

GLION INSTITUTE OF HIGHER EDUCATION



# academic

CATALOG



2024



# Academic Catalog

FOR BACHELOR'S & MASTER'S NEW STUDENTS – SPRING 2024 INTAKE

E-mail: [info@glion.edu](mailto:info@glion.edu) – Website: [www.glion.edu](http://www.glion.edu)

Publication date: February 2024

## RELEVANCE OF INFORMATION STATED IN THE ACADEMIC CATALOG

Please note that the content of this catalog is for information only and is subject to change. We make every effort to assure completeness and accuracy in the catalog. Inevitably, due to the changing nature of listing and policies from year to year, possible errors, misprints or omissions may occur, for which the institution shall not be held liable.

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



# Contents

<b>Welcome by the Managing Director</b> .....	<b>4</b>
Why choose Glion?.....	4
<b>Quality and standards</b> .....	<b>5</b>
NECHE accreditation.....	5
Student Route – London campus .....	5
<b>Mission</b> .....	<b>6</b>
<b>Vision</b> .....	<b>6</b>
<b>Educational philosophy</b> .....	<b>6</b>
<b>Equal opportunity policy for students</b> .....	<b>6</b>
<b>Institutional student learning outcomes</b> .....	<b>7</b>
Highest level statement .....	7
<b>Learning categories</b> .....	<b>8</b>
Programs of study .....	8
Credit hours .....	9
<b>Undergraduate programs</b> .....	<b>10</b>
BBA in International Hospitality Business .....	10
Program courses .....	14
<b>Graduate programs</b> .....	<b>24</b>
MSc in Hospitality Business Leadership .....	24
Semester descriptors and course overviews .....	26
MSc in Luxury Management and Guest Experience .....	31
Semester descriptors and course overviews .....	33
MSc in Hospitality, Entrepreneurship and Innovation.....	39
Semester descriptors and course overviews .....	41
MSc in Real Estate, Finance and Hotel Development .....	46
Semester descriptors and course overviews .....	48
<b>Executive Master's Programs</b> .....	<b>52</b>
Executive Master's in Luxury Management and Guest Experience .....	52
Global Executive Master's in Hospitality Leadership in partnership with ESSEC Business School .....	52
<b>English Language Program</b> .....	<b>53</b>
Intensive Hospitality English Language Program (IHELP) .....	53
Course overviews .....	54
<b>Admission requirements</b> .....	<b>55</b>
Undergraduate programs.....	55
MSc in Hospitality Business Leadership .....	57
MSc in Luxury Management and Guest Experience .....	57
MSc in Hospitality, Entrepreneurship and Innovation.....	57
MSc in Real Estate, Finance and Hotel Development .....	57
Intensive Hospitality English Language Program (IHELP) .....	59



## Welcome by the Managing Director

Glion Institute of Higher Education has delivered excellence in hospitality and luxury management education for more than 60 years. Our accredited undergraduate and graduate degrees are internationally respected 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 so you are ready to shine within today's complex and fast-moving global marketplace. Every student will go through a process of rigorous leadership development over the course of their studies, which builds on their strengths and nurtures leadership skills and competencies.

As a Glion student, you will receive practical and theoretical education that undergoes continual updating and renewal to ensure it stays relevant to current industry trends and demands. Our expert faculty work closely with our industry partners to develop the course content, while our Advisory Board comprises some of the most influential figures in the hospitality and service industries today.

### *Why choose Glion?*

- **Academic excellence:** our commitment to small class sizes ensures a highly personalized and supportive learning experience, while the quality of our academic curricula saw us awarded five Stars (Excellent) by the QS Stars university rating system. As a school, we share our NECHE accreditation with institutions such as Yale and Harvard.
- **Industry exposure:** throughout the past six decades, we have built an exceptional array of industry partnerships in hospitality and beyond. As a student, you will be able to leverage these partnerships to expand your knowledge of industry trends, build your network and prepare for your career by attending many alumni events, conferences and company visits.
- **Engaging student life:** our Student Government Association and related student clubs, sports and ambassador programs will give you many opportunities to further develop your leadership and teamwork skills and foster a healthy lifestyle.
- **Premium Locations:** from the stunning views and Michelin-starred cuisine of Maison Décotterd on Glion campus to the contemporary Academic Center in Bulle or the mixture of history and modernity that is 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 the foundations for life and provides the springboard for a successful career. You are choosing to join an academic community that will listen to 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.

**Frédéric Picard**  
*Managing Director*



## Quality and standards

### *NECHE accreditation*

Glion Institute of Higher Education is accredited by the New England Commission of 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 shows 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 that has available the necessary resources to achieve its stated purpose through appropriate educational programs, is substantially doing so and gives reasonable evidence 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  
3 Burlington Woods Drive, Suite 100 Burlington, MA 01803, USA

Tel: 855-886-3272  
NECHE direct line: 781-425-7714  
Email: [info@neche.org](mailto:info@neche.org)

### *Student Route – 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 to obtain 'Tier 4 accreditation', also known as 'highly trusted sponsor' status.

Tier 4 has been replaced by the Student Route but the accreditation remains as before.

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  
United Kingdom

Tel: +44-1452-557050  
Email: [enquiries@qaa.ac.uk](mailto:enquiries@qaa.ac.uk)  
The latest QAA report can be viewed on the [QAA Website](#).



## 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

### GIHE EDUCATIONAL AIMS ARE:

- To provide intellectually challenging, sector-centric programs that enable students to gain competencies, knowledge and experience that will prepare them for a successful career in international hospitality, luxury, real estate and other industries encompassed by the program portfolio.
- To support vocational and academic development with specific reference to the subject being taught 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 with the aim of fostering greater awareness of and confidence to engage in management practice.

### GIHE TEACHING AND LEARNING GOALS ARE:

- Drive inclusive education
- Expand and enhance the program portfolio
- Foster a culture of professionalism and excellence
- Develop lifelong learners with a global mindset

## 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:

- 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 institution 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

GIHE's institutional learning outcomes articulate the knowledge, skills and competencies all Glion students should possess upon graduation, regardless of the specific program or specialization they may have completed. These statements guide Glion's academic leaders, staff and faculty in creating program and course learning objectives and in developing assessment tools for individual student work. These same statements also form the basis of processes for assessing Glion student learning outcomes for the purposes of measuring and enhancing institutional and educational effectiveness. The institutional 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 so the outcomes (knowledge, skill and competency) can be assessed and evidence can be given that students have achieved these objectives.

### *Highest level statement*

A Glion graduate is a globally aware professional with highly developed ethical reasoning and advanced ability to work with others. Possessing a growth mindset allows a Glion graduate to pursue knowledge, make decisions in complex situations and lead others with empathy and resilience.

Glion graduate attributes	Competence outcome	
GLOBAL INSIGHT	<b>Industry Awareness</b> – A Glion graduate is a forward thinker consistently keen to anticipate and capitalise on emerging trends in all hospitality aspects and/or luxury businesses.	<b>Cultural Awareness</b> – A Glion graduate develops understanding of cultures and behaviors, allowing for work in global settings with people from all cultures effectively and respectfully.
PROFESSIONALISM	<b>Adaptability and resilience</b> – A Glion graduate can effectively navigate change and manage a range of pressures to maintain a strategic outlook.	<b>Complex problem solving</b> – A Glion graduate applies analytical, critical and creative thinking to be able to find solutions to complex problems.
AGILITY	<b>Integrity</b> – A Glion graduate acts according to ethical principles including honesty, trustworthiness and accountability in all situations.	<b>Decision making</b> – A Glion graduate applies objective judgement and systems thinking to analyze numerous variables and make informed decisions in a suitable time frame.
LEADERSHIP	<b>Emotional intelligence</b> – A Glion graduate is aware of own emotions and emotions of others and has ability to manage emotions in such a way that supports collaboration and effective teamwork.	<b>Leadership skills</b> – A Glion graduate is able to articulate their vision, motivates others using diverse communication channels and leads towards a shared goal by translating vision into action.
CURIOSITY	<b>Growth mindset</b> – A Glion graduate is an active, life-long learner with curiosity for developing knowledge and skills.	<b>Digital and information literacy</b> – A Glion graduate recognizes when information is needed, can effectively locate, evaluate and apply digital, numerical and text-based information to communicate, negotiate and to generate new knowledge.



## Learning categories

The GIHE intended student learning outcomes articulate the knowledge, skills and competencies all Glion students should possess upon graduation regardless of the 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 grouped around the learning categories found in each program.

### *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 on 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 prepare 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, this entails hands-on courses on the Glion campus with a focus on technical and personal, social and emotional intelligence skills, guest experiences, trends, passions and innovations in operations. Practical, professional and general education skills are developed within a real-life simulated boutique hotel environment with restaurant outlets open to the general public. Students will work in various restaurants, including the Stéphane Décotterd fine-dining restaurant and Bistro, the Lounge Bar and the Club restaurant. Underpinning the practical experiences will be various workshops with the emphasis on hospitality excellence and luxury guest experience. Creativity, multi-cultural sensitivity, emotional and sensorial guest experience and the development of a luxury attitude is integrated through all experiences. Graduate students can also elect to take a practical experience through the Hospitality Immersion Program (HIP) 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 business development. 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 inside and outside of the classroom. Many examples of this are 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 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 emphasizes the development of hospitality, luxury and professional excellence in all courses. GIHE is also using its industry partners to share expertise through many mechanisms inside and outside of the classroom. Many examples of this are 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 as well as a knowledge and appreciation of the aesthetic and ethical dimensions of humankind. The institution also ensures all undergraduate students complete the equivalent of at least 40 semester credits in General Education 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 behavior, 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 masterclasses 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. The luxury BBA includes elements of cultural studies covering the history of luxury, appreciation for cultural heritage and luxury attitudes and etiquette. Students also acquire an appreciation of ethics and social responsibility. Courses that explore topics such as corporate social responsibility, ethical decision-making and sustainable practices equip students with the knowledge to navigate these issues responsibly. As a continuation of Glion's general education philosophy, general education is shown in all programs and courses through Glion's global transferable skills assessment. This tests 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 three US Carnegie 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 up to 45 hours of teaching contact for a three-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 three 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 1 practical arts will require higher levels of contact time.

In Master's programs, students will complete the equivalent of 15 US Carnegie credit courses in each semester and therefore be engaged in approximately 675 hours of study. This equates to approximately 40 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 on average.



# Undergraduate programs

## *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 strategy, hotel development and finance or event management industries worldwide.

### LEARNING OUTCOMES

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

- Acquire knowledge and skills within a range of international hospitality and general education subject areas
- 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 Bachelor's is a 4-year program of study which is divided into courses. Each course is assigned a specific number of credits.

There are 120 US Carnegie credit units or 180 ECTS credits (Bologna European system) in the program of study. All courses must be passed with a minimum average of 50%. All students are registered for a BBA in International Hospitality Business with a specialization. A minimum of forty credits are considered as general education, either through specific courses skills taught and assessed in courses



## PREPARATORY YEAR – HOSPITALITY EXPERIENTIAL YEAR

### EXPERIENTIAL YEAR SEMESTER 1 – HOSPITALITY EXCELLENCE AND PRACTICAL ARTS

Required courses – Practical Arts and General Education	ECTS Credits	US Credits	General Education Credits
Front Office and Hotel Operations	0	3	3
Bistro and Bars Concept	0	2	2
Modern Pastry and Food & Beverage Knowledge	0	3	2
Contemporary Gastronomy	0	2	2
Guest Relations	0	1	1
Hospitality Universe and Spa Operations	0	2	2
Masterclass in Luxury Hospitality and Gastronomy	0	2	2
Beverage around the World	0	1	1
IT Skills for the Hospitality Professional	0	1	1
Wine Universe and Luxury Hospitality Trends	0	2	2
Business Communication / English	0	1	1
<b>Total number of credits</b>	<b>0</b>	<b>20</b>	
<b>of which general education credits</b>			<b>20</b>

### EXPERIENTIAL YEAR - SEMESTER 2 – HOSPITALITY PROFESSIONAL IMMERSION

Required courses	ECTS Credits	US Credits	General Education Credits
Internship	20	10	
<b>Total number of credits</b>	<b>20</b>	<b>10</b>	
<b>of which general education credits</b>			<b>0</b>

## YEAR 1 – HOSPITALITY MANAGEMENT EXCELLENCE

### BBA1 – HOSPITALITY FUNDAMENTALS (EXCHANGE SEMESTER LONDON OR LES ROCHES MARBELLA CAMPUS (LRM))\*

Required courses – Professional Development and General Education	ECTS Credits	US Credits	General Education Credits
Hospitality Marketing Essentials	4	2	
Hospitality Financial Accounting	6	3	
Professional Communication and Academic Writing	4	2	2
People and Performance in the Workplace	4	2	
Hospitality and Events Operations	4	2	
IT Business Tools	4	2	2
<b>Elective courses (one of the following)**</b>			
French Beginners	4	2	2
French Elementary			
French Intermediate			
Spanish Beginners			
Spanish Elementary			
Spanish Intermediate			
Food and Society			
Intercultural Communication, Collaboration and Negotiations			
Geopolitics			
International Relations			
<b>Total number of credits</b>	<b>30</b>	<b>15</b>	
<b>of which general education credits</b>			<b>6</b>



## BBA2 – HOSPITALITY MANAGEMENT (EXCHANGE SEMESTER LONDON OR LRM CAMPUS)\*

Required courses	ECTS Credits	US Credits	General Education Credits
Integrated Marketing Communication in the Digital Era	4	2	
Managerial Accounting	6	3	
Management of Rooms	4	2	
Economics for Hospitality and the Tourism Industry	4	2	2
Data Analysis for Decision Makers	4	2	2
Concept Development and Entrepreneurship in Food and Beverage Management	4	2	
<b>Elective courses (one of the following)**</b>			
French Beginners			
French Elementary			
French Intermediate			
Spanish Beginners			
Spanish Elementary	2	2	2
Spanish Intermediate			
Food and Society			
Intercultural Communication, Collaboration and Negotiations			
Geopolitics			
International Relations			
<b>Total number of credits</b>	<b>30</b>	<b>15</b>	
<b>of which general education credits</b>			<b>6</b>

## YEAR 2 – BUSINESS PROFICIENCY

### BBA3 – MANAGEMENT PRACTICE

Required courses	ECTS Credits	US Credits	General Education Credits
Internship	20	10	
Reflection on Management Practice	10	5	
<b>Total number of credits</b>	<b>30</b>	<b>15</b>	
<b>of which general education credits</b>			<b>0</b>

### BBA4 – INTEGRATED BUSINESS STRATEGIES (EXCHANGE SEMESTER – LONDON CAMPUS)\*\*\*

Required courses	ECTS Credits	US Credits	General Education Credits
Business Development and Strategy	4	2	
Corporate Finance	4	2	
Leadership Skills for Change Management	4	2	
Revenue Management and Distribution Channel Management	4	2	
Human Resources Talent Management	4	2	
Business Ethics and Corporate Social Responsibility	4	2	2
Business and Academic Research Methods	6	3	3
<b>Total number of credits</b>	<b>30</b>	<b>15</b>	
<b>of which general education credits</b>			<b>5</b>



### YEAR 3 – PROFESSIONAL EXPERTISE

#### BBA5 – SPECIALIZATION AND FINAL YEAR CAPSTONE – PART 1 (EXCHANGE SEMESTER – LONDON CAMPUS)\*\*

Required courses	ECTS Credits	US Credits	General Education Credits
<b>Final Year Elective capstones (one of the following)</b>			
Bachelor Thesis (part 1)	10	5	5
Applied Business Project (part 1)			
<b>Specialization (one of the following)</b>			
Luxury Brand Strategy	20	10	
International Hotel Development and Finance			
International Event Management			
<b>Total number of credits</b>	<b>30</b>	<b>15</b>	
<b>of which general education credits</b>			<b>5</b>

#### BBA6 – THEORY TO EXPERTISE PRACTICE FINAL YEAR CAPSTONE (PART 2) AND ON THE JOB EXPERIENCE

Required courses	ECTS Credits	US Credits	General Education Credits
Final year Capstone – Bachelor Thesis (part 2) or Applied Business Project (part 2)	20	10	
On the job experience (12-week work experience minimum)	10	5	
<b>Total number of credits</b>	<b>30</b>	<b>15</b>	
<b>of which general education credits</b>			<b>0</b>

	ECTS Credits	US Credits	General Education Credits
<b>Total number of credits in the BBA program</b>	<b>180</b>	<b>120</b>	<b>42</b>

\*Exchange semesters are at GIHE and/or Les Roches based campuses. Please refer to the Academic rules and regulations for full details.

\*\*GIHE campuses may elect to institute a minimum course enrolment, such as cancelling electives if less than a prescribed minimum number of students are enrolled.

\*\*\*Exchange semesters are at GIHE based campuses.



## *Program courses*

### **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**

##### **Front Office and Hotel Operations**

---

Supported by experts from the world of hospitality, students will acquire skills and knowledge to respond to guest needs in different hotel operations departments. Students will discover the various steps that are part of the Guest Cycle (reservations, check-in, stayover, check-out) and the tasks commonly performed at the Front Desk. Housekeeping will be studied from both a theoretical and practical perspective, during which students learn the different tasks commonly carried out at an operational and supervisory level. Moreover, in the context of theater workshops and guided by experts, students will learn how to communicate appropriately with guests.

##### **Guest Relations**

---

The course equips students with the skills and knowledge necessary to provide exceptional customer service in the hospitality industry. Students will explore the various professions, roles and responsibilities involved in guest relations. Students will have the opportunity to role play, gaining practical experience and building confidence in providing exceptional guest service.

##### **Hospitality Universe and Spa Operations**

---

The objective of this course is to equip students with an in-depth knowledge of the spa sector, including different types of spas, competitors, and hospitality organizations. Students will assess the relationship between guest segmentation and services, investigating the ever-changing environment of high-end tourism destinations, including golf, sustainable tourism, and casinos. It will also give a vision on luxury travel and trends in luxury destination. In addition, the course will explore the most recent trends and advancements in several sectors of the luxury market, providing students with chances to interact with industry professionals.

##### **Pastry and Sushi**

---

This course will introduce students to the world of Food and Beverage (F&B) by exploring two cuisines: Pastry and Sushi. Students will examine key ingredients and develop a critical understanding of their creation through hands-on workshops, respecting the products and their use. The course is designed to provide a foundational knowledge of the production process and developing practical skills in the kitchen.

##### **Food and Beverage Knowledge**

---

This course is designed to provide students with an in-depth understanding of the beverage industry and food service and production in a fast-paced environment. Students will explore the origins of various types of beverages, different types of bars and bartending techniques for mixing and serving drinks. Students will focus on service and kitchen roles in an international environment and will learn how to provide services, maintain sanitation standards and gain experience in the kitchen.

##### **Gastronomic Restaurant**

---

During this course, students will discover the world of fine dining and service excellence in a gastronomic environment. This course is designed to provide students with practical experience in working in a fine dining kitchen and service environment, with a focus on precision in gastronomy and service excellence. Students will learn the importance of precision and attention to detail, service excellence and menu knowledge. In the Gastronomic Restaurant, they will develop their knowledge and skills in presenting, promoting and serving exclusive dishes guided by professionals who will demonstrate the importance of service excellence.



### **Bistro and Bars**

---

This course is designed to provide students with practical experience in working behind the bar and in a restaurant serving regional products. Throughout the course, students will have the opportunity to work in both environments, serving customers, preparing drinks and learning how to work effectively in a fast-paced hospitality environment. The course includes mixology classes, mise-en-place and service workshops with experienced instructors. The practical components of the course involve students working in shifts in the restaurant and behind the bar, allowing them to gain hands-on experience in various roles and respect clients' dietary requirements (vegan, vegetarian, etc.).

### **Wine Universe and Hospitality Trends**

---

This course will introduce students to a luxury concept, including the latest trends and those with a sustainable approach. Students will explore the latest F&B concepts, luxury branding strategies and the development of high-end products and services. On completion of the course, students will be able to explain the main characteristics of a wine, wine making and biodiversity and meet and share with an expert from the field.

### **Masterclass in Luxury Hospitality and Gastronomy**

---

This course in Luxury Hospitality Management aims to equip students with a deep understanding of the luxury industry's principles, techniques, and standards. It focuses on delivering high-quality service and exceptional guest experiences, developing culinary expertise, and understanding consumer expectations. The course emphasizes the importance of regional products and suppliers, short supply chains, and local resources, taking in consideration the environmental impact. Students learn to build effective collaboration skills with culinary professionals and suppliers, and apply theoretical knowledge to real-life situations. By the end of the course, students will be well-prepared to navigate the complex world of luxury hospitality management.

## **BUSINESS COMMUNICATION OR BUSINESS ENGLISH**

### **Business Communication**

---

Business Communication is an advanced, practical course that 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 and to write effective professional texts.

## **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**

#### **Hospitality Professional Immersion (24-week 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. Through a reflective report, students will identify how their own competencies and skills are aligned with industry expectations and how they need to develop in the areas of collaboration, communication and professionalism in preparation for their future career. 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 personal and career development plans.



## 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 1 through their 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 allow students to 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

#### **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 and functions of marketing. They will also be asked to apply these to a range of business contexts based on industry scenarios.

#### **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).

#### **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.

#### **People and Performance in the Workplace**

---

The hospitality industry relies on the performance of people to deliver a variety of services to their guests. Successful managers must therefore know and understand what influences their employees' behavior to maximize performance and help the business develop its competitive advantage through its people. This course enables students to explore a variety of factors that underpin staff behavior and their performance in the organization, such as personality, values, motives, teams and organizational culture and structure. The Organizational Behavior framework will be used to examine the performance of the individual, the group and the wider organization. The impact of contemporary issues such as employee well-being and flexible work practices will also be explored.

#### **Hospitality and Events Operations**

---

Students will assess operational process management models and how they fit alongside the interrelated nature of running a business or an event. The flow of hospitality and event operations and resources will be studied and evaluated to optimize operational efficiency and maximize customer experience. The students will also recognize the interrelated nature of internal and external players for successful operations and review the risks and challenges operations may face.

#### **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 to support business decision-making and forecasting will be reviewed. Students will also recognize the importance of application (apps) tools and the impact on everyday work practice and management. They will also learn how to design a functional app relevant to the current cutting-edge needs of the hospitality and tourism industry.





## **AND ONE GENERAL EDUCATION ELECTIVE:**

### **French Beginners**

---

This course aims 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.

### **French Elementary**

---

This course aims 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.

### **French Intermediate**

---

This course aims 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.

### **Spanish Beginners**

---

This course aims 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.

### **Spanish Elementary**

---

This course aims 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.

### **Spanish Intermediate**

---

This course aims 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 an intermediate level. The course corresponds to the Common European Framework of Reference (CEFR) level A2.

### **Food and Society**

---

The purpose of this course is to provide students with a broad insight into various aspects of food as an essential component of everyone's life. The course will first explore food from a technological and scientific perspective. It also aims to dispel the common misinterpretation of 'chemical' as a synonym of 'harmful' food ingredients and underpin the students' knowledge on the chemical nature of all food components and nutrients. Contemporary examples of food processing methods will be presented and discussed in the context of quality and taste. Afterwards, students will be introduced to the history, cultural and sociological background of food. Finally, students' learning will be underpinned by analyses of the importance of risk assessment, quality control systems and food safety in a professional setting and in everyday life.

### **Intercultural Communication, Collaboration and Negotiations**

---

This course aims to prepare students for the world of work where interpersonal skills are key. It will cover three main aspects of communication and collaboration: interpersonal communication, intercultural communication and widely understood teamwork, with aspects of collaboration and conflict resolution. It is designed to build student skills in a gradual way by first focusing on communication techniques between individuals and groups. It then deepens their knowledge of communication by looking at particular cultural differences that might impact how communication is dealt with and received around the globe. Finally, the course develops student's ability to work with others by looking at practical tools and solutions to be implemented when working with peers in business settings.

### **International Relations**

---

This course is designed to immerse students in dynamic global international relations and political systems in an era of shifting borders, restructuring economies and regional realignments. It covers the interactions of stakeholders at an international level, including states and supra-national groups such as the United Nations, Amnesty International and European Institutions. More precisely, the course introduces concepts of global governance, diplomacy, foreign policy, political economy and international security and examines the evolution of international relations in the 20th and 21st centuries.



## **Geopolitics**

---

The course is designed to give students the necessary knowledge to understand major geopolitical issues, conflicts, challenges of resources acquisition, geostrategy process, cyber-war, as well as the effects of the series of economics and political crisis. Contemporary geopolitical changes will be examined, and real-world media examples will be used. The students will be encouraged to explore the most important political, economic, geographical, and historical issues affecting global service industries.

## **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**

#### **Integrated Marketing Communications in the Digital Era**

---

This course focuses on the role of integrated marketing communications in sales of products and services in the digital era. It explores the opportunities and challenges created by global changes in consumer behavior related to technological and cultural shifts of the modern age. Students will be given an opportunity to analyze the needs of specific target audiences and design a targeted communications strategy using carefully selected tools and channels.

#### **Managerial Accounting**

---

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

#### **Management of Rooms**

---

This course aims to further develop the student's understanding of managerial and strategic practices within the 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.

#### **Economics for Hospitality and the Tourism Industry**

---

Students on this course 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 analyze the consequences of tourism in relation to the theory of sustainable development.

#### **Data Analysis for Decision Makers**

---

The purpose of this course is to equip students with the analytical and statistical competencies required to transform data into useful information. Contemporary examples are taken from the hospitality industry to underpin students' knowledge and application of appropriate techniques for data collection, presentation and analysis. Students are exposed to a variety of techniques covering analytical and statistical tools to support their informed decision in real-life business situations. Statistical software is used to assist in data analysis and presentation of the results to an audience.



## **Concept Development and Entrepreneurship in Food and Beverage Management**

This course is designed to develop a set of key skills for designing and running a Food and Beverage (F&B) operation. 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. This will also include a focus on sustainability and CSR. 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.

### **AND ONE GENERAL EDUCATION ELECTIVE:**

#### **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.

#### **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.

#### **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.

#### **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.

#### **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.

#### **Spanish Intermediate**

The aim of this course is to further develop a student's abilities to communicate in Spanish and culture. 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.

#### **Food and Society**

The purpose of this course is to provide students with a broad insight of various aspects of food as an essential component of everyone's life. The course will first explore food from a technological and scientific perspective. It also aims to dispel common fear of "chemical" as a synonym of "harmful" food ingredients and underpin the students' knowledge on the chemical nature of all the food components and nutrients. Contemporary examples of food processing methods will be presented and discussed in the context of quality and taste. Afterwards, students will be introduced to the history, cultural and sociological background of food. Finally, students learning will be underpinned by analyses of the importance of risk assessment, quality control systems and food safety in a professional setting and in everyday life.



## **Intercultural Communication, Collaboration and Negotiations**

---

The aim of this course is to prepare students for the world of work where interpersonal skills are key. This course will cover three main aspects of communication and collaboration: interpersonal communication, intercultural communication and widely understood teamwork, with aspects of collaboration and conflict resolution. It is designed to build student skills in a gradual way by first focusing on communication techniques between individuals and groups. It then deepens the knowledge of communication by looking at particular cultural differences which might impact how communication is dealt with and received around the globe. Finally, the course develops student's ability to work with others by looking at practical tools and solutions to be implemented when working with peers in business settings.

## **International Relations**

---

The course is designed to immerse students in dynamic global international relations and political systems in an era of shifting borders, restructuring economies and regional realignments. The course covers the interactions of stakeholders at an international level, including states and non-states, such as the United Nations, Amnesty International and European Institutions. More precisely, the course introduces concepts of global governance, diplomacy, foreign policy, political economy, and international security, and examines the evolution of international relations in the 20th and 21st centuries.

## **Geopolitics**

---

The course is designed to give students the necessary knowledge to understand major geopolitical issues, conflicts, challenges of resources acquisition, geostrategy process, cyber-war, as well as the effects of the series of economics and political crisis. Contemporary geopolitical changes will be examined, and real-world media examples will be used. The students will be encouraged to explore the most important political, economic, geographical, and historical issues affecting global service industries.

## **SEMESTER 5 – MANAGEMENT PRACTICE**

### **SEMESTER DESCRIPTOR**

**Goal:** To reflect on 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 and critical-thinking skills and demonstrate their development as an individual contributor and a valuable team member.

### **COURSE OVERVIEWS**

#### **Management Practice (24-week 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. 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.

#### **Reflection on Management Practice**

---

This course aims to link academic knowledge with industry experience gained in the semester five student internship. Core theoretical principles and perspectives associated with 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 be able to 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 so they can 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**

### **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 market trends. Students will also explore the influence of these trends on the strategic direction of major companies. Through the execution of case studies, students will acquire the necessary competencies to appraise strategic decisions taken at corporate and business unit level in relation to the potential future success of organizations.

### **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 to assess its financial feasibility. Topics covered include profitability measures, sources of financing, capital budgeting and the cost of capital.

### **Leadership Skills for Change Management**

This course introduces a wide variety of contemporary theoretical approaches that will enable students to discover and develop their leadership skills within their organizational and business environments. As future managers, students will be able to put in place relevant strategies to navigate through change, crisis and risk management. Knowing how to use these strategies will allow students to understand how their leadership style can impact organizational function. This course allows students to select the most appropriate management tools to ensure a positive outcome depending on the business situation.

### **Revenue Management and Distribution Channel Management**

On this course, students 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.

### **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 Human Resources and line management play in acquiring, deploying and developing talent to address business needs and improve organizational performance.

### **Business Ethics and Corporate Social Responsibility**

This course explores how business ethics and their relationship with business decisions and corporate social responsibility impact 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.

### **Business and Academic Research Methods**

Students will develop their critical application of the research process and explore a research topic in either or both a quantitative and/or qualitative domain. Students will also select and use appropriate research methodologies that align with a research question or hypothesis. By the end of the course, students will be able to identify and analyze a real-life business problem through appropriate literature and data.

## **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. They are required to demonstrate 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 also be able to reflect on specialist knowledge and argue from competing perspectives.

## **COURSE OVERVIEWS**

### **ONE OF THE FOLLOWING CAPSTONE ELECTIVES**

**Students elect a capstone for 2 semesters.**

#### **Bachelor Thesis (part 1)**

---

The thesis is a culminating academic work that forms the capstone of research for a Bachelor's degree. The course is aimed at accomplishing academic research independently and involves students writing a 12,000-word study total (4,000 words for part 1 and 8,000 words for part 2) on a chosen topic in either the luxury brand strategy, international hotel development and finance or international event management specializations. One-to-one tutoring is held regularly, but the overall emphasis of the course is placed on self-regulated learning and research activities. Students are required to present critical review on existing literature on chosen topic areas, develop a conceptual framework and conduct appropriate primary research with relevant methods. They will continue their research in semester 8.

#### **Applied Business Project (part 1)**

---

The applied business project is a business research-based capstone that consolidates 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 specializations: luxury brand strategy, international hotel development and finance or international event management. Based on the mission given by the client, students will be responsible for setting objectives, reviewing relevant industry and academic-based literature, selecting appropriate research methodologies, by collecting and analyzing data to build and present their business report on deliverables to the client.

## **AND ONE OF THE FOLLOWING SPECIALIZATION ELECTIVES:**

### **Specialization in Luxury Brand Strategy**

---

The course provides students with a deep and systematic understanding of luxury as a concept, the luxury business and the relationship between the luxury goods and the hospitality industries today. Students will explore the concept of luxury, the role it plays in society and the changes and current trends in the luxury goods and services 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 evaluate the marketing mix model for luxury, including opportunities brought about by digital innovations. They will learn how to build loyalty by delivering service excellence. Finally, students will conceptualize a multi-sensorial and emotionally engaging guest experience as part of an experiential luxury strategy.

### **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. This course will introduce students to the industry's main stakeholders, its business models and the brand expansion strategies open to investors. It will also focus on essential tools to analyze hotel revenue and profit trends using key performance indicators (KPI's). Students will also have the opportunity to develop a hotel feasibility study based on a new hotel concept and space plan and negotiate best-in-class management agreements. This course will focus students on the best practice valuation methodologies and their application to hotel assets and investment project KPI's to maximize performance and create value. Students will apply their learning to determine the key product combination, trends and financial drivers that make a successful resort project. They will also experience the latest product and service trends in one of Europe's dynamic hotel markets.

### **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 the 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 examines the development and planning of a strategically feasible live event. The course brings together all elements of event management and students put theory into practice by hosting an event on campus. Finally, students reflect on this experience and present a post-event evaluation.



## SEMESTER 8 – THEORY TO PRACTICE

### SEMESTER DESCRIPTOR

**Goal:** To apply knowledge, research and professional skills to thrive in a corporate or business environment.

This last semester of studies is designed to provide students with a holistic understanding of the interconnectedness between research, reflective practices and work experience. Through a comprehensive research project, students will gain valuable insights and should be able to provide sound business-oriented recommendations.

Upon successful completion, students should be able to transition into a professional work environment and should excel in applying the skills they have developed and ready themselves for future career or educational opportunities. Students should be autonomous global learners and professionals.

### ONE OF THE FOLLOWING CAPSTONE ELECTIVES:

#### **Bachelor Thesis (part 2)**

---

Students complete their 8,000 words final year capstone for a Bachelor's degree. The course is aimed at accomplishing academic research independently by analyzing collected data to build arguments and developing discussion. Major findings need to be recapitulated and students draw conclusions through evaluation and synthesis. Students are also required to create concrete recommendations for the practitioners and present their Bachelor Thesis during a viva.

#### **Applied Business Project (part 2)**

---

Students complete their applied business project by self-reflecting on the first part of their Applied Business Project. Through this in-depth analysis and new research conducted, they are capable of fine-tuning their findings and giving sound recommendations to the client, as well as applying their business related results

#### **On the job experience**

---

In the final semester of studies, an additional professional experience is undertaken, where students will apply academic knowledge to real-world scenarios. Focused on the sharpening of skills and expertise, this final hands-on immersion in a business environment is intended to ensure a seamless transition into the student's chosen field, post-graduation. Through reflective practices, networking and a culminating capstone project, students will gain invaluable professional competencies and business acumen.





# Graduate programs

## *MSc in Hospitality Business Leadership*

### CONCEPT OF THE MASTER'S PROGRAM

The overall aim of the MSc program in Hospitality Business Leadership 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 in 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 with a well-rounded knowledge of industry fundamentals and leadership behaviors, together with strategies for enhancing performance and driving revenue. 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 industry, enabling them 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 divided into units of study called courses or modules. Each course or module is assigned a specific number of credits. There are 45 US Carnegie credit units or 90 ECTS credits (Bologna European system) in the program of study and all courses or modules must be passed. All students are registered for an MSc in Hospitality Business Leadership.

### PRE-SESSIONAL – HOSPITALITY IMMERSION PROGRAM (OPTIONAL)

Courses	ECTS Credits	US Credits
Hospitality Immersion Program	0	0
<b>Total number of credits</b>	<b>0</b>	<b>0</b>





### SEMESTER 1 – HOSPITALITY MANAGERIAL FUNDAMENTALS

Required courses	ECTS Credits	US Credits
Critical Research Methodologies in Business	2	1
Managing Hospitality and Luxury Operations	4	2
Revenue Management and Pricing Strategy	4	2
Managerial Accounting and Financial Analysis	4	2
Marketing Management for Hospitality Leaders	4	2
Leadership Across Cultures	4	2
Leading Digital Strategy	4	2
Sales and Distribution Strategies in Hospitality	2	1
Field Trip	2	1
<b>Total number of credits</b>	<b>30</b>	<b>15</b>

### SEMESTER 2 – LEADERSHIP SKILLS IN HOSPITALITY

Required courses	ECTS Credits	US Credits
Hospitality Business Strategies and Value Creation	4	2
People Management in a Global Environment	4	2
Hospitality Corporate Finance	4	2
Strategic Research Techniques for Business	2	1
Hotel Asset Management and Concept Creation	4	2
Innovative Food & Beverage Strategies	2	1
Sustainability Essentials for Hospitality Managers	2	1
Luxury Brand Management	4	2
Leadership in Action	2	1
Crisis Management in a Volatile Environment	2	1
<b>Total number of credits</b>	<b>30</b>	<b>15</b>

### SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

Required Courses	ECTS Credits	US Credits
Internship or Business Research Project	30	15
<b>Total number of credits</b>	<b>30</b>	<b>15</b>



## *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 Hospitality Immersion Program consists of kitchen, restaurant, front desk and 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**

##### **Hospitality Immersion Program**

---

This course allows students to acquire the operational skills, knowledge and abilities fundamental to performing tasks and duties in the different hotel departments, such as: Rooms Division, Food and Beverage and Front Office. This practical work will foster the development of lifelong qualities 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 to the test in real hospitality settings.

#### **COURSE OVERVIEWS**

##### **Critical Research Methodologies in Business**

---

Research is the backbone of successful problem-solving, decision-making, and strategic planning under uncertainty. This course, spanning two semesters, will develop your skills for understanding problems, asking key questions, refining research issues, generating hypotheses, choosing research methods and tools, working with data, and persuasively communicating findings. You will gain knowledge about deductive, inductive, and abductive research processes, developing proficiency in multiple ways of knowing. Cultivating a healthy skeptical attitude regarding assumptions and claims will also be emphasized. Effective research requires gathering new information to develop novel insights and theories, while interrogating one's own biases.

##### **Managing Hospitality and Luxury Operations**

---

Effective organization of resources and close collaboration between internal and external players are fundamental to increasing customer satisfaction, value creation and quality management. During this course, students learn to assess and recommend various complex operational management tools and techniques to sustain a successful hospitality business, including in the luxury sector.

##### **Revenue Management and Pricing Strategy**

---

Revenue Management aims at optimizing the revenue (topline) performance and profitability of service firms such as hotels, airlines and so on. Students will explore the foundations and advanced concepts of Revenue Optimization with a focus on hospitality in order to improve the total net revenue of companies: how to forecast demand, control inventory and availability, set and monitor a pricing strategy and manage distribution channels.



### **Managerial Accounting and Financial Analysis**

---

This course is designed to provide students with solid practical accounting knowledge and the analytical tools required when 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 include: responsibility accounting, USALI balance sheet, USALI income statement, statement of cash flow, cost concepts and cost-volume-profit analysis.

### **Marketing Management for Hospitality Leaders**

---

This course has been developed to give aspiring industry managers a critical appreciation of marketing services in the international hospitality 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. This course 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 amid changing societal expectations.

### **Leadership Across Cultures**

---

Globalization has led to a critical need for well-trained, adaptable leaders and managers who can effectively interact in a variety of multi-diverse contexts. This course is designed to introduce a variety of skills and mindsets towards leadership that will allow students to discover and develop their leadership individually and as part of a team within multicultural, organizational and business environments. Through a highly dynamic learning process, students critically examine and debate concepts and case studies within their multicultural and gender-diverse peer groups to enhance their knowledge of the field.

### **Leading Digital Strategy**

---

This comprehensive master's-level course is designed to equip students with the essential skills and strategic mindset required to excel in the dynamic field of digital strategy leadership. With a strong emphasis on both the theoretical foundations and practical applications, students will embark on a transformative learning journey, preparing them to navigate the evolving digital landscape with confidence and ingenuity. The course will specifically cater to the hospitality industry. By delving into key digital platforms, emerging technologies and strategic frameworks, students will gain the expertise needed to drive organizational success in the digital age. By the end of this course, students will emerge as forward-thinking digital strategists equipped to navigate the complexities of the digital landscape, deliver innovative solutions and drive sustainable success for organizations in the ever-evolving hospitality industry.

### **Sales and Distribution Strategies in Hospitality**

---

This course systematically synthesizes sales theories, techniques, and strategies, integrating them into a cohesive, adaptive approach tailored for complex and dynamic market environments. The course encourages students to create new sales strategies and frameworks, pushing the boundaries of existing paradigms to adapt to changing buyer behaviors and market conditions.

### **Field Trip - Managing Service Excellence in Hospitality**

---

The field trip is designed to achieve several key objectives. Firstly, it aims to provide students with practical exposure to real-world business environments, allowing them to apply theoretical concepts learned in the classroom to actual business settings. Secondly, the experience seeks to foster entrepreneurial thinking by immersing students in innovative and dynamic companies, where they can witness firsthand the strategies and practices that drive successful practice. Additionally, the field trip aims to enhance students' networking opportunities by facilitating interactions with industry professionals and entrepreneurs, creating valuable connections for future career prospects. The contents of the trip will include visits to a diverse range of businesses, discussions with successful entrepreneurs, and opportunities to analyze and present case studies relevant to their chosen area of study. Overall, the field trip is designed to enrich students' academic experience and prepare them for future leadership roles in the business world.



## SEMESTER 2 – LEADERSHIP SKILLS IN HOSPITALITY

### 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 their 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. The field trip is designed to achieve several key objectives. Firstly, it aims to provide students with practical exposure to real-world business environments, allowing them to apply theoretical concepts learned in the classroom to actual business settings. Secondly, the experience seeks to foster entrepreneurial thinking by immersing students in innovative and dynamic companies, where they can witness firsthand the strategies and practices that drive successful practice. Additionally, the field trip aims to enhance students' networking opportunities by facilitating interactions with industry professionals and entrepreneurs, creating valuable connections for future career prospects. The contents of the trip will include visits to a diverse range of businesses, discussions with successful entrepreneurs, and opportunities to analyze and present case studies relevant to their chosen area of study. Overall, the field trip is designed to enrich students' academic experience and prepare them for future leadership roles in the business world exposing them to original and innovative thinking to problem solving and decision making. Subjects include higher level management and business subjects, research and project management.

### COURSE OVERVIEWS

#### **Hospitality Business Strategies and Value Creation**

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 in the hospitality industry and compares multiple perspectives on strategy with the aim of helping students become analytical and creative strategic thinkers.

#### **People Management in a Global Environment**

This course is designed to provide students with an understanding of the significance of People Management for contemporary businesses operating in a dynamic global environment. It will draw on disciplines such as Human Resources, Organizational Behavior and Talent Management to provide students with the opportunity to develop and apply their practical people management skills in an international business context. Through discussing and critically analyzing both theoretical models and current practices, students will explore issues concerning the global challenges faced by companies and managers in key areas of people management. Lectures are complemented by group discussions and individual assignments, in addition to practical applications that allow students to reflect on and evaluate current industry practice.

#### **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 how 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 a multinational corporation faces.

#### **Strategic Research Techniques for Business**

This course focuses on equipping students with advanced methodologies to conduct comprehensive research in the business domain. Students delve into cutting-edge techniques for gathering, analyzing, and interpreting data to inform strategic decision-making. The curriculum emphasizes a blend of quantitative and qualitative research methods, ensuring students develop a versatile skill set for addressing complex business challenges. Through practical applications and case studies, learners gain proficiency in designing and executing strategic research initiatives that contribute to informed and effective business strategies. Providing students with the necessary skills and knowledge to complete their research projects in semester 3 of their studies.

#### **Hotel Asset Management and Concept Creation**

A crucial role for today's senior hotel professionals is to enhance value for a hotel owner by understanding the business from their perspective. This course will introduce students to the industry's main stakeholders, its business models and the brand-expansion strategies open to investors. Students will have the opportunity to create a differentiated hotel concept within a highly competitive marketplace.



### **Innovative Food & Beverage Strategies**

---

This course will take students through the iterative process of building a business model for a next-generation food and beverage concept. It begins with the exploration of all potential types of revenue streams that tomorrow's operations should consider incorporating. The course further expands on considerations that need to be given towards sustainability, an expectation of the next generation of consumers as well as an opportunity based on technological evolution. Future proofing measures will be assessed to anticipate possible operational disruptions impacting the business when confronted with crises in the future. Finally, students will be exposed to the various opportunities for securing and meeting the business model financial requirements

### **Sustainability Essentials for Hospitality Managers**

---

Environmental sustainability in the hospitality industry is now topping business agendas, while at the same time hospitality firms are assuming greater responsibility for helping solve complex social issues. Environmental and societal pressures have reached a tipping point and sustainable development is no longer considered a luxury but a necessity for long-term competitiveness and survival, particularly in an industry so highly dependent on human and natural resources. While highlighting the key risks and opportunities of sustainability for hospitality companies, this course will balance theory and practice with the contribution of hospitality professionals.

### **Luxury Brand Management**

---

This course has been developed to introduce students to the concept of brand management in the context of international luxury hotel businesses. It looks specifically at elements of a brand and the strategies adopted to create and manage brands that are recognizable in various destinations but at the same time remain true to their personality. The course requires students to apply their knowledge of marketing management to ensure consistency of the brand and its relevance for the desired target market.

### **Leadership in Action**

---

This course provides an immersive exploration of effective leadership strategies in contemporary professional settings. Focused on practical application, this course integrates theoretical frameworks with real-world scenarios to equip students with the skills needed to lead with impact. Participants will engage in case studies, simulations, and reflective exercises, fostering a deep understanding of leadership dynamics and honing the ability to navigate complex challenges. By the end of the module, students will emerge with a robust toolkit for successful leadership in diverse and dynamic environments.

### **Crisis Management in a Volatile Environment**

---

This course is an immersive, multifaceted program focused on Comprehensive Crisis Management for Organizations. This course is not just about understanding crises but mastering the skills, tools, and strategies needed to navigate them effectively. A crisis can strike any organization due to unpredictable external factors such as natural disasters and market volatility or internal challenges such as management failures and operational disruptions. This course synthesizes critical theories, the latest research findings, and practical methodologies to prepare students for any crisis scenario, helping them transition from a reactive to a proactive managerial stance.

## **SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP**

### **SEMESTER DESCRIPTOR**

**Goal:** To demonstrate the ability to plan and execute an independent research project within a defined time-period or working in a placement for a duration of six months.

If students opt for the Business Research Project, they will be required to produce an independent research project demonstrating advanced research skills, planning and self-management abilities as well as agility in information handling.

If students choose to undertake a six-month internship, they will carry out a work placement and produce a reflective essay. Students will use a reflective model and an experiential learning cycle to examine their internship experiences so they develop via self-reflection on at-work practices and enhance their employability.

### **COURSE OVERVIEWS**

#### **Business Research Project**

---

This is an individual academic research project that requires self-regulated learning and independent research activities. Students must identify, analyze, conceptualize and carry out research into a business problem based on one of the major themes and concepts studied during the program. The project may also focus on a diagnostic review of an existing or past organizational problem. Major findings should be presented and two solutions or recommendations should be proposed with syntheses and evaluations.



## **Internship**

---

Students will further their professional development through their experiential learning and critical reflection. Students will use a reflective model and an experiential learning cycle to examine their internship experiences. They will reflect critically on these experiences and on relevant theoretical knowledge to create a new synthesis of theory and practice as a means of professional development.



## *MSc in Luxury Management and Guest Experience*

This program is taught in Switzerland only.

### CONCEPT OF THE MASTER'S PROGRAM

The overall aim of the MSc program is to educate managers for the luxury industry, following the philosophy of hospitality: sense of service, uncompromised excellence, attention to detail, leadership via service and humility and creating unique customer experiences. The program introduces students to traditional and advanced business courses, with focus on retail and omnichannel experience, digital and sustainable business. The students are immersed in practical and experiential learning through a field trip, company visits, workshops with businesses and the organization of the Luxury Event, which is worked on throughout the program. Teaching methods will be based on real-world case studies and projects before students embark on a six-months internship or business research 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 hospitality attitude.; namely sense of service, uncompromised excellence, attention to details, leadership via service and humility, and a focus on the creation of 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 hyper-competitive luxury market. At the managerial level, graduates accept accountability in a responsible way, developing their own and other individuals' talents and transforming the working environment at operational and strategic levels based on local contexts.

### LEARNING OUTCOMES

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

- Demonstrate managerial, behavioral 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 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 and the need for innovation and creativity
- Manage complex projects within the luxury business 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 is a 1.5-year program of study divided into units of study called 'courses' or 'modules', each of which is assigned a specific number of 'credits'. There are 45 US Carnegie credit units or 90 ECTS credits (Bologna European system) in 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	ECTS Credits	US Credits
Hospitality Immersion Program	0	0
<b>Total number of credits</b>	<b>0</b>	<b>0</b>



### SEMESTER 1 – LUXURY BUSINESS ENVIRONMENTS, MARKETING AND BRAND MANAGEMENT, LUXURY EXPERIENCE AND INNOVATION PART I

Required Courses	ECTS Credits	US Credits
Critical Research Methodology in Business	2	1
Intercultural Leadership	2	1
Economics and Sociology of Luxury	2	1
Business Trends in Luxury Hotels, Resorts and Events	2	1
High Gastronomy and Fine Dining	2	1
Effective Communication	2	1
Ultra-Luxury Travel and Experiences	2	1
Luxury Fashion Design	2	1
Building Brand Equity in Luxury	2	1
Experiential Economics	2	1
Digital Transformation and Data Analytics	2	1
Digital Marketing in the Luxury Industry	2	1
Service Culture and Operational Excellence	2	1
Design Thinking	2	1
Field Trip	2	1
<b>Total number of credits</b>	<b>30</b>	<b>15</b>

### SEMESTER 2 – LUXURY EXPERIENCE AND INNOVATION PART II AND STRATEGIES AND BUSINESS MODELS

Required Courses	ECTS Credits	US Credits
Sustainable Luxury and Design	2	1
Blockchain in the Luxury and Hospitality Business	2	1
Impactful Design for Retail and Hospitality	2	1
Retail Management	4	2
Strategic Management of Luxury Brands	2	1
Talent Management	2	1
Corporate Finance and Value Creation	4	2
Business Models	2	1
Legal Environment of the Luxury Industries	2	1
Behavioral Aspects of Customer Engagement	2	1
Strategic Research Techniques for Business	2	1
Luxury Event	4	2
<b>Total number of credits</b>	<b>30</b>	<b>15</b>

### SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

Required Courses	ECTS Credits	US Credits
Internship or Business Research Project	30	15
<b>Total number of credits</b>	<b>30</b>	<b>15</b>





## *Semester descriptors and course overviews*

### **PRE-SESSIONAL: HOSPITALITY IMMERSION PROGRAM**

#### **SEMESTER DESCRIPTOR**

**Goal:** To practice 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 in a real-life simulated boutique hotel environment. The practical arts semester consists of kitchen, restaurant, front desk and 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**

##### **Hospitality Immersion Program**

---

This course allows students to acquire the operational skills, knowledge and abilities fundamental to performing tasks and duties within the different hotel departments, such as: Rooms Division, Food and Beverage and Front Office. This practical work will foster the development of lifelong qualities that 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 in a specialized luxury context.

In this semester, students will be taught to think critically through immersion in the core concepts and business scenarios related to the luxury industry and 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 highly specialized knowledge in the field. Subjects include Economy and Sociology of Luxury, Business Trends in Luxury Hotels, 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 to get students comfortable with living and working in a multicultural environment. During the field trip, students will put their knowledge to the test in a real-world context. They also get the opportunity to learn through experience because the important elements of luxury –such as taste, touch and craftsmanship are impossible to acquire in class.

#### **COURSE OVERVIEWS**

##### **Critical Research Methodology in Business**

---

Research is the backbone of successful problem-solving, decision-making, and strategic planning under uncertainty. This course, spanning two semesters, will develop your skills for understanding problems, asking key questions, refining research issues, generating hypotheses, choosing research methods and tools, working with data, and persuasively communicating findings. You will gain knowledge about deductive, inductive, and abductive research processes, developing proficiency in multiple ways of knowing. Cultivating a healthy sceptical attitude regarding assumptions and claims will also be emphasized. Effective research requires gathering new information to develop novel insights and theories, while interrogating one's own biases.



### **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 behaviors 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.

### **Economics and Sociology of Luxury**

---

This course will provide students with different theoretical frameworks in economics and sociology as they 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 and their close relationship with creativity and innovation. The course will additionally provide an overview of the connections between creativity, economic growth and social change, together with social class and status dynamics in society and in markets. Furthermore, the course prepares students for the field trip by providing the due theoretical background so they can maximize the outcomes of this experiential learning opportunity.

### **Business Trends in Luxury Hotels, 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.

### **High Gastronomy and Fine Dining**

---

The aim of this course is for students to take a deep dive into the universe of ultra-fine dining. Students will gain an understanding of the rationale behind different business models and critically assess what sets them apart from various produce and concept perspectives. They 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.

### **Effective Communication**

---

This course focuses on the importance communication has in our professional and personal lives. The program aims to increase awareness of the impact our way of communicating can have on different kinds of people (stakeholders, clients, colleagues) who have different drivers and come from diverse cultural backgrounds. Students will learn the theoretical and practical implications of communication skills, how to communicate with presence and how to adapt their skills when dealing with people who have a different personal preference or cultural background. Students will critically appraise different audience profiles and practice their recently acquired communication skills in a training environment before entering the job market.

### **Ultra-Luxury Travel and Experiences**

---

The aim of this course is to immerse the students in luxury 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 and to develop the ability to critically appraise, transfer and apply best in-class learning. Product and service will be explored to develop a differentiation strategy for an ultra-luxury hotel.

### **Luxury Fashion Design**

---

This course will focus on the luxury side of fashion, a world closely connected with other sectors of the luxury industries (for example, leather goods and accessories, perfumes, watches and jewelry). Students will explore fashions and receive a brief overview of the history of the fashion system born in Paris at the end of the 19th Century. The course will focus on luxury fashion design as a form of production and diffusion of innovation that reverses marketing principles. Particular attention will be paid to the role played by luxury fashion design inside the overall fashion system in fostering innovation and trends and in building value. The importance and the historical development of fashion designers and their role in building the value of luxury fashion will also be explored.



### **Building Brand Equity in Luxury**

---

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 its behavior. The course also examines the strategic importance of luxury brands – for the company and society – and relevance in building brand equity. It also covers how value is created and maintained by managing a brand through its lifecycle and adhering to the principles of luxury branding and marketing.

### **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 (experience, effects and value). Other course themes include bias in the experience economy, discourse in current literature and the 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. Using their conceptual knowledge, experiences and insight, students will create a new conceptual design for a relevant economic offering that draws on experiential research.

### **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.

### **Digital Marketing in the Luxury Industry**

---

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

### **Service Culture and Operational Excellence**

---

The aim of this course is for students to explore what successful companies do to engage their employees to achieve customer service excellence and how they strategically align all aspects of an organization to lead to outstanding service. Students will analyze what 'service culture' means and investigate how to achieve such a customer service level through genuine service and operational excellence. Students will focus on how product and service delivery are engineered to provide an exceptional service experience and on how authentic customer engagement is increased, leading to increased revenues. They will relate themes such as customer journey, team training, service design and execution to contemporary industry-based examples to create the link between course content, service culture and real-world operational performance.

### **Design Thinking**

---

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 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 students in the design thinking process and problems that may arise. Design methodologies can be considered as the interconnection between creativity and innovation through the generation of innovative ideas proposing real value.

### **Field Trip**

---

The experiential journey is at the heart of our educational philosophy. The field trip is a real research journey, allowing the students to experience in-depth topics vital to luxury industries. In particular, the trip will explore the importance of coupling heritage and tradition with creativity and innovation, as well as its connection with the creation of economic value for countries. During the trip, students will be encouraged to use all their five senses to fully appreciate the quality of luxury products and services and will get the opportunity to experience and apply what they have learned in class (for example, gastronomy, luxury fashion design, operational excellence, guest experience.). Company visits and recruitment opportunities will form part of the journey.



## **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, such as 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 they acquired during the first semester.

### **COURSE OVERVIEWS**

#### **Sustainable Luxury and Design**

The course provides students with a critical understanding of the non-negotiable needs and future developments on the topic of Corporate Social Responsibility (CSR) in luxury industries and in particular in luxury fashion and design. Students will critically analyze different business practices in sustainability to learn as consumers and future managers how to face the challenge successfully. The need for more sustainability in 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 company strategies and led to the creation of dedicated departments and start-ups where sustainability is part of their DNA. Demand is strongly driven by LOHAS (Lifestyle of Health and Sustainability) consumers, who are taking buying decisions based on aesthetics.

#### **Blockchain in the Luxury and Hospitality Business**

This course will focus on how blockchain technology can be used in the luxury industry. Blockchain technology has three main use-cases: transfer of digital assets, decentralized registries and smart contracts. Each of these will impact the luxury industry through customer experience, the secondary market and an increase in traceability for the production and distribution of luxury goods. Students will acquire knowledge through direct learning, then explore these applications and more by studying real-life use-cases and building concrete projects.

#### **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. They will also examine contemporary hospitality concepts in design perspective in connection with desired service promise.

#### **Retail Management**

Retail Management covers many fields of general management because, 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 and take good care of the brand image, which is made directly available and materialized in the store for the customer experience. Retail management covers areas such as market trends, operations, supply chain and human resource management, merchandising and digital technologies - in particular in the light of an integrated omnichannel perspective - as well as customer relationship management (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 also focused on the creation of an integrated 'phygital' guest experience for omnichannel retail in the luxury industries.

#### **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 students' ability to understand, critically appraise and use financial indicators, KPIs and the appropriate organizational tools and procedures needed to develop a successful strategy, from vision to objectives, in the luxury industries.



## **Talent Management**

---

In a changing world, companies need an integrated approach to attracting, developing, engaging and retaining critical talent to anticipate upcoming needs and challenges. This is even more true for the luxury industry, based as it is both on heritage and tradition as well as creativity and innovation. Luxury companies must therefore focus more than other companies on developing employee talent, supporting the continuous development of knowledge, innovation and creativity and ensuring the transmission of their heritage and craft-based processes. They also need to be 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 luxury companies.

## **Corporate Finance and Value Creation**

---

This course aims at familiarizing students with the concepts of financial decision making, with an emphasis on luxury conglomerates. It will review the theory and practice of capital budgeting decisions 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. Students will analyze financial statements and company reports to assess the financial strategy, the business model and the profitability of their operations.

## **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.

## **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. Students 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.

## **Behavioral Aspects of Customer Engagement**

---

This course focuses on the luxury market and its impact on new levels of customer experience touchpoints, online and offline. Part of the course is dedicated to selling ceremony analysis, having a customer-centric approach at heart and the role played by CRM (also covered during the course) in the journey. Particular emphasis is given to behavioral aspects of customer engagement, when students will learn how to apply some 'Neuromarketing' and 'Behavioral Economics' principles to the analysis of the relationship between consumers and luxury brands.

## **Strategic Research Techniques for Business**

---

This course focuses on equipping students with advanced methodologies to conduct comprehensive research in the business domain. Students delve into cutting-edge techniques for gathering, analyzing, and interpreting data to inform strategic decision-making. The curriculum emphasizes a blend of quantitative and qualitative research methods, ensuring students develop a versatile skill set for addressing complex business challenges. Through practical applications and case studies, learners gain proficiency in designing and executing strategic research initiatives that contribute to informed and effective business strategies. Providing students with the necessary skills and knowledge to complete their research projects in semester 3 of their studies.

## **Luxury Event**

---

In this course, in which they will learn to evaluate the principles of event management for a luxury company, students will be asked to produce a real-life luxury branded event. They will be actively engaged in the design, planning, promotion, delivery and dissemination of an event in a professional setting and will then be able to critically assess the success factors of luxury events and provide effective dissemination of the event organized. The choice of the appropriate location for the event can represent the goal of a dedicated learning journey.



## SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

### SEMESTER DESCRIPTOR

**Goal:** To demonstrate the ability to plan and execute an independent research project within a defined time-period or working in a placement for a duration of six months.

If students opt for the Business Research Project, they will be required to produce an independent research project demonstrating advanced research skills, planning and self-management abilities, as well as agility in information handling.

If students choose to undertake a 6-month internship, they will undertake a work placement and produce a reflective essay. Students will use a reflective model and an experiential learning cycle to examine their internship experiences, in order for them to develop their personal growth via self-reflection on practices at work and enhance their employability.

### Internship

---

Students will further their professional development through their experiential learning and critical reflection. Students will use a reflective model and an experiential learning cycle to examine their internship experiences. They will reflect critically on these experiences and on relevant theoretical knowledge to create a new synthesis of theory and practice as a means of professional development.

### 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 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'S PROGRAM

The overall aim of this MSc program is to shape the future of students in the hospitality and services industries with a clear focus on smart technology, meaningful experience, innovation process design and the sharing economy. Through this program, students will become 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 demonstrated by combining the hospitality knowledge of experienced Glion faculty with the entrepreneurship and innovation of industry experts. Graduate profile

Glion MSc 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 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 them to identify new markets and opportunities for hospitality industries
- Use cutting edge and relevant business tools to generate value and suggest innovative, transformative, sustainable and revolutionary solutions in complex, unpredictable and volatile contexts
- Exhibit confident, persuasive and effective interpersonal and communication skills to manage in a 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 future challenges with innovative solutions
- Demonstrate managerial skills, take initiative 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 is a 1.5-year program of study divided into units of study called 'courses' or 'modules', each of which is assigned a specific number of 'credits'. There are 45 US Carnegie credit units or 90 ECTS credits (Bologna European system) in 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	ECTS Credits	US Credits
Hospitality Immersion Program	0	0
<b>Total number of credits</b>	<b>0</b>	<b>0</b>



### SEMESTER 1 – HOSPITALITY OPERATIONS, DISRUPTIONS, INNOVATION & ENTREPRENEURSHIP: FROM IDEA TO BUSINESS MODEL

Required courses	ECTS Credits	US Credits
Critical Research Methodologies	2	1
Trends, Disruptive Models and Entrepreneurial Mindset	2	1
Hospitality Operations	4	2
F&B Management and Value Delivery	4	2
Leadership, Team Building and Intercultural Management	2	1
Creativity and Design Thinking	4	2
Business Model Identification: Lean Startup and Traction Methods	2	1
Partnerships and Ecosystem Management	2	1
Strategy and Governance	4	2
Protecting Your Brand and Your Business	2	1
Field Trip	2	1
<b>Total number of credits</b>	<b>30</b>	<b>15</b>

### SEMESTER 2 – SCALING YOUR BUSINESS: DIGITALIZATION AND GO-TO-MARKET STRATEGY, TALENT MANAGEMENT AND FINANCIAL LIFECYCLE AND FUNDING

Required courses	ECTS Credits	US Credits
Project Lifecycle for New Business Launches	2	1
Talent Management	2	1
Marketing, Branding and Insights Foundations	2	1
Sales and Contract Negotiation	2	1
Revenue Management and Digital Distribution Strategy	4	2
Digital Technologies in the Hospitality Industry	2	1
Digital Marketing and Growth Hacking	2	1
Fundraising and Financial Strategies	2	1
Mergers and Acquisitions	2	1
Family and Small Businesses	2	1
Sustainability and Entrepreneurship	2	1
Strategic Research Techniques for Business	2	1
Innovation Week	4	2
<b>Total number of credits</b>	<b>30</b>	<b>15</b>

### SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

Required Courses	ECTS Credits	US Credits
Internship or Business Research Project	30	15
<b>Total number of credits</b>	<b>30</b>	<b>15</b>





## *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 hospitality Immersion Program consists of kitchen, restaurant, front desk, rooms division and 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**

##### **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, INNOVATION & ENTREPRENEURSHIP: FROM IDEA TO BUSINESS MODEL**

#### **SEMESTER DESCRIPTOR**

**Goal:** To develop professional management and business capabilities within the context of 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, students will create new products and 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 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 and strategy.

#### **COURSE OVERVIEWS**

##### **Critical Research Methodologies in Business**

---

Research is the backbone of successful problem-solving, decision-making, and strategic planning under uncertainty. This course, spanning two semesters, will develop your skills for understanding problems, asking key questions, refining research issues, generating hypotheses, choosing research methods and tools, working with data, and persuasively communicating findings. You will gain knowledge about deductive, inductive, and abductive research processes, developing proficiency in multiple ways of knowing. Cultivating a healthy skeptical attitude regarding assumptions and claims will also be emphasized. Effective research requires gathering new information to develop novel insights and theories, while interrogating one's own biases.

##### **Trends, Disruptive Models and Entrepreneurial Mindset**

---

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



### **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 of a hospitality business.

### **F&B Management and Value Delivery**

---

This course will allow students to explore how to organize food & beverage (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 of the company. This understanding of F&B management and value delivery, including operations, purchasing/controls and quality assurance, will help students create useful financial statements for successful business planning.

### **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.

### **Creativity and Design Thinking**

---

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. During the course, the students will have the opportunity to work with a real-life hospitality company to develop innovative and creative customer experiences in practice. The results of the course (the innovative customer experience concepts developed based on design thinking methodology) will be presented and evaluated by the client company and teacher. The course focuses on creative skills application in practice and provides a deeper understanding of the benefits and applicability of a client-centric mindset on innovative problem-solving in the hospitality industry. The course will also 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. 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, as well as open-source innovation. Students will review state-of-the-art theoretical and applied models of creativity and innovation. They will also challenge innovative changes based on business models used by early adoptive industries.

### **Business Model Identification: Lean Startup and Traction Methods**

---

This course aims to provide students with experiential learning, which shows students how startups and new ventures are created. Management tools built around a 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.

### **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.

### **Strategy and Governance**

---

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

### **Protecting Your Brand and Your Business**

---

This course will cover the legal environment of a hospitality start-up creation. In particular, it will look at the foundations of the international trademark, patent and copyright systems and their remedies and how to infuse the right mix of intellectual property protections in your venture. The course provides students with a practical understanding of legal issues they may face when setting up and protecting their own brand and business in foreign and competitive markets.



## **Field Trip**

---

The field trip is designed to achieve several key objectives. Firstly, it aims to provide students with practical exposure to real-world business environments, allowing them to apply theoretical concepts learned in the classroom to actual business settings. Secondly, the experience seeks to foster entrepreneurial thinking by immersing students in innovative and dynamic companies, where they can witness firsthand the strategies and practices that drive successful practice. Additionally, the field trip aims to enhance students' networking opportunities by facilitating interactions with industry professionals and entrepreneurs, creating valuable connections for future career prospects. The contents of the trip will include visits to a diverse range of businesses, discussions with successful entrepreneurs, and opportunities to analyze and present case studies relevant to their chosen area of study. Overall, the field trip is designed to enrich students' academic experience and prepare them for future leadership roles in the business world.

## **SEMESTER 2 – SCALING YOUR BUSINESS: DIGITALIZATION AND GO-TO-MARKET STRATEGY, TALENT MANAGEMENT AND FINANCIAL LIFECYCLE AND FUNDING**

### **SEMESTER DESCRIPTOR**

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

The second semester is dedicated to delivering value to 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 financial lifecycle and funding.

### **COURSE OVERVIEWS:**

#### **Project Life Cycle for New Business Launches**

---

This practical course will explore the project management stages of new businesses launch process. These new businesses could be start-ups, tech-companies, wineries, organic farms, hotels, restaurants, take-aways, alternative lodging facilities, etc. Students will be required to analyze the project life cycle for new businesses with an emphasis on product and service innovation. Students will explore a methodology on how to define, set-up, plan and execute an innovation project from its origin to completion.

#### **Talent Management**

---

Entrepreneurs in the field of hospitality are increasingly expected to master the art of attracting, developing, engaging and retaining critical talent. This is especially the case in a sector presenting high levels of turnover characterized by fierce competition and vulnerability to the socioeconomic environment. By the end of this course, participants will be prepared to navigate the intricate world of talent management within the hospitality industry. The course aims at providing aspiring entrepreneurs with the tools to attract, develop and retain key talent. By combining theoretical knowledge with practical application, students will develop a deep understanding of key trends affecting talent management and will be able to evaluate the effectiveness of various talent management strategies.

#### **Marketing, Branding and Insights Foundations**

---

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 understand the consumer journey framework as well as key concepts of branding and digital advertising.

#### **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. A particular focus will be given to preparing the negotiation strategy (stakeholder mapping and planning for a deal). Students will analyze a variety of contracts and practice hands-on negotiation dynamics in an intercultural context.

#### **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. This course will enable students to take optimal decisions and improve revenue and bottom-line performance. It will concentrate on the 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.



### **Digital Technologies in the Hospitality Industry**

---

Technology plays a hugely important role in today's business environment and understanding its stakes and purpose is necessary. Nowadays, the terms Artificial intelligence, Blockchain and Cloud Computing are widely used and misused. The aim of this module is to help students understand the concepts behind these technologies. During this course, students will gain the necessary skills, tools and vocabulary to enable them to communicate and work with people developing such technological components in a hospitality context.

### **Digital Marketing and Growth Hacking**

---

During this course, students will explore 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 learn to use 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

### **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 devise negotiation strategies, secure bullet-proof successful growth and build appropriate exit strategies.

### **Mergers and Acquisitions**

---

This course focuses on the role mergers and acquisitions (M&A) play 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 and due diligence through 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. Students will apply their acquired strategic M&A skills to relevant case studies and will compete in teams in an online simulation.

### **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.

### **Sustainability and Entrepreneurship**

---

This course focuses on the importance of environmental and social corporate governance to make a business sustainable and resilient in the long term.

Students will first examine the science of planetary boundaries, with a focus on climate change, biodiversity, food and health and other Sustainable Development Goals (SDGs). Students will then consider the evolving SDG landscape and how the new regulations as well as stakeholder engagement may impact corporate decisions. They will also learn about how to tackle a practical sustainability challenge by getting support, advice and feedback from others through group learning and peer-to-peer coaching. Students will develop a sustainable business plan for their company that takes into account the role of multiple stakeholders, including employees, customers, contractors and other key players who may influence positively or negatively the systemic transformation of their business practice. Students will also explore the key leadership skills and techniques necessary to develop their own resilience and that of their teams.

### **Strategic Research Techniques for Business**

---

This course focuses on equipping students with advanced methodologies to conduct comprehensive research in the business domain. Students delve into cutting-edge techniques for gathering, analyzing, and interpreting data to inform strategic decision-making. The curriculum emphasizes a blend of quantitative and qualitative research methods, ensuring students develop a versatile skill set for addressing complex business challenges. Through practical applications and case studies, learners gain proficiency in designing and executing strategic research initiatives that contribute to informed and effective business strategies. Providing students with the necessary skills and knowledge to complete their research projects in semester 3 of their studies.

### **Innovation Week**

---

The Innovation Week is an intense experiential learning period structured around a real business challenge. It is led in collaboration with the Inartis Foundation, a nonprofit organization whose purpose is to promote innovation and foster interactions between innovators, companies and research institutes. Throughout the week, students will work in teams to find novel solutions to a given business problem. They will spend time at Inartis Foundation's innovation atelier, where they will prototype and test their concepts to demonstrate the desirability, feasibility and viability of the ideas that emerged. Furthermore, students will learn to pitch their idea by engaging audiences with storytelling to mobilize support and attract investors.



## SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

### SEMESTER DESCRIPTOR

**Goal:** To demonstrate the ability to plan and execute an independent research project within a defined time period or working in a placement for a duration of six months.

During the final semester, students will have the choice to opt for the Business Research Project or an internship.

If students opt for the Business Research Project, they will be required to produce an independent research project demonstrating advanced research skills, planning and self-management abilities, as well as agility in information handling.

If students choose to undertake a 6-month internship, they will undertake a placement and produce a reflective essay. Students will use a reflective model and an experiential learning cycle to examine their internship experiences, for them to develop their personal growth via self-reflection on practices at work and enhance their employability.

### Internship

---

Students will further their professional development through their experiential learning and critical reflection. Students will use a reflective model and an experiential learning cycle to examine their internship experiences. They will reflect critically on these experiences and on relevant theoretical knowledge to create a new synthesis of theory and practice as a means of professional development.

### 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 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 Real Estate, Finance and Hotel Development*

This program is taught in the UK only with one start date in the Fall.

### **CONCEPT OF THE MASTER'S 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 a background in hospitality management, finance and real estate. They will be able to analyze and compare real estate investment opportunities, apply technical proficiency with the industry's 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-centered decisions in today's highly complex and rapidly evolving environment. At the managerial level, graduates take initiatives and accept accountability at 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 them to lead and execute hotel development projects, consulting assignments and investor mandates successfully
- Generate innovative development or alternative fund projects across real estate asset classes 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 the 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 businesses 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 divided into units of study called 'courses' or 'modules', each of which is assigned a specific number of 'credits'. There are 45 US Carnegie credit units or 90 ECTS credits (Bologna European system) in the program of study and all courses or modules must be passed. All students are registered for an MSc in Real Estate, Finance and Hotel Development.



### SEMESTER 1 – INTERNATIONAL HOTEL DEVELOPMENT AND ASSET MANAGEMENT AND REAL ESTATE INVESTMENT PART I

Required Courses	ECTS Credits	Credits
Critical Research Methodology	2	1
Hospitality Business Trends & Strategies	2	1
Hospitality Financial Analysis & Performance	4	2
Global Hotel & Resort Development	4	2
Hotel Asset Management	2	1
Negotiating Hotel Management Contracts	2	1
Global Real Estate Markets	2	1
Real Estate Finance Principles	4	2
Real Estate Valuation Methods	4	2
Institutional Investments in Real Estate	2	1
Field Trip	2	1
<b>Total number of credits</b>	<b>30</b>	<b>15</b>

### SEMESTER 2 – REAL ESTATE INVESTMENT PART II AND INVESTMENT STRATEGIES & FINANCING

Required Courses	ECTS Credits	Credits
Real Estate M&A	2	1
Capital Markets	4	2
Portfolio Management	4	2
Advanced Financing & Fixed Income	4	2
Private Equity	2	1
Advanced Financial Modeling	2	1
Strategic Research Techniques for Business	2	1
Hotel Real Estate Investment Strategy	6	3
Sustainable Real Estate	4	2
<b>Total number of credits</b>	<b>30</b>	<b>15</b>

### SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

Required Courses	ECTS Credits	US Credits
Internship or Business Research Project	30	15
<b>Total number of credits</b>	<b>30</b>	<b>15</b>



## *Semester descriptors and course overviews*

### **SEMESTERS 1 AND 2 – INTERNATIONAL HOTEL DEVELOPMENT AND ASSET MANAGEMENT AND REAL ESTATE INVESTMENT**

#### **SEMESTER DESCRIPTOR**

**Goal:** To develop the 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, students are expected to be certified by HVS in hotel valuation methods and have completed training to use Argus for real estate development.

#### **COURSE OVERVIEWS**

##### **Critical Research Methodology in Business**

Research is the backbone of successful problem-solving, decision-making, and strategic planning under uncertainty. This course, spanning two semesters, will develop your skills for understanding problems, asking key questions, refining research issues, generating hypotheses, choosing research methods and tools, working with data, and persuasively communicating findings. You will gain knowledge about deductive, inductive, and abductive research processes, developing proficiency in multiple ways of knowing. Cultivating a healthy skeptical attitude regarding assumptions and claims will also be emphasized. Effective research requires gathering new information to develop novel insights and theories, while interrogating one's own biases.

##### **Hospitality Business Trends & Strategies**

This course provides an overview of the markets, business models and emerging trends in the global hospitality industry. Regional differences are also covered. Strategic management frameworks and analytical tools (SWOT, PEST, Porter Five Forces, VRIO) will be presented, selectively analyzed and applied to the hospitality industry based on case studies. Students will also review and discuss the current strategic orientations of hospitality firms and the consequences of major trends on the past and future of the industry.

##### **Hospitality Financial Analysis & Performance**

Focusing on the financial analysis of hotel operations, this course will provide students with a background in accounting and the use of 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 HotStats.

##### **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. Students will apply their learning through assignments to identify the optimal product combination, trends and financial drivers that contribute to a successful hotel development project.

##### **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 they use to create long-term value. It 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.





### **Negotiating Hotel Management Contracts**

---

This course will provide an insight into hotel expansion business models, such as management, franchises and lease agreements. It is aimed 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.

### **Global Real Estate Markets**

---

The Global Real Estate Markets 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 while students will put together a dummy global portfolio and stress-test it against credible market conditions. Students will also consider and discuss the key lessons learned from several decades of global real estate investing.

### **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.

### **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. Students will also examine the role of the valuation in the real estate investment management process and analyze the consequences of expert-based valuations.

### **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 investors' motivations, target allocation, correlation with other asset classes and 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.

### **Field Trip**

---

The field trip is designed to complement in-class learning with practical experience. Students will investigate the latest challenges of investing in 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 manage hospitality real estate assets and funds to create value for their investors in emerging countries.

### **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, types of transactions and trends in 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.



## **Capital Markets**

---

This course will provide an overview of the public capital markets in the context of global capital and economics and the alternative investment options. After covering the history, development and functioning of the key public markets, the course will look at how to interpret the information provided on equities and assess the investment proposition both theoretically and practically. Different investment instruments will be considered as well as the efficiency of the market. The course will then consider various approaches to assessing investments opportunities. The alternative investment markets will be covered as well as the main sources and drivers of capital. Finally, the course will consider the 'human' side or behavioral finance.

## **Portfolio Management**

---

The 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, multi-factor models and risk budgeting. A special emphasis will be put on the real estate sector and international portfolio diversification strategies.

## **Advanced Financing & Fixed Income**

---

This course focuses on the determinants of 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.

## **Private Equity**

---

Understanding what private equity financing implies, delivers and does not provide is crucial, especially given the growing influence of this sector of the global economy. This course offers an overview of 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 considers the place of private equity in asset allocation, fund structuring and management and divestments.

## **Advanced Financial Modelling**

---

The course focuses on modeling 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 walk-through of the construction of a private equity real estate model. The course will also cover the modeling of risk analysis through sensitivities, Monte Carlo simulations and portfolio stress tests.

## **Strategic Research Techniques for Business**

---

This course focuses on equipping students with advanced methodologies to conduct comprehensive research in the business domain. Students delve into cutting-edge techniques for gathering, analyzing, and interpreting data to inform strategic decision-making. The curriculum emphasizes a blend of quantitative and qualitative research methods, ensuring students develop a versatile skill set for addressing complex business challenges. Through practical applications and case studies, learners gain proficiency in designing and executing strategic research initiatives that contribute to informed and effective business strategies. Providing students with the necessary skills and knowledge to complete their research projects in semester 3 of their studies.

## **Hotel Real Estate Investment Strategy**

---

The purpose of this course is to immerse the students in the reality of the investment process, where they will mobilize all the in-class learning and be challenged to work at the level of industry professionals. Students will be required to create an event with appropriate professional guest speakers to showcase the process for the screening and due diligence for a real-life hotel and real estate asset purchase, how to design asset-level strategy to reach investors' objectives and how to structure the funding portfolio. The project to create the event will be organized in multiple stages with feedback at each milestone.

## **Sustainable Real Estate**

---

This course provides an overview of how real estate investors and managers are tackling sustainability – arguably one of the most important strategic challenges and opportunities the industry has faced. Students will explore key concepts, tools and frameworks that are driving ESG (Environmental, Social and Governance) decision making among real estate industry stakeholders. The course will also cover innovation in construction and operations and the inter-relationship between creating long-term value and sustainable real estate.



## SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

### SEMESTER DESCRIPTOR

**Goal:** To demonstrate the ability to plan and execute an independent research project within a defined time-period or working in a placement for a duration of six months.

If students opt for the Business Research Project, they will be required to produce an independent research project demonstrating advanced research skills, planning and self-management abilities, as well as agility in information handling.

If students choose a 6-month internship, they will undertake a placement and produce a reflective essay. Students will use a reflective model and an experiential learning cycle to examine their internship experiences, in order for them to develop their personal growth via self-reflection on practices at work and enhance their employability.

### COURSE OVERVIEWS

#### **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 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.

#### **Internship**

---

Students will further their professional development through their experiential learning and critical reflection. Students will use a reflective model and an experiential learning cycle to examine their internship experiences. They will reflect critically on these experiences and on relevant theoretical knowledge to create a new synthesis of theory and practice as a means of professional development.



## Executive Master's Programs

### *Executive Master's in Luxury Management and Guest Experience*

This program is taught in blended delivery format, including Residential Weeks in Switzerland and in the UK.

MODULE & COURSE OVERVIEWS TO BE VIEWED ON THIS [LINK](#)

### *Global Executive Master's in Hospitality Leadership in partnership with ESSEC Business School*

This program is taught in blended delivery format, including Residential Weeks in Switzerland, Singapore, the UK and France.

MODULE & COURSE OVERVIEWS TO BE VIEWED ON THIS [LINK](#)



# English Language Program

## *Intensive Hospitality English Language Program (IHELP)*

### CONCEPT OF THE IHELP PROGRAM

The Intensive Hospitality English Language Program (IHELP) is a five or six-week pre-sessional access 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 and specific hospitality English and study skills to prepare them for successful undergraduate and master's studies.

### GRADUATE PROFILE

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

IHELP enables students to integrate successfully into the Glion or Les Roches educational communities by providing an inclusive supportive program on the Glion or Les Roches 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 or master's programs successfully. They should be able to communicate appropriately, using both written and spoken English in hospitality and academic contexts to a professional standard.

They should also 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 FIVE OR SIX-WEEK PROGRAM (SWITZERLAND: FALL IN GLION AND SPRING IN LES ROCHES)

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

Five or six-week program - IHELP	Total Hours
English Skills	18
English for Hospitality	18
Listening and Speaking	18
Reading and Writing	18
Skills for Academic Success	18
Culture and Tourism	18
Test Preparation	18
<b>Total</b>	<b>126</b>



## *Course overviews*

### **IHELP FIVE OR SIX-WEEK PROGRAM**

#### **English Skills**

---

The focus of this course 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.

#### **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.

#### **Listening and Speaking**

---

This course develops students' listening strategies and speaking skills in general and academic contexts. Language structures are reviewed and reinforced, while students will role play, make short presentations and develop confidence in speaking. They will also practice how to put forward their own point of view with evidence – encouraging the development of their critical skills.

#### **Reading and Writing**

---

This course develops students' reading strategies and writing skills in academic and general contexts. Language structures are reviewed and reinforced, while students will study reading texts and react to these in an appropriate written format. They will also practice how to put forward their own point of view with evidence – encouraging the development of their critical skills.

#### **Skills for Academic Success**

---

This course provides students with the core academic skills and language needed for further study. Students will listen to lecture extracts and take notes, develop reading strategies to understand longer academic texts and write academic papers (describing graphs, a process, data, presenting an opinion in an academic context, structuring an academic text, process writing, summarizing, paraphrasing and reviewing their own written work). Students will also learn to reference their sources according to APA style.

#### **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.

#### **Test Preparation**

---

This course prepares 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

## Undergraduate programs

	Glion Switzerland	Glion UK
<b>Minimum age</b>	17.5 years old at the start of the program	
<b>Education</b>	Candidates must have completed senior secondary education with a diploma (IB Diploma, Maturité, Abitur, French Bac, A-Levels, High School Diploma or equivalent Senior Secondary Leaving Certificate).	
<b>Admissions assessment</b>	Personalized assessment to ascertain motivation and review application documentation. Includes scenario-based exercise to be completed beforehand	
<b>Minimum English language entry requirements</b>	<p>If English is not the candidate's 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"> <li>• International English Language Test (IELTS)**: 5.5 overall (min. 5.0 in every sub-component)</li> <li>• Test of English as a Foreign Language (TOEFL): Internet-based 70 or paper-based 525</li> <li>• First Cambridge Exam: Grade C</li> <li>• Duolingo: minimum 110 overall and no subcomponent below 100</li> </ul>	<p>For London, all students (including EEA nationals) will need to undertake a Secure English Language Test (SELT) such as IELTS UKVI: 5.5 overall and min. 5.5 in every sub-component.</p> <p>Those without Student Route Visa requirements, same English Language requirements as Glion Switzerland.</p>

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

\*A valid English Language test 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 refer with the Academic Dean (or Program Director) to agree transferability and entry point. Requirements for the APL decision-making process are the following:

- An updated Curriculum Vitae
- Copy of passport
- Senior Secondary Education: an official copy of the final transcripts and an official copy of the Diploma/Leaving Certificate. If documents are 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. Certificates cannot be older than 12 months from the day the certificate has been issued and the program starts.
- 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, 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 bachelor's 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 120 ECTS or 75 US Carnegie credits can be transferred to GIHE with a minimum of 45 US credits taken at GIHE to include the specialization and final year capstone projects (or a maximum of 90 ECTS for the 180 credit BBA program can be transferred to GIHE with a minimum of 90 ECTS to be completed with GIHE).
- The last possible semester of admission into the program is BBA4. No direct entry applications after BBA4 will be accepted.
- After the student has been admitted to the program, no request for credit transfer or exemption will be considered.

### Work Experience Recognition:

- One year of relevant professional experience or a recognized equivalent to a "professional maturité" may grant entry into year 2 of the degree program.
- No more than semester 1 and 2 or a maximum of 20 US Carnegie academic credits can be recognized through previous hospitality-based work experience prior to admission to campus.
- Internship academic credit (BBA 3 or a maximum of 30 ECTS or 15 US Carnegie Unit credits) recognition may be granted by the appropriate panel on campus for students with extensive work experience in a relevant domain.
- Academic credit recognition for experiential or non-collegiate transfer at GIHE is limited to a maximum of 25% credit of the credit requirement (45 ECTS or 30 US Carnegie unit credits).





*MSc in Hospitality Business Leadership*

*MSc in Luxury Management and Guest Experience*

*MSc in Hospitality, Entrepreneurship and Innovation*

*MSc in Real Estate, Finance and Hotel Development*

	Glion Switzerland	Glion UK
<b>Minimum age</b>	21 years old at the start of the program	
<b>Qualifications</b>	Bachelor-level undergraduate degree in any subject*	
<b>Minimum English language entry requirements</b>	<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"> <li>• IELTS: overall 6.0 and min. 5.5 in every sub-component***</li> <li>• TOEFL: Internet-based 80 or paper-based 550</li> <li>• First Cambridge Exam: Grade A</li> <li>• Cambridge Advanced Exam: Grade C</li> </ul>	<p>For the MSc programs in London, all students (including EEA nationals) will need to undertake a Secure English Language Test (SELT) such as IELTS UKVI 6.0 overall and min. 5.5 in every sub-component.</p> <p>Those without Student Route Visa requirements, same English Language requirements as Glion Switzerland.</p>

\*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 Language test 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 Language Test 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 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
- Copy of passport
- 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. Certificates cannot be older than 12 months from the day the certificate has been issued and the program starts.
- 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.).

## **MASTER'S MSC PROGRAMS**

### **ACADEMIC CREDIT TRANSFER (APL)**

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

- Academic credit transfer is recognized and granted by the Admissions Department, under the guidance of the Academic Dean and/or Program Director, prior to the student starting their studies with 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.

## *Intensive Hospitality English Language Program (IHELP)*

Bachelor candidates: IHELP 6 – Glion Switzerland	
Minimum age	17 years and 3 months old at the start of the program
Minimum English language entry requirements	IELTS 5.0 overall (min. 4.5 in every sub-component) on application
Criteria for progression onto the Bachelor degree (BBA) program	<p>Bachelor applicants in the six-week IHELP must achieve a minimum score of 160 at the Linguaskill test, equivalent to a B2 level on the Common European Framework of Reference, to progress onto the Bachelor program at Glion Institute of Higher Education in Switzerland. This test takes place on site at the beginning and end of the six-week IHELP.</p> <p>For London, non-EU or EEA passport holders will need to undertake a Secure English Language Test (SELT) such as IELTS UKVI: 5.5 overall (min. 5.5 in every sub-component).</p>

Master candidates: IHELP 6 – Glion Switzerland	
Minimum age	21 years old at the start of the program
Minimum English language entry requirements	min. IELTS 5.5 overall (min. 5.0 in every sub-component) on application
Criteria for progression onto the Master degree (MSc) program	<p>MSc applicants in the six-week IHELP must achieve a minimum test score of 175 at the Linguaskill test, equivalent to a high B2/C1 level on the Common European Framework of Reference, 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 six-week IHELP.</p> <p>To progress onto the MSc program at Glion London, non-EU or EEA passport holders will need to undertake a Secure English Language Test (SELT) such as 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 Language test 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





**INTERNATIONAL ENROLMENT TEAM**

+41 (0)21 966 35 35  
[info@glion.edu](mailto:info@glion.edu)  
[glion.edu](http://glion.edu)

**GLION CAMPUS**

Glion Institute of Higher Education  
Route de Glion 111  
1823 Glion sur Montreux  
Switzerland

**LONDON CAMPUS**

Glion Institute of Higher Education  
Downshire House  
Roehampton Lane  
London, SW15 4HT  
United Kingdom

**BULLE CAMPUS**

Glion Institute of Higher Education  
Rue de l'Ondine 20  
1630 Bulle  
Switzerland