of cultural differences and their impact on everyday work life. Through enhanced self-awareness and increased sensitivity, curiosity, and cultural knowledge, students will develop leadership skills. The course covers various topics such as organizational culture, diversity in organizations, emotional and cultural intelligence development, cognitive bias, and the impact of language and generational differences in the workplace.

M1- New Technologies & Data in Hospitality

This course examines the influence of digital transformation on the hospitality sector, focusing on the integration of new technologies and data. It delves into big data systems, exploring the opportunities and challenges they present. The course investigates architectural solutions applicable to the hospitality industry for data processing and analytics. Students learn to evaluate specific data systems and apply data analysis methods to problem-solving in various hospitality contexts. The course covers themes such as emerging digital technologies, AI and Machine Learning, IoT and Smart Hospitality, Virtual, Augmented, and Mixed Reality, Blockchain, and the future of digital technology in the hospitality industry.

M1- Sustainability and Ethics

The course focuses on the crucial role of environmental sustainability and ethical considerations in the hospitality industry. It explores how hospitality firms can address pressing environmental and social challenges to ensure long-term competitiveness and survival. The course emphasizes the business case for sustainability in hospitality firms and covers topics such as analyzing the impacts of the industry, identifying stakeholders, understanding sustainability planning and performance metrics, addressing supply chain concerns, and evaluating opportunities for existing or new hospitality businesses.

Module 2 – Driving Financial Performance

MODULE DESCRIPTOR

Goal: To equip participants with the financial knowledge and skills necessary to drive performance and make informed decisions within the hospitality industry.

This module focuses on the financial aspects essential for decision-making and performance improvement in the hospitality industry. Participants explore managerial accounting, financial analysis, corporate finance, hotel asset management, deal structuring, and real estate investments. The module offers a comprehensive understanding of financial dynamics in the industry and their impact on organizational success. It includes an immersive residential week in Singapore for practical application. Upon completion, participants enhance their financial acumen and gain the skills necessary to drive financial performance within hospitality organizations.

COURSE OVERVIEWS

M2- Managerial Accounting and Financial Analysis

This course provides practical accounting knowledge and analytical tools for effective management decision-making in the hospitality industry. Topics covered include responsibility accounting, USALI balance sheet and income statement, statement of cash flow, cost concepts, and cost-volume-profit analysis. By the end of the course, students will be able to measure and monitor performance in organizations, analyze financial statements specific to the hospitality industry, and evaluate a firm's financial information within its business and competitive context. The main themes include financial analysis (balance sheet, income statement, cash flow statement) and managerial accounting (STR Reports, key performance indicators, costs, and CVP).

M2- Corporate Finance

This course equips students with the necessary tools to comprehend investment decisions made by corporations in an international context and evaluate their financial feasibility. Through the examination of case studies, students will learn to assess financial risk, analyze diverse sources and costs of financing, and determine the value of projects. The course also explores the utilization of derivative instruments for hedging financial and operational risks faced by multinational corporations. Key topics covered include free cash flows, time value of money, debt and equity financing, risk and return, cost of capital, and capital budgeting.

M2- Hotel Asset Management and Deal Structuring

This course focuses on hotel asset management and deal structuring, emphasizing the importance of enhancing value for hotel owners. Participants will gain an understanding of various stakeholder perspectives, business models, and investment opportunities in different contexts. The course provides hands-on experience in simulating the structuring of hotel deals to achieve strategic goals. By the end of the course, students will comprehend the hospitality industry from an owner's and investor's perspective, develop appropriate hotel concepts, critically appraise business models of key stakeholders, understand the hotel development process, and be able to design unique space plans for new hotel concepts.

M2- Real Estate Investments and Finance

The Real Estate Investments and Finance course focuses on maximizing returns in real estate investments. Participants learn to analyze the four sources of real estate returns: cash flow, appreciation, loan amortization, and tax advantages. They develop an investment scorecard to evaluate new investment opportunities and make informed decisions on holding, selling, refinancing, or renovating properties. The course covers strategies for raising capital and explores successful partnership structures. Participants acquire tools to optimize real estate financial decisions, while learning to determine the timing of cash returns and to calculate the true costs of mortgage loans.

Module 3 – Delivering Operational Excellence

MODULE DESCRIPTOR

Goal: To empower participants with the knowledge, skills, and strategies required to attain and sustain exceptional operational performance in the dynamic realm of the hospitality industry.

This module focuses on equipping participants with the skills and knowledge necessary to achieve operational excellence in the hospitality industry. The module comprises a residential week in the United Kingdom, providing a comprehensive learning experience. Key topics covered include strategic digital marketing and sales, revenue, channel, and demand management, managing hospitality operations, and operational risk management. Participants will gain insights into the latest trends, tools, and strategies for optimizing operational performance and ensuring exceptional guest experiences. The module emphasizes the application of industry best practices and the development of critical thinking skills to address operational challenges effectively. By the end of this module, participants will be well-prepared to drive operational excellence and enhance the overall performance of hospitality organizations in a dynamic and competitive landscape.

COURSE OVERVIEWS

M3- Strategic Digital Marketing and Sales

Strategic Digital Marketing and Sales is a course that explores how digital tools have transformed marketing and selling services in the international hospitality industry. It focuses on anticipating market needs, positioning messages, and utilizing multiple channels. Participants will develop skills to identify challenges and opportunities in a transforming market, adapt marketing approaches to changing consumer expectations, and design innovative sales strategies. The course covers topics such as the impact of digital transformation, effective multichannel sales strategies, and emerging digital tools like AI, VR, AR, and IoT.

M3- Revenue, Channel and Demand Management

The course focuses on optimizing revenue and profitability for service firms, primarily in the hospitality sector. Students will learn revenue optimization foundations and advanced concepts, including demand forecasting, inventory control, pricing strategies, and channel management. The course aims to improve net revenue by enabling students to make informed decisions and implement successful revenue management strategies. Key skills include evaluating business opportunities, analyzing historical and future data, balancing short and long-term decisions, and effectively presenting revenue recommendations to senior management. The principles of revenue management will also be applied to other service sectors.

M3- Managing Hospitality Operations

This course focuses on effectively organizing resources and fostering collaboration to enhance customer satisfaction and quality management in the hospitality industry. Students will learn to assess and recommend operational tools and techniques, with a focus on luxury hospitality. Topics covered include service design and control, hotel performance measurement, labor scheduling, supply chain management, outsourcing, and quality management. The course emphasizes adapting operations to deliver successful luxury experiences. Through case studies and practical applications, participants will gain the skills to optimize guest experiences and apply operational strategies in various contexts.

M3- Operational Risk Management

The course introduces participants to risk governance roles and the significance of implementing an operational risk management program in the hospitality industry. It covers key elements of a risk management framework, enabling participants to report and investigate operational risk events, generate KRI data, and implement risk appetite frameworks. The course focuses on developing measurable objectives, assessing risk typologies, applying effective risk frameworks, and exploring organizational and economic mechanisms for risk management in hospitality. By completion, participants will possess the knowledge and skills to build and implement an operational risk assessment program.

Module 4 – Leading the Transformation

MODULE DESCRIPTOR

Goal: To equip participants with the essential skills and knowledge to effectively lead and drive transformative change in the hospitality industry.

During this module, students will delve into the strategies and skills required to lead transformation in the dynamic hospitality industry. The module focuses on fostering innovation within the industry, equipping learners with entrepreneurial business strategies, and cultivating an understanding of organizational behavior and change management. Participants will explore the concept of leadership in volatile, uncertain, complex, and ambiguous (VUCA) times, preparing them to navigate and thrive in challenging environments. Through engaging sessions, including an immersive residential week in Paris, France, participants will gain insights into innovation, adaptability, and effective leadership practices, ensuring they are well-equipped to drive transformational change in their organizations.

COURSE OVERVIEWS

M4- Innovation in the Hospitality Industry

The course fosters creativity and explores new concepts in hospitality and tourism. Participants review theoretical and applied models of innovation, while developing innovative ideas based on early adoptive industry practices. Key themes covered include idea generation, creativity methods, benchmarking principles, and team development. By the end of the course, participants will have the skills to create and enhance hospitality products/services, critically evaluate creative concepts, and form effective teams.

M4- Entrepreneurial Business Strategies

This course explores building a business model for next-generation hospitality concepts, considering revenue streams, sustainability, and technological evolution. Participants learn future-proofing measures, anticipate operational disruptions during crises, and secure financial resources. The course enables participants to propose entrepreneurial approaches that meet organizational and customer needs responsibly in a dynamic marketplace, covering revenue streams, profitability, business model development, and future-proofing.

M4- Organizational Behavior and Change Management

The course explores theories and research on worker behavior, emphasizing how organizational structure, leadership, and communication influence motivation, conflict resolution, and organizational change. It addresses hospitality industry challenges through case studies and expert insights. Participants will develop skills in managing transformational processes in diverse contexts, evaluating organizational structures and management models, and enhancing collaboration across organizations and markets. Themes include evolving hospitality organizations, change management, biases and decision-making, well-being, and talent management.

M4- Leadership in VUCA Times

The course explores the challenges of volatility, uncertainty, complexity, and ambiguity (VUCA) in industries, with a focus on hospitality. Participants develop solution-oriented leadership skills, evaluating and managing risks in uncertain situations. Key themes include managers as leaders, navigating uncertainty and crises, and driving organizational change. Through real-world cases and dynamic learning, participants learn to tackle complexity, guide teams to effective solutions, and embrace ambiguity while achieving results.

Module 5 – Business Research Project

MODULE DESCRIPTOR

Goal: To demonstrate the ability to plan and execute an independent research project within a defined time-period.

Learners will produce an independent research project demonstrating advanced research skills, planning and self-management abilities, as well as agility in information handling:

Business Research Project

The Business Research Project is a culminating academic research-based work that forms part of the Master's program. One-to-one and group tutoring are held on a regular basis, but the overall emphasis of the course is placed on self-regulated learning and research activities, in collaboration with a selected partner company. Each learner 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.

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