

GLION INSTITUTE OF HIGHER EDUCATION



academic

CATALOG



2024



Academic Catalog

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

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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.

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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.

A handwritten signature in grey ink, appearing to read 'Fresnel'.

Dr. Fabien Fresnel
Managing Director ad-interim



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

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
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	Industry Awareness – A Glion graduate is a forward thinker consistently keen to anticipate and capitalize on emerging trends in all hospitality aspects and/or luxury businesses.	Cultural Awareness – A Glion graduate develops understanding of cultures and behaviors, allowing for work in global settings with people from all cultures effectively and respectfully.
PROFESSIONALISM	Adaptability and resilience – A Glion graduate can effectively navigate change and manage a range of pressures to maintain a strategic outlook.	Complex problem solving – A Glion graduate applies analytical, critical and creative thinking to be able to find solutions to complex problems.
AGILITY	Integrity – A Glion graduate acts according to ethical principles including honesty, trustworthiness and accountability in all situations.	Decision making – A Glion graduate applies objective judgement and systems thinking to analyze numerous variables and make informed decisions in a suitable time frame.
LEADERSHIP	Emotional intelligence – 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.	Leadership skills – 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	Growth mindset – A Glion graduate is an active, life-long learner with curiosity for developing knowledge and skills.	Digital and information literacy – 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, and professional competencies.

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, luxury, 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 a, is both coherent and substantive. General education at Glion is first 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. Students should be able to 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

System	Credits	Effective Learning Hours and class contact
Bologna European System	2 ECTS	50 learning hours (including contact hours)
American System	1 US Carnegie unit credits	15 contact hours and minimum 30 hours independent work

A Bachelor program of study meets the 180 ECTS. Typically, in the BBA program, students will complete seven courses in each semester. This equates to minimum 45 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 20 hours per week across 15 weeks. Students undertaking courses in semester 1 practical arts will require higher levels of contact time.

A Master program of study meets the 90 ECTS. In Master's programs, students will complete the equivalent of 30 ECTS in each semester. This equates to minimum 45 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 20 hours per week on average.

An Executive Master program of study meets the 60 ECTS. Typically, in the Executive Master program, students will complete five modules over the period of the study.



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, and professional competencies 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 180 ECTS credits (Bologna European system) or 120 US Carnegie credit units 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 US credits (40) are considered as general education, either through specific courses skills taught and assessed in courses.



Year/semesters	ECTS credits	US credits
Year 1 – HOSPITALITY EXPERIENTIAL YEAR		
BBA1 - Hospitality Excellence and Practical Arts	0	20
BBA2 - Hospitality Professional Immersion (24-week internship)	0	10
Year 2 – HOSPITALITY MANAGEMENT EXCELLENCE		
BBA3 - Hospitality Fundamentals	30	15
BBA4 - Hospitality Management	30	15
Year 3 – BUSINESS PROFICIENCY		
BBA5 - Management Practice (24-week internship)	30	15
BBA6 – Integrated Business Strategies	30	15
Year 4 – PROFESSIONAL EXPERTISE		
BBA7 - Specialization and Final Year Capstone (part 1)	30	15
BBA8 - Theory to expertise practice – Final Year Capstone (part 2) and “on the job experience” (12- week work experience minimum)	30	15
TOTAL	180	120

YEAR 1 – HOSPITALITY EXPERIENTIAL YEAR

BBA1 – HOSPITALITY EXCELLENCE AND PRACTICAL ARTS

Required courses – Practical Arts and General Education	ECTS Credits	US Credits	General Education Credits
Consumer Insights and Behavior	0	1	1
Wine Universe	0	1	
Culinary Arts	0	2	
Introduction to IT tools	0	1	1
Food and Beverage Practical Applications	0	4	
MasterClass in Luxury Hospitality and Gastronomy	0	2	
Operational budgeting	0	1	
Rooms Division	0	4	
Service excellence	0	2	
Wellness and Wellbeing	0	1	1
Effective Communication or Advanced English	0	1	1
Total number of credits	0	20	
of which general education credits			4

BBA2 – HOSPITALITY PROFESSIONAL IMMERSION

Required courses	ECTS Credits	US Credits	General Education Credits
Internship	0	10	
Total number of credits	0	10	
of which general education credits			0



YEAR 2 – HOSPITALITY MANAGEMENT EXCELLENCE

BBA 3 – 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
Human Behavior in the Workplace	4	2	2
Hospitality and Events Operations	4	2	
IT Business Tools	4	2	2
Elective courses (one of the following)**			
French Beginners			
French Elementary			
French Intermediate			
Spanish Beginners			
Spanish Elementary	4	2	2
Spanish Intermediate			
Food and Society			
Intercultural Communication, Collaboration and Negotiations			
Geopolitics			
International Relations			
Total number of credits	30	15	
of which general education credits			8

BBA 4 – HOSPITALITY MANAGEMENT (EXCHANGE SEMESTER LONDON OR LES ROCHES MARBELLA 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	
Data Analysis for Decision Makers	4	2	2
Concept Development and Entrepreneurship in Food and Beverage Management	4	2	
Elective courses (one of the following)**			
French Beginners			
French Elementary			
French Intermediate			
Spanish Beginners			
Spanish Elementary			
Spanish Intermediate			
Food and Society			
Intercultural Communication, Collaboration and Negotiations	4	2	2
Geopolitics			
International Relations			
Total number of credits	30	15	
of which general education credits			4



YEAR 3 – BUSINESS PROFICIENCY

BBA 5 – MANAGEMENT PRACTICE

Required courses	ECTS Credits	US Credits	General Education Credits
Internship	20	10	
Reflection on Practice	10	5	2
Total number of credits	30	15	
of which general education credits			2

BBA 6 – 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	2
Revenue Management and Distribution Channel Management	4	2	
Human Resources Talent Management	4	2	
Sustainability in Ethical Business	4	2	2
Business and Academic Research Methods	6	3	3
Total number of credits	30	15	
of which general education credits			7

YEAR 4 – PROFESSIONAL EXPERTISE

BBA 7 – SPECIALIZATION AND FINAL YEAR CAPSTONE – PART 1 (EXCHANGE SEMESTER – LONDON CAMPUS)***

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



BBA 8 – 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	10
On the job experience (12-week work experience minimum)	10	5	
Total number of credits	30	15	
of which general education credits			10

	ECTS Credits	US Credits	General Education Credits
Total number of credits in the BBA program	180	120	40

*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.

Semester descriptors and course overviews

HOSPITALITY EXPERIENTIAL YEAR - COURSE OVERVIEWS

BBA1 - HOSPITALITY EXCELLENCE AND PRACTICAL ARTS

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 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.

Consumer Insights and Behavior

During this course, students investigate the multifaceted world of consumer psychology and behavior, giving students a thorough grasp of how people make decisions, interact with products and services, and form opinions in the marketplace. Students will investigate the complex elements that influence consumer decisions and preferences using a combination of theoretical frameworks, empirical research, case studies, and practical projects.

Wine Universe

This course will allow students to get structured knowledge on the wine industry with a sustainable approach. The students will focus on French wines, wine making processes, food & wine pairings, new trend of natural wines and will explain business side of wine industry as well. They will meet and share with an expert from the industry, specialized in wine experiences, wine selection and wine education.

This course gives first reflexes, first knowledge about wine: it is an introduction of this broad subject.

Culinary Arts

This course offers students a comprehensive exploration of food service and production within the dynamic context of the culinary industry. With a global perspective, it delves into the diverse culinary traditions of various cultures. Designed to initiate students into the vibrant world of Culinary Arts, the course provides a solid foundation in production processes while fostering practical kitchen skills. Emphasis is placed on understanding kitchen dynamics in an international setting and adhering to stringent sanitation standards. By the end of the course, students will be equipped with the knowledge and expertise necessary to thrive in collaboration in a multicultural landscape of the culinary industry.



The practical components of the course involve students examining key ingredients and developing a critical understanding of their creation through hands-on workshops with experienced instructors. Students will learn to respect the products and their use, as well as accommodate dietary requirements such as Vegan and Vegetarian.

IT Skills for the Hospitality Professional

This is a student-focused curriculum which recognizes the differing abilities of students, and which familiarizes students with the use of key software applications. It will provide an understanding of office components, enabling the students to manage and use those features in an effective and professional manner. Through instructor-assisted, self-paced, step-by-step learning, demonstrations and practical applications, students will create documents, build worksheets, manipulate data, design presentations, and manage files and folders.

Food and Beverage Practical Applications

This course immerses students in the world of fine dining, focusing on the workings of gastronomy and service excellence within a professional gastronomic environment. Participants will gain hands-on experience in a fine dining kitchen and service setting, learning to apply principles of precision, attention to detail, and exemplary service. Guided by industry professionals, students will enhance their skills in presenting, promoting, and serving, all while understanding the critical role these elements play in enhancing guest experience.

Masterclass in Luxury Hospitality and Gastronomy

This course provides students with comprehensive training in luxury hospitality, focusing on gastronomy, iconic products, and standards for service excellence. Students will analyze current industry operations, consumer experiences and expectations, and emerging trends. The curriculum emphasizes the importance of regional suppliers and short supply chains to enhance guest experiences. Students will develop skills in delivering high-quality services, culinary innovation, and effective collaboration with industry professionals. Theoretical knowledge is applied in practical settings to prepare students for successful careers in luxury hospitality management.

Operational Budgeting

During this course, students will examine operational budgeting essentials for the restaurant industry, focusing on optimizing financial performance. Students learn to set clear financial objectives and forecast sales. They develop strategies for managing expenses, controlling costs, and allocating resources efficiently. Variance analysis and performance monitoring techniques are explored to ensure alignment with budgeted targets. By course end, students will possess the skills to create, implement, and manage operational budgets effectively, creating a menu and fixing the prices and implementing basic rules for Hygiene.

Rooms Division

Supported by experts from the world of hospitality, students will acquire skills and knowledge to meet guest needs across different hotel operations departments. They will explore the various steps 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 theoretical and practical perspectives, covering tasks at operational and supervisory levels. The course will delve into various professions, roles, and responsibilities involved in guest relations. Students will engage in role-playing exercises to gain practical experience and confidence in providing exceptional guest service.

Service Excellence

This course is designed to provide students with an understanding of the beverage and service industry. They will explore the origins of various types of beverages from around the world, different leading restaurants brands, and the latest mixology techniques. Students will focus on service roles in an international environment and learn how to provide excellent customer service.

Wellness and Wellbeing

This course is designed to provide students with a broad understanding of the spa and wellness industry. The curriculum covers types of spas, excellence standards in spa operations, and industry competitors. Students will analyze different organizations related to spa centers and examine the link between different brands and their different types of wellness services. Students will explore the latest trends and developments within various sectors of the spa and wellness luxury market.

EFFECTIVE COMMUNICATION OR ADVANCED ENGLISH

Effective Communication

Effective Communication is an intermediate English 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. Additionally, they will work with industry-based scenarios and case studies to address issues faced by professionals in communicating with different stakeholders.



Advanced English

Advanced English is a 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.

HOSPITALITY EXPERIENTIAL YEAR – COURSE OVERVIEWS

BBA2 - HOSPITALITY PROFESSIONAL IMMERSION - INTERNSHIP

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.

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. The aim of this internship is to allow students to apply hospitality knowledge and skills gained during their first semester of studies.

SEMESTER 3 – COURSE OVERVIEWS

BBA3: HOSPITALITY FUNDAMENTALS

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

In this semester, students are introduced to key concepts and managerial principles across a range of hospitality settings. The semester will build on the practical elements of operational management and at the same time develop a fundamental understanding of the characteristics of running a hospitality business.

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

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. Students 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 manager s' 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.



Human Behavior 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 about what influences their employees' behavior in order to maximize performance and help the business to develop its competitive advantage through its people. Staff behavior will be examined using the Organizational Behavior framework of the individual, the group and the wider organization. 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 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 alongside their relationship to 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 will be reviewed to support business decision-making and forecasting. Students will also recognize the importance of application (apps) tools and the impact on everyday work practice and management. Students will learn how to design a functional app relevant to the current cutting-edge needs of the hospitality and tourism industry.

AND ONE GENERAL EDUCATION LANGUAGE 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.

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.

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.

SEMESTER 4 – COURSE OVERVIEWS

BBA4: HOSPITALITY MANAGEMENT

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 generate principled and effective managerial decisions and reflect on self-development opportunities.

Integrated Marketing Communication 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 era. Students will be given an opportunity to analyze the needs of specific target audience and designing 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 in order to make informed decisions for the future. The student will analyze hospitality firms' financial statements, departmental costs, and apply cost/volume/profit analysis. The student will also create operations budgets and cash budgets.



Management of Rooms

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

Economics for Hospitality and the Tourism Industry

The students will examine general economic concepts and basic definitions in relation to hospitality and the characteristics of tourism supply and demand (transportation, destination, and distribution). They will evaluate tourism trends, destination competitiveness and impacts 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 visitation in relation to sustainable development.

Data Analysis for Decision Makers

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

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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.

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SEMESTER 5 – COURSE OVERVIEWS

BBA5: MANAGEMENT PRACTICE - INTERNSHIP

Goal: To reflect upon managerial competencies in the workplace.

In this semester, students are immersed in the 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. This internship should develop students' career and personal development aspirations.

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

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



Reflection on Practice

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

SEMESTER 6 – COURSE OVERVIEWS

BBA6: INTEGRATED BUSINESS STRATEGIES

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

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

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

Business Development and Strategy

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

Corporate Finance

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

Leadership Skills for Change Management

This course introduces a wide variety of contemporary theoretical approaches that will allow 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

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

Human Resources Talent Management

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



Sustainability in Ethical Business

Ethical sustainability in business refers to a company's deliberate efforts to reduce adverse environmental and social impacts resulting from its operations. During this course you will investigate responsible practices which ensure long-term financial viability while considering the well-being of the planet and society. The Triple Bottom Line framework evaluates business performance based on three pillars: profit (economic), people (social), and planet (environmental). By balancing these dimensions, businesses can achieve sustainable growth while positively impacting society and the environment. This 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 or qualitative domain. Students will also select and use appropriate research methodologies that align to a research question or hypothesis. By the end of the course, students will be able to identify and analyze a real-life business problem through the selection of appropriate literature and the evaluation of statistical data.

SEMESTER 7 – COURSE OVERVIEWS

BBA7: SPECIALIZATION AND CAPSTONE (PART 1)

Goal: To develop skills, knowledge, and experiential learning within a chosen specialization and a capstone.

In this semester, students are focusing on areas of specialization within the world of hospitality. Students are required to show creativity and innovation in conceptualization, contemporary approaches in problem solving and conflict resolution, and show openness to new or novel ideas within a specialization. Students also complete the first part of their final year capstone by critically reviewing existing literature, developing a conceptual framework and selecting appropriate research methodologies.

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

ONE OF THE FOLLOWING FINAL YEAR CAPSTONE ELECTIVES:

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 guest experience & 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 guest experience & 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

This course develops a deep understanding of luxury as a concept and its application in today's luxury and hospitality industries. Students will explore luxury's role and trends, develop luxury brand identities, and use marketing communication tools effectively. Students will design innovative, multi-sensorial luxury experiences and execute service strategies that highlight service excellence, all supported by practical research and application.



Specialization in International Hotel Development and Finance

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

Specialization in Event Management & Guest Experience

In this course students will explore in depth the international events industry, specific industry sectors and key players. Students will also research the roles of events in society, their impact on economy and the importance of events as well as they will explore trends, new business models, innovation, and concepts including MICE and customer types, and the advent of new technologies. Students will then examine 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. Students finally reflect on this experience and present a post-event evaluation.

SEMESTER 8 – COURSE OVERVIEWS

BBA 8: THEORY TO EXPERTISE PRACTICE - CAPSTONE (PART 2) AND ON-THE-JOB EXPERIENCE

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 FINAL YEAR 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.



BBA in Luxury Business

CONCEPT OF BACHELOR PROGRAM

The primary objective of the BBA program in Luxury Business is to equip students for careers in prominent global luxury companies, emphasizing international luxury business. Upon successful program completion, students will possess comprehensive knowledge and comprehension of the domain. Additionally, they will have honed cognitive skills, and professional competencies through diverse teaching and learning methodologies. These skills are fostered through exposure to contemporary theories and research. Teaching techniques encompass a spectrum from traditional lectures to practical, context-based, problem-solving tasks.

GRADUATE PROFILE

Glion undergraduates embark on international careers in leading luxury companies. Multi-cultural, versatile and resourceful, they are global citizens skilled in luxury business. 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 strategic management.

LEARNING OUTCOMES

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

- Apply knowledge and skills acquired within a range of international luxury environments to contribute successfully to the operation and management of a luxury 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 program is a 4-year program of study which is divided into courses. Each course is assigned a specific number of credits.

There are 180 ECTS credits (Bologna European system) or 120 US Carnegie credit units in the program of study. All courses must be passed with a minimum average of 50%. All students are registered for a Bachelor's in Luxury Business. A minimum of forty US credits (40) are considered as general education, either through specific courses skills taught and assessed in courses.

Year/semesters	ECTS credits	US credits
Year 1 – EXPERIENTIAL YEAR		
BBA1 – Luxury Fundamentals and Practical Arts	0	20
BBA2 – Professional Immersion (24-week internship)	0	10
Year 2 – LUXURY MANAGEMENT		
BBA3 – Luxury Management I	30	15
BBA4 – Luxury Management II	30	15
Year 3 – LUXURY MANAGEMENT		
BBA5 – Management Practice (24-week internship)	30	15
BBA6 – Strategic Luxury Leadership	30	15
Year 4 – PROFESSIONAL EXPERTISE		
BBA7 – Luxury in the contemporary	30	15
BBA8 – Theory to Expertise Practice	30	15
TOTAL	180	120



EXPERIENTIAL YEAR

BBA1 – LUXURY FUNDAMENTALS AND PRACTICAL ARTS

Required courses	ECTS Credits	US Credits	General Education Credits
Introduction to the Luxury Business	0	1	
New Frontiers in Luxury Tourism	0	1	
Codes and attitude	0	1	
Effective communication / Advanced English	0	1	1
Service excellence and Luxury Fine foods	0	2	
Introduction to IT tools	0	1	1
Guest Experience	0	2	
Luxury Universe	0	1	
Wellness and wellbeing	0	1	1
Wine Universe	0	1	
Project Creation and Implementation	0	3	
Consumer Insights and Behavior	0	1	1
Accounting Essentials	0	1	
Principles of Marketing	0	1	
Masterclass in Luxury	0	2	
Total number of credits	0	20	
of which general education credits			4

BBA2 – PROFESSIONAL IMMERSION

Required courses	ECTS Credits	US Credits	General Education Credits
Internship	0	10	
Total number of credits	0	10	
of which general education credits			0



YEAR 2 – LUXURY MANAGEMENT

BBA3 – LUXURY MANAGEMENT I

Required courses	ECTS Credits	US Credits	General Education Credits
Psychology of Luxury and the Luxury Client	4	2	
Introduction to Management	2	1	
Financial Statement Analysis	6	3	
Luxury Marketing Essentials	4	2	
Human Behavior in the Workplace	4	2	2
IT Business Tools	4	2	2
Trends in Luxury Business	2	1	
Elective courses (one of the following)**			
French Beginners			
French Elementary			
French Intermediate			
Spanish Beginners			
Spanish Elementary	4	2	2
Spanish Intermediate			
Intercultural Communication, Collaboration and Negotiations			
International Relations			
Total number of credits	30	15	
of which general education credits			6

BBA4 – LUXURY MANAGEMENT II

Required courses	ECTS Credits	US Credits	General Education Credits
Bidding and Negotiation	4	2	
Sales and Distribution channels	2	1	
Data Analysis For Decision Makers	4	2	2
Integrated Digital Marketing	4	2	
Legal Environment of Luxury Industries	4	2	
Applied Project in Luxury	4	2	
Business and Academic Research Methods	4	2	2
Elective courses (one of the following)**			
French Beginners			
French Elementary			
French Intermediate			
Spanish Beginners			
Spanish Elementary	4	2	2
Spanish Intermediate			
Intercultural Communication, Collaboration and Negotiations			
International Relations			
Total number of credits	30	15	
of which general education credits			6



YEAR 3 – LUXURY MANAGEMENT II

BBA5 – MANAGEMENT PRACTICE

Required courses	ECTS Credits	US Credits	General Education Credits
Internship	20	10	
Reflection on Social Impact / Human behavior	10	5	2
Total number of credits	30	15	
of which general education credits			2

BBA6 – STRATEGIC LUXURY LEADERSHIP

Required courses	ECTS Credits	US Credits	General Education Credits
Market Research and Analysis	6	3	
Corporate Social Responsibility	2	1	
Corporate Finance	6	3	
Supply Chain Management	4	2	
Leadership skills for Change Management	4	2	2
Business Development	2	1	
Social Media and Public Relations	4	2	2
Academic Research Methods	2	1	1
Total number of credits	30	15	
of which general education credits			5

YEAR 4 – PROFESSIONAL EXPERTISE

BBA7 - LUXURY IN THE CONTEMPORARY

Required courses	ECTS Credits	US Credits	General Education Credits
Architecture, Design and Scenography	2	1	
Strategic Management	4	2	
Design Thinking	2	1	
Sustainable Design	4	2	2
New Technologies in Luxury Businesses	4	2	
Entrepreneurial Challenge	4	2	
Capstone (Applied Business Project or Thesis part 1 including Advanced Business and Academic Research Methods)	10	5	5
Other activities (15 hours tutorials for capstones)			
Total number of credits	30	15	
of which general education credits			7

BBA8 - THEORY TO EXPERTISE PRACTICE

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	
Total number of credits	30	15	
of which general education credits			10

	ECTS Credits	US Credits	General Education Credits
Total number of credits in the BBA program	180	120	40



Semester descriptors and course overviews

EXPERIENTIAL YEAR – COURSE OVERVIEWS

BBA1 - LUXURY FUNDAMENTALS AND PRACTICAL ARTS

Goal: To provide students with a comprehensive understanding of the luxury service industry, develop practical skills in hospitality operations, foster a strategic mindset for business success.

In this semester, students will delve into the realm of luxury business. Through a combination of theoretical knowledge and practical applications, they will gain a comprehensive understanding of the luxury industry. The curriculum explores the luxury mindset, etiquette, and branding while providing students with practical development within a real-life simulated luxury environment. Further, students will cover business fundamentals necessary to succeed in the luxury business industry, ensuring students gain a holistic understanding, with practical exposure and real-world examples, of luxury business operations.

Upon successful completion of the semester, students will have acquired a solid foundation in luxury business, apply practical and professional skills preparing them for their transition into their internships.

Introduction to the Luxury Business

This course will focus on the latest concepts development, on analyzing luxury branding strategies, on the latest trends in the market, and on the development of high-end products and services with a sustainable approach. The course places a strong emphasis on understanding the impact of these trends on different markets and industries.

New Frontiers in Luxury Tourism

This course aims to introduce students to explore how it is evolving in response to changing consumer preferences and market dynamics. The course will provide students with an understanding of the various facets of tourism, its significance to the tourism industry, and the challenges and opportunities faced by tourism providers in today's dynamic marketplace.

Codes and Attitude

During this course, students learn how to succeed in the global market by covering topics like attitude and etiquette, cultural nuances, and social skills. Students will learn about non-verbal communication, etiquette, dress codes, and social manners. The course also emphasizes the importance of customer service and how to provide a world-class service experience.

EFFECTIVE COMMUNICATION OR ADVANCED ENGLISH

Effective Communication

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

Advanced English

Advanced English is a 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.

Service Excellence and Fine Foods

This course immerses students in the global beverage industry, providing essential knowledge and skills for today's hospitality landscape. Students explore the origins and evolution of various beverages, from historical roots to contemporary trends. Through practical training, they learn diverse bartending techniques and the art of crafting drinks to meet the preferences of an international clientele. In addition to beverages, students delve into the world of fine dining and service excellence. Practical experience in a fine dining kitchen and service environment emphasizes precision in gastronomy and exceptional customer service. The course aims to equip students with the expertise needed to excel in service-oriented roles within international industry. Students develop both practical skills and a deep understanding of the industry's cultural and historical significance.



Introduction to IT Tools

This is a student-focused curriculum which recognizes the differing abilities of students, and which familiarizes students with the use of key software applications. It will provide an understanding of office components, enabling the students to manage and use those features in an effective and professional manner.

Through instructor-assisted, self-paced, step-by-step learning, demonstrations and practical applications, students will create documents, build worksheets, manipulate data, design presentations, and manage files and folders.

Guest Experience

Our specialized course, developed in collaboration with industry leaders, immerses students in the art of Guest Relations tailored for various businesses. Throughout the program, students will explore the intricacies of providing exceptional service to discerning clientele, focusing on anticipating and fulfilling guest needs across diverse sectors. Led by experienced professionals, students will engage in immersive learning experiences aimed at enhancing their communication skills and fostering genuine connections with guests. Through practical role-playing exercises, students will gain hands-on experience and confidence in delivering unparalleled service, preparing them for a range of roles within the industry.

With a focus on understanding the unique demands and expectations of luxury clientele, students will emerge equipped to excel in guest relations, where every interaction is an opportunity to create memorable experiences and foster long-lasting relationships.

Luxury Universe

This course is designed to provide students with a broad understanding of businesses. On this course students will analyze different organizations related to Luxury and examine the link between guest segmentation and services. Students will explore the latest trends and developments within various sectors of the luxury market, as well as engage with industry experts.

Wellness and Wellbeing

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 of luxury travel and trends in luxury destinations. In addition, the course will explore the most contemporary trends and advancements in several sectors of the luxury market, providing students with chances to interact with industry professionals.

Wine Universe

In this course, students will enter the world of exquisite wines and champagnes. They will discover how these fine beverages are made, explore different varieties, and understand their main characteristics. Learning from industry experts, students will gain valuable insights into the role of a Sommelier, the importance of sustainable practices, and the role of biodiversity in production. Moreover, the course encourages students to develop their skills in appreciating and analyzing fine wines and champagnes.

Project Creation and Implementation

Introduces first-year students to the principles and practices of planning, organizing, and executing projects within an industry. This course emphasizes hands-on learning and practical application, culminating in a final project that allows students to demonstrate their understanding of the complexity of creating a project.

Consumer Insights and Behavior

This course will focus on the latest concepts development, on analyzing branding strategies, on the latest trends in the market, and on the development of high-end products and services with a sustainable approach. The course places a strong emphasis on understanding the impact of these trends on markets and industry

Principles of Marketing

This course offers a comprehensive overview of marketing, focusing on both product manufacturers and service industries, as well as luxury business. The course covers the fundamental elements of marketing and explores the importance of marketing in creating and sustaining customer value, building brand equity, and achieving business objectives in the luxury industry. Students will be introduced to key theories, concepts, and practices of marketing, and will apply them to various industry scenarios.



Accounting Essentials

This course will teach students how to use financial accounting information in a business setting. Students will learn how accounting systems record daily transactions to help managers make decisions. They will also learn about concepts such as debits and credits, the accounting cycle, receivables and payables, and how to measure and value assets and liabilities. The course will cover income statements and balance sheets, as well as other financial statements. The course will also explore how to prepare and interpret financial statements using Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS).

Masterclass in Luxury

This course provides students with comprehensive training in luxury, focusing on retails in the luxury industry, iconic products history, and standards for guest experience excellence. Students will visit and analyze current Luxury operations, will have the opportunity to live the consumer experiences and expectations, and emerging trends. Theoretical knowledge is applied in practical settings to prepare students for successful careers in luxury management.

EXPERIENTIAL YEAR - COURSE OVERVIEWS

BBA2 - PROFESSIONAL IMMERSION - INTERNSHIP

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 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 luxury 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.

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. The aim of this internship is to allow students to apply knowledge and skills gained during their first semester of studies.

SEMESTER 3 – COURSE OVERVIEWS

BBA3: LUXURY MANAGEMENT I

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

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

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

The Psychology of Luxury & the Luxury Client

This course is designed to provide students with an understanding of the complex nature of luxury consumption and to identify the motivations and needs of today's evolving luxury client. Students will gain a theoretical understanding of the decision process in luxury and explore the key influencers of behavior within the luxury context. They will also examine the effect of marketing stimuli on brand preference and purchase intentions and gain insights into how luxury brands can effectively engage and satisfy their high-end and multi-cultural clientele.

Introduction to Management

The students will have a comprehensive overview of management theory and practice, equipping them with the foundational knowledge and skills necessary for success in organizational settings. This course integrates theoretical concepts with practical applications, encouraging critical thinking, effective communication, and ethical decision-making.



Financial Statement Analysis

Financial Statement Analysis is a comprehensive course designed to provide students with the knowledge and skills required to effectively analyze and interpret financial statements of companies. Through a combination of theoretical concepts, practical examples, and case studies, this course aims to equip students with the essential tools to evaluate the financial health and performance of organizations.

Luxury Marketing Essentials

This course analyses the luxury brand as the basis of the brand's luxury strategy and business model. It examines the fundamentals of luxury marketing in comparison to the marketing of non-luxury brands and explores key elements of the marketing mix, in particular brand communications, and how a luxury brand maintains its luxury credentials and meets the needs of luxury. Students will also discover how to manage a luxury brand to maintain its legitimacy and value through its lifecycle and stay relevant within a changing luxury landscape.

Human Behavior in the Workplace

The 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 in order 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.

IT Business Tools

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

Trends in Luxury Business

This course will focus on the latest concepts' development, on analyzing branding strategies, on the latest trends in the market, and on the development of high-end products and services with a sustainable approach. The course places a strong emphasis on understanding the impact of these trends on luxury markets and industry

AND ONE GENERAL EDUCATION LANGUAGE 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 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 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 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 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 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 contexts to enable students to communicate effectively at an intermediate level. The course corresponds to the Common European Framework of Reference (CEFR), level A2.

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.

SEMESTER 4 – COURSE OVERVIEWS

BBA 4: LUXURY MANAGEMENT II

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

In this semester, students will be immersed into management domains with a focus on exploring innovative solutions to challenges faced by luxury industries 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 luxury sector.

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

Bidding and Negotiation

This course covers strategies for effective bidding, negotiation techniques, and ethical considerations. Participants engage in role-playing, case studies, and learn to navigate diverse contexts, enhancing their proficiency in securing favorable deals and agreements.

Sales and Distribution Channels

The student will gain a comprehensive examination of the sales process and distribution strategies essential for driving business growth and profitability. Students explore the principles, techniques, and best practices associated with sales management, channel development, and distribution logistics. The students will develop the knowledge and skills necessary to design, implement, and optimize effective sales and distribution strategies.

Data Analysis for Decision Makers

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



Integrated Digital Marketing

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 era. Students will be given an opportunity to analyze the needs of specific target audience and designing targeted communications strategy, using carefully selected tools and channels.

Legal Environment of Luxury Industries

The "Legal Environment of Luxury Industries" course provides students with an in-depth understanding of the legal frameworks and regulations governing the luxury goods and services sectors. Students explore the unique legal challenges and opportunities facing luxury brands, including intellectual property rights, brand protection, counterfeiting, distribution agreements, and international trade laws. Through case studies, guest lectures, and real-world examples, students analyze the legal implications of marketing, sales, and operations in the luxury industry, and develop strategies for compliance and risk management.

Applied Project in Luxury

The students will integrate and apply their knowledge and skills acquired throughout their luxury business program to real-world projects in the luxury industry. Working individually or in teams, students collaborate with industry partners, luxury brands, or organizations to address specific challenges, opportunities, or research questions within the luxury sector. Through hands-on project work, students develop practical solutions, innovative strategies, or actionable recommendations that contribute to the advancement of luxury businesses and enhance their own professional development.

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 or qualitative domain. Students will also select and use appropriate research methodologies that align to a research question or hypothesis. By the end of the course, students will be able to identify and analyze a real-life business problem through the selection of appropriate literature and the evaluation of statistical data.

AND ONE GENERAL EDUCATION LANGUAGE 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 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.

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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 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 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 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 contexts to enable students to communicate effectively at an intermediate level. The course corresponds to the Common European Framework of Reference (CEFR), level A2.

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.

SEMESTER 5 – COURSE OVERVIEWS

BBA 5: MANAGEMENT PRACTICE – INTERNSHIP

Goal: To reflect upon managerial competencies in the workplace.

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

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

Internship

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

Reflection on Social Impact / Human Behavior

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

SEMESTER 6 – COURSE OVERVIEWS

BBA 6: STRATEGIC LUXURY LEADERSHIP

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

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



Upon successful completion of the semester, students should have developed their core business acumen in preparation for their final semester and Bachelor Thesis or Applied Business Project.

Market Research and Analysis

The students will gain skills in conducting comprehensive market research, analyzing data, and deriving actionable insights. Through case studies and practical exercises, participants learn to identify market trends, assess competition, and make informed business decisions based on research findings.

Corporate Social Responsibility

This course explores how business ethics and its 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 managers. 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.

Corporate Finance

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

Supply Chain Management

This course explores optimization strategies, logistical coordination, and risk mitigation within global supply chains. Participants will explore inventory management, demand forecasting, and sustainable practices, gaining skills essential for effective supply chain operations in diverse industries.

Leadership Skills for Change Management

"Leadership Skills for Change Management" equips individuals with strategies to lead successful organizational change. Participants develop abilities in communication, stakeholder engagement, and navigating resistance, fostering a culture of adaptability and innovation within their teams.

Business Development

The students will gain skills in market analysis, strategic planning, and client relationship management. Through case studies and practical exercises, students will develop expertise in identifying opportunities, fostering partnerships, and driving sustainable growth.

Social Media and Public Relations

The students will learn to leverage social platforms for strategic communication, brand management, and community engagement. Students will learn to craft compelling content, analyze metrics, and navigate ethical considerations in digital PR, enhancing organizational reputation and audience outreach.

Academic Research Methods

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

SEMESTER 7 – COURSE OVERVIEWS

BBA 7 - LUXURY IN THE CONTEMPORARY WORLD – BACHELOR THESIS OR APPLIED BUSINESS PROJECT

Goal: To develop skills, knowledge, and experiential learning in luxury business and Bachelor Thesis or Applied Business Project that generates innovative solutions, fostering innovation, sustainability, and entrepreneurial mindset.

In this semester, students engage in advanced studies in luxury business, with a focus on innovations, sustainability, and entrepreneurship. Students are required to show creativity and innovation in conceptualization, contemporary approaches in problem solving and conflict resolution, and show openness to new or novel ideas.



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

Architecture, Design and Scenography

The students will understand the architectural principles, creative design processes, and the integration of space, light, and form to craft immersive environments. Through hands-on projects and theoretical courses, participants develop a holistic understanding of shaping spaces for diverse usage.

Strategic Management

"Strategic Management" explores frameworks for analyzing industries, formulating organizational strategies, and executing plans for competitive advantage. Topics include strategy development, implementation, and evaluation, with case studies illustrating real-world applications. Participants enhance their ability to make informed decisions and drive organizational success through strategic thinking and planning.

Design Thinking

This course explores problem-solving through user-centered approaches, prototyping, and interactive design. Participants learn to empathize with users, ideate creative solutions, and test prototypes, fostering innovation and human-centered design practices.

Sustainable Design

The students will examine eco-friendly practices, ethical sourcing, and innovative design solutions. Through case studies and project implementation, students learn to create luxurious products and experiences while minimizing environmental impact, fostering a more responsible approach to luxury.

New Technologies Businesses

This course explores cutting-edge tech applications tailored for luxury industries, including AI-driven personalization, blockchain for authenticity, and AR/VR immersive experiences.

Entrepreneurial Challenge

The students will gain the essential skills for identifying market opportunities, developing innovative solutions, and launching successful ventures. Through hands-on projects, mentorship, and feedback sessions, students learn to navigate the complexities of entrepreneurship and create impactful businesses.

SEMESTER 8 – COURSE OVERVIEWS

BBA 8: THEORY TO EXPERTISE PRACTICE CAPSTONE (PART 2) AND ON THE JOB EXPERIENCE

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.

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, 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.



Master's 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 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 leadership skills, take initiatives, and make decisions in an ethical and responsible way, accepting full accountability for the outcomes.*
- *Engage in collaborative efforts.*
- *Apply continuous improvement strategies.*
- *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. 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
Total number of credits	0	0



SEMESTER 1 – HOSPITALITY MANAGERIAL FUNDAMENTALS

Required courses	ECTS Credits	US Credits
Critical Research Methodologies in Business I	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
Total number of credits	30	15

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
Critical Research Methodologies in Business II	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
Total number of credits	30	15

SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

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



Semester descriptors and course overviews

PRE-SESSIONAL: HOSPITALITY IMMERSION PROGRAM

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 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 I

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 face.

Critical Research Methodology in Business II

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.*
- *Engage in collaborative efforts*
- *Apply continuous improvement strategies*
- *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, 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
Total number of credits	0	0



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 I	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
Total number of credits	30	15

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 Luxury Spaces	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
Critical Research Methodology in Business II	2	1
Luxury Event	4	2
Total number of credits	30	15

SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

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



Semester descriptors and course overviews

PRE-SESSIONAL: HOSPITALITY IMMERSION PROGRAM

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 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 I

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.

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 product 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 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.

Critical Research Methodology in Business II

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 Master's graduates are hospitality-based professionals specializing in entrepreneurship and innovation. They will focus on the development of meaningful customer experiences and the creation of products and processes that add value to new or existing environments. Graduates adopt transformative and revolutionary approaches and make informed, responsible decisions in today's highly complex and rapidly evolving environment. At the managerial level, graduates take initiatives and accept accountability at 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*
- *Engage in collaborative efforts*
- *Apply continuous improvement strategies*
- *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, 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
Total number of credits	0	0



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

Required courses	ECTS Credits	US Credits
Critical Research Methodologies in Business I	2	1
Trends, Disruptive Models and Entrepreneurial Mindset	2	1
Hospitality Operations	4	2
Innovation Week	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
Total number of credits	30	15

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
Critical Research Methodologies in Business II	2	1
F&B Value and Management Delivery	4	2
Total number of credits	30	15

SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

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



Semester descriptors and course overviews

PRE-SESSIONAL: HOSPITALITY IMMERSION PROGRAM

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 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 AND 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 I

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.

Innovation Week

The Innovation Week is an intense experiential learning period structured around a real business challenge. It is led in collaboration with different partners, 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. Furthermore, students will learn to pitch their idea by engaging audiences with storytelling to mobilize support and attract investors.

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.

Critical Research Methodologies in Business II

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.

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.



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 piece of research. 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.

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*
- *Engage in collaborative efforts*
- *Apply continuous improvement strategies*
- *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, 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	US Credits
Critical Research Methodology in Business I	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
Total number of credits	30	15

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

Required Courses	ECTS Credits	US 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
Critical Research Methodology in Business II	2	1
Hotel Real Estate Investment Strategy	6	3
Sustainable Real Estate	4	2
Total number of credits	30	15

SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

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



Semester descriptors and course overviews

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

SEMESTERS' DESCRIPTOR

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

Students will be exposed to a great 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. 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 I

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 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.

Critical Research Methodologies in Business II

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 piece of research. 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.

CONCEPT OF THE EXECUTIVE MASTER'S PROGRAM

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

LEARNING OUTCOMES

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

- Provide a rigorous curriculum focused on developing an in-depth understanding of leadership principles and practices within various industries.
- Equip students with the knowledge, skills, and industry qualifications necessary to excel as effective leaders and managers.
- Support students' professional and academic growth through a blend of courses, workshops, and immersive experiences tailored to the demands of leadership roles.
- Manage complex projects within the luxury business environment.
- Engage in collaborative efforts
- Promote engagement with sustainable leadership practices, instilling confidence, and integrity in navigating complex organizational environments.

PROGRAM STRUCTURE

The Executive Master Program is a 1-year program of study divided into units of study called modules. Each module is assigned a specific number of credits. There are 30 US Carnegie credit units or 60 ECTS credits (Bologna European system) in the program of study and all modules must be passed. All students are registered for an Executive Master in Luxury Management and Guest Experience.

MODULE 1: NEW LUXURY ECOSYSTEMS

Required courses	ECTS Credits	US Credits
Residential Week - Glion, Switzerland	N/A	N/A
Intercultural Leadership, Inclusion and Diversity	4	2
High Gastronomy and Fine Dining	2	1
Luxury, Markets, Enterprises and Culture	2	1
Business trends in Luxury	2	1
Building the New Sustainable Luxury	2	1
Total number of credits	12	6



MODULE 2: BRANDING IN THE DIGITAL WORLD

Required courses	ECTS Credits	US Credits
Building Brand Equity	4	2
Omnichannel sales strategy in Luxury Industries	2	1
Digital Transformation and Data Analytics	2	1
Digital Marketing and Communication in the Luxury Industry	2	1
Blockchain and luxury digital products and experiences	2	1
Total number of credits	12	6

MODULE 3: DELIVERING EXCELLENCE IN GUEST EXPERIENCE

Required courses	ECTS Credits	US Credits
Residential Week - London	N/A	N/A
Service Culture and Operational Excellence	2	1
Impactful Design and Architecture	2	1
Retail and Physical Distribution Channels	2	1
Experiential Economics	4	2
Behavioral Foundations of Guest Experience	2	1
Total number of credits	12	6

MODULE 4: IMPLEMENTING A SUSTAINABLE LUXURY STRATEGY

Required courses	ECTS Credits	US Credits
Strategic Management for Luxury brands	4	2
Talent Development in the Luxury Business	2	1
Corporate Finance and Value Creation	4	2
Sustainable Business Models	2	1
Total number of credits	12	6

MODULE 5: LEADING THE TRANSFORMATION

Required courses	ECTS Credits	US Credits
Business Research Project	12	6
Total number of credits	12	6

MODULE 1 – NEW FRONTIERS IN HOSPITALITY

MODULE DESCRIPTOR

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

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

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, and well as see those as added value within a multicultural environment.



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 as an interconnected set of high gastronomy and brand name chefs that are today considered as real business value enhancers. Students will understand the rationale behind different business models and critically assess what sets these apart from various produce and concept standpoints. Students will compare global product strategies, visions, design features, technological advances, and financial performances in the context of their local culture and market environment. Customer journey maps, touchpoints and microconcepts will be explored through primary research.

Luxury, Markets, Enterprise and Culture

This course will provide the students with different theoretical frameworks both in economics and sociology. The students will analyze the main characteristics of luxury products and services as economic goods. They will also explore the production and consumption of luxury goods and services. This course gives some fundamental concepts about luxury.

Business Trends in Luxury

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

Building the New Sustainable Luxury

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

MODULE 2 - DRIVING FINANCIAL PERFORMANCE

MODULE DESCRIPTOR

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

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

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

Omnichannel Sales Strategy in Luxury Industries

This course discussed omnichannel retailing within the luxury sector, offering a comprehensive exploration of strategies tailored to meet the demands of an affluent clientele. Through a blend of theoretical frameworks and practical case studies, students will discuss the unique challenges and opportunities inherent in luxury omnichannel environments. Topics covered include the integration of physical and digital touchpoints, personalized customer experiences, brand consistency across channels, and the leveraging of data analytics for enhanced decision-making. By examining successful omnichannel implementations and emerging trends in luxury retail, students will develop a thorough understanding of how to navigate and excel in this dynamic landscape.



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 and Communications in the Luxury Industry

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

Blockchain and Luxury Digital Products and Experiences

This course will focus on how blockchain technology can be used in the luxury industry. Blockchain technology has 3 main uses-cases: transfer of digital assets, decentralized registries and smart-contracts. Each of these will impact the luxury industry through the experience for the customer, the secondary market, and an increase in traceability for the production and distribution of luxury goods. Students will explore these applications and more through real-life use-cases and building concrete projects. They will learn through direct learning.

MODULE 3 - DELIVERING OPERATIONAL EXCELLENCE

MODULE DESCRIPTOR

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

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

Service Culture and Operational Excellence

The aim of this course is for students to explore what successful companies do to engage their employees in order 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. Students 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.

Impactful Design and Architecture

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

Retail and Physical Distribution Channels

The course topics such as market trends, operations, supply chain and human resource management, merchandising, digital technologies - in particular in the light of an integrated omnichannel perspective - as well as CRM and operational marketing and branding. In contemporary retail, particular attention is paid to the creation of an immersive guest experience. This course is therefore not only about the management of the retail mix but is focused in particular on the creation of an integrated physical guest experience, for omnichannel retail in the luxury industries.



Experiential Economics

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

Behavioral Foundations of Guest Experience

This course delves into the psychological underpinnings of guest behavior within the realm of luxury hospitality. Drawing from behavioral economics, psychology, and luxury service principles, students will explore the dynamics that influence guest decision-making, satisfaction, and loyalty. Through case studies and experiential learning exercises, participants will examine the role of emotions, perceptions, and social influences in shaping the luxury guest journey. Key topics include anticipatory service, sensory branding, cultural sensitivities, and the art of personalized engagement.

MODULE 4 - LEADING THE TRANSFORMATION

MODULE DESCRIPTOR

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

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

Strategic Management of Luxury Brands

Students will develop a successful strategy from vision to objectives in the luxury industries using financial indicators, KPIs, and the appropriate organizational tools and procedures for the company's structure.

Talent Development in the Luxury Business

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

Corporate Finance and Value Creation

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

Sustainable Business Models

This course aims to provide students with insights into how successful companies develop, implement and create value through well-designed business models that guarantee sustainability for the business. 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.



MODULE 5 – BUSINESS RESEARCH PROJECT

MODULE DESCRIPTOR

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

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

Business Research Project

The business research project is an academic research-based endeavor that forms part of the Master program. One-to-one and group tutoring are held on a regular basis, but overall, the emphasis 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 issue or opportunity 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.



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.

CONCEPT OF THE EXECUTIVE MASTER'S PROGRAM

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

GRADUATE PROFILE

Glion Master's graduates are global professionals combining managerial, leadership and business skills with a thorough hospitality background, namely service excellence, attention to detail, an understanding of hospitality tradition and heritage, and a focus on unique luxury experiences. Graduates can find and critically process information from reliable sources to make responsible and sustainable decisions in a highly volatile, uncertain, complex, and ambiguous environment. Graduates are also able to create value in the hypercompetitive market. At the managerial level, graduates accept accountability in a responsible way, developing their and others' talents and transforming the working environment both at operational and strategic levels based on local contexts.

LEARNING OUTCOMES

- *Provide a rigorous curriculum focused on developing an in-depth understanding of leadership principles and practices within various industries.*
- *Equip students with the knowledge, skills, and industry qualifications necessary to excel as effective leaders and managers.*
- *Support students' professional and academic growth through a blend of courses, workshops, and immersive experiences tailored to the demands of leadership roles.*
- *Engage in collaborative efforts*
- *Apply continuous improvement strategies.*
- *Promote engagement with sustainable leadership practices, instilling confidence, and integrity in navigating complex organizational environments.*

PROGRAM STRUCTURE

The Executive Master Program is a 1-year program of study divided into units of study called modules. Each module is assigned a specific number of credits. There are 30 US Carnegie credit units or 60 ECTS credits (Bologna European system) in the program of study and all modules must be passed. All students are registered for a Global Executive Master's in Hospitality Leadership.

MODULE 1 – NEW FRONTIERS IN HOSPITALITY

Required courses	ECTS Credits	US Credits
Disruptive Business Models in Hospitality	2	1
Leadership, Diversity, and Intercultural Management	4	2
New Technologies & Data in Hospitality	4	2
Managerial Accounting and Financial Analysis	2	1
Total number of credits	12	6



MODULE 2 – DRIVING FINANCIAL PERFORMANCE

Required courses	ECTS Credits	US Credits
Sustainability and Ethics	2	1
Corporate Finance	4	2
Hotel Asset Management and Deal Structuring	2	1
Entrepreneurial Business Strategies	4	2
Total number of credits	12	6

MODULE 3 – DELIVERING OPERATIONAL EXCELLENCE

Required courses	ECTS Credits	US Credits
Strategic Digital Marketing and Sales	4	2
Revenue, Channel and Demand Management	4	2
Managing Hospitality Operations	2	1
Operational Risk Management	2	1
Total number of credits	12	6

MODULE 4 – LEADING THE TRANSFORMATION

Required courses	ECTS Credits	US Credits
Innovation in the Hospitality Industry	4	2
Real Estate Investments and Finance	4	2
Organizational Behavior and Change Management	2	1
Leadership in VUCA Times	2	1
Total number of credits	12	6

MODULE 5 – BUSINESS RESEARCH PROJECT

Required courses	ECTS Credits	US Credits
Business Research Project	12	6
Total number of credits	12	6

MODULE 1 – NEW FRONTIERS IN HOSPITALITY

MODULE DESCRIPTOR

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

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

Disruptive Business Models in Hospitality

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

Leadership, Diversity, and Intercultural Management

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



New Technologies & Data in Hospitality

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

Managerial Accounting and Financial Analysis

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

MODULE 2 - DRIVING FINANCIAL PERFORMANCE

MODULE DESCRIPTOR

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

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

Sustainability and Ethics

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

Corporate Finance

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

Hotel Asset Management and Deal Structuring

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

Entrepreneurial Business Strategies

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



MODULE 3 - DELIVERING OPERATIONAL EXCELLENCE

MODULE DESCRIPTOR

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

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

Strategic Digital Marketing and Sales

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

Revenue, Channel and Demand Management

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

Managing Hospitality Operations

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

Operational Risk Management

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

MODULE 4 - LEADING THE TRANSFORMATION

MODULE DESCRIPTOR

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



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

Innovation in the Hospitality Industry

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

Real Estate Investments and Finance

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

Organizational Behavior and Change Management

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

Leadership in VUCA Times

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

MODULE 5 – BUSINESS RESEARCH PROJECT

MODULE DESCRIPTOR

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

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

Business Research Project

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



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
Total	126

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

For Admissions details per Program please refer to the following documents:

[Admissions policy](#)

[Recognition of Prior Learning](#)



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