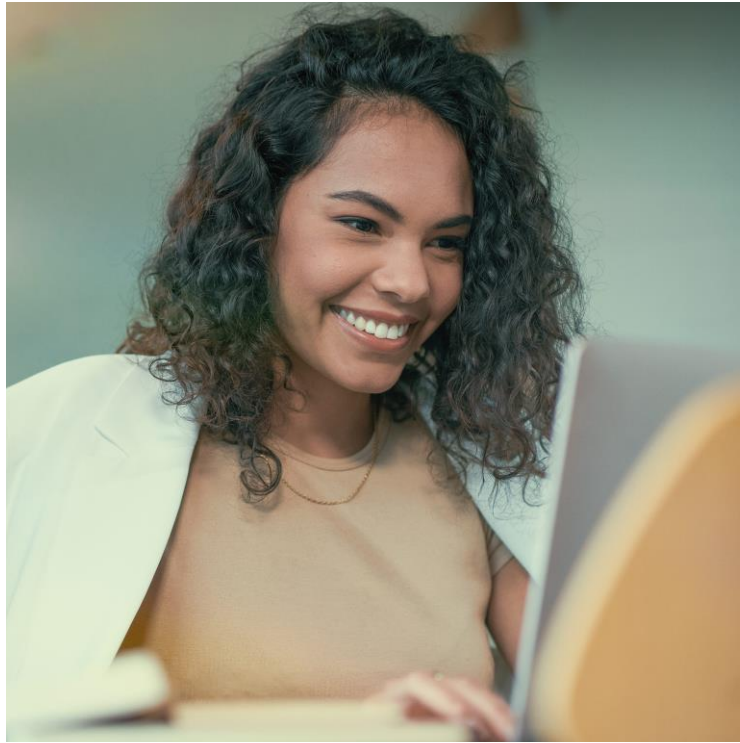


GLION INSTITUTE OF HIGHER EDUCATION



MSc IN
HOSPITALITY BUSINESS

Leadership

MODULE & COURSE OVERVIEWS



SPRING & FALL 2024



Graduate program

MSc in Hospitality Business Leadership

CONCEPT OF THE MASTER'S PROGRAM

The MSc program in Hospitality Business Leadership aims 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 in order to fulfil their 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 interpersonal 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, leadership behaviors, and strategies for enhancing performance and driving revenue. Graduates adopt innovative approaches and responsibly make informed decisions in today's highly complex and rapidly evolving environment. At the managerial level, graduates take initiative 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 a 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 practical interpersonal and communication skills in various complex and specialized contexts.
- Demonstrate managerial skills, take initiative, and responsibly make decisions, 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 credits attempted during the program of study and all courses or modules must be passed. All students are registered for an MSc in International Hospitality Business.



PRE-SESSIONAL – HOSPITALITY IMMERSION PROGRAM (OPTIONAL)

Courses	US Credits	ECTS Credits
Hospitality Immersion Program	0	0
Total number of credits	0	0

SEMESTER 1

MODULE 1 – STRIVING TOWARDS EXCELLENCE

Required courses	US Credits	ECTS Credits
Managing Hospitality and Luxury Operations	2	4
Managerial Accounting and Financial Analysis	2	4
Leadership Across Cultures	2	4
Critical Research Methodologies in Business	1	2
Total number of credits	7	14

FIELD TRIP – MANAGING SERVICE EXCELLENCE

Courses	US Credits	ECTS Credits
Managing Service Excellence	1	2
Total number of credits	1	2

MODULE 2 – ENHANCING SALES AND REVENUES

Required courses	US Credits	ECTS Credits
Marketing Management for Hospitality Leaders	2	4
Revenue Management & Pricing Strategy	2	4
Sales and Distribution Strategies in Hospitality	1	2
Leading Digital Strategy	2	4
Total number of credits	7	14

SEMESTER 2

MODULE 3 – DEVELOPING EFFECTIVE STRATEGIES

Required courses	US Credits	ECTS Credits
Luxury Brand Management	2	4
Hospitality Business Strategies and Value Creation	2	4
Hospitality Corporate Finance	2	4
People Management in a Global Environment	2	4
Strategic Research Techniques for Business	1	2
Total number of credits	9	18



MODULE 4 – EMBRACING THE TRANSFORMATION

Required courses	US Credits	ECTS Credits
Leadership in Action	1	2
Hotel Asset Management and Concept Creation	2	4
Innovative Food & Beverage Strategies	1	2
Sustainability Essentials for Hospitality Managers	1	2
Crisis Management in a Volatile Environment	1	2
Total number of credits	6	12

SEMESTER 3

BUSINESS RESEARCH PROJECT AND INTERNSHIP

Required courses	US Credits	ECTS Credits
Business Research Project or	15	30
Internship/1 st job		
Total number of credits	15	30



Semester descriptors and course overviews

PRE-SESSIONAL: HOSPITALITY IMMERSION PROGRAM

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 (HIP) consists of kitchen, restaurant, front desk and rooms division operations, plus associated theory.

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

SEMESTER 1

SEMESTER DESCRIPTOR

Goal: Empower students with advanced management skills and hands-on experience to meet and exceed expectations in today's hospitality industry.

In this semester, students will be taught to think critically 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.

MODULE DESCRIPTOR 1 - STRIVING TOWARDS EXCELLENCE

This module is tailored for Master's students aiming to excel in the international hospitality business sector, offering advanced strategies to navigate global hospitality challenges and trends. Through in-depth case studies, industry insights, field trips, and hands-on exercises, students will hone their skills to achieve unparalleled service standards and operational excellence across diverse cultural settings.



COURSE OVERVIEWS

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 in order to sustain a successful hospitality business, including within the luxury sector.

Managerial Accounting & Financial Accounting

This course is designed to provide students with solid practical accounting knowledge; introducing them to the analytical tools required in making management decisions for planning, organizing, directing, and controlling a firm's operations in the hospitality industry. Contemporary managerial accounting topics covered in the course include: responsibility accounting, USALI balance sheet, USALI income statement, statement of cash flow, cost concepts, and cost-volume-profit analysis.

Leadership Across Cultures

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

Critical Research Methodologies in Business

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

FIELD TRIP

Field Trip - Managing Service Excellence

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

MODULE DESCRIPTOR 2 - ENHANCING SALES AND REVENUES

Goal: Provide students with strategic expertise to maximize sales and revenue, ensuring sustained profitability and growth in their business operations.

This module delves into the strategic intricacies of optimizing sales and revenue streams within the hospitality sector. Through comprehensive analysis of market dynamics, pricing strategies, and revenue management techniques, students will acquire the expertise to drive profitability and growth in diverse hospitality settings.



COURSE OVERVIEWS

Marketing Management for Hospitality Leaders

This course has been developed to give aspiring industry managers a critical appreciation of marketing services within 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. Students will explore how hospitality providers must anticipate and meet the needs of the marketplace, position their messages, and subsequently deliver their services to meet customers' expectations and perceptions, amid constantly-evolving societal expectations.

Revenue Management & Pricing Strategy

Revenue Management aims at optimizing the revenue (topline) performance and profitability of service firms such as hotels, airlines, etc. Students will study the foundations and advanced concepts of Revenue Optimization with a focus on hospitality: how to forecast demand, control inventory and availability, set and monitor a pricing strategy, and manage distribution channels. All this with one objective in mind: to take optimal decisions and improve the total net revenue of the company.

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.

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, and focused specifically on the hospitality industry, students will embark on a transformative learning journey, preparing them to navigate the evolving digital landscape with confidence and ingenuity. 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 within the ever-evolving hospitality industry.

SEMESTER 2

SEMESTER DESCRIPTOR

Goal: To cultivate the advanced cognitive and other skill sets essential for executive leadership positions within an international hospitality organization.

In this second phase of the International Hospitality Business Master's program, students will navigate intricate scenarios designed to refine their strategic insight, organizational prowess, and personnel management aptitudes, all of which are essential for steering hospitality entities in volatile, uncertain, and ambiguous contexts. The curriculum emphasizes synthesizing knowledge across diverse disciplines, fostering innovative and original approaches to problem-solving and decision-making. Core modules encompass advanced management theories, business strategies, research methodologies, and project management.

MODULE DESCRIPTOR 3 - DEVELOPING EFFECTIVE STRATEGIES

Goal: To provide students with the expertise to formulate and execute impactful strategies, ensuring organizational growth and long-term sustainability.

This module is designed to prepare students for the task of implementing robust strategic frameworks across various organizational contexts. Through analytical exploration and case-based learning, students will master crafting and executing strategies that drive organizational success and sustainability.



COURSE OVERVIEWS

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 a luxury brand that can be recognizable in various destinations but at the same time remains true to its personality. It applies the knowledge of marketing management to ensure consistency of the brand and its relevance for the desired target market.

Hospitality Business Strategies and Value Creation

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

Hospitality Corporate Finance

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

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 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.

Strategic Research Techniques for Business

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

MODULE DESCRIPTOR 4 - EMBRACING THE TRANSFORMATION

Goal: Provide students with the knowledge and skills to effectively lead and navigate organizational transformations, fostering adaptability and innovation.

This module dives into the dynamics of change and transformation within organizational and industry landscapes. Through critical analysis and interdisciplinary perspectives, students will explore the challenges and opportunities of change, learning to navigate and lead transformative initiatives effectively.



Event Management & Leadership in Action

The Leadership in Action course provides the opportunity for students to explore and develop their leadership skills. The course will look at relevant theory, and participants will be able to identify and develop their unique leadership style, while receiving feedback. This program takes an experiential approach: It includes planning, organizing, and executing a successful event. Students will be equipped with skills in budgeting, scheduling, vendor relations, emergency planning, and innovative event design.

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 an owner's perspective. This course will introduce students to the industry's main stakeholders, its business models and the brand expansion strategies which are 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 the prevention of 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.

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 – PROFESSIONAL WORK EXPERIENCE AND ADVANCED BUSINESS RESEARCH

SEMESTER DESCRIPTOR

Goal: To showcase the capacity for executing a self-directed research initiative within a stipulated timeframe while immersed in a six-month professional placement or first job experience.

In semester 3, students will embark on a six-month professional internship or job experience while undertaking a comprehensive research endeavor, exemplifying proficiency in research methodologies, strategic planning, self-management, and adeptness in the workforce. The research topic will be related to the student's job.

This will allow students to reflect on their professional experiences by utilizing established reflective and academic research frameworks, fostering self-awareness of workplace dynamics while researching practical solutions for tomorrow's challenges.



COURSE OVERVIEWS

Internship/1st job placement

This module offers students an immersive experience that is designed to bridge theoretical knowledge with practical application in a professional setting. The internship or first job placement is a platform to investigate potential career paths, refine specialized career aspirations, and enhance competencies vital for post-graduation advancement.

Business Research Project

Throughout this course, students will engage in an academic research journey alongside a coach from GIHE while also working as trainees or employees in the industry. Students will develop a deep understanding of their field by utilizing critical themes and concepts explored in the program's instructional segments, while also analyzing relevant business challenges within their current work placement.

The ultimate goal is to present significant discoveries while proposing, synthesizing, and evaluating viable solutions or recommendations. This project culminates the knowledge and skills gained throughout the program and work experience.



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