



Academic Catalog

GLION INSTITUTE OF HIGHER EDUCATION



Academic Catalog

E-mail: info@glion.edu – Website: www.glion.edu

Publication date: August, 2022

RELEVANCE OF INFORMATION STATED IN THE ACADEMIC CATALOG

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Contents

Welcome by Managing Director	4
Why choose Glion?	4
Quality and standards	5
NECHE accreditation	5
A student route – London campus	5
Mission	6
Vision	6
Educational philosophy	6
Equal opportunity policy for students	6
Institutional student learning outcomes	7
Highest level statement	7
Learning categories	8
Programs of study	8
Credit hours	9
Undergraduate program	10
BBA in International Hospitality Business	10
Semester descriptors and course overviews	13
Graduate programs	23
MSc in International Hospitality Business	23
Semester descriptors and course overviews	25
MSc in Luxury Management and Guest Experience	30
Semester descriptors and course overviews	32
MSc in Hospitality, Entrepreneurship and Innovation	38
Semester descriptors and course overviews	40
MSc in Real Estate, Finance and Hotel Development	45
Semester descriptors and course overviews	47
English Language Program	52
Intensive Hospitality English Language Program (IHELP).....	52
Course overviews	53
Admission requirements	54
BBA in International Hospitality Business	54
MSc in International Hospitality Business	56
MSc in Luxury Management and Guest Experience	56
MSc in Hospitality, Entrepreneurship and Innovation	56
MSc in Real Estate, Finance and Hotel Development	56
Intensive Hospitality English Language Program (IHELP).....	58



Welcome by Managing Director

Glion Institute of Higher Education will have 60 years of excellence in Swiss hospitality management education in 2022. Our accredited degrees are internationally recognized and our alumni are some of the most respected industry leaders in the world.

At Glion, we provide a unique educational experience that will hone your adaptability, leadership and business skills for today's complex and fastmoving global marketplace. Every student will go through a process of rigorous leadership development over the course of their studies, which builds on their strengths and nurtures leadership skills and competencies.

Every student will receive practical and theoretical training that are relevant to the current industry trends and demands. Glion's dedicated faculty work closely with our industry partners to develop the course content, and our advisory board consists of some of the most influential figures in the hospitality and service industry today.

Why choose Glion?

- **Academic Innovation:** Our personalized programs integrate the latest technology and interactive learning tools, for which Glion won the award for 'Best Innovation in an Educational Program 2016' at the 2016 Worldwide Hospitality Awards in Paris.
- **Industry:** You will also expand your knowledge of industry trends, build your network, and prepare for your career by attending many alumni events, conferences, and company visits. Thus, students have the opportunity to interact with leaders in hospitality, as well as in luxury products, travel and banking.
- **Engaging Student Life:** Our Student Government Association, and the related student clubs, sports and ambassador programs, will give you many opportunities to further develop your leadership and teamwork skills, as well as foster a healthy lifestyle.
- **Premium Locations:** From the stunning Skyline lounge and Bellevue Restaurant in Glion, to the state of the art Academic Center in Bulle or Downshire House in London, we are continually improving our facilities to provide the best possible learning and living environment for our students.

By choosing Glion, you are choosing an education that sets foundations for life and provides the springboard for a successful career. You are choosing to join an academic community that will listen and respond to your needs, and a network of students and alumni that spans the globe. You are choosing to be part of the next generation of leaders.

Georgette Davey
Managing Director



Quality and standards

NECHE accreditation

Glion Institute of Higher Education is accredited by the New England Commission on Higher Education (NECHE) previously known as New England Associations of Schools and Colleges, Inc. (NEASC) through its Commission on Institutions of Higher Education.

Accreditation of an Institution of Higher Education by the New England Commission indicates that it meets or exceeds criteria for the assessment for institutional quality periodically applied through a peer review process. An accredited college or university is one which has available the necessary resources to achieve its stated purpose through appropriate educational programs, is substantially doing so, and gives reasonable evidence that it will continue to do so in the foreseeable future. Institutional integrity is also addressed through accreditation.

Accreditation by the New England Commission is not partial but applies to the institution. As such, it is not a guarantee of every course or program offered, or the competence of individual graduates. Rather it provides reasonable assurance about the quality of opportunities available to students who attend the institution.

Inquiries regarding the accreditation status by the New England Commission should be directed to the administrative staff of the institution. Individuals may also contact:

New England Commission of Higher Education
3 Burlington Woods Drive, Suite 100 Burlington, MA 01803, USA

Tel: 855-886-3272
NECHE direct line: 781-425-7714
Email: info@neche.org

A 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 in order to obtain 'Tier 4 accreditation' also known as 'highly trusted sponsor' status.

Tier 4 has been replaced by the Student Route but the accreditations 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

THE EDUCATIONAL AIMS ARE:

- To provide both a hospitality based and intellectually challenging program which will enable students to gain competencies, knowledge and experience that will prepare them for a successful career in the international hospitality business.
- To support vocational and academic development with specific reference to the subject of hospitality business through a range of courses, modules and specialization electives.
- To promote an ethos of learning how to learn through self-development, self-management and reflective self-assessment throughout the curriculum in order to foster greater awareness and confidence to engage in management practice.

IN GIHE'S TEACHING AND LEARNING PHILOSOPHY THE GLION FACULTY WILL:

- Continue to develop and use good teaching methods to enable the students to attain learning outcomes through a deep approach to learning.
- Combine academic research in education with professional practice, in order to guide Glion's individual and collective approach to teaching and learning.
- Study the effectiveness of Glion's developments in teaching and learning, and consider the equality, diversity and inclusivity impacts of the curriculum design, delivery and assessment.
- Evaluate the effectiveness of Glion's teaching and learning, adjust the teaching methods based on the evidence collected, and seek to continuously enhance and add value to the students' education.

Equal opportunity policy for students

The primary purpose of GIHE is to provide a rich and professional education for managers of the future. This objective is part of the Institution's mission. To this end GIHE is committed to equal opportunity for all its students, irrespective of religion, ethnicity or culture, gender, marital status, disability, age or sexual orientation. In its policies and practices GIHE will seek to enhance the self-esteem of all those it serves.

The Institution will seek to ensure that:

- Its publications reflect the policy.
- Program admissions requirements are free from unnecessary barriers.
- Selection procedures are operated fairly
- Teaching and Learning materials produced in the college are free from stereotypes.
- Assessment procedures are fair for all candidates and allow impartial opportunities for students to demonstrate their potential.
- Services and access to them is assured.



Institutional student learning outcomes

The GIHE's institutional learning outcomes articulate the knowledge, skills and competencies that all Glion students should possess upon graduation, regardless of what specific program or specialization they may have completed. These statements guide Glion's academic leaders, staff and faculty in creating program and course learning objectives and in developing rubrics for assessing 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 in a way that 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 exhibits a high level of professional competency, global readiness, and transversal intellectual abilities.

PROFESSIONAL COMPETENCY

A Glion graduate is a highly competent professional who exhibits integrity, professionalism and entrepreneurial skills.

1. **Work-related competencies and effective practice.** A Glion student develops specific knowledge, skills and attitudes needed by professionals in their chosen field.
2. **Leadership and teamwork.** A Glion graduate is capable of positively leading individuals and groups. S/he works effectively in teams.
3. **Integrity, professionalism and ethical reasoning.** A Glion graduate is identifiable by exceptional professionalism. S/he acts with integrity and use appropriate ethical choices in practice settings.
4. **Entrepreneurial skills and creative thinking.** A Glion graduate displays an entrepreneurial mindset characterized by creative thinking and a capacity for innovation.

GLOBAL READINESS

A Glion graduate is ready for service in globalized and evolving contexts

1. **Written and oral communication skills.** A Glion graduate communicates effectively in English and in at least one additional language.
2. **Intercultural competencies.** A Glion graduate behaves and communicates effectively and appropriately in intercultural situations. (Adapted from: Deardorff, D. 2006, Identification and Assessment of Intercultural Competence as a Student Outcome of Internationalization, Journal of Studies in International Education 2006 10: 241).
3. **Skills in life-long learning.** A Glion graduate possesses the attributes for continuing learning, such as curiosity, initiative, independence and reflection. (Adapted from: AAC&U VALUE Rubrics, 2006).

TRANSVERSAL INTELLECTUAL ABILITIES

A Glion graduate displays transversal intellectual abilities at a level appropriate to a select university.

1. **Integrative thinking.** A Glion graduate can make connections across ideas and experiences in order to synthesize and transfer learning to new, complex situations (Adapted from AAC&U VALUE Rubrics, 2006).
2. **Critical analysis and logical thinking.** A Glion graduate exhibits an enhanced capacity for analytical and critical thinking.
3. **Problem-solving skills.** A Glion graduate can design, evaluate and implement a strategy to answer an open-ended question or achieve a desired goal. (Adapted from: AAC&U VALUE Rubrics, 2006).
4. **Information literacy.** A Glion graduate can recognize when information is needed and has the ability to locate, evaluate, use and share that information in a responsible and effective manner (Adapted from American Library Association, 1989).
5. **Quantitative reasoning.** A Glion graduate demonstrates competency and comfort in working with numerical data. (Adapted from: AAC&U VALUE Rubrics, 2006).



Learning categories

The GIHE intended student learning outcomes articulate the knowledge, skills and competencies that all Glion students should possess upon graduation, regardless of what specific program or specialization they may have completed. These statements will guide GIHE academic leaders, staff, and faculty in creating program and course student learning outcomes and in developing rubrics for assessing individual student work. These statements are also group around learning categories found within programs.

Programs of study

A Glion graduate exhibits a high level of professional competency, global readiness, and transversal intellectual abilities. These are tracked throughout the programs at a course level and correspond with FHEQ learning levels. The BBA is based upon learning levels 4 to 6 and the MSc is based at level 7. All courses within programs are grouped into the following categories:

- Practical Arts
- Entrepreneurship
- Professional Development
- General Education

Within each category students are taught and assessed based on knowledge and understanding, cognitive skills, professional competencies and transferable skills. Transferable skills are grouped around communication, numeracy, working with others, information literacy, using technology and learning how to learn. GIHE deems transferable skills in all courses to be part of the general education of a student as they support the development of an educated person and prepares students for the world in which they live.

PRACTICAL ARTS

Turning knowledge into competencies requires experience and that is found within practical arts. For undergraduate students that entails hands-on courses on the Glion and Bulle campuses that includes service, kitchen, reception, guest relations, housekeeping, with a focus on technical and personal, social and emotional intelligence skills, guest experiences, trends, passions and innovations in operations and food and beverage. Practical, professional, and general education skills are developed within a real-life simulated boutique hotel environment with restaurants outlets open to the general public. Students will work within various restaurants including the Stéphane Décotterd fine-dining restaurant and Bistro, the Lounge Bar and the Club restaurant. Underpinning the practical experiences will be various workshops and the emphasis on hospitality excellence. Creativity, multi-cultural sensitivity, emotional and sensorial guest experience, and the development of a luxury attitude in integrated through all experiences. Graduate students can also choose to elect to take a practical experience through the hospitality immersion program prior to studies.

ENTREPRENEURSHIP

To be a business owner, general manager, or CEO of a complex business one must have core business skills and competencies along with operational knowledge. Students must also understand business markets and environments and have a corporate level understanding of business operations, strategy, and development in various domains including for example finance, marketing and 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 both inside and outside of the classroom. Many examples of this is evident in GIHE engagement with industry and academic-based competitions, conferences, and entrepreneurial groups.



PROFESSIONAL DEVELOPMENT

Using the time-tested method of hospitality education GIHE's programs build progressively to develop professional skills and knowledge for a wide range of managerial roles in the experience-based industries. It includes the fundamentals of industry standards, professional immersion in internships, hospitality operations and management, business-domain courses, and industry-related specializations. GIHE also emphasizes the development of hospitality and professional excellence in all courses. GIHE also uses its industry partners to share expertise through many mechanisms both 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, and a knowledge and appreciation of the aesthetic and ethical dimensions of humankind. The institution also ensures that all undergraduate students complete at least the equivalent of 40 semester credits in a bachelor's degree program.

The general education requirement, contained within specific courses and within GIHE's global transferable skills, is both coherent and substantive. General education at Glion is firstly identified in specific courses. For example, the practical arts domain introduces the student to guest experiences and the importance of understanding and exceeding guest expectations. Arts de table, professional communication and behaviour, service excellence, the passion for gastronomy and food, together with the spirit to serve and to provide excellence through emotional and sensorial guest experience is developed and explored. Students are required to develop skills in creativity, sensory analysis, empathy, and the appreciation of aesthetics. The different facets of luxury service attitude, of being a host, and fulfilling customer expectations and needs is expressed through emotional, professional and visual dimensions. The student should at the end of semester 1 have an appreciation for the art of service linking to appreciation of the aesthetic, etiquette, and ethical dimensions of humankind. Nutrition and wellness concepts are also introduced, along with visiting and in-house experts offering master classes in wines and their historical development, international themed cuisine based on culture, the history of art de la table and protocols, and mixology. Other courses within the program develop general education-based competencies in communication, foreign languages, ethics, research methodologies, statistics and technology.

Secondly, as a continuation of Glion general education philosophy, general education is shown in all programs and courses through Glion's global transferable skills assessment. Glion's global transferable skills assessment shows that students successfully demonstrate competence in written and oral communication in English; the ability for scientific and quantitative reasoning, for critical analysis and logical thinking; and the capability for continuing learning, including the skills of information literacy.

Credit hours

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

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

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



Undergraduate program

BBA in International Hospitality Business

CONCEPT OF THE BACHELOR PROGRAM

The overall aim of the BBA program in International Hospitality Business is to prepare students for careers in leading global hospitality companies with a specific focus on international hospitality business. Upon successful completion of the program, students will have acquired knowledge and understanding of the domain, and further developed cognitive skills, professional competencies and transferable skills through a range of teaching and learning approaches. The teaching and learning then further develops these skills through exposure to contemporary theories and research, and specialist electives within the context of hospitality business. Teaching methods range from traditional lectures through to practical task-based problem-solving in context.

GRADUATE PROFILE

Glion undergraduates embark on international careers in leading hospitality and luxury companies. Multi-cultural, versatile and resourceful, they are global citizens skilled in the arts of hospitality. Their combination of practical experience, cutting-edge management competencies and a corporate approach enables them to apply their skills according to their specialization in luxury brand strategy, hotel development and finance, or event management industries worldwide.

LEARNING OUTCOMES

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

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

PROGRAM STRUCTURE

The BBA program is a 3.5-year program of study which is divided into units called courses or modules which are assigned a specific number of credits. There are 120 credits in the program of study and all courses or modules must be passed. All students are registered for a BBA in International Hospitality Business. Forty-four credits are considered as general education, either through specific courses or the transferable skills taught and assessed in courses or modules.

SEMESTER 1 – HOSPITALITY EXCELLENCE

Required courses – Practical Arts and General Education	Credits	General Education credits
Food and Beverage Knowledge	4	4
Gastronomic Restaurants	4	4
Hospitality Universe	4	4
Front Office and Hotel Operations	3	3
Masterclass and Luxury Hospitality	4	4
Business Communication / English	1	1
Total number of credits	20	
of which general education credits		20



SEMESTER 2 – PROFESSIONAL IMMERSION

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

SEMESTER 3 – HOSPITALITY FUNDAMENTALS (EXCHANGE SEMESTER*)

Required courses – Professional Development and General Education	Credits	General Education credits
Hospitality Marketing Essentials	3	
Hospitality Financial Accounting	3	
Professional Communication and Academic Writing	3	3
People and Performance in the Workplace	3	
Hospitality and Event Operations	3	3
IT Business Tools	3	3
Elective courses (one of the following)**		
French Beginners		
French Elementary		
French Intermediate		
Spanish Beginners		
Spanish Elementary	3	3
Spanish Intermediate		
Food and Society		
Communication and Collaboration		
International Relations		
Total number of credits	21	
of which general education credits		12



SEMESTER 4 – HOSPITALITY MANAGEMENT (EXCHANGE SEMESTER*)

Required courses	Credits	General Education credits
Sales and Digital Marketing in Hospitality	3	
Managerial Accounting	3	
Management of Rooms	3	
Economics for Hospitality and the Tourism Industry	3	3
Data Analysis for Decision Makers	3	3
Concept Development and Entrepreneurship in Food and Beverage Management	3	
Elective courses (one of the following)**		
French Beginners	3	3
French Elementary		
French Intermediate		
Spanish Beginners		
Spanish Elementary		
Spanish Intermediate		
Food and Society		
Communication and Collaboration		
International Relations		
Total number of credits	21	
of which general education credits		9

SEMESTER 5 – MANAGEMENT PRACTICE

Required courses	Credits	General Education credits
Internship	7	
Reflection on Management Practice	3	
Total number of credits	10	
of which general education credits		0

SEMESTER 6 – INTEGRATED BUSINESS STRATEGIES (EXCHANGE SEMESTER***)

Required courses	Credits	General Education credits
Business Development and Strategy	3	
Corporate Finance	3	
Leadership skills for Change Management	2	
Revenue Management and Distribution Channel Management	3	
Human Resources Talent Management	3	
Business Ethics and Corporate Social Responsibility	2	2
Business and Academic Research Methods	4	4
Total number of credits	20	
of which general education credits		6



SEMESTER 7 – SPECIALIZATION** AND BUSINESS PROJECT (EXCHANGE SEMESTER***)

Required courses	Credits	General Education credits
Elective courses (one of the following)		
Bachelor Thesis	9	
Applied Business Project		
Specialization (one of the following)		
Luxury Brand Strategy	9	
International Hotel Development and Finance		
International Event Management		
Total number of credits	18	
of which general education credits		
Total number of credits in the BBA program		
	120	
of which general education credits (40 credits minimum required)		44

*Exchange semesters are at GIHE and Les Roches based campuses

**Glion 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

SEMESTER 1 – HOSPITALITY EXCELLENCE

SEMESTER DESCRIPTOR

Goal: To practice and assimilate hospitality service and operational skills and develop the art of hospitality excellence.

In this semester, the teaching and learning is designed to provide students with practical and transferable skills development within a real life simulated boutique hotel environment. In addition, students will discover the world of hospitality through key trends, innovations, and holistic understanding of hotel operations. The students will be immersed into food and beverage, and rooms division operations, as well as service culture and the art of hospitality. Upon successful completion of the semester students should be able to demonstrate an understanding of the excellence required in hotel operational departments, apply practical and professional skills, and transition into their internships.

COURSE OVERVIEWS

Food and Beverage Knowledge

This course will introduce students to the world of Food and Beverage. It will elaborate on international cuisines and the world of bars and cocktails. Students will be able to make sushi's and will develop a critical understanding of their production.

Gastronomic Restaurants

During this course students will discover the world of fine dining and service excellence in a gastronomic environment. In kitchen, students will discover the true meaning of precision in gastronomy, where they will work with exclusive, seasonal products and discover the complex functioning of a fine dining kitchen brigade. They will have the opportunity to assist leading chefs as they prepare their signature dishes in accordance with high quality professional standards. In the Gastronomic restaurants and lounge bar, they will develop their knowledge and skills in presenting, promoting, and serving exclusive dishes, wines, and spirits, guided by top professionals who will demonstrate the importance of service excellence.



Hospitality Universe

On this course students will learn about the different types of spa and different competitors in the spa industry. Supported by experts they will have an insight into different Organizations related to Hospitality and learn the link to guest's segmentation and services. They will look into Luxury Market and Luxury Goods to understand latest Trends and evolvments. They will be guided through the various guest relations situations and learn how to communicate at a highest level of service excellence.

Front Office and Hotel Operations

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

Master Class and Luxury Hospitality

This course will introduce students to a luxury concept development and knowledge of the universe of hospitality and iconic products. It will focus on the current operating landscape, relevance and responsiveness towards customers' experiences and expectations as well as trends. Students will be able to explain the main characteristics of a wine and meet and share with experts from the field.

BUSINESS COMMUNICATION OR BUSINESS ENGLISH

Business Communication

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

Business English

In Business English students will learn how to use their language skills to communicate in real-life situations within the world of hospitality. They will discover how to identify the best communication channel to meet their needs, to write effective professional texts.

SEMESTER 2 – PROFESSIONAL IMMERSION

SEMESTER DESCRIPTOR

Goal: To develop professional and personal competencies while gaining real world work experience.

In this semester, students are expected to apply previous knowledge to real hospitality work environments. The practical experience in the field allows students to demonstrate understanding of professional practices and to expand their perspective on what it means to be a professional in the hospitality industry. During the internship, students should develop an understanding of workplace diversity. Upon successful completion of the internship, students should be able to acquire and evaluate information in professional settings and to develop appropriate workplace behaviors.



COURSE OVERVIEWS

Internship

In the course students should acquire the necessary knowledge and tools to search for and obtain a professional internship. The ensuing 24-week operational placement provides students with high quality training designed to enhance professional competence and enrich personal development. Through a reflective report, students will identify how their own competencies and skills are aligned with industry expectations, and how they need to develop in the areas of collaboration, communication and professionalism, in preparation for their future career. At the end of the course, students should be able to apply the knowledge gained in both academic and industry environments to reflect upon their own personal and career development plans.

SEMESTER 3 – HOSPITALITY FUNDAMENTALS

SEMESTER DESCRIPTOR

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

In this semester students will continue the transition from semester one, through the students' first internship, to the introduction of key concepts and managerial principles across a range of hospitality settings. The semester will build on the practical elements of operational management and at the same time develop a fundamental understanding of the characteristics of running a hospitality business. Upon successful completion of the semester, students should be able to apply knowledge and skills in decision making. Students also develop interpersonal competencies through academic learning and industry focused study, preparing them for professional environments.

COURSE OVERVIEWS

Hospitality Marketing Essentials

This course explores the role and key theories and practices of marketing in business today. The importance of marketing will be appraised within the framework of both product manufacturers and service industries. Students will explore key concepts - including digital - and functions of marketing. Students will also be asked to apply these to a range of business contexts based on industry scenarios.

Hospitality Financial Accounting

The course is designed to provide students with an understanding of concepts and uses of financial accounting information in a business environment. It demonstrates how effective accounting systems capture daily business transactions to support managers' decision-making processes. It introduces the students to the theory of debits and credits, the accounting cycle, receivables and payables, accruals and deferrals, measurement and valuation of assets and liabilities, income statement and balance sheet. It will also examine the determination of net income (profit), statement of owners' equity, statement of cash flow and the preparation and interpretation of basic financial statements, under the context of Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS).

Professional Communication and Academic Writing

This course is designed to provide students with the communication and research skills needed in both professional and academic contexts. Students will use various research tools, refine their skills in searching databases efficiently and critically analyze and present information through a variety of appropriate means. Communications in a professional and academic environment will be explored, developed, and applied to a written project and oral presentation.

People and Performance in the Workplace

Values and motivation factors can differ substantially from individual to individual, and the hospitality industry relies heavily on the performance of people to deliver competitive services. Successful managers must therefore acquire knowledge about the inner mechanisms that drive their staff's behavior in order to bring the best out of their teams. This course enables students to explore how staff engagement, loyalty, buy-in and autonomy may be influenced. Theoretical and practical influence values include: motivators, communication style and learning styles. This relates to a greater understanding of overall team performance.



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 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.

Communication and Collaboration

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 – HOSPITALITY MANAGEMENT

SEMESTER DESCRIPTOR

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

In this semester, students will be immersed into management domains with a focus on exploring innovative solutions to challenges faced by hospitality professionals in a constantly changing environment. The courses include both macro and micro perspectives and should result in the students developing their abilities to analyze and reflect on concepts and factual data essential to problem solving in the hospitality industry. Upon successful completion of the semester, the students should be able to generate principled and effective managerial decisions and reflect upon self-development opportunities.

COURSE OVERVIEWS

Sales and Digital Marketing in Hospitality

This course will provide the students with a sound theoretical basis in selling and digital marketing. Students should acquire skills needed in the sales process and key account management, and they should be able to develop customer-related selling practices. The digital environment affecting the sales process will be appraised. Relevant digital marketing strategies will be analyzed and applied in the hospitality context.

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, impacts, and mergers and acquisitions through the use of different economic theories and models. Students will assess the role and strategies of public organizations and private businesses in the management of the tourism system and analyses the consequences of visitation in relation to the theory of sustainable development.

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 are exposed to 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 and transferable skills such as managing costs, improving profitability, enhancing customer experience, communication, numeracy and working with others, all of which are essential elements in the toolkit of the modern manager.

AND ONE GENERAL EDUCATION ELECTIVE:

French Beginners

The aim of this course is to introduce students to French language and culture. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business and hospitality context to enable students to communicate effectively at a beginner's level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.

French Elementary

The aim of this course is to further develop a student's abilities to communicate in French. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business and hospitality context to enable students to communicate effectively at an elementary level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.

French Intermediate

The aim of this course is to further develop a student's abilities to communicate in French. The focus will be on listening, reading, speaking, and writing. Learning activities focus on business and hospitality contexts to enable students to communicate effectively at an intermediate level. The course corresponds to the Common European Framework of Reference (CEFR), level A2.

Spanish Beginners

The aim of this course is to introduce students to Spanish language and culture. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business and hospitality context to enable students to communicate effectively at a beginner's level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.



Spanish Elementary

The aim of this course is to further develop a student's abilities to communicate in Spanish. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business and hospitality context to enable students to communicate effectively at an elementary level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.

Spanish Intermediate

The aim of this course is to further develop a student's abilities to communicate in Spanish and culture. The focus will be on listening, reading, speaking, and writing. Learning activities focus on business and hospitality contexts to enable students to communicate effectively at an intermediate level. The course corresponds to the Common European Framework of Reference (CEFR), level A2.

Food and Society

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

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SEMESTER 5 – MANAGEMENT PRACTICE

SEMESTER DESCRIPTOR

Goal: To reflect upon managerial competencies in the workplace.

In this semester, students return to industry and reflect on managerial competencies and challenges experienced in the world of work. At the same time, students should shape their understanding of real-life managerial approaches, philosophies and practices. The second internship should develop students' career and personal development aspirations. Upon successful completion of the internship, students should be able to effectively apply problem-solving techniques, critical thinking skills and to develop as an individual contributor as well as a valuable team member.



COURSE OVERVIEWS

Internship

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

Reflection on Management Practice

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

SEMESTER 6 – INTEGRATED BUSINESS STRATEGIES

SEMESTER DESCRIPTOR

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

In this semester, students are immersed in developing competencies in order to implement successful business strategies. Students are expected to develop a strategic mindset and apply business theory to complex and ambiguous scenarios and be able to recommend strategic alternatives at a corporate and business unit level. Upon successful completion of the semester, students should have developed their core business acumen in preparation for their final semester specialization and capstone project.

COURSE OVERVIEWS

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 organisational 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.

Business Ethics and Corporate Social Responsibility

This course explores how business ethics and its relationship with business decisions and corporate social responsibility impacts the modern business world. The international business arena provides a vast array of intriguing ethical challenges for today's manager. Through the exploration of many of these challenges or cases the course aims to provide students with the tools and skills needed to identify, and critically evaluate ethical issues encountered in individual, organizational and societal contexts.

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 appropriate literature and data.

SEMESTER 7 – SPECIALIZATION AND BUSINESS PROJECT

SEMESTER DESCRIPTOR

Goal: To develop skills, knowledge, and experiential learning within a chosen specialization and capstone project that generates innovative solutions from contradictory information.

In this semester, students are focusing on areas of specialization within the world of hospitality. Students are required to show creativity and innovation in conceptualization, contemporary approaches in problem solving and conflict resolution, and show openness to new or novel ideas within a specialism.

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

COURSE OVERVIEWS

ONE OF THE FOLLOWING CAPSTONE ELECTIVES:

Bachelor Thesis

The thesis is a culminating academic work that forms the capstone of a research of Bachelor degree program. The course is to accomplish academic research independently to write a 10,000-word study on a chosen topic in the luxury brand strategy, international hotel development and finance or international event management. One-to-one tutoring is held on a regular basis but overall emphasis of the course is placed on a self-regulated learning and research activities. Students are required to present critical review on existing literature on chosen topic areas, develop a conceptual framework, conduct appropriate primary research with relevant methods, analyse collected data to build arguments and develop discussion. Major findings need to be recapitulated and conclusions are drawn with evaluation and syntheses.



Applied Business Project

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 areas: luxury brand strategy, international hotel development and finance and international event management. Based on the mission given by the client, students will be responsible for setting objectives, reviewing relevant industry-based and academic-based literature, selecting appropriate research methodologies, collecting and analyzing data, and providing the client with sound recommendations.

AND ONE OF THE FOLLOWING SPECIALIZATION ELECTIVES:

Specialization in Luxury Brand Strategy

The course provides students with deep and systematic understanding of luxury as a concept, the luxury business, as well as the relationship between luxury goods industry and the hospitality industry today. Students will explore the concept of luxury, the role it plays in society, the changes and current trends in the luxury goods and services sector. They will analyze key dimensions and characteristics of luxury from a multi-disciplinary perspective, the creation and management of the luxury brand and brand identity. They will also look at the role of marketing and evaluate the marketing mix model for luxury, including opportunities brought about by digital innovations. They will learn how to build loyalty by delivering service excellence. Finally, students will conceptualize a multi-sensorial and emotionally-engaging guest experience as part of an experiential luxury strategy.

Specialization in International Hotel Development and Finance

A crucial role for today's senior hotel professionals is to enhance value for a hotel owner by understanding the business from an owner's perspective. 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 analyse hotel revenue and profit trends using key performance indicators (KPI's). In this course, students will have the opportunity to develop a hotel feasibility study based on a new hotel concept and space plan. Students will also negotiate best-in-class management agreements. This course will focus students on the best practice valuation methodologies and their application to hotel assets, as well as investment project KPI's to maximize performance and create value. The student will apply their learning to determine the key product combination, trends and financial drivers which make a successful resort project. Students will experience the latest product and service trends in one of Europe's dynamic hotel markets.

Specialization in International Event Management

This course looks in-depth at the international events industry; specific industry sectors and key players. It will also review the roles of events in society, their impact on economy and the importance of events. It explores trends, new business models, innovation, and concepts including MICE and customer types, and the advent of new technologies. It then goes into the development and planning of a strategically feasible live event. It brings together all elements of event management and student put theory into practice and host an event on campus. Student then reflect and present a post-event evaluation.



Graduate programs

MSc in International Hospitality Business

CONCEPT OF THE MASTER PROGRAM

The overall aim of the MSc program in International Hospitality business is to prepare students for accelerated careers in leading global hospitality companies. The students will build upon prior education and experiences to further develop their managerial and leadership skills to meet the requirements of their ambitious career aspirations within the industry. Immersed in a multicultural hospitality environment, they will be exposed to best-practice managerial theories and industry applications to nurture their business acumen and grow their professional and inter-personal competencies. Teaching and learning techniques include transformative, didactic, experiential, student-focused, industry-based, and technology supported approaches.

GRADUATE PROFILE

Glion Master's graduates are international hospitality business professionals 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 business industry enabling him/her to perform successfully at the managerial level.
- Generate innovative solutions by analyzing and evaluating complex, unpredictable and volatile contexts.
- Exhibit confident and effective interpersonal and communication skills in a range of complex and specialized contexts.
- Demonstrate managerial skills, take initiatives, and make decisions in a responsible way, accepting full accountability for the outcomes.
- Constantly improve their own and others' performances through team efforts.
- Develop as an effective industry professional through continuous reflection on experience in a systematic and balanced way.

PROGRAM STRUCTURE

The MSc program is a 1.5-year program of study which is divided into units of study called courses or modules. Each course or module is assigned a specific number of credits. There are 36 credits attempted during the program of study and all courses or modules must be passed. All students are registered for an MSc in International Hospitality Business.

PRE-SESSIONAL – HOSPITALITY IMMERSION PROGRAM (OPTIONAL)

Courses	Credits
Hospitality Immersion Program	0
Total number of credits	0



SEMESTER 1 – HOSPITALITY MANAGERIAL FUNDAMENTALS

Required courses	Credits
Managing Hospitality and Luxury Operations	2
Revenue Management and Pricing Strategy	2
Managerial Accounting and Financial Analysis	2
Marketing Management for Hospitality Leaders	2
Leadership and Intercultural Management	2
Digital Transformation and Data Analytics	2
Project Management Methods	1.5
Total number of credits	13.5

FIELD TRIP – MANAGING SERVICE EXCELLENCE

Courses	Credits
Managing Service Excellence in Hospitality	2
Total number of credits	2

SEMESTER 2 – LEADERSHIP SKILLS IN HOSPITALITY

Required courses	Credits
Hospitality Business Strategies	2
People Management in a Global Environment	2
Hospitality Corporate Finance	2
Applied Business Research	1.5
Hotel Asset Management & Concept Creation	2
Food and Beverage Retail Entrepreneurship	1
Sustainability Essentials for Hospitality Managers	1
Luxury Brand Management	2
Hospitality Networking Series	2
Total number of credits	15.5

SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

Required courses	Credits
Business Research Project or	5
Internship	
Total number of credits	5



Semester descriptors and course overviews

PRE-SESSIONAL: HOSPITALITY IMMERSION PROGRAM

SEMESTER DESCRIPTOR

Goal: To practice hospitality operational skills and develop the art of hospitality excellence.

During these four weeks of intense industry practicum, the teaching and learning is designed to provide students with practical and transferable skills within a real-life simulated boutique hotel environment. The practical arts semester consists of kitchen, restaurant, front desk, rooms division operations and associated theory.

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

COURSE OVERVIEWS

Hospitality Immersion Program

This course allows students to acquire the operational skills, knowledge and abilities which are fundamental to performing tasks and duties within the different hotel departments, such as: Rooms Division, Food and Beverage Departments and Front Office. This practical work will foster the development of lifelong skills to include professional appearance and behavior, functional skills, and personal and social skills. Demonstrations and simulations performed by the students in the different sectors of a hotel will help familiarize them with professional working techniques and communication in a multicultural environment.

SEMESTER 1 – HOSPITALITY MANAGERIAL FUNDAMENTALS

SEMESTER DESCRIPTOR

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

In this semester, students will be taught to critically think through key management subjects and business scenarios related to the industry, sometimes at the forefront of knowledge. Students are expected to develop and demonstrate the high levels of responsibility and autonomy required of industry managers. Subjects include hospitality operations, services marketing, accounting and finance, revenue management, and leadership. During the field trip, students will put their knowledge at test in real hospitality settings.

COURSE OVERVIEWS

Managing Hospitality and Luxury Operations

Effective organization of resources and close collaboration between internal and external players are fundamental to increasing customer satisfaction, value creation and quality management. During this course, students learn to assess and recommend various complex operational management tools and techniques in order to sustain a successful hospitality business, including 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... Students will study the foundations and advanced concepts of Revenue Optimization with a focus on Hospitality: how to forecast demand, control inventory and availability, set and monitor a pricing strategy, manage distribution channels. With one objective in mind: take optimal decisions and improve the total net revenue of these companies.



Managerial Accounting and Financial Analysis

This course is designed to provide students with solid practical accounting knowledge and the analytical tools required in making management decisions for planning, organizing, directing, and controlling a firm's operations in the hospitality industry. Contemporary managerial accounting topics covered in the course are: responsibility accounting, 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 within the international hospitality industry. Due to the special characteristics of services and the challenges associated with communicating and delivering intangibles, an in-depth understanding of what consumers want, and how they think and behave, is at the core of this subject. 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, within changing societal expectations.

Leadership and Intercultural Management

This course is designed to convey the major principles relating to leading and managing across cultural and national boundaries. Face-to-face interactions as well as intercultural digital communication are central within the course content. Students through a highly dynamic learning process, critically examine and debate on concepts and case studies within their multicultural and gender diverse peer groups to enhance their knowledge of the field. Globalization has led to a critical need for well-trained, adaptable leaders and managers that can effectively interact in a variety of multi-diverse contexts.

Digital Transformation and Data Analytics

This learning program prepares students for the highly responsible role of improving organizational performance by changing digital capabilities. In recent years there has been a general acknowledgement that the digital technologies, and data analytics technologies in particular, offer radical and far-reaching opportunities for organizations and their supply chains. So much so that in some recent examples and cases, the drive towards 'becoming digital' has become a central strategic goal. This drive towards digital transformation has resulted in the emergence of a distinct managerial skill-set. This learning program is designed to help students acquire the pre-requisite knowledge for practice in both digital transformation and data analytics.

Project Management Methods

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

FIELD TRIP

Field Trip - Managing Service Excellence in Hospitality

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

SEMESTER 2 – LEADERSHIP SKILLS IN HOSPITALITY

SEMESTER DESCRIPTOR

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



During this second semester, students will be exposed to greater complexity to develop the strategic thinking, organizational, and people management skills required of senior leadership in volatile, uncertain and ambiguous situations. This may require integrating knowledge from several fields and contributing original and innovative thinking to problem-solving and decision-making. Subjects include higher level management and business subjects, research and project management.

COURSE OVERVIEWS

Hospitality Business Strategies

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

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, Organisational Behaviour 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 analysing 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 to 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 to evaluate financial risk, analyze the different sources and costs of financing, and assess the value of a project. They will examine the use of derivative instruments to hedge the financial and operational risks that a multinational corporation faces.

Applied Business Research

The purpose of this course is to help students to conduct applied research into business problems in organisations. It provides rigour, precision and detail in inquiring terms, linked to practical problem-solving actions and activities. The use and integration of principles, methods and techniques will be drawn from relevant literature, to help inform and frame the problem or problem-solving activity. This use of principles, methods and techniques will be applied in a critical and evaluative manner. The requisite inquiring skills taught in this course are crucial for problem-solving businesses and organisations. They are an essential component of Masters level education in practical areas of concern, and provide an intellectual underpinning for practitioners of business organisations.

Food and Beverage Retail Entrepreneurship

This course will take students through the iterative process of building a business model for the 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 models financial requirements.

Hotel Asset Management and Concept Creation

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



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 strategies adopted to create and manage a brand which is recognisable in various destinations but at the same time remains true to its personality. It applies the knowledge of marketing management to ensure consistency of the brand and its relevance for the desired target market.

Sustainability Essentials for Hospitality Managers

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

Hospitality Networking Series

This course is designed for students to carry out an applied piece of industry research with a leader within the world of hospitality. The students will identify an industry practitioner of their own choosing, and with their participation, they will then execute a piece of primary research. The aim of the research is to extend the students' knowledge and understanding of a managerial concept through the expertise of the participant/s. The research will take the form of an interview delivered in a classroom environment, with pre-prepared semi-structured interview questions supplemented by questions from the audience (the remaining members of the class). The industry knowledge gained is then to be assessed in relation to the theoretical perspectives to be gained during their GIHE studies. Ample networking opportunities will be provided in the context of this course.

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 6 months.

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

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

COURSE OVERVIEWS

Business Research Project

The business research project is a culminating academic research-based work that forms part of the master program. One-to-one and group tutoring is held on a regular basis but overall emphasis of the course is placed on self-regulated learning and research activities. Each student is required to develop; analyze; synthesize and discuss a business problem which is based on a hospitality, tourism or leisure-oriented concept, or a diagnostic review for an existing or past organizational problem. Major findings need to be recapitulated and two solutions are drawn with evaluation and syntheses.

Internship

The aim of the internship is for students to further their professional development by integrating theory and practice. Internship provides an opportunity to explore career alternatives, deepen specific career-related interests and build skills necessary for career progression upon graduation. An integral part of the internship experience is the reflection in which students have an opportunity of critically analyzing their experiences, responses to specific situations and setting goals for future development.





MSc in Luxury Management and Guest Experience

THIS PROGRAM IS TAUGHT IN SWITZERLAND ONLY.

CONCEPT OF THE MASTER PROGRAM

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

LEARNING OUTCOMES

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

- Demonstrate managerial, 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 the luxury customers by implementing cutting-edge processes and best practices in complex environments.
- Take responsible decisions within the complexity of the luxury industry, with a critical understanding of its heritage, tradition and culture, as well as the need for innovation and creativity.
- Manage complex projects within the business luxury environment.
- Constantly improve their own and others' performances through team efforts.
- Develop as an effective luxury industry professional through continuous systematic reflection.

PROGRAM STRUCTURE

The MSc program is a 1.5-year program of study which is divided into units of study called 'courses' or 'modules'. Each "course" or "module" is assigned a specific number of 'credits'. There are 36 credits attempted during the program of study and all courses or modules must be passed. All students are registered for an MSc in Luxury Management and Guest Experience.

PRE-SESSIONAL – HOSPITALITY IMMERSION PROGRAM (OPTIONAL)

Courses	Credits
Hospitality Immersion Program	0
Total number of credits	0



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

Required Courses	Credits
Intercultural Leadership	1
Economics and Sociology of Luxury	1
Business Trends in Luxury Hotel, Resorts and Events	1
High Gastronomy and Fine Dining	1
Effective Communication	1
Ultra-Luxury Travel and Experiences	1
Luxury Fashion Design	1
Building Brand Equity	1
Experiential Economics	1
Digital Transformation and Data Analytics	1
Digital Marketing in the Luxury Industry	1
Service Culture and Operational Excellence	2
Design Thinking	1
Total number of credits	14

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

Required Courses	Credits
Sustainable Luxury and Design	1
Blockchain in the Luxury and Hospitality Business	1
Impactful Design for Retail and Hospitality	1
Retail Management	2
Strategic Management of Luxury Brands	1
Talent Management	1
Corporate Finance and Value Creation	2
Business Models	1
Legal Environment of the Luxury Industries	1
Behavioural Aspects of Customer Engagement	1
Business Research Methods	1
Field Trip	2
Luxury Event	2
Total number of credits	17

SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

Required Courses	Credits
Internship	5
Business Research Project	5
Total number of credits	5



Semester descriptors and course overviews

PRE-SESSIONAL: HOSPITALITY IMMERSION PROGRAM

SEMESTER DESCRIPTOR

Goal: To practice operational skills and develop the art of hospitality excellence.

During these four weeks of intense industry practicum, the teaching and learning is designed to provide students with practical and transferable skills within a real life simulated boutique hotel environment. The practical arts semester consists of kitchen, restaurant, front desk, rooms division operations and associated theory.

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

COURSE OVERVIEWS

Hospitality Immersion Program

This course allows students to acquire the operational skills, knowledge and abilities which are fundamental to performing tasks and duties within the different hotel departments, such as: Rooms Division, Food and Beverage Departments and Front Office. This practical work will foster the development of lifelong skills to include professional appearance and behavior, functional skills, and personal and social skills. Demonstrations and simulations performed by the students in the different sectors of a hotel will help familiarize them with professional working techniques and communication in a multicultural environment.

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

SEMESTER DESCRIPTOR

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

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

COURSE OVERVIEWS

Intercultural Leadership

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



Economics and Sociology of Luxury

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

Business Trends in Luxury Hotel, Resorts and Events

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

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 micro-concepts will be explored through primary research.

Effective Communication

The course focuses on the importance that communication has in our professional and personal life. The program aims to increase the awareness of the impact that our way of communicating can have on different kind of people (stakeholders, clients, colleagues), having different drivers and coming from different 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 a different cultural background. Students will critically appraise different profiles of audience and practice the 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 hospitality travel models with a focus on customer engagement through emotional and experiential engineering. Students will develop analytical skills by examining customer journey maps, touchpoints, and micro-concepts to distinguish luxury from ultra-luxury travel. Case studies will enhance students' ability to challenge the status quo, to develop the ability to critically appraise, transfer and apply best in-class learning. Product and differentiation service will be explored to develop a differentiation strategy for an ultra-luxury hotel.

Luxury Fashion Design

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

Building Brand Equity

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



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.

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 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.

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.

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

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

SEMESTER DESCRIPTOR

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

During this second semester, students will be exposed to the “hardware” of Business education and managerial knowledge, to develop the strategic thinking, organizational, and people management skills required of senior leadership in volatile, uncertain and ambiguous situations. This may require integrating knowledge from several fields and contributing original and innovative thinking to problem-solving and decision-making. Subjects include higher level management and business subjects, like Strategic Management of Luxury Brands, Talent management, Corporate Finance and Value Creation, Business Models research and project management. Students will nurture their critical skills and well as advanced knowledge in business and managerial disciplines and will have the chance to use the specific knowledge about Luxury acquired during the first semester.



COURSE OVERVIEWS

Sustainable Luxury and Design

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

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 3 main uses-cases: transfer of digital assets, decentralised 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.

Impactful Design for Retail and Hospitality

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

Impactful Design for Retail and Hospitality

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

Strategic Management of Luxury Brands

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

Talent Management

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



Corporate Finance and Value Creation

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

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. The student will critically evaluate and apply the principles of IP to minimize risk, create value, attain core business objectives, identify and resolve legal issues, and effectively handle legal disputes.

Behavioural 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 the selling ceremony analysis, having a customer-centric approach at heart, also when the CRM (also covered during the course) takes part in the journey. Particular emphasis is given to behavioural aspects of customer engagement, when students will learn how to apply some "Neuromarketing" and "Behavioural Economics" notions to the analysis of the relationship between consumers and luxury brands.

Business Research Methods

The purpose of this course is to help students to conduct applied research into management. It enables students to establish or advance their understanding of research through the critical exploration of the research language, ethical principles and methodology. The contents will include problem identification, research design strategies, reviewing the literature, and the collection and analysis of field data. These skills are crucial for problem-solving, decision-making and strategic planning.

Field Trip

The experiential journey is at the heart of the pedagogy. 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 the countries. During the trip, students will be encouraged to use all the five senses to fully appreciate the quality of Luxury products and services, having the opportunity to experience and apply what they have learned in class (e.g. Gastronomy, Luxury Fashion Design, Operational Excellence, Guest experience etc.). Company visits and recruitment opportunities will be part of the journey.

Luxury Event

In this course students will be exposed to a real-life event for a luxury branded event, in which they will learn to evaluate the principles of event management for a luxury company. Students will be actively engaged in the 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 6-month.

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

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

Internship

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

Business Research Project

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



MSc in Hospitality, Entrepreneurship and Innovation

THIS PROGRAM IS TAUGHT IN SWITZERLAND ONLY.

CONCEPT OF THE MASTER PROGRAM

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

GRADUATE PROFILE

Glion MSc's graduates are hospitality-based professionals specializing in entrepreneurship and innovation. They will focus on the development of meaningful customer experiences and the creation of products and processes that add value to new or existing environments. Graduates adopt transformative and revolutionary approaches and make informed responsible decisions in today's highly complex and rapidly evolving environment. At the managerial level, graduates take initiatives and accept accountability at both operational and strategic levels in local and global contexts.

LEARNING OUTCOMES

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

- Demonstrate specialized understanding of entrepreneurship and innovation enabling him/her to identify new markets and new opportunities for hospitality industries.
- Use cutting edge and relevant business tools to generate value, and innovative transformative, sustainable, and revolutionary solutions in complex, unpredictable and volatile contexts.
- Exhibit confident, persuasive, and effective interpersonal and communication skills to manage complex and specialized context in hospitality based industries
- Deliver social value in hospitality and related industries through their ethical and critical thinking
- Anticipate and manage upcoming challenges with innovative solutions.
- Demonstrate managerial skills, take initiatives, and make decisions in a responsible way, accepting full accountability for the outcomes.
- Constantly improve their own and others' performances through team efforts.
- Develop as an effective industry professional through continuous reflection in a systematic and balanced way.

PROGRAM STRUCTURE

The MSc program is a 1.5-year program of study which is divided into units of study called 'courses' or 'modules'. Each "course" or "module" is assigned a specific number of 'credits'. There are 36 credits attempted during the program of study and all courses or modules must be passed. All students are registered for an MSc in Hospitality, Entrepreneurship and Innovation.

PRE-SESSIONAL – HOSPITALITY IMMERSION PROGRAM (OPTIONAL)

Courses	Credits
Hospitality Immersion Program	0
Total number of credits	0



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

Required courses	Credits
Industry Fundamentals and Complexity	1
Trends, Disruptive Models and Entrepreneurial Mindset	1
Hospitality Operations	2
F&B Management and Value Delivery	2
Leadership, Team Building and Intercultural Management	1
Creativity and Innovation in Hospitality	1
Design Thinking and Start-up Creation Process	1
Business Model Identification: Lean Start-up and Traction Methods	1
Partnerships and Ecosystem Management	1
Governance, Compliance and Strategy	1
Protecting Your Brand and Your Business	1
Total number of credits	13

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

Required courses	Credits
Project Life Cycle for New Business Launches	2
Marketing and Big Data in Hospitality	1
Sales and Contract Negotiation	1
Revenue Management and Digital Distribution Strategy	2
Digital Technologies and Big Data Management	2
Digital Marketing and Growth Hacking	1
Fundraising and Financial Strategies	1
Mergers, Acquisition and Restructuring	1
Family and Small Businesses	1
Sustainable Development and Social Entrepreneurship	1
Field Trip	2
Innovation Fair	3
Total number of credits	18

SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

Required courses	Credits
Internship	5
Business Research Project	5
Total number of credits	5



Semester descriptors and course overviews

PRE-SESSIONAL: HOSPITALITY IMMERSION PROGRAM

SEMESTER DESCRIPTOR

Goal: To practice hospitality operational skills and develop the art of hospitality excellence.

During these four weeks of intense industry practicum, the teaching and learning is designed to provide students with practical and transferable skills within a real life simulated boutique hotel environment. The practical arts semester consists of kitchen, restaurant, front desk, rooms division operations and associated theory.

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

COURSE OVERVIEWS

Hospitality Immersion Program

This course allows students to acquire the operational skills, knowledge and abilities which are fundamental to performing tasks and duties within the different hotel departments, such as: Rooms Division, Food and Beverage Departments and Front Office. This practical work will foster the development of lifelong skills to include professional appearance and behavior, functional skills, and personal and social skills. Demonstrations and simulations performed by the students in the different sectors of a hotel will help familiarize them with professional working techniques and communication in a multicultural environment.

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

SEMESTER DESCRIPTOR

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

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

COURSE OVERVIEWS

Industry Fundamentals and Complexity

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



Trends, Disruptive Models and Entrepreneurial Mindset

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

Hospitality Operation

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.

F&B Management and Value Delivery

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

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 Innovation in Hospitality

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

Design Thinking and Start-up Creation Process

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

Business Model Identification: Lean Start-up and Traction Methods

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

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.



Governance, Compliance and Strategy

This course will enable students to review key frameworks and concepts relevant to strategic management, governance, compliance, and risk management in the hospitality industry. It is designed to help them develop an understanding of the ethical influences on economic, financial, managerial, and environmental aspects of the business. Students will reflect on the complex nature of governance on 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, including international sale and trade, as well as the regulation of the international marketplace. The course provides students with a practical understanding of legal issues that they may face when setting and protecting their own brand and business in foreign and competitive markets.

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

SEMESTER DESCRIPTOR

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

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

COURSE OVERVIEWS

Marketing and Big Data in Hospitality

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

Sales and Contract Negotiation

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

Revenue Management and Digital Distribution Strategy

Scientific advances in economics, statistics, operations research, and information technology have allowed service industries to take a sophisticated, detailed, and intensely operational as well as a strategic approach to making demand management decisions. During this course of Revenue management, students will study the fundamental tools of forecasting demand, controlling inventory and availability, as well as differential pricing to take optimal decisions and improve revenue and the bottom-line performance. The course will concentrate on strategies service firms adopt in the face of the increased disintermediation of traditional distribution channels and evaluate solutions for channel choice decisions and pricing over multiple digital distribution channels.

Digital Technologies and Big Data Management

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



Digital Marketing and Growth Hacking

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

Fundraising and Financial Strategies

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

Mergers, Acquisition and Restructuring

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

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.

Sustainable Development and Social Entrepreneurship

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

Project Life Cycle for New Business Launches

This practical course will explore the stages of the new business 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 analyse this project life cycle for new businesses with an emphasis on product and service innovation. Students will explore the phases of the new business conceptualization stage and delivery stage. Finally, they will be able to develop their abilities in anticipating how the future could emerge within selected sectors of specific industries.

Field Trip

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

Innovation Fair

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



SEMESTER 3 – BUSINESS RESEARCH PROJECT 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 6 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, students will produce an independent research project demonstrating advanced research skills, planning and self-management abilities, as well as agility in information handling:

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

Internship

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

Business Research Project

The business research project is a culminating academic research-based work that forms part of the master program. One-to-one and group tutoring is held on a regular basis but the overall emphasis of the course is placed on self-regulated learning and research activities. Each student is required to develop, analyze, synthesize, and discuss a business problem. The business research project can be based on an entrepreneurship, intrapreneurship, innovation, business development, hospitality concept or diagnostic review for an existing start-up or past organizational issue. Major findings need to be recapitulated and two solutions are drawn with evaluation and syntheses.



MSc in Real Estate, Finance and Hotel Development

THIS PROGRAM IS TAUGHT IN THE UK ONLY WITH ONE START DATE IN THE FALL.

CONCEPT OF THE MASTER PROGRAM

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

GRADUATE PROFILE

Glion master's graduates are students with background in hospitality management, finance and real estate. They will be able to analyse and compare real estate investment opportunities, apply technical proficiency with the industry analytical tools, and demonstrate the methodologies and skills necessary to deliver a hotel development or asset management real estate project. Graduates adopt transformative approaches and make informed customer centred decisions in today's highly complex and rapidly evolving environment. At the managerial level, graduates take initiatives and accept accountability at both operational and strategic levels in local and global contexts.

LEARNING OUTCOMES

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

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

PROGRAM STRUCTURE

The MSc program is a 1.5-year program of study which is divided into units of study called 'courses' or 'modules'. Each "course" or "module" is assigned a specific number of 'credits'. There are 36 credits attempted during the program of study and all courses or modules must be passed. All students are registered for an MSc in Hospitality, Real Estate and Finance.



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

Required Courses	Credits
Hospitality Business Trends & Strategies	2
Hospitality Financial Analysis & Performance	2
Global Hotel & Resort Development	2
Hotel Asset Management	1
Negotiating Hotel Management Contracts	1
Global Real Estate Markets	1
Real Estate Finance Principles	2
Real Estate Valuation Methods	2
Institutional Investments in Real Estate	1
Sustainable Real Estate	2
Total number of credits	16

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

Required Courses	Credits
Real Estate M&A	1
Business Research Methods	1
Capital Markets	2
Portfolio Management	2
Advanced Financing & Fixed Income	2
Private Equity	1
Advanced Financial Modelling	1
Field Trip	2
Hotel Real Estate Investment Competition	4
Total number of credits	15

SEMESTER 3 – BUSINESS RESEARCH PROJECT AND INTERNSHIP

Courses	Credits
Internship	5
Business Research Project	5
Total number of credits	5



Semester descriptors and course overviews

COURSE OVERVIEW

The Fundamentals of Finance, Mathematics and Statistics Bootcamp

These modules allow students to acquire the foundational knowledge in Finance and Quantitative Methods. Three key areas will be the focus: quantitative methods, corporate finance basics and fundamentals of financial accounting. By the end of the bootcamp students will have firm grasp of the basics of descriptive statistics, normal distribution, linear regression and inferential statistics in addition to the concept of time value of money and its derived key mathematical formulas and how to read a simple financial statement.

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

SEMESTER DESCRIPTOR

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

In this second pillar, students will be exposed to greater complexity to develop the strategic thinking and quantitative skills required of managers in volatile, uncertain and ambiguous situations. This may require integrating knowledge from several fields and contributing original and innovative thinking to problem-solving and decision-making. Subjects include global real estate markets, corporate finance principles, merger and acquisition, institutional investment and sustainability. At the end of this pillar, the students are expected to be certified by HVS in hotel valuation methods and have completed a training to use Argus for real estate development.

COURSE OVERVIEWS

Hospitality Business Trends & Strategies

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

Hospitality Financial Analysis & Performance

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

Global Hotel & Resort Development

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



Hotel Asset Management

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

Negotiating Hotel Management Contracts

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

Global Real Estate Markets

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

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. The role of the valuation in the real estate investment management process will be examined and the consequences of expert-based valuations will be analyzed.

Institutional Investments in Real Estate

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

Sustainable Real Estate

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



Real Estate M&A

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

Business Research Methods

The purpose of this course is to help students to conduct applied research into management. It provides great opportunity for students to establish or advance their understanding of research through the critical exploration of the research language, ethical principles and methodology. The contents will include problem identification, research design strategies, reviewing the literature, and the collection and analysis of field data. These skills are crucial for problem-solving, decision-making and strategic planning.

Capital Markets

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

Portfolio Management

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

Advanced Financing & Fixed Income

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

Private Equity

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

Advanced Financial Modelling

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



Field Trip

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

Hotel Real Estate Investment Competition

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



SEMESTER 3 – BUSINESS RESEARCH PROJECT 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 6-month.

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

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

COURSE OVERVIEWS

Business Research Project

The business research project is a culminating academic research-based work that forms part of the master program. One-to-one and group tutoring is held on a regular basis but overall emphasis of the course is placed on self-regulated learning and research activities. Each student is required to develop; analyze; synthesize and discuss a business problem which is based on a hospitality, tourism or leisure-oriented concept, or a diagnostic review for an existing or past organizational problem. Major findings need to be recapitulated and two solutions are drawn with evaluation and syntheses.

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.



English Language Program

Intensive Hospitality English Language Program (IHELP)

CONCEPT OF THE IHELP PROGRAM

The Intensive Hospitality English Language Program (IHELP) is a 5 or 6-week pre-session 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, 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 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 program successfully.

- They should be able to communicate appropriately, using both written and spoken English in Hospitality and Academic contexts to a professional standard.
- They also should be able to apply a range of study skills, strategies and techniques to enable them to reach their full academic and professional potential.

PROGRAM STRUCTURE - IHELP 5 OR 6-WEEK PROGRAM (SWITZERLAND: FALL IN GLION AND SPRING IN LES ROCHES)

IHELP is a 5 or 6-week pre-session program which is designed for students who need to improve their English level to attain the entry level requirement and as an access pathway to the undergraduate or graduate programs.

5 or 6-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 5 OR 6-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. Students will role play, make short presentations and develop confidence in speaking. Students will 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. Students will study reading texts and react to these in an appropriate written format. Students will 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 the 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 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 the students to take the IHELP exit test by familiarizing them with the format and content of the test. Students analyze key language points and practice working with timed reading and listening comprehension exercises.



Admission requirements

BBA in International Hospitality Business

	Glion Switzerland	Glion UK
Minimum age	17.5 years old at the start of the program	
Education	Candidates must have completed senior secondary education with a diploma (IB diploma, Maturité, Abitur, French Bac, 2 A-levels, high school diploma or equivalent senior secondary leaving certificate).	
Admissions assessment	Personalized assessment to ascertain motivation and review application documentation. Includes scenario-based exercise to be completed beforehand	
Minimum English language entry requirements	<p>If English is not the candidates first language, or if they have not spent the last two years studying* in a school where English is the primary language of instruction, they must provide a copy of one of the following:</p> <ul style="list-style-type: none"> International English Language Test (IELTS)**: 5.5 overall (min. 5.0 in every subcomponent) Test of English as a Foreign Language (TOEFL): Internet-based 70 or paper-based 525 First Cambridge Exam: Grade C 	<p>For London, all students (including EEA nationals) will need to undertake a Secure English Language Test (SELT) such as IELTS UKVI: 5.5 overall and min. 5.5 in every subcomponent.</p> <p>Those without Student Route Visa requirements, same English Language requirements as Glion Switzerland.</p>

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

*A valid English certification may also be requested for visa purposes if requested by the authorities. **Only tests taken/issued in an official IELTS testing center are accepted.

RECOGNITION OF PRIOR LEARNING AND THE ACCREDITATION OF PRIOR LEARNING (APL)

CREDIT TRANSFER PROCESS

Recognition of prior learning and the accreditation of prior learning (hereinafter referred to as APL) enhances educational and professional mobility and aims to broaden the opportunities for lifelong learning. The APL assessment is made on the basis that learning can be documented and the applicant can demonstrate the standard they achieved from participating in these activities is comparable to the standards in the program in which they are seeking credit. Learning may include relevant professional experience. The onus shall be on the applicant to provide evidence during the application process and prior to official admission that demonstrates relevant skills, academic level, knowledge and understanding. Glion recognizes some prior hospitality work experience as academic credit transfer onto the BBA program only. Application/Request for credit recognition and transfer to GIHE will be made to Admissions who will refer with the Academic Dean (or Program Director) to agree transferability and entry point. Requirements for the APL decision-making process are the following:

- An updated Curriculum Vitae
- Copy of passport
- Senior Secondary Education: an official copy of the final transcripts and an official copy of the Diploma/Leaving Certificate. If documents are not in English, then an official certified/notarized English translation is also requested.



- An official English language certificate (IELTS, TOEFL, FCE or CAE) equivalent to the programs entry requirements as per the GIHE website. Certificate cannot be older than 12 months from the day the certificate has been issued and the program start.
- Previous studies: an official copy of all the transcripts (past semesters and current semester) from the institution the student attended.
- Academic catalog/program syllabus with course unit descriptions/hours/credits. Where GIHE has established credit precedents as identified through an approved articulation agreement, then accompanying official documents may not be needed. All documents must be in English.
- An official work/or internship certificate or work contract. A diploma, a certificate or other documents certifying professional work experience learning including in-service training can also be sent (a job description, a directive on appointment to office, a professional certificate, a portfolio of or reference to work completed, etc.).

UNDERGRADUATE BBA PROGRAMS

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

Academic credit transfer

- Academic credit transfer is recognized and granted by the Admissions Department, under the guidance of the Academic Dean and/or Program Director, prior to the student starting their studies with GIHE.
- A maximum of 82 credits towards a 120 credit BBA based program can be transferred to GIHE with a minimum of 38 credits taken at GIHE in the final year of studies to include the specialization (semester 6 and 7).
- After the student has been admitted to the program, no request for credit transfer or exemption will be considered.

Work experience recognition:

- No more than semester 1 and 2 or a maximum of 20 academic credits can be recognized through previous hospitality-based work experience prior to admission to campus.
- Internship academic credit (semester 2 or 5 or a maximum of 10 credits) recognition may be granted by the appropriate panel on campus for students with extensive work experience in a relevant domain.
- For students seeking an early exit award during their program of study work experience or non-collegiate learning may not be recognized to fulfil certification. Academic credit recognition for experiential or non-collegiate credits transfer at GIHE is limited to a maximum of 25% of the credit requirement. If a student's total credits are outside of these requirements a student is eligible for a transcript of study and certificate of attendance only. No early exit award can be given.



MSc in International Hospitality Business

MSc in Luxury Management and Guest Experience

MSc in Hospitality, Entrepreneurship and Innovation

MSc in Real Estate, Finance and Hotel Development

	Glion Switzerland	Glion UK
Minimum age	21 years old at the start of the program	
Qualifications	Bachelor-level undergraduate degree in any subject*	
Minimum English language entry requirements	<p>If English is not the candidates first language, or they have not spent the last two years** studying in an institution where English is the primary language of instruction, they must provide a copy of one of the following:</p> <ul style="list-style-type: none"> • IELTS: overall 6.0 and min. 5.5 in every sub-component*** • TOEFL: Internet-based 80 or paper-based 550 • First Cambridge Exam: Grade A • Cambridge Advanced Exam: Grade C 	<p>For the MSc programs in London, all students (including EEA nationals) will need to undertake a Secure English Language Test (SELT) such as IELTS UKVI 6.0 overall and min. 5.5 in every sub-component.</p> <p>Those without Student Route Visa requirements, same English Language requirements as Glion Switzerland.</p>

*If a degree/transcript is not in English (for UK) or English, French, German or Italian (for Switzerland), an official certified/translated copy in English will be required.

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

***Only tests taken/issued in an official IELTS testing center are accepted.

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

RECOGNITION OF PRIOR LEARNING AND THE ACCREDITATION OF PRIOR LEARNING (APL)

CREDIT TRANSFER PROCESS

Recognition of prior learning and the accreditation of prior learning (hereinafter referred to as APL) enhances educational and professional mobility and aims to broaden the opportunities for lifelong learning. The APL assessment is made on the basis that learning can be documented and the applicant can demonstrate the standard they achieved from participating in these activities is comparable to the standards in the program in which they are seeking credit. Learning may include relevant professional experience. The onus shall be on the applicant to provide evidence during the application process and prior to official admission that demonstrates relevant skills, academic level, knowledge and understanding.

Glion recognize some prior hospitality work experience as academic credit transfer onto the BBA program only. Application/Request for credit recognition and transfer to GIHE will be made to Admissions who will confer with the Academic Dean (or Program Managers) to agree transferability and entry point. Requirements for the APL decision-making process are the following:

- An updated Curriculum Vitae
- Copy of passport



- Senior Secondary Education: an official copy of the final transcripts and an official copy of the Diploma/Leaving Certificate. If documents not in English, then an official certified/notarized English translation is also requested.
- An official English language certificate (IELTS, TOEFL, FCE or CAE) equivalent to the programs entry requirements as per the GIHE website. Certificate cannot be older than 12 months from the day the certificate has been issued and the program start.
- Previous studies: an official copy of all the transcripts (past semesters and current semester) from the institution the student attended.
- Academic catalog/program syllabus with course unit descriptions/hours/credits. Where GIHE has established credit precedents as identified through an approved articulation agreement, then accompanying official documents may not be needed. All documents must be in English.
- An official work/or internship certificate or work contract. A diploma, a certificate or other documents certifying professional work experience learning including in-service training can also be sent (a job description, a directive on appointment to office, a professional certificate, a portfolio of or reference to work completed, etc.).

MASTERS MSC PROGRAMS

ACADEMIC CREDIT TRANSFER (APL)

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

- Academic credit transfer is recognized and granted by the Admissions Department, under the guidance of the Academic Dean and Program Manager, prior to the student starting their studies with GIHE.
- A maximum of 3 credits for a 36 credit MSc program can be transferred to GIHE.
- After the student has been admitted to the program, no request for credit transfer or exemption will be considered.

WORK EXPERIENCE RECOGNITION

- Internship credit recognition may be granted by the appropriate panel on campus for students with extensive work experience in a relevant domain. However, students exempted from internship will have to complete the capstone project.



Intensive Hospitality English Language Program (IHELP)

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

Master candidates: IHELP 6 – Glion Switzerland	
Minimum age	21 years old at the start of the program
Minimum English language entry requirements	min. IELTS 5.5 overall (min. 5.0 in every subcomponent) on application
Criteria for progression onto the Master degree (MSc) program	<p>MSc applicants in the 6-week IHELP must achieve a minimum test score of 175 at the Linguaskill test, equivalent to a high B2/C1 level on the Common European Framework of Reference, in order to progress onto the MSc program at Glion Institute of Higher Education in Switzerland. This test takes place on site at the beginning and end of the 6-week IHELP.</p> <p>To progress onto the MSc program at Glion London, non-EU or EEA passport holders will need to undertake a Secure English Language Test (SELT) such as IELTS UKVI: 6.0 overall (min. 5.5 in every subcomponent).</p>

Equivalent English certificates such as Cambridge and TOEFL are accepted on application and all English certificates must have been issued in the last 12 months prior to admission. Must hold a valid passport. Nationals of any country can apply and follow the required process for obtaining a visa.

RECOGNITION OF PRIOR LEARNING AND THE ACCREDITATION OF PRIOR LEARNING (APL)

ACADEMIC CREDIT TRANSFER (APL)

These programs are not credited (zero-credited) and no credit transfer or exemption is recognized.

- No academic credit transfer is recognized and granted by the Admissions Department.
- After the student has been admitted to the program, no request for credit transfer or exemption will be considered



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