# Catalogue de Cours

## Programme Bachelor
## Année académique 2025-2026[1]

La mission d'EHL Hospitality Business School
« Nous tissons des liens entre le monde universitaire et le secteur hôtelier pour former des professionnels motivés, encourager la réflexion et promouvoir des pratiques innovantes dans le secteur mondial des services.»

[1] Valable pour les étudiants qui ont commencé leur BOSC1 à partir du semestre d'Automne 2024

# TABLES DES MATIÈRES

PREAMBULE ..... 6
APPROCHE PEDAGOGIQUE ..... 7
PRESENTATION DU BACHELOR EHL ..... 10
COURS DE L'ANNEE PREPARATOIRE ..... 13
PREPARATORY YEAR - SEMESTER 1 ..... 14
Module: Introduction to Hospitality Management ..... 14
7160BC – Introduction to F&B Management ..... 14
7175BC – Rooms Division & Spa Operations ..... 14
7155BM – Introduction to French ..... 14
7182BC – Introduction to Business Communication ..... 15
Module: Introduction to Business Tools ..... 15
7171BC – Applied Mathematics & Tools for Hospitality ..... 15
Modules: Food & Beverage Workshops I and II ..... 15
Module: Food & Beverage Workshops I ..... 15
7100BC – Fine Dining Cuisine ..... 15
7110BC – Fine Dining Restaurant ..... 16
7114BC – Events: Management & Operations ..... 16
7117BC – Catering ..... 16
7184BC – Pastry Making ..... 16
Module: Food & Beverage Workshops II ..... 17
7115BC – R&D Design Lab ..... 17
7116BC – Culinary Operations ..... 17
7118BC – Bar & Restaurant Outlets ..... 17
7141BC – Stewarding ..... 17
7183BC – Bakery Operations ..... 18
7185BC – The Culinary & Table Arts by 1893 ..... 18
Module: Wine & Mixology ..... 18
7120BC – Oenology & Wine-Producing Regions ..... 18
7179BC – Mixology ..... 19
Module: Rooms ..... 19
7136BC – Housekeeping ..... 19
7138BC – Front Office ..... 19
Field Trip ..... 20
7170BC – Michelin Star Experience ..... 20
PREPARATORY YEAR - SEMESTER 2 ..... 20
Module: Internship ..... 20
7200BC – Operational Internship ..... 20



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COURS PROGRAMME BACHELOR ANNEE 1 ..... 21
SEMESTRE 1 (BOSC1) ..... 23
Module : Outils de gestion d'entreprise I ..... 23
9101BC – Comptabilité financière ..... 23
9102BR – Microéconomie ..... 23
9103BR – Outils informatiques de gestion / Tableurs ..... 23
9104BR – Mathématiques ..... 24
Module : Bases de gestion dans le secteur de l'accueil I ..... 24
9110BC – Gestion financière pour les opérations nourriture et boisson ..... 24
9113BC – Les fondamentaux du marketing de l'accueil ..... 24
9114BC – Comportement humain et performance au travail ..... 25
Module : Communication et culture I ..... 25
9130IM – Business English ..... 25
Language course level (A1.1) ..... 26
Language course level (A2.1) ..... 26
Language course level (B1.1) ..... 26
Language course level (B2.1) ..... 27
SEMESTRE 2 (BOSC2) ..... 28
Module : Outils de gestion d'entreprise II ..... 28
9201BC – Problématiques d'analyse financière ..... 28
9202BR – Macroéconomie ..... 28
9203BR – Statistiques ..... 28
9228BR – Pensée computationnelle ..... 29
Module : Bases de gestion dans le secteur de l'accueil II ..... 29
9211BC – Conception et qualité de service ..... 29
9214BC – Gestion de l'hébergement ..... 29
9231BR – Gestion de l'information client et des canaux de distribution ..... 30
Module : Communication et culture II ..... 30
9230BM – Rédaction académique ..... 30
Language course level (A1.2) ..... 30
Language course level (A2.2) ..... 31
Language course level (B1.2) ..... 31
Language course level (B2.2) ..... 31
COURS PROGRAMME BACHELOR ANNEE 2 ..... 33
SEMESTRE 3 (BOSC3) ..... 35
Module : Analyse de la gestion d'entreprise ..... 35
9301IC – Revenue Management ..... 35
9302IC – Comptabilité de gestion ..... 35
9313IR – Management des opérations de services ..... 35
9333IR – Economie du secteur de l'accueil ..... 36



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Module : Gestion appliquée au secteur de l'accueil ..... 36
9310IC – Systèmes de gestion des talents ..... 36
9312IC – Marketing international des services ..... 37
9334IR – Gestion de la responsabilité sociétale de l'entreprise ..... 37
Module : Communication et culture III ..... 38
9332IR – Défis juridiques du manager de l'accueil ..... 38
Language course level (A1.1) ..... 38
Language course level (A2.1) ..... 38
Language course level (B1.1) ..... 39
Language course level (B2.1) ..... 39
Language course level (C1.1) ..... 40
SEMESTRE 4 (BOSC4) ..... 41
Module : La gestion mise en pratique ..... 41
9402SC – Stage composante académique ..... 41
9403SC – Stage composante administrative ..... 41
COURS PROGRAMME BACHELOR ANNEE 3 ..... 42
SEMESTER 5 (BOSC5) ..... 44
Module: Integrated Business Analysis ..... 44
9501AC – Corporate Finance ..... 44
9504AC – Corporate Strategy ..... 44
9506AR – Research Methodology ..... 45
9507AR – Project Management ..... 45
9508AR – Market Research ..... 45
9509AS – Innovation for Sustainable Growth ..... 46
Module: Integrated Hospitality Management ..... 46
9502AC – Hotel Asset Management ..... 46
9505AC – Real Estate Finance ..... 46
9511AC – Leadership & Organizational Behavior ..... 47
9510AS – Data Analytics & Storytelling for Decision-making ..... 47
SEMESTER 6 (BOSC6) ..... 48
Module: Advanced Electives ..... 48
Marketing & Luxury Management Domain ..... 48
9616AS – Hospitality Luxury Brand Management ..... 48
9658AS – Advanced Marketing Data Analytics ..... 48
9662AS – Digital & AI Marketing ..... 49
9664AS – Experience Design ..... 49
9665AS – Introduction to the Psychology of Luxury ..... 49
Entrepreneurship & Innovation Domain ..... 50
9607AS – Developing Entrepreneurial Projects ..... 50
9674AS – Designing Digital Apps ..... 50



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9675AS – Business Creativity in Hospitality ..... 50
9676AS – Corporate Innovation & Team Creativity ..... 51
9678AS – Impact Entrepreneurship ..... 51
Finance & Real Estate Domain ..... 52
9622AS – Strategic Hotel Investments ..... 52
9636AS – Private Equity & Venture Capital ..... 52
9650AS – Hotel Real Estate - Planning & Development ..... 53
9666AS – Investment Management ..... 53
9668AS – Mergers & Acquisitions ..... 53
9669AS – Risk Management & Alternative Investments ..... 54
Leadership & Strategy Domain ..... 54
9618AS – Influence & Leadership: Negotiation & Communication Tools ..... 54
9626AS – Crisis/Strategic Communication ..... 54
9639AS – Hospitality Technology Strategy ..... 55
9663AS – People Analytics: Adding Value through People ..... 55
9677AS – Leading in the Age of AI ..... 55
Module: BOSC Diploma Work ..... 56
9646SC – SBP (Student Business Project) ..... 56
9647SC – Bachelor Thesis ..... 56
DEFINITION D'UN MODULE ..... 57



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# PREAMBULE

Ce catalogue de cours présente une vue d'ensemble des cours offerts au niveau Bachelor par l'EHL Hospitality Business School (ci-après EHL) pour l'année académique 2025/2026.

| Programme | Modalités | Langues | Lieu(x) de délivrance |
|---|---|---|---|
| **Année préparatoire (AP)** | Plein-temps<br>1 an | Anglais | › EHL Campus Lausanne |
| **Bachelor of Science HES-SO en hôtellerie et professions de l'accueil** | Plein-temps<br>3 ans | Français[2] et Anglais | › EHL Campus Lausanne<br>› EHL Campus Passugg (semestre 3 uniquement)<br>› EHL Campus Singapore :<br>› EHL Campus Singapore : Semestre 3 ; Semestre 5 jusqu'en automne 25. |

Les étudiants inscrits dans la section anglophone peuvent se référer à la version en anglais du course catalogue :

⇨ *See EHL Undergraduate Course Catalogue*

**INFORMATION IMPORTANTE**

Sur nos campus de Singapour et de Passugg, les cours sont dispensés en anglais uniquement, tandis que le campus de Lausanne accueille une section anglophone et une section francophone. Les deux sections conduisent aux mêmes qualifications.

Les programmes de niveau Master et Executive Education sont présentés dans un catalogue de cours séparé (disponible en anglais uniquement):

⇨ *See EHL Graduate courses catalogue*

| Programme | Modalités | Langues | Lieu(x) de délivrance |
|---|---|---|---|
| **Masters of Science** | | | |
| Master of Science in Global Hospitality Business (MGH) | Plein-temps<br>16 mois | Anglais | › EHL Campus Lausanne<br>› Hong Kong Polytechnic University, School of Hotel and Tourism Management<br>› University of Houston, Conrad N. Hilton College in Houston |
| Master of Science in Hospitality Management (MiHM) | Plein-temps<br>16 mois | Anglais | › EHL Campus Lausanne |
| **Executive Education** | | | |
| MBA in Hospitality (MBA-IH) | Temps partiel<br>24 mois | Anglais | › En ligne (80%)<br>› EHL Campus Lausanne (20%) |
| Hospitality Executive MBA (HEMBA) | Temps partiel<br>18 mois | Anglais et Mandarin | › EHL Campus Lausanne<br>› China Europe International Business School Campus Shanghai et Zurich<br>› Divers sites en Asie |

**INFORMATION IMPORTANTE**

L'EHL se réserve le droit de modifier le contenu du présent document en tout temps. Les étudiants inscrits sont encouragés à consulter la plateforme dédiée (EHLisa) pour des informations détaillées concernant la disponibilité des différents cours, ainsi que les objectifs pédagogiques qu'ils couvrent et les modalités d'évaluation utilisées.

[2] Les cours de la section francophone du Bachelor EHL sont uniquement disponibles sur le campus de Lausanne.



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# APPROCHE PEDAGOGIQUE

*Expérience pédagogique*

Les piliers de l'enseignement selon l'EHL

À l'EHL, les formations aux professions de l'accueil reposent sur des principes fondamentaux, parmi lesquels figurent l'enseignement par l'expérience, l'apprentissage social, le leadership et la valorisation de l'apprentissage continu.

- Enseignement par l'expérience – Apprendre par l'expérience, c'est rester ouvert à de nouvelles situations et perspectives, intégrer ces diverses idées et savoir expérimenter dans des situations concrètes.
- Contexte d'apprentissage social – L'apprentissage étant un processus social, les étudiants apprennent à travailler ensemble afin de réussir à l'EHL et dans le monde professionnel.
- Leadership - Plus que des managers, les étudiants de l'EHL apprennent à devenir des leaders. Le leadership consiste à savoir influencer les autres pour atteindre un objectif commun.
- Valorisation de l'apprentissage continu – L'EHL sensibilise les étudiants au fait que l'apprentissage est un processus qui dure toute la vie. Les étudiants acquièrent les compétences et la motivation nécessaires pour continuer à apprendre bien après leur parcours académique à l'EHL.

*Caractéristiques d'un diplômé de l'EHL*

La définition suivante décrit le profil des diplômés de l'EHL.

Les diplômés de l'EHL sont des professionnels pragmatiques et innovants. Orientés résultat, ils évaluent l'information de manière critique en employant leurs solides compétences analytiques et leur capacité de raisonnement, en s'appuyant sur des connaissances spécifiques, afin d'agir dans des situations complexes et en constante évolution.

- En tant que futurs leaders de l'hôtellerie et des secteurs de l'accueil, ils sont des managers proactifs qui communiquent efficacement au sein d'organisations internationales et multiculturelles.

- Citoyens responsables, les diplômés de l'EHL prennent des décisions dans un contexte mondial en tenant compte des différences culturelles. Ils contribuent au développement durable par leur compréhension des enjeux environnementaux, économiques, sociétaux et éthiques.

- Inspirés par le "savoir-être" cultivé à l'EHL, ils pensent et agissent dans différents contextes sociaux et culturels. Ils possèdent un état d'esprit résolument tourné vers l'accueil, savent faire preuve de courtoisie et proposent un niveau de service irréprochable. Ils sont ouverts d'esprit, cultivés et curieux du monde qui les entoure.

- Apprenant tout au long de leur vie, les diplômés de l'EHL sont reconnus pour leurs capacités à se dépasser, leur soif de connaissance ainsi que pour leur autonomie dans le travail individuel et de groupe.



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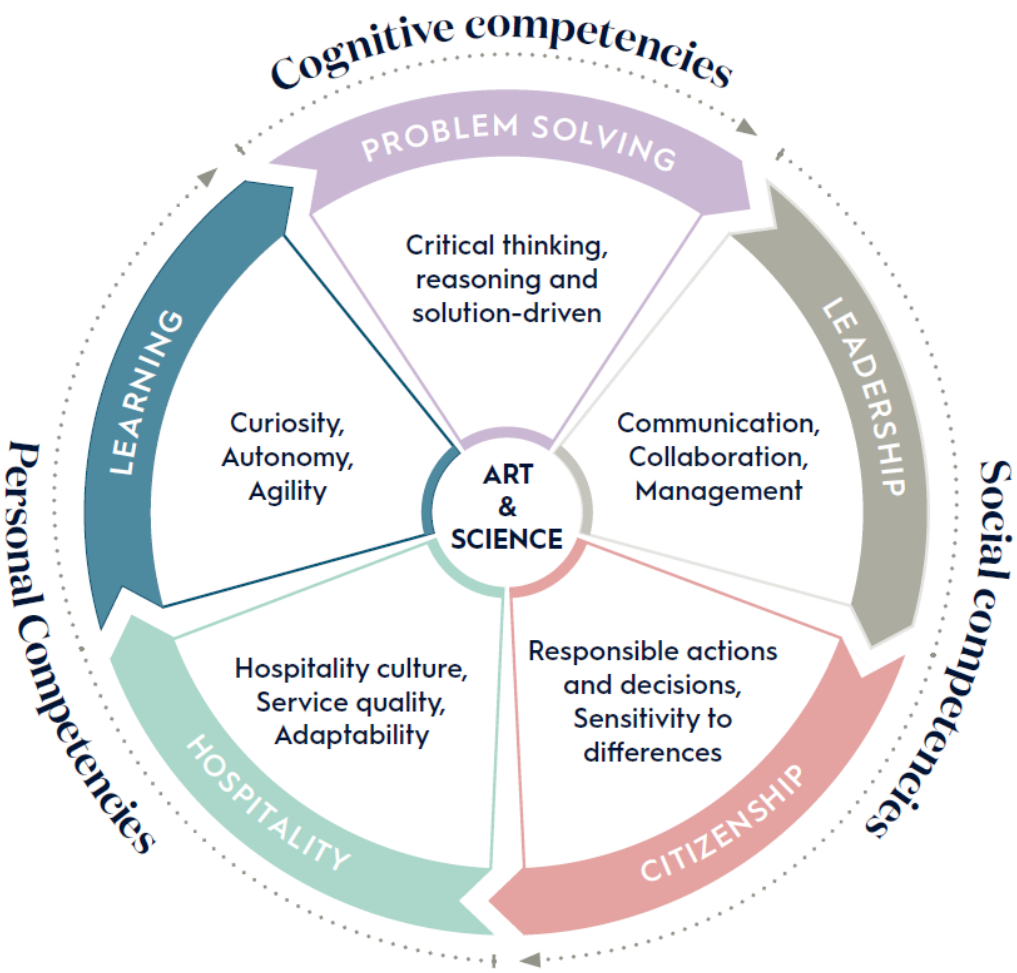




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*Objectifs pédagogiques globaux et Compétences visées*

L'EHL formule ses objectifs pédagogiques et les compétences visées d'une façon commune à tous les étudiants dans l'ensemble des programmes et en alignement avec la définition des diplômés de l'EHL. Les programmes de l'EHL sont conçus d'une manière à différencier entre les niveaux Bachelor et Master selon les descripteurs de Dublin.

| Caractéristiques des diplômés | Objectifs pédagogiques globaux | Compétences |
|---|---|---|
| ORIENTÉ SOLUTION | Nos diplômés proposent des solutions pragmatiques et innovantes sur la base d'une évaluation critique de l'information, dans le contexte des domaines de l'accueil et des services. | 1. Recueillir et évaluer les données pertinentes |
| | | 2. Analyser les démarches et stratégies |
| | | 3. Proposer des solutions |
| LEADER | Nos diplômés sont des managers proactifs qui communiquent efficacement au sein d'organisations internationales et multiculturelles. | 4. Communiquer avec des audiences diverses |
| | | 5. Contribuer au travail de groupe et diriger des équipes |
| | | 6. Planifier et gérer des projets et organisations |
| CITOYEN RESPONSABLE | Nos diplômés sont des citoyens responsables, qui peuvent prendre des décisions tenant compte des différences culturelles et dans un contexte global. | 7. Identifier les actions pertinentes et en établir la priorité |
| | | 8. Prendre des décisions responsables |
| | | 9. Démontrer une appréciation des différences |
| CULTURE DE L'ACCUEIL | Nos diplômés utilisent d'une manière positive la valeur humaine pour délivrer un service irréprochable dans des situations en constante évolution. | 10. Développer une compréhension de la culture de l'accueil |
| | | 11. Agir avec courtoisie et flexibilité |
| | | 12. Offrir une qualité de service dans des situations variées |
| APPRENANT À VIE | Nos diplômés cultivent un engagement envers l'apprentissage continu. | 13. Cultiver un sens de la curiosité et de l'autonomie |
| | | 14. Agir avec agilité |
| | | 15. Développer un esprit d'apprentissage à vie |



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# PRESENTATION DU BACHELOR EHL

Le programme Bachelor de l'EHL a été conçu en collaboration avec des professionnels de l'industrie pour offrir une formation complète en management des services, ancrée dans les pratiques hôtelières. Le programme vise à former des managers dans l'industrie de l'accueil et des services, en couvrant l'ensemble des composantes de gestion des entreprises de ce secteur, des opérations aux outils de pilotage, en passant par la stratégie et la planification des affaires. Le programme offre un cursus équilibré qui combine l'immersion dans l'industrie avec la théorie de la gestion et des projets appliqués.

À la fin de leurs études de Bachelor, les étudiants de l'EHL auront atteint les objectifs d'apprentissage suivants :

- Démontrer une connaissance et une compréhension de tous les domaines de l'industrie de l'accueil leur permettant de proposer des solutions efficaces et innovantes aux différentes parties prenantes, tout en faisant preuve d'une appréciation des divers enjeux environnementaux, sociaux et éthiques ;
- Appliquer de manière critique leurs connaissances de l'industrie de l'accueil, en récoltant et interprétant des données pertinentes, afin de prendre des décisions réfléchies face à des problèmes complexes dans des situations incertaines.;
- Communiquer efficacement avec des spécialistes et des non-spécialistes dans un cadre multiculturel;
- Démontrer des compétences sociales et personnelles, tel que le travail en équipe, le leadership, la connaissance de soi et l'autonomie, et reconnaitre l'importance de l'apprentissage à vie ;
- Utiliser leur expérience, cinq sens et culture du service afin d'œuvrer avec confiance, enthousiasme et créativité dans un contexte professionnel.

### *Points forts du programme*

- Une offre multi-campus en Suisse (campus de Lausanne et de Passugg) et à Singapour.
- Ateliers et stages pratiques afin d'apprendre à gérer une entreprise en commençant par l'opérationnel.
- Visites de restaurants étoilés et rencontres avec des Chefs renommés.
- Une double excellence dans la pratique académique et pratique, enseignée par des experts.
- Une offre d'activités extrascolaires et de comités étudiants pour développer le leadership et la créativité.
- Des ateliers de R&D et la possibilité de faire un stage dans votre propre start-up.
- Deux stages et un projet d'entreprise pour prendre un bon départ dans votre carrière.

### *Objectifs*

Le Bachelor de l'EHL prépare les jeunes professionnels à embrasser des carrières dans l'industrie de l'accueil et des services. L'approche de formation duale rassemble des professeurs universitaires et des professionnels de l'industrie hôtelière et de l'accueil qui développent ensemble un équilibre parfait entre savoir-faire et rigueur académique.

Par le biais de l'association académique entre l'EHL et la Haute école spécialisée de Suisse occidentale (HES-SO[3]), le Bachelor de l'EHL est reconnu par la Confédération suisse. Le programme de 4 ans est également accrédité par la New England Commission of Higher Education (NECHE[4]). L'EHL s'aligne donc sur les cadres de référence régissant l'attribution des crédits académiques en Suisse, en Europe et aux Etats-Unis et utilise à la fois les systèmes européens (ECTS[5]) et américains (US semester credits) en matière de crédits académiques. Pour obtenir leur diplôme, les étudiants du Bachelor EHL doivent ainsi obtenir un minimum de 120 crédits semestriels américains (jusqu'à 160 crédits américains, année préparatoire incluse) et 180 crédits ECTS (Bachelor of Science ; conformément aux principes de Bologne).

[3] www.hes-so.ch
[4] www.neche.org
[5] ECTS = European Credit Transfer System



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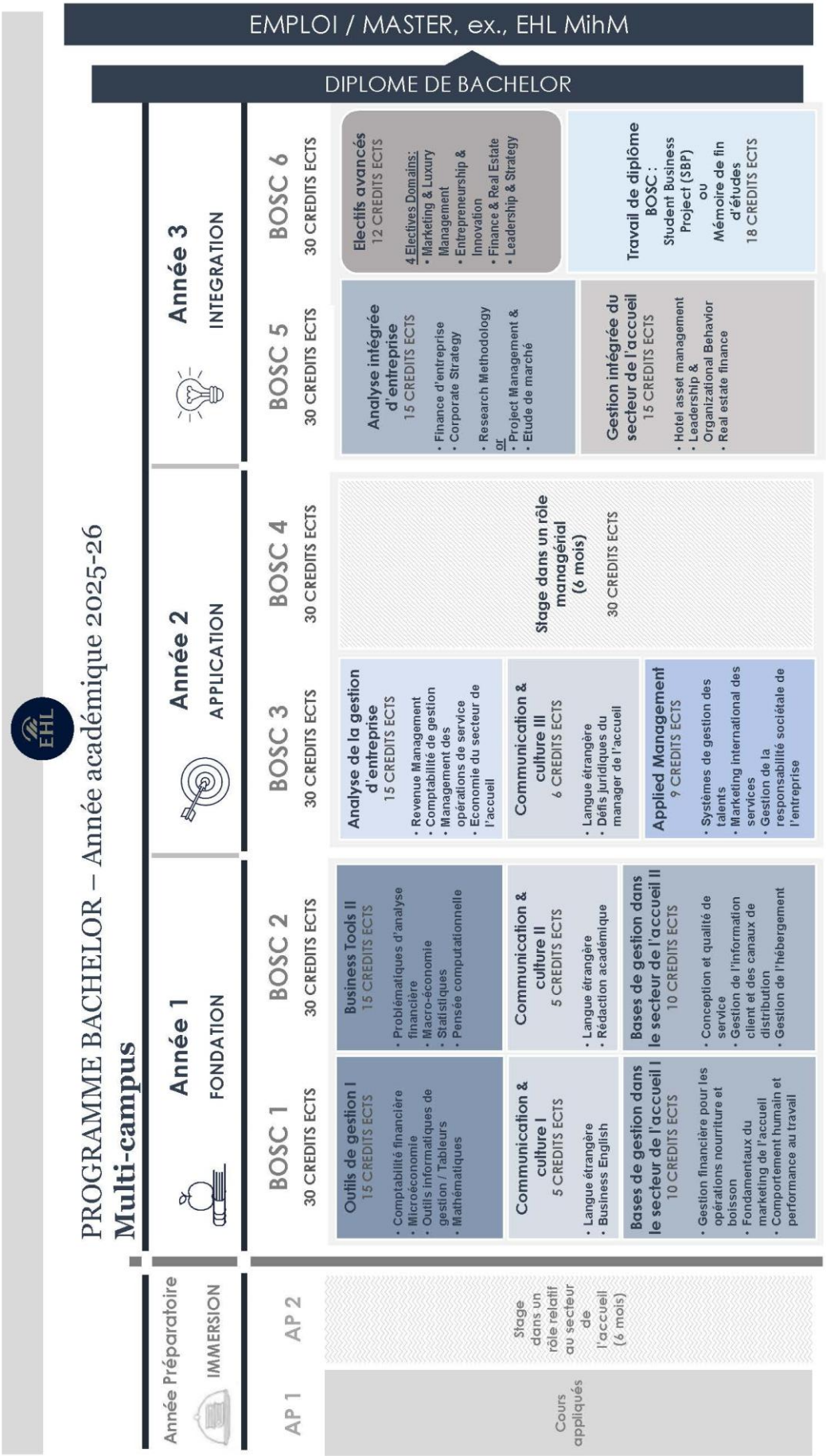
**Structure des études (plan d'étude cadre) – Valable pour les étudiants qui ont commencé leur BOSC1 à partir du semestre d'Automne 2024**



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*Année préparatoire (AP)*

Le programme Bachelor de l'EHL commence par une année préparatoire (AP). Cette année d'introduction à l'hôtellerie vous apprendra tout ce que vous devez savoir sur les opérations d'un hôtel ou d'un restaurant et vous permettra d'acquérir de solides bases professionnelles pour les cours de gestion et de stratégie du cursus.

Le programme de l'année préparatoire poursuit deux objectifs d'apprentissage majeurs :

- les étudiants acquièrent un savoir-faire et savoir-être qu'ils appliquent dans les départements opérationnels d'un hôtel lors de leur stage ;
- les étudiants renforcent leur compréhension globale de l'industrie hôtelière afin de se préparer aux exigences académiques du programme Bachelor.

Au cours des six premiers mois, les étudiants effectuent une rotation dans les divers points de restauration du campus de Lausanne, ainsi que dans des ateliers liés à la réception et aux services en chambres, afin d'acquérir des connaissances appliquées des opérations d'un hôtel ou d'un restaurant. Les étudiants suivent également des cours théoriques pour les initier à la gestion hôtelière. Les étudiants entreprennent ensuite en stage opérationnel pour une durée de 6 mois dans l'entreprise de leur choix. Celui-ci est une expérience professionnelle qui leur permettra de mettre en application les compétences et valeurs acquises en situation réelle, et de développer leur autonomie.

- L'année préparatoire est dispensée en anglais uniquement et exclusivement sur le campus de Lausanne. L'objectif est de s'assurer que les cours d'arts pratiques sont dispensés dans des installations de pointe, et de favoriser le développement de « l'EHL spirit » au sein de la communauté étudiante.
- La réussite de l'année préparatoire est une condition préalable pour intégrer le programme Bachelor of Science de l'EHL.
- Des exemptions sont possibles – le règlement d'exemption de l'année préparatoire est publié sur le site internet de l'EHL.

*Bachelor of Science HES-SO en Hôtellerie et professions de l'accueil (Hospitality Management)*[6]

Après l'année préparatoire, les étudiants rejoignent le programme Bachelor (BOSC) de 6 semestres pour acquérir des connaissances et développer des compétences en matière de gestion dans l'industrie des services.

Après trois semestres d'études, les étudiants effectuent un stage administratif de six mois afin d'acquérir une expérience pratique supplémentaire dans un domaine d'activité qui les intéresse. Ce stage en entreprise constitue un élément différenciateur clé de l'expérience d'apprentissage de l'EHL et a prouvé sa valeur en aidant les étudiants à mettre en pratique des concepts théoriques et à les préparer à leur future carrière professionnelle.

Au cours du dernier semestre, les étudiants peuvent choisir parmi une variété d'électifs avancés. Enfin, la dernière partie du semestre est consacrée soit à un travail académique (mémoire de fin d'études), soit à un Student Business Project (SBP). Ceux-ci ont pour but non seulement de s'assurer que les étudiants ont acquis les connaissances et les compétences visées, mais aussi de les préparer à leur future carrière professionnelle ou à la poursuite de leurs études.

- Une offre diverse de cours de langues (semestres BOSC1, BOSC2 et BOSC3) et de cours électifs (BOSC6) est offerte aux étudiants. Tous les autres cours du programme BOSC sont obligatoires et offrent un contenu similaire sur chaque campus.
- Une entrée directe en 2ème année du programme (semestre BOSC3) est possible pour les candidats remplissant les conditions détaillées dans le règlement correspondant, publié sur le site internet de l'EHL. Les titulaires d'un diplôme professionnel en hôtellerie (Dipl. Hôtelière-Restauratrice/Hôtelier-Restaurateur HF/ES) peuvent notamment obtenir le Bachelor of Science de l'EHL en 3 semestres avec une exemption du stage administratif de BOSC4.

[6] Bachelor of Science in International Hospitality Management



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# COURS DE L'ANNEE PREPARATOIRE

Les cours du premier semestre de l'année préparatoire sont dispensés en anglais uniquement, et exclusivement sur le campus de Lausanne.

| MODULE [7] | INTRODUCTION TO HOSPITALITY MANAGEMENT [8] | LEVEL | TYPE | TOTAL LEARNING WORKLOAD | US CREDITS | DELIVERED ON CAMPUS [9] |
|---|---|---|---|---|---|---|
| 7160BC | Introduction to F&B Management | B | C | 25h | 0.8 | L |
| 7175BC | Rooms Division & Spa Operations | B | C | 33h | 0.8 | L |
| | **Language**, one of the following: | | | | | |
| 7155BM | Introduction to French | B | M | 45h | 1.0 | L |
| 7182BC | Introduction to Business Communication | B | M | 46h | 1.0 | L |
| MODULE | INTRODUCTION TO BUSINESS TOOLS | LEVEL | TYPE | TOTAL LEARNING WORKLOAD | US CREDITS | DELIVERED ON CAMPUS |
| 7171BC | Applied Mathematics & Tools for Hospitality | B | C | 40h | 1.0 | L |
| MODULE | FOOD & BEVERAGE WORKSHOPS I | LEVEL | TYPE | TOTAL LEARNING WORKLOAD | US CREDITS | DELIVERED ON CAMPUS |
| 7100BC | Fine Dining Cuisine | B | C | 55h | 1.2 | L |
| 7110BC | Fine Dining Restaurant | B | C | 68h | 1.6 | L |
| 7114BC | Events: Management & Operations | B | C | 45h | 1.2 | L |
| 7117BC | Catering | B | C | 38h | 0.9 | L |
| 71784C | Pastry Making | B | C | 34h | 0.9 | L |
| MODULE | FOOD & BEVERAGE WORKSHOPS II | LEVEL | TYPE | TOTAL LEARNING WORKLOAD | US CREDITS | DELIVERED ON CAMPUS |
| 7115BC | R&D Design Lab | B | C | 39h | 0.7 | L |
| 7116BC | Culinary Operations | B | C | 51h | 1.3 | L |
| 7118BC | Bar & Restaurant Outlets | B | C | 84h | 2.0 | L |
| 7141BC | Stewarding | B | C | 24h | 0.5 | L |
| 7183BC | Bakery Operations | B | C | 17h | 0.4 | L |
| 7185BC | The Culinary & Table Arts by 1893 | B | C | 37h | 0.9 | L |
| MODULE | WINE & MIXOLOGY | LEVEL | TYPE | TOTAL LEARNING WORKLOAD | US CREDITS | DELIVERED ON CAMPUS |
| 7120BC | Oenology & Wine-Producing Regions | B | C | 49h | 1.2 | L |
| 7179BC | Mixology | B | C | 53h | 1.5 | L |
| MODULE | ROOMS | LEVEL | TYPE | TOTAL LEARNING WORKLOAD | US CREDITS | DELIVERED ON CAMPUS |
| 7136BC | Housekeeping | B | C | 43h | 1.0 | L |
| 7138BC | Front Office | B | C | 40h | 0.8 | L |
| MODULE | FIELD TRIP | LEVEL | TYPE | TOTAL LEARNING WORKLOAD | US CREDITS | DELIVERED ON CAMPUS |
| 7170BC | Michelin Star Experience | B | C | 10h | 0.2 | L |
| MODULE | INTERNSHIP | LEVEL | TYPE | | US CREDITS | DELIVERED ON CAMPUS |
| 7200BC | Internship | B | C | - | 20 | |

[7] La définition du module, du niveau et du type de cours est fournie en annexe du présent document.
[8] Pendant le module " Introduction to Hospitality Management ", les débutants en français (niveau A1) suivront le cours de langue. Tous les autres étudiants seront inscrits au module "Introduction to Business Communication".
[9] Disponibilité du cours sur chaque campus pour l'année académique 2025/2026: L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.



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# PREPARATORY YEAR - SEMESTER 1

## Module: Introduction to Hospitality Management

In this academic module, students will discover the theory related to the main themes within the hospitality industry. It introduces students to the complex world of hospitality management including hotels, food and beverage operations, rooms division operations and sustainability. Beginners in French language will have the opportunity to improve their French skills in a 30-hour intensive course. Students who already have a certain level in French will follow the Introduction to business communication course.

### 7160BC – Introduction to F&B Management

25 hours total learning workload – 0.6 US credit

#### Summary

During this course, students will identify the basic management steps to develop a food and beverage concept. Before coming to class students will learn concepts and notions via videos and fill out their F&B booklets. In-class knowledge gained will be assessed with graded quizzes. Concepts learned will be applied through examples, case studies, articles and debates. Finally, students will be able to draw basic connections between the external environment and F&B operations.

#### Objective

Upon successful completion of this course, students will be able to describe each fundamental facet of F&B management, select the appropriate management tools and draw connections within an applied class project.

### 7175BC – Rooms Division & Spa Operations

33 hours total learning workload – 0.8 US credit

#### Summary

During this course, students will develop knowledge of the rooms division and the spa industry within various types of lodging establishments. Through digital lessons, students will prepare individually for each class by completing a pre-work assignment. During in-class activities, students will discover the main reports used in the daily operations of any hotel.

#### Objective

Upon successful completion of this course, students will be able to describe the structure and main responsibilities of a Rooms Division department and a spa.

### 7155BM – Introduction to French

45 hours total learning workload – 1.0 US credit

#### Summary

This course will allow students to communicate orally in French at the A1 level of the CEFR (Common European Framework of Reference for Languages). Upon successful completion of this course, students should be able to deal with professional and everyday situations, using appropriate language. They will acquire the basic skills of the A1 level of the CEFR. This course prepares students to communicate in a French-speaking environment and use professional language for when they will work in the future in the hospitality industry. In particular, they will be able to welcome guests and handle reservations at the front desk.

#### Objective

Upon successful completion of the course, students will be able to express themselves in simple sentences (orally and in writing) in everyday personal and professional situations.


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### 7182BC – Introduction to Business Communication
46 hours total learning workload – 1.0 US credit

#### Summary
Effective communication in English is a prerequisite for anyone wishing to enter an international working environment. This course will help students consolidate their communication skills while acquiring the business vocabulary needed to express themselves orally and in writing in a variety of professional situations related to the hospitality industry.

#### Objective
Upon successful completion of this course, students should be able to select and use a variety of economic and business vocabulary to communicate effectively, both orally and in writing, in various hospitality situations.

## Module: Introduction to Business Tools

In this module, students will reinforce their quantitative skills through math review and applied use of Excel. Through various applied exercises, students consolidate and develop the logic skills necessary for success in EHL's Bachelor of Science program. In a series of in-person classes, autonomous study, self-guided online work as well as tutoring sessions, students fine-tune their mathematical and problem-solving abilities.

### 7171BC – Applied Mathematics & Tools for Hospitality
40 hours total learning workload – 1.0 US credit

#### Summary
In this course, students will learn practical quantitative skills tailored for the hospitality and service sectors. Through simple maths and spreadsheets, students will understand how to turn industry activities into numerical representations, equations, and systematically organize their reasoning.

#### Objective
Upon successful completion of this course, students will use mathematical reasoning to translate hospitality and service sector activities into numerical representations and equations, systematizing them using spreadsheets.

## Modules: Food & Beverage Workshops I and II

In the F&B I and II modules, students will acquire operational skills by working in EHL's multiple food and beverage outlets. Students will be immersed in a real work environment, and will apply the standards of hygiene and safety (HACCP). At the end of these modules, they will develop the basic skills necessary to work in various types of food and beverage concepts. Finally, through digital lessons coupled with class activities, students will gain knowledge on best practices and trends within the food and beverage industry, the culinary world and in events.

## Module: Food & Beverage Workshops I

### 7100BC – Fine Dining Cuisine
55 hours total learning workload – 1.2 US credit

#### Summary
During this course, students will be totally immersed in a gastronomic restaurant's kitchen, where they will develop their knowledge of fine dining cuisine operations. Students will work in small groups and will be supervised by a lecturer and an F&B professional staff member, i.e. the station manager (or "chef de partie"). During the week, they will work in different positions at the following stations: Cold kitchen, Fish, Meat and Pastry. They perform the duties of a kitchen commis.

#### Objective
Upon successful completion of this course, students will demonstrate a basic understanding of a gastronomic kitchen including the organization, design, investments, and benefits, among other aspects.


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## 7110BC – Fine Dining Restaurant
68 hours total learning workload – 1.6 US credits

### Summary
During this course, students will participate in the service activities of a fine dining restaurant. They will apply the standards of fine dining establishments, while organizing and managing their sequential work roles. Students will demonstrate appropriate communication with the restaurant's staff members, its clientele and their teammates. They will be supervised by lecturers and F&B professional staff.

### Objective
Upon successful completion of this course, students will be able to apply processes and standards of service, and demonstrate service techniques used in a fine dining restaurant.

## 7114BC – Events: Management & Operations
45 hours total learning workload – 1.2 US credit

### Summary
During this course, students will participate in the organization and execution of all the events scheduled at EHL during the week (e.g., gala, coffee break, aperitif, etc.). They will practice different work roles during event services and will work in groups according to each event's scope. Throughout the course and all of its activities, students will practice and develop service communication skills and service techniques adapted to event operations, as well as organizational skills needed for preparing an event. These activities will be carried out under the supervision of teachers and professionals (F&B supervisor).

### Objective
Upon successful completion of this course, students will demonstrate basic service techniques necessary for an event, and will prepare a sequence for an event's organization from beginning to end.

## 7117BC – Catering
38 hours total learning workload – 0.9 US credit

### Summary
The Catering Industry forms an integral part of global hospitality and students benefit from the broad knowledge offered by this course. During the week, students will participate in food preparation and distribution for different workshop activities such as events and boutique catering as well as NoriNori, the à la carte sushi restaurant. Students will execute the mise en place, production and service for these sales points by working in small groups, supervised by a lecturer and professional F&B staff member.

### Objective
Upon successful completion of this course, students will be able to explain the unique features of the catering industry and identify distinct catering techniques used for both events and specialized delicatessen shops.

## 7184BC – Pastry Making
34 hours total learning workload – 0.9 US credit

### Summary
During this course, students will participate in three main activities: pastry making; boutique and event pastry making; and chocolate boutique pastry making. They will have the opportunity to produce desserts and other specialty sweets in both large- and small-scale pastry laboratories. The students will work in small groups under the supervision of lecturers and professional F&B staff.

### Objective
Upon successful completion of this course, students will be able to recognize and apply the main stages of production of basic pastry products in different pastry organizations.


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## Module: Food & Beverage Workshops II

### 7115BC – R&D Design Lab

39 hours total learning workload – 0.7 US credit

#### Summary

During this workshop, students will participate in a series of activities related to culinary research and development. Through dynamic, creative and applied activities, students will develop culinary techniques associated with an R&D unit. They will analyze and experiment with breaking down a traditional dish and then building it back up again. They will explain the importance of having an R&D department in the agribusiness industry.

#### Objective

Upon successful completion of this course, students will explain the main components to conduct an analysis within a research & development department in the agribusiness industry.

### 7116BC – Culinary Operations

51 hours total learning workload – 1.3 US credits

#### Summary

During this course, students are immersed in several high-volume professional kitchens. The workshop focuses on production, distribution of meals, and—perhaps more importantly—on the organization and logistics of a central kitchen. Many topics will be discussed, including: choice of products, work methods, compliance with food safety standards, and menu planning. Students will work in small groups, supervised by lecturers and professional F&B staff

#### Objective

Upon successful completion of this course, students will recognize the principles of various culinary operations such as menu planning, logistics, nutrition, conscious consumption and profitability.

### 7118BC – Bar & Restaurant Outlets

84 hours total learning workload – 2.0 US credits

#### Summary

During this course, students will explore various bar and restaurant concepts. Each day, students will be divided into small groups to become familiar with a different outlet, team, and approach. The theoretical classroom sessions will provide students with knowledge to enhance their managerial understanding of diverse establishments. Additionally, practical work and direct interaction with customers will allow students to apply the concepts learned in class. They will be supervised by lecturers and professional F&B staff.

#### Objective

Upon successful completion of this course, students will be able to apply various service techniques tailored to specific outlets, while adapting to customer needs and operational constraints. Furthermore, they will develop a managerial perspective of Food and Beverage (F&B) processes.

### 7141BC – Stewarding

24 hours total learning workload – 0.5 US credit

#### Summary

During this course, students will explore essential elements of their future career as managers. It is an immersion in the EHL Stewarding department's operations, with a focus on waste management, sustainability in F&B operations and operations management. Students will work in small groups and will be supervised by one steward at each station in addition to the supervisors and lecturers. Note that the banqueting setup and the involvement in events forms an integral part of the workshop. Each student will work at most of the workplaces according to the activity. Students will work in small groups supervised by lecturers and professional F&B staff.

#### Objective

Upon successful completion of this course, students will be able to organize the work in a stewarding area and implement various management standards pertaining to waste sorting.



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### 7183BC – Bakery Operations
17 hours total learning workload – 0.4 US credit

#### Summary
During this course, students will participate in the production of bread and viennoiseries for the different EHL outlets. They will work in small groups, supervised by a lecturer and professional F&B staff.

#### Objective
Upon successful completion of this course, students will be able to recognize the main stages of production of basic baked goods.

### 7185BC – The Culinary & Table Arts by 1893
37 hours total learning workload – 0.9 US credit

#### Summary
The one-week workshop is organized into a series of digital lessons, in-class theory sessions and applied practical work.

During this course, students will participate in the service and kitchen activities of EHL's 1893 restaurant. They will apply the establishment's standards while organizing and managing their assigned work roles. Students will demonstrate effective communication with the restaurant's staff members, clientele, and their classmates. They will be supervised by both professional F&B staff members and lecturers.
Please visit the workshop's LMS page to find the times and location of the course.
The final grade for practical workshops is determined based on the following components, for a total of 60 points: Entry Quiz : 10 points - Hospitality Skills Evaluation : 25 points - Final Quiz : 25 points
Evaluation of "hospitality skills" will be based on the lecturer's daily observations.

Please note that the course timeline is subject to change by the faculty member or AP Administration at any time.

#### Objective
Upon successful completion of this course, students will be able to apply the processes and standards of the 1893 restaurant and demonstrate techniques used in a Bistronomic concept restaurant and the different positions in such an establishment.

## Module: Wine & Mixology

In this module, students will acquire basic knowledge of Oenology and Mixology. Oenology is the science of all aspects of winemaking and wine characteristics. Mixology is the skill of preparing drinks associated with a strong knowledge of various alcoholic beverages. In order to master these topics, students will have digital lessons coupled with in-class activities where subjects will be developed through tasting sessions and diverse gamified activities. Finally, they will learn the basics of cocktail making skills at one of EHL's cocktail bar outlets.

### 7120BC – Oenology & Wine-Producing Regions
49 hours total learning workload – 1.2 US credits

#### Summary
During this course, students will develop wine-related knowledge in order to gain confidence when working in a restaurant setting. Through digital lessons, students will learn about the science behind winemaking and will touch on topics including grape varieties, and the various production methods. They will recognize the different types of wines and the "appellation" system in Europe. This course also outlines the influence geographical features (e.g. soil, weather, microclimates, etc.) have on a wine's taste and identity, which is a concept known as "terroir". During in-class activities, students will further their knowledge by participating in activities and wine tasting sessions. Tasting wines is not required.

#### Objective
Upon successful completion of this course, students will be able to demonstrate a basic understanding of wine economics, wine growing, oenology and wine tasting.


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### 7179BC – Mixology
53 hours total learning workload – 1.5 US credits

#### Summary
During this course, students will develop knowledge related to eau de vie and other specialty beverages. Through digital lessons, students will prepare individually for each class by completing a pre-work assignment. In class, they will then build on their knowledge through tasting and diverse collaborative and gamified activities. During their practical shift at one of EHL's outlets, students will practice the service skills required and use creativity to make a cocktail. Tasting alcohol is not required, however, handling alcohol during practical activities is.

#### Objective
Upon successful completion of this course, students will be able to classify and describe alcoholic beverages and cigars according to various production processes.

## Module: Rooms

In this module, students will become familiar with the rooms division organization in various lodging establishments. With this objective in mind, students will learn the functions of the front office, concierge, guest relations and Housekeeping departments.

### 7136BC – Housekeeping
43 hours total learning workload – 1.0 US credit

#### Summary
During this course, students will develop the knowledge and skills necessary in order to work in a housekeeping department. Through digital lessons, students will prepare individually for each class by completing a pre-work assignment. They will then apply their knowledge through practical shifts, during which they will clean EHL campus rooms under the supervision of a lecturer. Students will engage in multiple class activities, such as guestroom cleaning and an inspection of a luxury hotel room using virtual reality technology.

#### Objective
Upon successful completion of the course, students will be able to demonstrate the knowledge necessary to work in a housekeeping department. They will develop operational skills to clean and inspect a hotel room.

### 7138BC – Front Office
40 hours total learning workload – 0.8 US credit

#### Summary
During this course, students will discover essential daily Front Office tasks such as reservations, check-in, special requests and check out. Through digital lessons, students will prepare individually for each class by completing a pre-work assignment. During in-class activities, students will explore the daily operational tasks performed by the front office, concierge and guest relations departments in full-service hotels.

#### Objective
Upon successful completion of this course, students will be able to demonstrate the basic front-of-house tasks performed in various departments (front office, concierge, guest relations, etc.) in a full-service hotel.


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## Field Trip

In this module, students develop their understanding of fine dining in the real world through an immersive experience. Before the field trip, they become acquainted with the establishment that they will visit through online material, articles and videos in order to fully appreciate the experience.

### 7170BC – Michelin Star Experience

10 hours total learning workload – 0.2 US credit

Summary

During this course, students will explore a Michelin-starred restaurant's operations and organization from the guests' perspective. Students will observe the high-end techniques and methods involved in preparing and serving food and beverages. They will exchange about topics such as the daily organization, demanding guests' expectations, and the challenges faced by such an establishment.

Objective

Upon successful completion of this course, students will be able to describe the main facets of a real-world Michelin-starred restaurant, and explain its organization.

# PREPARATORY YEAR - SEMESTER 2

## Module: Internship

### 7200BC – Operational Internship

20 US credits

Summary

The main purpose of the Preparatory Year internship is to provide students with an opportunity to gain valuable experience in the hospitality industry, in addition to the practical training received at EHL Campus Lausanne and the classes attended during their first semester. This internship is an integral part of their studies and a prerequisite to join EHL's Bachelor program. Students will put into practice the wide range of skills that they have acquired during their first semester, either in a hotel or other establishment with an F&B offer.

Objective

Upon successful completion of the operational internship, students will be able to master the practical skills specifically related to their position, describe it in its entirety, and know how it connects and interacts with other departments within the institution. Students will be able to identify the central tasks, execute them and work autonomously.



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# COURS PROGRAMME BACHELOR ANNEE 1

| | PROGRAMME BACHELOR SEMESTRE 1 | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| MODULE[10] | **OUTILS DE GESTION D'ENTREPRISE I**<br>15 CRÉDITS ECTS | NIVEAU | TYPE | VOLUME TOTAL DE TRAVAIL | HEURES DE CONTACT | CRÉDITS US | CRÉDITS ECTS | ENSEIGNEMENT SUR CAMPUS[11] |
| 9101BC | Comptabilité financière | B | C | 113h | 45h | 3.0 | 4.5 | L |
| 9102BR | Microéconomie | B | R | 75h | 30h | 2.0 | 3.0 | L |
| 9103BR | Outils informatiques de gestion / Tableurs | B | R | 75h | 30h | 2.0 | 3.0 | L |
| 9104BR | Mathématiques | B | R | 113h | 45h | 3.0 | 4.5 | L |
| MODULE | **BASES DE GESTION DANS LE SECTEUR DE L'ACCUEIL I**<br>10 CRÉDITS ECTS | NIVEAU | TYPE | VOLUME TOTAL DE TRAVAIL | HEURES DE CONTACT | CREDITS US | CREDITS ECTS | ENSEIGNEMENT SUR CAMPUS |
| 9110BC | Gestion financière pour les opérations nourriture et boisson | B | C | 83h | 30h | 2.2 | 3.3 | L |
| 9113BC | Les fondamentaux du marketing de l'accueil | B | C | 85h | 30h | 2.3 | 3.4 | L |
| 9114BC | Comportement humain et performance au travail | B | C | 83h | 30h | 2.2 | 3.3 | L |
| MODULE | **COMMUNICATION ET CULTURE I**[12]<br>5 CRÉDITS ECTS | NIVEAU | TYPE | VOLUME TOTAL DE TRAVAIL | HEURES DE CONTACT | CREDITS US | CREDITS ECTS | ENSEIGNEMENT SUR CAMPUS |
| 9130IM | Business English | I | M | 75h | 30h | 2.0 | 3.0 | L |
| | **Langue**<br>choix d'une des langues ci-dessous : | | M | 50h | 30h | 1.3 | 2.0 | |
| 9121-1BM | French beginner (A1.1) | B | | | | | | L |
| 9121-2BM | French beginner (A2.1) | B | | | | | | L |
| 9121-3IM | French intermediate (B1.1) | I | | | | | | L |
| 9121-4IM | French intermediate (B2.1) | I | | | | | | L |
| 9122-1BM | Espagnol débutant (A1.1) | B | | | | | | L |
| 9122-2BM | Espagnol débutant (A2.1) | B | | | | | | L |
| 9122-3IM | Espagnol intermédiaire (B1.1) | I | | | | | | L |
| 9122-4IM | Espagnol intermédiaire (B2.1) | I | | | | | | L |
| 9123-1BM | Allemand débutant (A1.1) | B | | | | | | L |
| 9123-2BM | Allemand débutant (A2.1) | B | | | | | | L |
| 9123-3IM | Allemand intermédiaire (B1.1) | I | | | | | | L |
| 9123-4IM | Allemand intermédiaire (B2.1) | I | | | | | | L |
| 9124-1BM | Mandarin débutant (A1.1) | B | | | | | | L |
| 9126-1BM | Russe débutant (A1.1) | B | | | | | | L |

[10] La définition du module, du niveau et du type de cours est définie dans l'annexe du présent document.
[11] Disponibilité du cours sur chaque campus pour l'année académique 2025/2026 : L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.
[12] Pendant le module « Communication et Culture I », les étudiants suivent le cours « Business English » ainsi qu'un cours de langue étrangère de leur choix au niveau pertinent. Les langues spécifiques et les niveaux proposés sont à confirmer au début du semestre. Les cours de français sont uniquement proposés aux étudiants de la section anglaise.


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| | PROGRAMME BACHELOR SEMESTRE 2 | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| MODULE[13] | **OUTILS DE GESTION D'ENTREPRISE II**<br>15 CRÉDITS ECTS | NIVEAU | TYPE | VOLUME TOTAL DE TRAVAIL | HEURES DE CONTACT | CRÉDITS US | CRÉDITS ECTS | ENSEIGNEMENT SUR CAMPUS[14] |
| 9201BC | Problématiques d'analyse financière | B | C | 88h | 30h | 2.3 | 3.5 | L |
| 9202BR | Macroéconomie | B | R | 88h | 30h | 2.3 | 3.5 | L |
| 9203BR | Statistiques | B | R | 113h | 45h | 3.0 | 4.5 | L |
| 9228BR | Pensée computationnelle | B | R | 88h | 30h | 2.3 | 3.5 | L |
| MODULE | **BASES DE GESTION DANS LE SECTEUR DE L'ACCUEIL II**<br>10 CRÉDITS ECTS | NIVEAU | TYPE | VOLUME TOTAL DE TRAVAIL | HEURES DE CONTACT | CRÉDITS US | CRÉDITS ECTS | ENSEIGNEMENT SUR CAMPUS |
| 9211BC | Conception et qualité de service | B | C | 83h | 30h | 2.2 | 3.3 | L |
| 9214BC | Gestion de l'hébergement | B | C | 85h | 30h | 2.3 | 3.4 | L |
| 9231BR | Gestion de l'information client et des canaux de distribution | B | R | 83h | 30h | 2.2 | 3.3 | L |
| MODULE | **COMMUNICATION ET CULTURE II**[15]<br>5 CRÉDITS ECTS | NIVEAU | TYPE | VOLUME TOTAL DE TRAVAIL | HEURES DE CONTACT | CRÉDITS US | CRÉDITS ECTS | ENSEIGNEMENT SUR CAMPUS |
| 9230BM | Rédaction académique et Communication d'affaires | B | M | 75h | 30h | 2.0 | 3.0 | L |
| | **Langue**<br>choix d'une des langues ci-dessous : | | M | 50h | 30h | 1.3 | 2.0 | |
| 9221-1BM | French beginner (A1.2) | B | | | | | | L |
| 9221-2BM | French beginner (A2.2) | B | | | | | | L |
| 9221-3IM | French intermediate (B1.2) | I | | | | | | L |
| 9221-4IM | French intermediate (B2.2) | I | | | | | | L |
| 9222-1BM | Espagnol débutant (A1.2) | B | | | | | | L |
| 9222-2BM | Espagnol débutant (A2.2) | B | | | | | | L |
| 9222-3IM | Espagnol intermédiaire (B1.2) | I | | | | | | L |
| 9222-4IM | Espagnol intermédiaire (B2.2) | I | | | | | | L |
| 9223-1BM | Allemand débutant (A1.2) | B | | | | | | L |
| 9223-2BM | Allemand débutant (A2.2) | B | | | | | | L |
| 9223-3IM | Allemand intermédiaire (B1.2) | I | | | | | | L |
| 9223-4IM | Allemand intermédiaire (B2.2) | I | | | | | | L |
| 9224-1BM | Mandarin débutant (A1.2) | B | | | | | | L |
| 9226-1BM | Russe débutant (A1.2) | B | | | | | | L |

[13] La définition du module, du niveau et du type de cours est définie dans l'annexe du présent document.
[14] Disponibilité du cours sur chaque campus pour l'année académique 2025/2026 : L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.
[15] Pendant le module « Communication et Culture II », les étudiants suivent le cours « Rédaction académique et Communication d'affaires » ainsi qu'un cours de langue étrangère de leur choix au niveau pertinent. Les langues spécifiques et les niveaux proposés sont à confirmer au début du semestre. Les cours de français sont uniquement proposés aux étudiants de la section anglaise.


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# SEMESTRE 1 (BOSC1)

## Module : Outils de gestion d'entreprise I

15 crédits ECTS

Dans ce module, les étudiants apprennent à représenter l'environnement microéconomique des consommateurs et des entreprises à travers l'identification de diverses structures de marché. À partir de l'ensemble des échanges qui en émergent, les étudiants acquièrent les connaissances nécessaires pour représenter les échanges économiques qu'une entreprise entretient avec les autres organisations/entités en appliquant les principes fondamentaux de comptabilité pour la préparation des états financiers.

En parallèle, les étudiants apprennent à identifier et à appliquer certaines méthodes mathématiques. Les étudiants apprennent à traduire dans un langage quantitatif certains aspects des échanges économiques par l'utilisation des mathématiques et à les représenter à l'aide d'outils informatiques de gestion.

### 9101BC – Comptabilité financière

45 heures de contact – 3.0 crédits US

#### Résumé

Ce cours initie les étudiants aux principes, concepts et techniques de la comptabilité financière. Il met l'accent sur la préparation, la compréhension et l'analyse des états financiers conformément aux principes comptables en vigueur (GAAP). Les étudiants apprendront la façon dont les entreprises enregistrent, synthétisent et présentent les événements économiques, avec une attention particulière portée au cycle comptable, à la reconnaissance des produits et des charges, à l'évaluation des actifs, à la mesure des passifs et à la présentation des capitaux propres.

#### Objectif

À l'issue de ce cours, les étudiants seront capables d'appliquer les principes fondamentaux de la comptabilité, d'enregistrer et de traiter des opérations commerciales, de préparer et d'interpréter les principaux états financiers, et d'analyser des informations financières.

### 9102BR – Microéconomie

30 heures de contact – 2.0 crédits US

#### Résumé

Le cours fournit un survol des principaux domaines de la microéconomie, soit : l'offre, la demande, la formation du prix du marché, l'élasticité de la demande et de l'offre, l'analyse de la production optimale ainsi que l'analyse des diverses structures de marché. Une place importante est donnée à l'analyse graphique et mathématique des phénomènes microéconomiques.

#### Objectif

Après avoir réussi cette unité d'enseignement, vous devriez être en mesure de déterminer, par des modèles économiques simples mais rigoureux, les conséquences de chocs microéconomiques touchant différents acteurs économiques.

### 9103BR – Outils informatiques de gestion / Tableurs

30 heures de contact – 2.0 crédits US

#### Résumé

Ce cours vise à fournir aux étudiants les compétences essentielles et à libérer le plein potentiel d'Excel. Les étudiants acquerront la capacité d'examiner et d'organiser les données brutes en conclusions convaincantes et cruciales. Ils utiliseront des outils appropriés dans le cadre du programme académique et dans l'optique de leurs besoins professionnels futurs.

#### Objectif

A la réussite de ce cours, les étudiants auront acquis les compétences nécessaires pour utiliser les fonctions et les outils Excel pour résoudre divers problèmes quantitatifs et concevoir des feuilles de calcul


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en utilisant une approche analytique. Ils tireront parti des capacités d'Excel pour des résultats pertinents axés sur les données.

### 9104BR – Mathématiques
45 heures de contact – 3.0 crédits US

#### Résumé
Ce cours a pour but de fournir aux étudiants les compétences mathématiques nécessaires à la maîtrise des enseignements du programme Bachelor et de développer leurs capacités de logique et d'abstraction. Les notions telles que les fonctions d'une ou plusieurs variables, l'optimisation avec ou sans contraintes et la maîtrise de l'algèbre seront développées. Les exercices et les mises en application joueront un rôle essentiel dans le processus d'apprentissage. Ceux-ci contribuent non seulement à se familiariser avec les outils et notions mathématiques et leur fonctionnement, mais aussi à développer l'intuition nécessaire au maniement de concepts abstraits et à la compréhension des mécanismes liant les causes à leurs effets.

#### Objectif
Après avoir réussi cette unité d'enseignement, les étudiants sont en mesure de sélectionner et d'utiliser l'outil mathématique adéquat selon le contexte, ainsi qu'interpréter et évaluer des résultats.

## Module : Bases de gestion dans le secteur de l'accueil I
10 crédits ECTS

Dans ce module, les étudiants vont acquérir une compréhension élargie de l'environnement de l'accueil et ses concepts spécifiques. Les étudiants vont découvrir le marketing de l'accueil et apprendront à faire une analyse du marché. De plus, les tâches quotidiennes au sein du département de la restauration telles que la prévision des recettes, les coûts, les ressources, la gestion des achats seront traitées afin d'améliorer la marge brute d'exploitation. En parallèle, l'accent sera mis sur l'identification de nos propres caractéristiques psychologiques mais également celles des autres (cognitions, motivations, émotions et comportements) de façon à accroitre la performance au travail.

### 9110BC – Gestion financière pour les opérations nourriture et boisson
30 heures de contact – 2.2 crédits US

#### Résumé
Ce cours présente les aspects financiers de la gestion en restauration. En commençant par une introduction à l'industrie F&B, ainsi qu'au compte des résultats, le cours amène ensuite les étudiants à comprendre les implications financières qu'ont les décisions managériales quotidiennes concernant les revenus et les coûts. Plusieurs indicateurs clés de performance largement utilisés dans les opérations de restauration sont introduits tout au long du cours à l'aide d'exercices et de fonctions pratiques utilisées dans les opérations quotidiennes de restauration. Le cours fournit un aperçu complet des méthodes, des outils et des techniques pour optimiser le bénéfice d'exploitation par l'augmentation des recettes (conception des menus et fixation des prix) et l'optimisation des coûts - en contrôlant les dépenses liées à la nourriture, aux boissons et à la main d'œuvre.

#### Objectif
A l'issue de ce cours, les étudiants peuvent comprendre l'influence des décisions managériales sur les résultats financiers des opérations de F&B, en apprenant à lire le langage des chiffres.

### 9113BC – Les fondamentaux du marketing de l'accueil
30 heures de contact – 2.3 crédits US

#### Résumé
Durant ce cours, les étudiants se familiariseront avec les outils et le langage de base du marketing. Plus précisément, ils seront exposés aux concepts et processus marketing de base ainsi qu'aux fondations du plan marketing. Les étudiants apprendront comment cette « boite à outils marketing » constitue la base de toutes les stratégies de marketing et pourront se rendre compte, grâce à de nombreux exemples de l'industrie de l'accueil, comment ces concepts sont appliqués dans la réalité. Les étudiants apprendront également à développer certains éléments du mix marketing (4Ps) en suivant le processus de prise de


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décision marketing d'une offre de l'industrie de l'accueil. La compréhension et l'utilisation de ces outils marketing se fera sur la base de discussions en classe et grâce à des travaux de groupe qui permettront aux étudiants, tout au long du cours, d'analyser un cas de l'industrie de l'accueil puis de créer leur propre stratégie de communication.

#### Objectif
Une fois cette unité de cours réussie, vous devriez être en mesure de décrire les principes de la fonction marketing dans une entreprise et expliquer comment les entreprises utilisent le marketing pour mettre en cohérence production et consommation.

### 9114BC – Comportement humain et performance au travail
30 heures de contact – 2.2 crédits US

#### Résumé
Les hôteliers et les managers sont en interaction constante avec les clients et les employés. À ce titre, ils doivent avoir une bonne compréhension d'eux-mêmes et des autres. Ils doivent montrer l'exemple, être conscients de leurs préjugés, comprendre les autres avec précision et les motiver. Certaines personnes sont naturellement plus douées que d'autres pour gérer les interactions humaines, mais cette compétence peut également être développée. Dans ce cours, les étudiants apprendront les principes fondamentaux de la psychologie du travail et des organisations. Ils acquerront des connaissances sur les théories psychologiques mais ils développeront également un nouvel état d'esprit sur eux-mêmes et sur les autres.

#### Objectif
À l'issue de ce cours, vous devriez être en mesure de décrire et de comprendre les comportements humains au travail à l'aide de théories psychologiques et managériales, fondées sur une démarche scientifique.

## Module : Communication et culture I
5 crédits ECTS

Dans ce module, les étudiants apprendront à communiquer efficacement dans des situations personnelles et professionnelles et acquerront des compétences à l'oral et/ou à l'écrit dans une langue étrangère. Ils chercheront et interpréteront des informations pertinentes provenant de diverses sources afin de trouver une solution à un problème spécifique. De plus, un accent est mis durant ce module sur l'anglais d'affaires afin que les étudiants puissent communiquer de manière efficace et compétente, tant à l'oral qu'à l'écrit, dans le contexte professionnel du monde de l'accueil

### 9130IM – Business English
30 heures de contact – 2.0 crédits US

#### Résumé
This Business English course is designed to equip students with the requisite advanced linguistic and communication skills in English to manage various communicative tasks effectively in a multicultural business contexts. In this course, the skills that are intended to be broadly covered are the following: (1) becoming competent at critically analyzing authentic business texts in English aimed at an educated audience; (2) writing various business documents; and (3) delivering formal arguments in presentations all while using new advanced grammar points and business vocabulary. To achieve these three goals, students will be expected to read and write a variety of business documents, to deliver presentations and negotiate in mock business meetings, to collaborate with classmates for projects, and to demonstrate the understanding and acquisition of new vocabulary and grammar skills through individual tests.

#### Objectif
Upon successful completion of Business English, students will be able to express themselves in English in a variety of ways in a business context.


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## Language course level (A1.1)
30 hours of contact – 1.3 US credits

### Résumé
The introductory A1 language courses are designed to provide students with basic oral and written skills for everyday and professional situations, especially in the hospitality industry.
Students learn to express themselves in simple conversations, and use common written expressions. Through structured activities in reading, writing, listening and speaking, students develop their language skills in basic sociolinguistic contexts. By the end of the courses, with additional study outside of the classroom, students should be able to interact in simple professional and everyday situations, using appropriate language corresponding at least to the first half of A1 of the Common European Framework of References for Languages (CEFR). Some courses may also focus on the first half of A1 or equivalent levels, such as TORFL Elementary for Russian.

### Objectif
Upon successful completion of the A1 language courses, students will be equipped to communicate at a foundation level. They will be able to:

- Introduce themselves and others confidently.
- and respond to questions about basic personal information.
- Engage simple conversations using familiar, everyday expressions.
- Interact in hospitality industry related contexts (reception, restaurant, tourism).

Throughout the course, students develop the four core language learning skills – listening, speaking, reading and writing – in line with level A1 of the Common European Framework of Reference for Languages (CEFR).

## Language course level (A2.1)
30 hours of contact – 1.3 US credits

### Résumé
Building on the fundamental knowledge acquired at level A1, the A2 language courses allow students to communicate in wider range of everyday personal and professional situations. Students will not only strengthen their ability to engage in everyday conversations and express opinions, but they will also actively participate in simple discussions about everyday situations in both social and workplace contexts.
By the end of the courses, students will have acquired competencies corresponding to at least the first part of the A2 level of the Common European Framework of Reference for Languages (CEFR).

### Objectif
Upon successful completion of the A2 language courses, students should be able to communicate with greater confidence and spontaneity in everyday situations and in specific professional contexts. Students will be able to:

- Participate in simple to moderately difficult conversations.
- Understand important information from short written and spoken texts.
- Handle simple documents and routine tasks in the field of communication.
- Interact more confidently in hospitality related situations.

These courses are designed to reinforce the skills corresponding to level A2 of the Common European Framework of Reference for Languages (CEFR).

## Language course level (B1.1)
30 hours of contact – 1.3 US credits

### Résumé
These B1 language courses enable students to cope better with various everyday and professional communication situations. They will learn to express their personal interests more fluently and confidently, to present and defend their points of view, and to interact effectively in the hospitality and business worlds.


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By the end of the courses, students will have reached at least the first part of the level B1 of the Common European Framework of Reference for Languages (CEFR).

### Objectif

Upon successful completion of the B1 language courses, students should be able to communicate effectively across a variety of common personal and professional situations. They will demonstrate the ability to:

- Use appropriate vocabulary, register, and sentence structure.
- Interact confidently in spoken and written exchanges.
- Understand and produce basic professional documents related to hospitality industry.

These courses are designed to consolidate language skills that correspond to at least B1 level of the Common European Framework of Reference for Languages (CEFR) and to support students achieve greater fluency and autonomy in real-world communication.

## Language course level (B2.1)

30 hours of contact – 1.3 US credits

### Résumé

These intermediate B2 language courses provide students with the oral and written communication skills for fluent and autonomous interaction in a wide range of personal and professional contexts. Students will be encouraged to actively participate in discussions and debates. They will also work with texts related to the professional field and their interests. In addition, students will reinforce their grammatical knowledge and acquire professional vocabulary in order to be comfortable in a vast range of business situations. By the end of the courses, students will have reached at least the first part of the level B2 of the Common European Framework of Reference for Languages (CEFR).

### Objectif

Upon successful completion of these language courses, students should be able to communicate clearly and effectively in a variety of everyday situations and professional contexts, both orally and in writing. They will be able to interact confidently in professional situations, understand and create professional documents, and use the appropriate vocabulary, style and structure. These courses are designed to consolidate students' skills to at least level B2 of the Common European Framework of Reference for Languages.


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# SEMESTRE 2 (BOSC2)

## Module : Outils de gestion d'entreprise II

15 crédits ECTS

Dans ce module, les étudiants apprennent à identifier le comportement commun à un ensemble d'observations ou de phénomènes. Différents outils statistiques destinés à organiser et analyser un ensemble de données seront introduits. Ces outils seront aussi employés pour réaliser une analyse économique élémentaire visant à mettre en lumière les principaux déterminants macroéconomiques du comportement des entreprises et des consommateurs. En parallèle, les étudiants apprennent à extraire les données pertinentes utilisées en analyse financière pour juger de la performance d'une entreprise et formuler un jugement avisé sur des opportunités d'investissement et de relations d'affaires.

### 9201BC – Problématiques d'analyse financière

30 heures de contact – 2.3 crédits US

#### Résumé

Ce cours a pour thème les décisions d'investissement. L'analyse de l'information financière historique ou future permet de prendre des décisions éclairées concernant les opportunités d'investissement ou en matière de relations commerciales. L'étudiant apprendra à déduire des évènements sous-jacents à partir des états financiers, calculera et utilisera des ratios et des mesures de performance, évaluera les différentes formes de risque et déterminera si un projet ou une entreprise crée de la valeur.

#### Objectif

Suite à la réussite de ce cours, vous devriez être capable d'utiliser les états financiers et les informations concernant les risques afin d'évaluer le potentiel de création de valeur d'une entreprise.

### 9202BR – Macroéconomie

30 heures de contact – 2.3 crédits US

#### Résumé

L'environnement macroéconomique influence tous les secteurs de l'économie. La compréhension des phénomènes macroéconomiques courants et de leurs liens de cause à effet, de même que l'anticipation de leurs conséquences possibles, sont ainsi des compétences clés que les managers doivent posséder. Développer ces compétences est donc l'objectif principal de ce cours. Cet objectif sera atteint grâce à l'étude rigoureuse, par l'intermédiaire de modèles, des principaux domaines de la macroéconomie, tels que la comptabilité nationale, les déterminants des fluctuations de l'activité macroéconomique, le rôle et l'impact des politiques fiscales et monétaires, l'interaction entre les agrégats macroéconomiques et les marchés financiers, ainsi que les mécanismes expliquant les mouvements des taux de change, l'inflation, le chômage et le PIB potentiel.

#### Objectif

Après avoir réussi cette unité d'enseignement, vous devriez être à même d'employer des modèles simples mais rigoureux pour déterminer le mécanisme par lequel un choc macroéconomique, qu'il résulte ou non d'une décision de politique économique, se propage dans l'environnement macroéconomique et affecte les différents groupes d'agents.

### 9203BR – Statistiques

45 heures de contact – 3.0 crédits US

#### Résumé

Pour gérer une entreprise, nous devons souvent faire face à une multitude de statistiques liées à notre activité. Les bonnes prises de décisions reposent souvent sur l'analyse de ces chiffres.
Différents outils statistiques de base, relatifs à la Statistique descriptive et à la Statistique inférentielle sont présentés dans ce cours. Ces outils vous permettront, en tant que futurs cadres, de faire parler les chiffres, de les présenter correctement et de les analyser pour en extraire les informations les plus pertinentes.


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### Objectif
Une fois ce cours réussi, vous aurez acquis des compétences statistiques vous permettant d'analyser un ensemble de données. Ceci vous permettra d'évaluer, d'interpréter et de critiquer les résultats obtenus (tables, graphiques, indicateurs, intervalles de confiance, tests, etc.), et de compiler ces éléments dans un travail statistique adapté à des situations concrètes.

## 9228BR – Pensée computationnelle
30 heures de contact – 2.3 crédits US

### Résumé
Lors de ce cours, les étudiants développeront leur capacité à décomposer et modéliser des problèmes computationnels ainsi qu'à créer et implémenter des solutions algorithmiques. Le cours consiste principalement en des courts projets de programmation qui offriront aux étudiants la possibilité de développer et d'appliquer leur pensée computationnelle à des problèmes diversifiés et de complexité croissante. De plus, les étudiants seront exposés - grâce à l'utilisation de Python - au formalisme, à la rigueur et à la puissance des langages de programmation.

### Objectif
À la fin de ce cours, les étudiants auront développé, de manière accompagnée, leurs compétences en matière de pensée computationnelle, à savoir la décomposition de problèmes, l'abstraction, la logique, la reconnaissance de motifs, et la généralisation. Ils seront également à même d'apprécier la puissance de la modélisation et de l'informatique face à un large éventail de problèmes du monde réel.

# Module : Bases de gestion dans le secteur de l'accueil II
10 crédits ECTS

Dans ce module, les étudiants seront en mesure d'appliquer les concepts spécifiques du marketing mix dans un environnement concurrentiel. Les étudiants seront en mesure d'identifier l'impact de la conception du service sur l'expérience du client et mettre en œuvre les outils nécessaires pour mesurer la performance. En parallèle, les étudiants étudieront une variété de concepts économiques et managériaux et de problèmes opérationnels liés aux activités de l'accueil, aussi bien dans les pays développés qu'en développement.

## 9211BC – Conception et qualité de service
30 heures de contact – 2.2 crédits US

### Résumé
Le cours est une introduction au concept de qualité de service, aux systèmes et à la gestion de la qualité. Ces éléments seront discutés à travers l'étude de différents approches, principes, techniques et procédures utilisées par diverses organisations de l'industrie et par leurs cadres. Le but est d'assurer la qualité de service attendue par le client et donc que chaque étudiant acquière une compréhension de base des éléments essentiels de chaque sujet traité et puisse les mettre en pratique dans une situation réelle et à travers les yeux d'un responsable de la conception du service.

### Objectif
Une fois ce cours réussi, vous devriez pouvoir expliquer la conception du service et appliquer les principes aux phases du processus de service.

## 9214BC – Gestion de l'hébergement
30 heures de contact – 2.3 crédits US

### Résumé
Durant ce cours, les étudiants seront amenés à identifier et à analyser l'aspect managérial du département de l'hébergement au sein de différents types d'établissements d'hébergement. Le lien direct entre les décisions opérationnelles et la satisfaction des clients sera contrôlé par le biais de sources pertinentes comme par exemple les commentaires des clients, les rapports STR et les états financiers. Les étudiants travailleront également sur le processus de vente d'un groupe, de la proposition de vente jusqu'à la gestion des comptes débiteurs. Les connaissances théoriques acquises seront ensuite appliquées au sein d'un jeu de simulation professionnel. En effet, les groupes d'étudiants géreront un hôtel au sein d'un environnement hôtelier concurrentiel.


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### Objectif
Ayant complété ce cours avec succès, vous devriez être capable d'analyser les décisions prises au sein du département de l'hébergement concernant les services offerts, la planification et la formation du personnel, ainsi que les aspects financiers de la performance générale d'un hôtel au sein d'un environnement concurrentiel.

## 9231BR – Gestion de l'information client et des canaux de distribution
30 heures de contact – 2.2 crédits US

### Résumé
Ce cours développe les compétences des étudiants en gestion de l'information pertinente pour les clients et en optimisation des parcours clients pour les entreprises. La gestion de l'information pertinente pour les clients comprend deux dimensions : l'information destinée aux clients et l'information concernant les clients. L'information destinée aux clients traite de l'utilisation de contenu pour interagir avec les clients (marketing de contenu). L'information concernant les clients aborde le marketing relationnel et la gestion de la relation client (CRM). L'optimisation des parcours clients implique l'adoption d'une approche centrée sur le client, ainsi que la capacité à atteindre, interagir avec et fidéliser les clients à travers des points de contact en ligne et hors ligne, afin de développer leur loyauté.

### Objectif
À l'issue de ce cours, vous serez en mesure d'optimiser les parcours clients.

# Module : Communication et culture II
5 crédits ECTS

Dans ce module, les étudiants élargiront leurs compétences en communication ainsi que leur compréhension d'une autre culture en poursuivant les cours de langue étrangère commencés au premier semestre. Ils développeront leur esprit critique et leurs aptitudes à l'écrit par la rédaction de documents académiques et professionnels bien structurés. Ils feront des présentations orales utilisant un registre approprié au sujet et à l'auditoire dans leur cours de Rédaction académique et Communication d'affaires. Dans ce dernier, ils acquerront une compréhension du risque juridique lié au monde de l'hospitalité.

## 9230BM – Rédaction académique
30 heures de contact – 2.0 crédits US

### Résumé
L'objectif de ce cours est d'acquérir les techniques nécessaires à la production de documents écrits et de présentations orales, dont la forme et le contenu soient adéquats et cohérents. L'accent est mis en outre sur le développement du sens critique - aussi bien lors de la lecture de documents que pendant leur production - et sur l'aptitude à argumenter et à convaincre, aussi bien dans le domaine académique que dans la communication d'affaires. Les étudiant-e-s rédigent un texte académique s'appuyant sur de nombreuses sources, dont les références sont citées dans un format standard, de façon à développer leur aptitude à la recherche critique.

### Objectif
Ce cours terminé avec succès, vous devriez avoir acquis les compétences nécessaires à comprendre et à produire des textes académiques de niveau universitaire (à l'oral et à l'écrit) et être à même d'appliquer ces compétences au domaine de la communication d'affaires.

## Language course level (A1.2)
30 hours of contact – 1.3 US credits

### Résumé
These language courses equip students with foundational oral and written skills tailored to everyday and professional contexts, particularly within the hospitality industry. Building on previously acquired competencies in BOSC 1, students should be able to engage in short conversations, use standard expressions, and interact in simple personal and professional situations. By the end of the courses, students will have consolidated competencies corresponding to at least the A1 level of the Common


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European Framework of Reference for Languages (CEFR), with some progressing toward A2 or equivalent levels such as HSK Level 2 for Mandarin or the Elementary level of TORFL for Russian.

### Objectif

Upon successful completion of these language courses, students will be able to communicate in a further number of simple and varied personal and professional contexts, both orally and in writing. They will be able to understand and produce short, structured texts, participate in basic conversations, and interact with a growing repertoire of vocabulary and grammar. Students should be able to interact in a further number of hospitality and tourism related situations. These courses aim to consolidate competencies corresponding to at least the A1 level of the Common European Framework of Reference for Languages.

## Language course level (A2.2)

30 hours of contact – 1.3 US credits

### Résumé

These courses build on the foundational language skills students acquired throughout BOSC 1, with the aim of strengthening their confidence and fluency in both personal and professional contexts. Students will learn to exchange clear, direct information related to further number of everyday tasks and environments, understand short instructions, and produce simple, coherent texts on everyday and professional topics. By the end of the courses, students are expected to have consolidated most of the competencies aligned with the A2 level of the Common European Framework of Reference for Languages (CEFR), enabling effective communication in regularly encountered situations.

### Objectif

Upon successful completion of these language courses, students will be able to participate in simple conversations on personal and professional hospitality industry related topics, understand essential spoken and written information, and handle basic documents. They will have acquired and consolidated competencies corresponding to at least the A2 level of the Common European Framework of Reference for Languages.

## Language course level (B1.2)

30 hours of contact – 1.3 US credits

### Résumé

These intermediate courses are designed to empower students to manage a wide range of linguistic situations in both work and leisure contexts. Building on previously acquired skills, students will gain the ability to navigate in familiar and professional environments, communicate effectively in interviews, and start taking initiative in conversations. By the end of the courses, students are expected to have consolidated most of the competencies corresponding to at least the B1 level of the Common European Framework of Reference for Languages (CEFR), enabling confident and autonomous communication in diverse personal and professional settings.

### Objectif

Upon successful completion of these language courses, students should be able to communicate effectively in a wide range of everyday and professional hospitality industry related situations, both orally and in writing. They will be able to use appropriate vocabulary, register, and structure, and will have acquired competencies corresponding to at least the B1 level of the Common European Framework of Reference for Languages.

## Language course level (B2.2)

30 hours of contact – 1.3 US credits

### Résumé

These upper intermediate courses are designed to deepen students' linguistic proficiency by expanding their vocabulary and grammatical structures. Emphasis is placed on practical language use in professional hospitality contexts, including interpreting current news, advertisements, brochures, and schedules, and producing clear, professional documents like emails. By the end of the courses, students are expected to have acquired and consolidated most of the competencies corresponding to at least


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the B2 level of the Common European Framework of Reference for Languages (CEFR), enabling them to communicate with precision and confidence in both familiar and specialized situations.

### Objectif

Upon successful completion of these language courses, students should be able to communicate with fluency and accuracy in more complex personal and professional situations, particularly within specialized fields such as hospitality and business. They will be able to understand and produce professional documents with more proficiency and interact confidently in work-related contexts. These courses aim to consolidate competencies corresponding to at least the B2 level of the Common European Framework of Reference for Languages.


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# COURS PROGRAMME BACHELOR ANNEE 2

| | PROGRAMME BACHELOR SEMESTRE 3 | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| MODULE[16] | **ANALYSE DE LA GESTION D'ENTREPRISE** 15 CRÉDITS ECTS | NIVEAU | TYPE | VOLUME TOTAL DE TRAVAIL | HEURES DE CONTACT | CRÉDITS US | CRÉDITS ECTS | ENSEIGNEMENT SUR CAMPUS[17] | | |
| 9301IC | Revenue Management | I | C | 124h | 45h | 3.0 | 4.5 | L | P | S |
| 9302IC | Comptabilité de gestion | I | C | 97h | 30h | 2.3 | 3.5 | L | P | S |
| 9313IR | Management des opérations de service | I | R | 97h | 30h | 2.3 | 3.5 | L | P | S |
| 9333IR | Economie du secteur de l'accueil | I | R | 97h | 30h | 2.3 | 3.5 | L | P | S |
| MODULE | **GESTION APPLIQUÉE AU SECTEUR DE L'ACCUEIL** 9 CRÉDITS ECTS | NIVEAU | TYPE | VOLUME TOTAL DE TRAVAIL | HEURES DE CONTACT | CRÉDITS US | CRÉDITS ECTS | ENSEIGNEMENT SUR CAMPUS | | |
| 9310IC | Systèmes de gestion des talents | I | C | 97h | 30h | 2.3 | 3.5 | L | P | S |
| 9312IC | Marketing international des services | I | C | 97h | 30h | 2.3 | 3.5 | L | P | S |
| 9334IR | Gestion de la responsabilité sociétale de l'entreprise | I | R | 55h | 15h | 1.3 | 2.0 | L | P | S |
| MODULE | **COMMUNICATION & CULTURE III**[18] 6 CRÉDITS ECTS | NIVEAU | TYPE | VOLUME TOTAL DE TRAVAIL | HEURES DE CONTACT | CRÉDITS US | CRÉDITS ECTS | ENSEIGNEMENT SUR CAMPUS | | |
| 9332IR | Défis juridiques du manager de l'accueil | I | R | 110h | 45h | 2.7 | 4.0 | L | P | S |
| | **Langue** choix d'une des langues ci-dessous: | | M | 55h | 30h | 1.3 | 2.0 | | | |
| 9321-1BM | French beginner (A1.1) | B | | | | | | L | P | S |
| 9321-2BM | French beginner (A2.1) | B | | | | | | L | P | S |
| 9321-3IM | French intermediate (B1.1) | I | | | | | | L | P | S |
| 9321-4IM | French intermediate (B2.1) | I | | | | | | L | P | S |
| 9321-5AM | French advanced (C1.1) | A | | | | | | L | P | S |
| 9322-1BM | Espagnol débutant (A1.1) | B | | | | | | L | P | |
| 9322-2BM | Espagnol débutant (A2.1) | B | | | | | | L | P | |
| 9322-3IM | Espagnol intermédiaire (B1.1) | I | | | | | | L | P | |
| 9322-4IM | Espagnol intermédiaire (B2.1) | I | | | | | | L | P | |
| 9322-5AM | Espagnol avancé (C1.1) | A | | | | | | L | P | |
| 9323-1BM | Allemand débutant (A1.1) | B | | | | | | L | | |
| 9323-2BM | Allemand débutant (A2.1) | B | | | | | | L | | |
| 9323-3IM | Allemand intermédiaire (B1.1) | I | | | | | | L | | |
| 9323-4IM | Allemand intermédiaire (B2.1) | I | | | | | | L | | |
| 9323-5AM | Allemand avancé (C1.1) | A | | | | | | L | | |
| 9324-1BM | Mandarin débutant (A1.1) | B | | | | | | L | | S |
| 9324-2BM | Mandarin débutant (A2.1) | B | | | | | | L | | S |
| 9324-5AM | Business Mandarin (C1.1) | A | | | | | | | | S |

[16] La définition du module, du niveau et du type de cours est définie dans l'annexe du présent document.
[17] Disponibilité du cours sur chaque campus pour l'année académique 2025/2026 : L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.
[18] Pendant le module « Communication et Culture III », les étudiants suivent un cours de langue étrangère de leur choix au niveau pertinent. Les langues spécifiques et les niveaux proposés sont à confirmer au début du semestre. Les cours de français sont uniquement proposés aux étudiants de la section anglaise.


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|---|---|---|---|---|---|---|---|---|---|
| 9326-1BM | Russe débutant (A1.1) | B | | | | | | L | |
| 9326-2BM | Russe débutant (A2.1) | B | | | | | | L | |
| 9328-1BM | Japanese beginner (A1.1) | B | | | | | | | S |
| 9328-2BM | Japanese beginner (A2.1) | B | | | | | | | S |

| | **PROGRAMME BACHELOR SEMESTRE 4** | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| MODULE[19] | **LA GESTION MISE EN PRATIQUE** 30 CRÉDITS ECTS | NIVEAU | TYPE | VOLUME TOTAL DE TRAVAIL | HEURES DE CONTACT | CRÉDITS US | CRÉDITS ECTS | ENSEIGNEMENT SUR CAMPUS[20] | |
| 9403SC | Stage composante administrative | S | C | | - | 10 | 15 | | |
| 9402SC | Stage composante académique | S | C | | - | 10 | 15 | | |

[19] La définition du module, du niveau et du type de cours est définie dans l'annexe du présent document.
[20] Disponibilité du cours sur chaque campus pour l'année académique 2025/2026 : L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.


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# SEMESTRE 3 (BOSC3)

## Module : Analyse de la gestion d'entreprise

15 crédits ECTS

L'étudiant devra faire face à la création de la valeur économique grâce à des fonctions de marketing et les ressources humaines dans le contexte de l'industrie de l'hospitalité. L'étudiant devra évaluer les impacts des décisions de marketing et des ressources humaines sur l'évolution future des flux monétaires, en termes de risques et de rentabilité, afin de garantir la pérennité de l'entreprise et la satisfaction des demandes des actionnaires.

Une fois cette unité de cours réussie, les élèves devraient être capables de mesurer la création de valeur dans une unité hôtelière et de restauration. Cela implique l'évaluation des critères d'acquisition ainsi que l'allocation des ressources et l'impact des décisions fonctionnelles sur l'évolution des critères financiers de la performance de l'entreprise.

### 9301IC – Revenue Management

45 heures de contact – 3.0 crédits US

#### Résumé

La Revenue Management (RM) est vitale pour les entreprises modernes qui cherchent à optimiser leurs revenus, ce qui explique pourquoi de plus en plus d'industries adoptent cette méthode de tarification. Ce cours présente les principes fondamentaux de la RM, y compris les contrôles tactiques, les prévisions et les différentes méthodes de tarification. Les étudiant pourront comprendre la théorie et faire les calculs qui sous-tendent les décisions en matière de gestion des prix et s'exerceront à mettre en pratique les connaissances acquises dans le cadre d'une simulation de la concurrence. A l'issue du cours, les étudiants adopteront une approche innovante pour prendre des décisions en termes de tarification dans les organisations.

#### Objectif

A l'issue de ce cours, les étudiants seront en mesure de modéliser, d'exécuter et de mettre en œuvre une variété de processus de Revenue Management afin d'optimiser les processus de revenus pour différents types d'industries.

### 9302IC – Comptabilité de gestion

30 heures de contact – 2.3 crédits U S

#### Résumé

La comptabilité de gestion a pour objectif de fournir des informations pertinentes pour la planification, la prise de décision et le contrôle en entreprise. Dans ce cours, vous apprendrez à utiliser les principales techniques de comptabilité de gestion pour atteindre ces objectifs. Vous estimerez des coûts, calculerez des seuils de rentabilité et des leviers opérationnels, déterminerez des coûts de revient et identifierez les coûts pertinents à prendre en considération, construirez des budgets et utiliserez l'analyse des écarts pour expliquer les différences entre performance anticipée et réelle.

#### Objectif

Suite à la réussite de ce cours, vous devriez être capable d'identifier, interpréter et analyser différents types de coûts au sein d'une entreprise, dans un contexte décisionnel. De plus, vous devriez être capable de distinguer et d'appliquer différentes méthodes utilisées en comptabilité de gestion ainsi que de comprendre comment les utiliser pour prendre des décisions efficaces.

### 9313IR – Management des opérations de services

30 heures de contact – 2.3 crédits US

#### Résumé

La gestion des opérations est un effort continu pour adapter la façon de travailler des entreprises aux différentes pressions venant des clients, actionnaires, employés, fournisseurs ou de l'environnement économique. Une part importante du cours est consacrée aux modèles d'optimisation permettant de répondre aux changements, incluant l'identification de la source réelle des problèmes opérationnels, la



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prévision de la demande, la gestion des files d'attente, la cartographie des processus ou la résolution des goulots d'étranglement.

### Objectif
Une fois cette unité de cours réussie, vous serez capable de mieux anticiper et résoudre des problèmes opérationnels en s'appuyant sur un dispositif de résolution de problèmes, y compris l'usage de divers outils et méthodes pratiques.

## 9333IR – Economie du secteur de l'accueil
30 heures de contact – 2.3 crédits US

### Résumé
Le cours d'Économie du secteur de l'accueil offre des perspectives cruciales sur les dynamiques économiques de l'industrie hôtelière. Ce cours fournit aux étudiants des connaissances clés sur la structure du marché, les stratégies de tarification, et les marchés bifaces, ainsi qu'une vue d'ensemble macroéconomique de l'industrie.
Basé sur les principes fondamentaux de la microéconomie et de la macroéconomie, le cours combine des cours théoriques, des études de cas, et des exercices pratiques pour développer les compétences analytiques des étudiants. À la fin du cours, les étudiants seront bien préparés pour prendre des décisions économiques éclairées dans le secteur de l' accueil.

### Objectif
Après avoir réussi cette unité d'enseignement, vous devriez être en mesure de déterminer, par des modèles économiques rigoureux, le fonctionnement de l'industrie de l'accueil et ses tendances actuelles.

# Module : Gestion appliquée au secteur de l'accueil
9 crédits ECTS

Dans ce module, les étudiants apprendront à analyser, gérer et améliorer les processus de service tout au long de la chaîne de valeur, en fin de compte à ajouter de la valeur à l'entreprise. Les élèves appliquent les outils nécessaires à la prise de décision dans la gestion des opérations afin d'optimiser les principaux moteurs : les coûts, les revenus, la satisfaction du client et la productivité. Ils seront en mesure de mesurer l'impact de leurs décisions, y compris de nouveaux investissements et la réorganisation des activités au jour le jour, sur la création de valeur.

À l'issue de ce module, les étudiants auront une vue d'ensemble de tous les processus organisationnels et seront en mesure d'optimiser les processus en utilisant des outils de gestion des opérations, tout en gardant un point de vue organisationnel stratégique. Ils ont analysé et diagnostiqué différentes méthodes pour gérer les stocks et planifié et conçu des processus complexes. Les étudiants auront également appris à analyser les problèmes de ressources humaines et de marketing en appliquant les principes de la cartographie des processus.

## 9310IC – Systèmes de gestion des talents
30 heures de contact – 2.3 crédits US

### Résumé
Comment recruter les meilleurs talents ? Quelles pratiques de management ont un impact sur la performance des employés au travail ? Comment se manifeste cet impact ? Pourquoi l'humain reste-t-il si clef dans la réussite d'une organisation ? Dans le contexte d'une guerre pour le talent, les leaders d'entreprises du secteur de l'accueil doivent assurer la performance de leurs employés grâce à des systèmes de management intégrés. A travers la mise en application de modèles et de concepts de management variés et dans le cadre de travaux supervisés, vous, étudiants, allez explorer dans un esprit critique des systèmes de management ayant pour but de développer et de fidéliser le talent en entreprise, de manière durable. Une fois cette unité de cours réussie, vous serez capables de gérer les processus relatifs aux analyses de l'emploi, à l'embauche du personnel, incluant attraction, sélection et intégration des employés, à la gestion des conditions et relations de travail, à l'évaluation et aux audits de la performance, au développement de formations et de principes de rétribution et aux modes de rétention du talent.


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### Objectif
Une fois cette unité de cours réussie, vous serez capables d'expliquer pourquoi et comment des systèmes de management du talent améliorent la performance de différentes entreprises aux niveaux individuel/personnel et organisationnel.

## 9312IC – Marketing international des services
30 heures de contact – 2.3 crédits US

### Résumé
Ce cours permettra aux étudiants d'explorer et de comprendre les pratiques du marketing dans un environnement international. Partant d'un solide bagage théorique mais en ancrant l'expérience d'apprentissage dans des événements récents (par exemple le Covid19), ce cours vise à préparer les étudiants à comprendre la pertinence du marketing des services dans le contexte international avec toutes les questions et problématiques qui y sont liées. Du point de vue d'un responsable du marketing international, les étudiants apprendront à connaître la portée et les défis du marketing international, l'impératif de mondialisation, l'environnement du marketing mondial, les caractéristiques des différents modes d'entrée sur de nouveaux marchés, la dynamique du commerce international et les opportunités du marché mondial.

Les sujets étudiés incluront les différences entre la mondialisation et l'internationalisation et leurs défis respectifs, la logique de l'environnement marketing mondial et les forces entrelacées qui y opèrent, les défis du secteur des services dans le processus d'internationalisation, les opportunités d'études de marché internationales, les stratégies d'entrée sur le marché mondial et la distribution, le rôle de l'innovation de produit, l'importance de la culture et des comportements d'achat des consommateurs, l'importance de la communication dans un environnement international et les nouveaux défis de la responsabilité sociale des entreprises et les pratiques de marketing durable sur le marché mondial.

Des études de cas ainsi que des lectures viendront soutenir le processus d'apprentissage en apportant de réelles perspectives appliquées et en stimulant la création d'un esprit de résolution de problèmes. Enfin, des travaux de groupe seront mis en place dans le but de créer la stratégie d'internationalisation d'une société de services afin d'appliquer l'apprentissage à un cas pratique.

### Objectif
À l'issue de ce cours, vous serez en mesure de mettre en place un plan stratégique d'internationalisation pour les entreprises de services afin de réussir dans un environnement de marché mondial.

## 9334IR – Gestion de la responsabilité sociétale de l'entreprise
15 heures de contact – 1.3 crédit US

### Résumé
La durabilité est devenue omniprésente dans le contexte commercial actuel. Le cours "Gestion de la responsabilité sociétale de l'entreprise" abordera l'évolution du paradigme de la gestion des entreprises, qui vise progressivement à passer du modèle traditionnel de croissance et de maximisation des profits à un modèle plus durable. Si les avantages économiques restent une priorité pour les entreprises, la durabilité des entreprises a pris un rôle de plus en plus important et s'est même étendue à d'autres préoccupations telles que les objectifs sociétaux, la protection de l'environnement, la justice sociale et l'équité. Aujourd'hui, de plus en plus d'entreprises cherchent à répondre non seulement aux attentes croissantes de clients plus soucieux du développement durable, mais aussi à atteindre des objectifs de durabilité au niveau de l'entreprise qui respectent les intérêts de leurs diverses parties prenantes. Par conséquent, le cours vise à fournir aux étudiants une perspective appliquée des pratiques et des défis contemporains en matière de durabilité dans l'industrie hôtelière. En outre, le cours cherche également à développer une solide connaissance des innovations, des nouvelles technologies et des stratégies commerciales que les entreprises hôtelières mettent en œuvre, afin que les étudiants puissent soutenir les efforts de leurs futures entreprises sur une voie plus durable.

### Objectif
À l'issue de ce cours, les étudiants auront acquis des compétences de base qui leur permettront de comprendre la complexité du contexte commercial actuel en ce qui concerne sa durabilité, la responsabilité sociale des entreprises, les relations avec les parties prenantes et la responsabilité en tant qu'éléments des efforts de durabilité de l'entreprise.


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## Module : Communication et culture III

6 crédits ECTS

Dans ce module, les étudiants continueront à acquérir des compétences orales et/ou écrites dans une langue étrangère. Ils développeront des connaissances d'une culture différente et apprendront à communiquer dans un contexte multiculturel. De surcroît, pendant le cours de Défis juridiques du manager de l'accueil, les étudiants mettront l'accent sur les groupes ou chaînes hôteliers complexes qui gèrent plusieurs propriétés. Ils aborderont également des sujets tels que les risques juridiques liés à la propriété intellectuelle, ainsi que les franchises et les contrats de gestion dans le cadre global des contraintes environnementales et fiscales.

### 9332IR – Défis juridiques du manager de l'accueil

45 heures de contact – 2.7 crédits US

#### Résumé

Presque toutes les décisions prises par un manager de l'industrie de l'accueil ont une dimension juridique et peuvent donc entraîner des arbitrages entre risque et opportunité ou une certaine responsabilité juridique. Dans cette unité, les étudiants seront amenés à prendre conscience des contraintes et opportunités juridiques auxquelles ils seront confrontés au cours de leur carrière dans différents systèmes juridiques, ainsi qu'à explorer les bonnes pratiques dans ce contexte.

#### Objectif

Une fois cette unité de cours réussie, vous devriez être capable de prendre en compte la dimension juridique dans vos décisions professionnelles dans différents systèmes juridiques afin de préserver, voire même d'augmenter, la valeur de votre entreprise.

### Language course level (A1.1)

30 hours of contact – 1.3 US credits

#### Résumé

The introductory A1 language courses are designed to provide students with basic oral and written skills for everyday and professional situations, especially in the hospitality industry.
Students learn to express themselves in simple conversations, and use common written expressions. Through structured activities in reading, writing, listening and speaking, students develop their language skills in basic sociolinguistic contexts. By the end of the courses, with additional study outside of the classroom, students should be able to interact in simple professional and everyday situations, using appropriate language corresponding at least to the first half of A1 of the Common European Framework of References for Languages (CEFR). Some courses may also focus on the first half of A1 or equivalent levels, such as TORFL Elementary for Russian.

#### Objectif

Upon successful completion of the A1 language courses, students will be equipped to communicate at a foundation level. They will be able to:

- Introduce themselves and others confidently.
- Ask and respond to questions about basic personal information.
- Engage simple conversations using familiar, everyday expressions.
- Interact in hospitality industry related contexts (reception, restaurant, tourism).

Throughout the course, students develop the four core language learning skills – listening, speaking, reading and writing – in line with level A1 of the Common European Framework of Reference for Languages (CEFR).

### Language course level (A2.1)

30 hours of contact – 1.3 US credits

#### Résumé

Building on the fundamental knowledge acquired at level A1, the A2 language courses allow students to communicate in wider range of everyday personal and professional situations. Students will not only strengthen their ability to engage in everyday conversations and express opinions, but they will also


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actively participate in simple discussions about everyday situations in both social and workplace contexts.
By the end of the courses, students will have acquired competencies corresponding to at least the first part of the A2 level of the Common European Framework of Reference for Languages (CEFR).

### Objectif

Upon successful completion of the A2 language courses, students should be able to communicate with greater confidence and spontaneity in everyday situations and in specific professional contexts. Students will be able to:

- Participate in simple to moderately difficult conversations.
- Understand important information from short written and spoken texts.
- Handle simple documents and routine tasks in the field of communication.
- Interact more confidently in hospitality related situations.

These courses are designed to reinforce the skills corresponding to level A2 of the Common European Framework of Reference for Languages (CEFR).

## Language course level (B1.1)

30 hours of contact – 1.3 US credits

### Résumé

These B1 language courses enable students to cope better with various everyday and professional communication situations. They will learn to express their personal interests more fluently and confidently, to present and defend their points of view, and to interact effectively in the hospitality and business worlds.
By the end of the courses, students will have reached at least the first part of the level B1 of the Common European Framework of Reference for Languages (CEFR).

### Objectif

Upon successful completion of the B1 language courses, students should be able to communicate effectively across a variety of common personal and professional situations. They will demonstrate the ability to:

- Use appropriate vocabulary, register, and sentence structure.
- Interact confidently in spoken and written exchanges.
- Understand and produce basic professional documents related to hospitality industry.

These courses are designed to consolidate language skills that correspond to at least B1 level of the Common European Framework of Reference for Languages (CEFR) and to support students achieve greater fluency and autonomy in real-world communication.

## Language course level (B2.1)

30 hours of contact – 1.3 US credits

### Résumé

These intermediate B2 languages courses provide students with the oral and written communication skills for fluent and autonomous interaction in a wide range of personal and professional contexts. Students will be encouraged to actively participate in discussions and debates. They will also work with texts related to the professional field and their interests. In addition, students will reinforce their grammatical knowledge and acquire professional vocabulary in order to be comfortable in a vast range of business situations. By the end of the courses, students will have reached at least the first part of the level B2 of the Common European Framework of Reference for Languages (CEFR).

### Objectif

Upon successful completion of these language courses, students should be able to communicate clearly and effectively in a variety of everyday situations and professional contexts, both orally and in writing. They will be able to interact confidently in professional situations, understand and create professional documents, and use the appropriate vocabulary, style and structure. These courses are designed to


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consolidate students' skills to at least level B2 of the Common European Framework of Reference for Languages.

## Language course level (C1.1)

30 hours of contact – 1.3 US credits

### Résumé

These advanced C1 language courses provide students with the oral and written communication skills they need to interact fluently, accurately and persuasively in complex social, academic and professional situations.

Students learn to express and defend their points of view spontaneously and precisely, understand a wide range of demanding, longer texts, and recognize implicit meaning. They should also be able to produce clear, well-structured and detailed texts on complex subjects, using organizational patterns, connectors and cohesive devices in a controlled manner. The courses also focus on professional communication, particularly in the business and hospitality sectors, and aim to consolidate skills that correspond to at least the fist part of the level C1 of the Common European Framework of Reference for Languages (CEFR).

### Objectif

Upon successful completion of these advanced C1 language courses, students should be able to communicate fluently, accurately, and appropriately in complex professional contexts. They will be able to express themselves clearly and correctly when dealing with professional challenges and complex situations. Students should also understand and produce professional documents.
These courses are designed to consolidate language skills to at least level C1 of the Common European Framework of Reference for Languages, with some courses focusing on specialized contexts such as business and hospitality.


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# SEMESTRE 4 (BOSC4)

## Module : La gestion mise en pratique

30 crédits ECTS

Pendant le quatrième semestre du programme Bachelor, les étudiants doivent effectuer un stage administratif d'une durée de 24 mois. Celui-ci peut être effectué, par exemple, dans les domaines ou les départements suivants: ventes et marketing, gestion des revenus, relations publiques, finance, ressources humaines. De préférence, le stage sera effectué au sein d'un métier de l'accueil, plus particulièrement dans un des secteurs suivants: hôtellerie/logement, food and beverage, restauration collective (par ex. hôpitaux, éducation), événementiel ou MICE. Cependant, d'autres secteurs ou entreprises peuvent être envisagés à condition qu'ils soient liés au secteur des services : biens de consommation, le luxe, la publicité.

### 9402SC – Stage composante académique

24 semaines – 10 crédits US

#### Résumé

Pendant ce stage, les étudiants auront l'occasion de mettre en pratique les compétences et connaissances acquises à l'EHL et de découvrir les liens entre ces différentes matières. Les étudiants développeront leur autonomie et leurs compétences en termes de communication lorsqu'ils travaillent de manière indépendante ou en équipe. Ils analyseront leur environnement et les enjeux sociaux et étiques.

Les étudiants devront mener une réflexion critique sur leur expérience au sein de l'entreprise et de leur équipe.

#### Objectif

Une fois cette unité de cours réussie, vous devriez être capable de fonctionner dans un contexte professionnel au niveau administratif, en faisant preuve des compétences sociales, personnelles et cognitives nécessaires et en y appliquant, de manière appropriée, des compétences théoriques acquises auparavant.

### 9403SC – Stage composante administrative

24 semaines – 10 crédits US

#### Résumé

Pendant ce stage, les étudiants auront l'occasion de mettre en pratique les compétences et connaissances acquises à l'EHL et de découvrir les liens entre ces différentes matières. Les étudiants développeront leur autonomie et leurs compétences en termes de communication lorsqu'ils travaillent de manière indépendante ou en équipe. Ils analyseront leur environnement et les enjeux sociaux et étiques.

Les étudiants devront mener une réflexion critique sur leur expérience au sein de l'entreprise et de leur équipe.

#### Objectif

Une fois cette unité de cours réussie, vous devriez être capable de fonctionner dans un contexte professionnel au niveau administratif, en faisant preuve des compétences sociales, personnelles et cognitives nécessaires et en y appliquant, de manière appropriée, des compétences théoriques acquises auparavant.


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# COURS PROGRAMME BACHELOR ANNEE 3

| | BACHELOR PROGRAM SEMESTER 5 | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| MODULE[21] | **INTEGRATED BUSINESS ANALYSIS[22]** 15 ECTS CREDITS | LEVEL | TYPE | TOTAL LEARNING WORKLOAD | CONTACT HOURS | US CREDITS | ECTS CREDITS | DELIVERED ON CAMPUS [23] | |
| 9501AC | Corporate Finance | A | C | 165h | 45h | 3.7 | 5.5 | L | S |
| 9504AC | Corporate Strategy[24] | A | C | 165h | 45h | 3.7 | 5.5 | L | S |
| 9506AR | Research Methodology **or** | A | R | 120h | 30h | 2.7 | 4.0 | L | S |
| 9507AR | Project Management | A | R | 75h | 20h | 1.8 | 2.5 | L | |
| 9508AR | Market Research | A | R | 45h | 10h | 0.9 | 1.5 | L | |
| 9509AS | Innovation for Sustainable Growth[25] | A | S | 120h | 30h | 2.7 | 4.0 | | S |
| MODULE | **INTEGRATED HOSPITALITY MANAGEMENT** 15 ECTS CREDITS | LEVEL | TYPE | TOTAL LEARNING WORKLOAD | CONTACT HOURS | US CREDITS | ECTS CREDITS | DELIVERED ON CAMPUS | |
| 9502AC | Hotel Asset Management | A | C | 150h | 30h | 3.3 | 5.0 | L | |
| 9505AC | Real Estate Finance | A | C | 150h | 30h | 3.3 | 5.0 | L | S |
| 9511AC | Leadership & Organizational Behavior | A | C | 150h | 30h | 3.3 | 5.0 | L | S |
| 9510AS | Data Analytics & Storytelling for Decision-Making[26] | A | S | 150h | 30h | 3.3 | 5.0 | | S |

[21] La définition du module, du niveau et du type de cours est fournie en annexe du présent document.
[22] Durant le module Integrated Business Analysis module, les étudiants suivront soit le cours de the Research Methodology ou de Project Management and Market Research, en fonction du travail de fin de diplôme en semestre 6.
[23] Disponibilité du cours sur chaque campus pour l'année académique 2025/2026 : L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.
[24] Les cours Corporate Strategy, Research Methodology, Project Management, Real Estate Finance, Innovation for Sustainable growth, Data Analytics and Storytelling for decision-making et Hotel Asset Management sont uniquement enseignés en anglais.
[25] Proposé uniquement sur le campus de Singapour, comme solution transitoire jusqu'au semestre d'automne 2025. Les étudiants réalisant un Student Business Project (SBP) dans le cadre de leur travail de fin d'études suivront le cours "Innovation for Sustainable Growth" au lieu du cours Project Management and Market Research.
[26] Proposé uniquement sur le campus de Singapour, comme solution transitoire jusqu'à l'automne 2025 au lieu du cours Hotel Asset Management.


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| | BACHELOR PROGRAM SEMESTER 6 | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| MODULE[27] | **ADVANCED ELECTIVES**[28] 12 ECTS CREDITS | LEVEL | TYPE | TOTAL LEARNING WORKLOAD | CONTACT HOURS | US CREDITS | ECTS CREDITS | DELIVERED ON CAMPUS[29] |
| **Marketing & Luxury Management Domain**[30] | | | | | | | | |
| 9616AS | Hospitality Luxury Brand Management | A | S | 120h | 30h | 2.7 | 4.0 | L |
| 9658AS | Advanced Marketing Data Analytics | A | S | 120h | 30h | 2.7 | 4.0 | L |
| 9662AS | Digital & AI Marketing | A | S | 120h | 30h | 2.7 | 4.0 | L |
| 9664AS | Experience Design | A | S | 120h | 30h | 2.7 | 4.0 | L |
| 9665AS | Introduction to the Psychology of Luxury | A | S | 120h | 30h | 2.7 | 4.0 | L |
| **Entrepreneurship & Innovation Domain** | | | | | | | | |
| 9607AS | Developing Entrepreneurial Projects | A | S | 120h | 30h | 2.7 | 4.0 | L |
| 9674AS | Designing Digital Apps[31] | A | S | 120 | 30h | 2.7 | 4.0 | L |
| 9675AS | Business Creativity in Hospitality | A | S | 120h | 30h | 2.7 | 4.0 | L |
| 9678AS | Impact Entrepreneurship | A | S | 120h | 30h | 2.7 | 4.0 | L |
| 9676AS | Corporate Innovation & Team Creativity | A | S | 120h | 30h | 2.7 | 4.0 | L |
| **Finance & Real Estate Domain** | | | | | | | | |
| 9622AS | Strategic Hotel Investments | A | S | 120h | 30h | 2.7 | 4.0 | L |
| 9636AS | Private Equity & Venture Capital | A | S | 120h | 30h | 2.7 | 4.0 | L |
| 9650AS | Hotel Real Estate - Planning & Development | A | S | 120h | 30h | 2.7 | 4.0 | L |
| 9666AS | Investment Management | A | S | 120h | 30h | 2.7 | 4.0 | L |
| 9668AS | Mergers & Acquisitions | A | S | 120h | 30h | 2.7 | 4.0 | L |
| 9669AS | Risk Management & Alternative Investment | A | S | 120h | 30h | 2.7 | 4.0 | L |
| **Leadership & Strategy Domain** | | | | | | | | |
| 9618AS | Influence & Leadership: Negotiation & Communication Tools | A | S | 120h | 30h | 2.7 | 4.0 | L |
| 9626AS | Crisis/Strategic Communication | A | S | 120h | 30h | 2.7 | 4.0 | L |
| 9639AS | Hospitality Technology Strategy | A | S | 120h | 30h | 2.7 | 4.0 | L |
| 9663AS | People Analytics: Adding Value through People | A | S | 120h | 30h | 2.7 | 4.0 | L |
| 9677AS | Leading in the Age of AI | A | S | 120h | 30h | 2.7 | 4.0 | L |
| MODULE | **BOSC DIPLOMA WORK** 18 ECTS CREDITS | LEVEL | TYPE | | | US CREDITS | ECTS CREDITS | DELIVERED ON CAMPUS |
| 9646SC | SBP (Student Business Project) **or** | S | C | | - | 12 | 18 | L |
| 9647SC | Bachelor Thesis | S | C | | - | 12 | 18 | L |

[27] La définition du module, du niveau et du type de cours est fournie en annexe du présent document.
[28] Pendant le module Advanced Electives, les étudiants suivront trois cours au choix.
[29] Disponibilité du cours sur chaque campus pour l'année académique 2025/2026 : L = EHL Campus Lausanne, S = EHL Campus Singapore, P = EHL Campus Passugg.
[30] Les étudiants seront libres de classer leurs préférences au sein d'un même domaine s'ils souhaitent suivre un "domaine spécialisé", ou de les répartir entre plusieurs domaines afin de poursuivre un "parcours pluridisciplinaire.
[31] Cours offerts au semester de printemps 2026: Designing Digital Apps; Risk Management & Alternative Investment; Hospitality Technology Strategy; People Analytics: Adding Value through People


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# SEMESTER 5 (BOSC5)

## Module: Integrated Business Analysis

15 ECTS credits

In this module, students will learn how to analyze and suggest improvements in service processes throughout the value chain, ultimately to add value to the firm. Students will integrate learning acquired in previous semesters to develop and analyze corporate and business strategies, evaluate and implement financial plans, and evaluate the contributions of the firm's real estate assets to its business operations.
Upon successful completion of this module, students will be able to optimize the financial operations of an organization in keeping with its strategic intentions. They will have analyzed and diagnosed different financing methods, and their relevance to the strategy of the organization. The students will have also learned to analyze and recommend the best real estate and financial options based on strategic needs.

### 9501AC – Corporate Finance

45 hours of contact – 3.7 US credits

#### Summary

The objective of this course is to provide students with the necessary tools to evaluate investment decisions at the corporate as well as personal level. Students will first take a closer look at how firms can raise money and how financial markets work. They will then examine various methods firms can apply to identify value-creating investment proposals. Furthermore, students will evaluate the prices, returns, and risk of bonds and stocks. Finally, students will turn to project and company valuation.

#### Objective

Upon successful completion of this course, you will be able to evaluate if a company is taking appropriate financial and investment decisions.

### 9504AC – Corporate Strategy

45 hours of contact – 3.7 US credits

#### Summary

Corporate strategic management involves and affects all functions, including the decisions and actions senior managers take to build and achieve an organization's success over the long term.

During the first two years at EHL, students have gained operational management skills. This course now shifts focus to strategic thinking in competitive and global environments across various industries. In this course, students will learn to assess external and internal contexts using established frameworks (e.g. PESTEL, Porter's Five Forces, etc.) and evaluate strategic decisions such as diversification, vertical integration and international expansion.

Through case studies, the Strategy Challenge's group presentations, and strategy simulations, students apply theoretical tools to real companies and develop the skills to recommend and justify strategic actions. The course prepares students to approach business challenges as if they were consultants or decision-makers in a host of different industries.

#### Objective

Upon successful completion of this course, students will have developed a comprehensive understanding of the business environment organizations operate in, their strategic position and their performance. They will be able to assess strategic choices for an organization's future and formulate recommendations for decision makers.


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## 9506AR – Research Methodology
30 hours of contact – 2.7 US credits

### Summary
The course provides students with foundational skills to design and conduct applied empirical research for their bachelor's thesis. Emphasizing qualitative and quantitative methods, students will learn how to formulate research questions, choose appropriate methodologies, collect and analyze data and justify their methodological choices. The course combines conceptual instructions with hands-on data analysis workshops.

### Objective
Upon successful completion of this course, students will be able to formulate a research question, choose an appropriate research design, define a measurement strategy and apply relevant data analysis techniques for both quantitative and qualitative research.

## 9507AR – Project Management
20 hours of contact – 1.8 US credits

### Summary
This course provides a solid grounding in project management. It equips participants with a framework and the tools and techniques necessary for successful project management, directly applicable to the student business projects (SBPs) and beyond.

Participants will learn how to apply proven techniques and use the principles over the life of a project, from beginning to end. This will include the initial project definition, planning and estimating, stakeholder management and communication, risk management and handling various issues that may arise.
This will help participants avoid project pitfalls and maximize the chance of the project being a success.

### Objective
Upon successful completion of this course participants should have acquired the necessary project management competences to manage a small business project.

## 9508AR – Market Research
10 hours of contact – 0.9 US credits

### Summary
This course provides students with the main market research methods and tools to prepare them for the Student Business Project.
The primary goal of this course is to equip students with an understanding of how market research can help them make better business decisions and how they can transform research findings into actionable business insights. The course also aims to help students gain the ability to evaluate and interpret research designed and conducted by outside providers. During the course, we will discuss a wide range of research methods including in-depth interviews, focus groups, surveys and modeling, and their application to the services and non-profit sectors. We will also discuss data sources and data collection methods. Students will have the opportunity to define a business problem, develop a research plan, collect and analyze data and present findings and their consequences as a class project.

### Objective
Upon successful completion of this course you should have acquired the necessary competencies related to the market research techniques and tools you will need to thrive during your SBP.


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### 9509AS – Innovation for Sustainable Growth[32]
30 hours of contact – 2.7 US credits

#### Summary
This course allows students to cultivate a deep understanding of sustainability and innovation, empowering them to develop sustainable businesses using systems thinking, knowledge of green technologies and eco-innovations, circular economy, responsible supply chain management and other sustainable business models. To achieve sustainable growth, they will delve into sustainable innovation and growth strategies, and work with public policy and regulatory frameworks that promote the UN's Sustainable Development Goals. Students will put this knowledge to practice in real-world scenarios, by participating in design thinking and project management workshops, culminating in a sustainable business proposal to be presented to stakeholders. This will give students confidence in leading innovation projects in future.

#### Objective
Upon successful completion of this course unit, students will be able to develop and apply sustainable business models and growth strategies to innovate and develop businesses.

## Module: Integrated Hospitality Management
15 ECTS credits

In this module, students will learn how to analyze, manage, and improve service processes throughout the value chain, ultimately to add value to the firm. Students will integrate the tools and knowledge acquired in previous semesters to optimize the operational efficiency of a hospitality organization. Students will analyze and design the structure and leadership of hospitality organizations to achieve organizational success.

Upon successful completion of this module, students will have a general overview of all organizational processes and will be able to optimize individual processes using asset management tools, while keeping a strategic organizational viewpoint. They will have analyzed and designed different organizational structures in support of the organization's strategic aims. Students will also analyze and implement a leadership plan in the organization.

### 9502AC – Hotel Asset Management
30 hours of contact – 3.3 US credits

#### Summary
The objective of this course is to provide a comprehensive exploration of hotel asset management, focusing on maximizing the value and performance of hotel properties. Using real-life examples and case studies, students will conduct financial analyses, assess operational efficiency, examine asset portfolios, and evaluate branding management. They will then learn strategies for value creation, risk management, acquisition or exit, and performance review of hotel properties. By integrating these skills, students will be prepared to make informed decisions that enhance the long-term success and profitability of hotel assets.

#### Objective
Upon successful completion of this course, students will be equipped with the skills and knowledge necessary to manage and optimize hotel assets to maximize value for stakeholders.

### 9505AC – Real Estate Finance
30 hours of contact – 3.3 US credits

#### Summary
This course introduces students to real estate markets and explores real estate as an investment asset class. Building on financial mathematics fundamentals, students will apply the discounted cash flow (DCF) method to estimate the market value of real estate assets, with a particular focus on hotel

[32] Proposé uniquement sur le campus de Singapour, en tant que solution transitoire jusqu'au semestre d'automne 2025. Les étudiants réalisant un Student Business Project (SBP) dans le cadre de leur travail de fin d'études suivront le cours "Innovation for Sustainable Growth" à la place de "Project Management and Market Research".


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properties. The course then examines how financial leverage affects risk and return. Students will engage in leveraged investment analyses both before and after taxes, applying appropriate leverage ratios tailored to different investor profiles. Additionally, the course compares various mortgage loan structures, analyzing their advantages and disadvantages. Ultimately, students develop the ability to calculate effective borrowing costs and assess refinancing opportunities, enabling informed decision-making in the dynamic field of real estate financing.

### Objective

Upon successful completion of this course, students will be able to accurately estimate the market value of real estate assets, effectively structure property transactions balancing equity and debt financing, and strategically evaluate mortgage-financing options to optimize financial outcomes.

## 9511AC – Leadership & Organizational Behavior

30 hours of contact – 3.3 US credits

### Summary

This course provides an in-depth introduction to key concepts, models, and research in the fields of organizational behavior and leadership, with a particular emphasis on macro-organizational dynamics. Drawing on insights from management, psychology, sociology, and systems theory, the course examines how individuals, groups, and organizational structures interact to shape performance, innovation, and resilience.

The course prepares future managers and leaders to critically engage with the challenges of leading people and navigating complexity in contemporary organizations. Topics include leadership and team dynamics, corporate culture and structure, innovation and change management, and the conditions for sustainable organizational effectiveness.

Students will develop the analytical and interpersonal competencies required to lead diverse teams, manage ambiguity, and foster long-term organizational development. These capabilities are built through a combination of learning methods, including a final individual project, semester-long case studies, online simulations, assigned readings, and in-class debates—each designed to foster critical thinking, practical application, and reflective learning.

### Objective

On successful completion of this course, students will demonstrate an in-depth understanding of key organizational behavior and leadership theories. They will be able to critically apply these frameworks to assess and address real-world challenges related to management and leadership, team dynamics, innovation, change management, organizational structure, and corporate culture.

## 9510AS – Data Analytics & Storytelling for Decision-making[33]

30 hours of contact – 3.3 US credits

### Summary

This course acquaints students with the fundamentals of data design, gathering, and analytics to provide essential skills needed to make data-driven decisions. In a data-driven world, the ability to collect, transform, analyze, and interpret data is essential for guiding the business to success. Students will work with datasets applying data analytics while learning how to communicate the findings to stakeholders using data visualization and storytelling techniques.

### Objective

Upon successful completion of this course unit, students will be able to compare and use different data sources and formats to build, visualize and deliver a compelling narrative to stakeholders, influencing the decision-making process and the strategic direction of the business in the hospitality industry and beyond.

[33] Proposé uniquement sur le campus de Singapour, en tant que solution transitoire jusqu'au semestre d'automne 2025, en remplacement du cours "Hotel Asset Management".


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# SEMESTER 6 (BOSC6)

## Module: Advanced Electives

12 ECTS credits

In this module, students will learn how to analyze, manage, and improve service processes throughout the value chain, ultimately to add value to the firm. Students will extend the knowledge and solution sets to organizational challenges they acquired in previous semesters with specialist knowledge in their desired elective field.

Students will rank around twenty elective courses by order of preference. They will be allocated three electives based on various criteria, such as student GPA, preferences, and scheduling constraints. Students will be free to rank their preferences within the same domain if they would like to do a "specialized domain" or across multiple domains to pursue a "multi-disciplinary path".

## Marketing & Luxury Management Domain

### 9616AS – Hospitality Luxury Brand Management

30 hours of contact — 2.7 US credits

#### Summary

This course will help students to understand the key rules and characteristics that define luxury and how to recognize and apply these generally and in the context of the hospitality and services industry. They will learn how to make strategic choices when implementing a luxury strategy to create added value and differentiate from premium or fashion brands. They will appreciate and be able to respond to challenges facing luxury brands in view of the social, cultural and economic changes affecting the luxury industry globally, like the democratization and the emergence of new definitions of luxury as well as the changing demographic profiles of luxury consumers and new consumption behaviors. Learning will be based on a mix of lectures, guest lectures, analysis of case studies and articles, class workshops and discussions, as well as the development of upscale concepts in luxury service and hospitality.

#### Objective

Upon completion of this module, students will be able to analyze luxury brand strategies, and contribute to the development and implementation of strategic marketing solutions for luxury brands while applying this learning in the context of the luxury hospitality industry.

### 9658AS – Advanced Marketing Data Analytics

30 hours of contact — 2.7 US credits

#### Summary

Advanced Marketing Data Analytics explores advanced data analytics techniques and their applications in marketing. Students will learn how to leverage data to make informed marketing decisions, optimize marketing strategies, and drive business growth. Through a combination of theoretical concepts, practical exercises, and real-world case studies, participants will develop the skills and knowledge necessary to excel in the field of marketing analytics, including data mining and machine learning. Software will be used to apply the main algorithms of data analytics such as PCA, Cluster analysis, RFM, Conjoint Analysis, Decision Tree, etc

This course gives students an understanding of how to gain maximum value from data. The main objective is to provide students with an overview of data strategy development using data management systems and analytical tools. The first part will focus on how to develop a Data-Driven Strategy using the whole process: strategic objective, data collection, data processing, data modeling, and pattern development. The second part will focus on how to use predictive analytics and machine learning for data modeling to improve performance and to develop the most relevant marketing decisions.

#### Objective

Students will be able to apply advanced marketing analytics techniques and machine learning algorithms for marketing real case applications.



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## 9662AS – Digital & AI Marketing
30 hours of contact — 2.7 US credits

### Summary
This Digital and Artificial Intelligence Marketing course has been designed to introduce students to the multifaceted and ever-changing world of technology-driven marketing, with a strong focus on the increasing role of AI. Students will be familiarized with the Digital Marketing Canva, a tool to define and implement strategies across customer touchpoints and digital ecosystems for real clients. The Digital Marketing Canva is a unique support to identify, orchestrate and manage the complexity of articulated digital marketing strategies.

This course represents the link between Bosc1-Bosc3 marketing classes and the concrete application of foundational concepts into a winning digital marketing strategy. The course will provide the theoretical foundations of digital marketing, and will equip students with a practice-based toolbox to master the complexity of the digital marketing landscape. Through case studies, guest speakers and hands-on projects with pedagogical clients, students will use professional and AI tools to learn more about the following topics: consumer and business behavior in the digital world, complex strategic design of digital ecosystems, search engine optimization and marketing, email marketing, social media content strategies, AI-driven content creation, and AI-driven performances analysis.

### Objective
Upon successful completion of this course, students will be able to navigate the complex landscape of digital and AI marketing in the wider service field and will have a concrete toolbox to support their professional activities in the field. Students will also be able to critically understand the power of Artificial Intelligence in digital marketing and consciously apply it in various aspects of the customer journey.

## 9664AS – Experience Design
30 hours of contact — 2.7 US credits

### Summary
Experience design is gaining traction in every business across all sectors and industries. Experiences with a strong transformative power are a pivotal way of entering into a meaningful relationship with the customer. This course has been designed to introduce students to the world of experience assessment, design and evaluation. By pulling together existing knowledge from previous marketing courses, in the first few weeks students will unpack a complex and live experience discussing its multifaceted elements (marketing, psychology, behavioral science, architecture and so on). This experience will then be crystallized with reference to the theoretical models and frameworks. Real clients will then challenge students in designing a new experience for them: the course will offer students all the elements to research-design-implement a new – possibly transformative – experience for the actual client. Invited speakers and customer experience experts from different industries will add value to the course by bringing exceptional cases and recent developments in this young yet burgeoning field.

### Objective
Upon successful completion of this unit, students will be able to demonstrate an in-depth understanding of concepts and theories underpinning experience design and experience management. Students will be able to assess experiences 'as is' while designing and implementing experiences 'to be' with a view to bolstering the organization's competitive advantage.

## 9665AS – Introduction to the Psychology of Luxury
30 hours of contact — 2.7 US credits

### Summary
This course focuses on what distinguishes luxury brands, products and experiences from mainstream, or even premium, ones. Based on recent scientific findings in consumer psychology and behavior, students will be able to craft experiences, designs and marketing strategies that create a sense of "luxuriousness". Live experiments and in-class exercises will be used to demonstrate key effects. Through the principles demonstrated in this course, participants will be able to design products, services, brands, communication and strategies that shape a strong luxury image.


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### Objective
Upon successful completion of this unit, students will be able to use key psychological effects to enhance luxuriousness and to create products, services, experiences, designs, brands, communication and marketing strategies that help shape a strong luxury image for brands (including hospitality brands).

## Entrepreneurship & Innovation Domain

### 9607AS – Developing Entrepreneurial Projects
30 hours of contact — 2.7 US credits

### Summary
The purpose of this course is to equip students with the necessary tools to create and develop entrepreneurial projects. From the definition of their own business ideas, this course offers students a full journey to craft, improve and test the desirability, viability, and feasibility of their ideas. The course helps also to assess the factors that favor the emergence of business opportunities and prepares students to create their own business and thrive in different roles within the entrepreneurial ecosystem.

### Objective
Upon successful completion of this course, students will be able to transform their business ideas into forward-thinking business opportunities.

### 9674AS – Designing Digital Apps[34]
30 hours of contact — 2.7 US credits

### Summary
By the end of this course, students will have developed skills that are essential for designing a digital application, focusing on non-technical aspects like creating mockups and writing specifications for full stack developers. It emphasizes delegation skills and translating marketing concepts (customer journey, experience, conversion, etc.) into technical language.
Students will be able to understand the implications between the front- (visual layout) and back-end (databases) and write specifications or evaluate offers from developers (cost, technical debt, risk, customization, data sovereignty) that will enable them to transform their prototype into a functional product or service.

Students are tasked with creating a prototype (digital workflow). They must also justify their selection of specific plug-ins (e.g., ERP, CRM, CMS, PSP, and POS) as well as their choices regarding human resources. These justifications will be presented during a pitch.
The course plans to include interactions with IT students and professional developers.

### Objective
Upon successful completion of this course, students will be able to transform their business idea into a digital prototype and identify stakeholder needs in terms of plug-in integration.

### 9675AS – Business Creativity in Hospitality
30 hours of contact — 2.7 US credits

### Summary
In this course, you will be able to expand your understanding of food service by shifting your focus from "thinking" to experimenting and, hence, "doing" in the context of creative problem-solving for an actual client. That is, we will cover relevant theoretical concepts, but the main focus of the course is on "doing creativity" to create a better world through innovative food service solutions. You will work in groups to explore the customer experience for an actual client. Thereby, you will experience a creative journey with no fixed route. Coaching sessions will form an integral part of this course, helping you discover new food spaces that may change how we think about our industry and the experience economy at large.

This course is for people who have the drive to set benchmarks for the future. To enjoy and benefit from this course, you must be able to step back from the various concepts taught in textbooks and, instead, engage in an ever-changing process of trying to understand the meaning of these concepts in praxis

[34] Offert au semestre de Printemps 2026.


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(i.e., the practical application of a theory). This course provides you with the unique opportunity to start your process of becoming a competent practitioner and entrepreneur.

### Objective
Upon successfully completing this course, students should be able to critically appraise the concepts of value creation in the experience economy and assess the necessary competencies required to create such value in practice.

## 9676AS – Corporate Innovation & Team Creativity
30 hours of contact — 2.7 US credits

### Summary
This course offers an exploration of business innovation and team creativity through a dynamic, case study-driven approach. It examines the strategic importance of innovation in today's ever-changing business climates, utilizing practical frameworks and insights from industry leaders. The course covers the successes and challenges encountered by major companies as they adapt to shifts in industries such as cosmetics, electronics, software, toys and fashion.

Students will gain a thorough understanding of key concepts including open innovation, the product development cycle, adoption barriers, industry disruption, and business model innovation. The course also delves into the management of creative teams and the design of effective innovation processes. Advanced methodologies such as design thinking, the lead user technique, the lean startup approach, the jobs-to-be-done framework and real options theory form an integral part of the curriculum. Students are thus equipped with the necessary skills and tools to drive innovation and steer their organizations towards success in a rapidly changing world.

### Objective
Upon successful completion of this course, students will be able to (1) Demonstrate a deep understanding of the critical role of innovation in the contemporary business landscape; (2) Develop effective innovation strategies that enhance organizational capabilities and create lasting competitive advantages; and (3) Acquire practical skills necessary to drive the development of innovative products and services, design and manage effective innovation processes, and effectively lead and inspire creative teams.

## 9678AS – Impact Entrepreneurship
30 hours of contact — 2.7 US credits

### Summary
In a world facing complex social and environmental challenges, the notion of 'purpose' has become central to how organizations operate. This course introduces students to social entrepreneurship, the use of entrepreneurial tools to solve societal problems while creating sustainable business models with a focus on hospitality and service-based contexts.

Students will learn how to identify a social issue that matters to them and apply practical tools, such as stakeholder mapping, theory of change and the Business Model Canvas, to design and test impactful ideas. Through team-based work, classroom exercises, a field trip to a local social enterprise and expert feedback sessions, students will gradually build and refine their own social venture concept. The course concludes with a professional pitch to a panel of external experts.

### Objective
Upon successful completion of the course, students will be able to approach complex social problems with entrepreneurial tools. Students will design and communicate venture ideas that integrate business logic and purpose, working in teams to develop concrete proposals tailored to real-world challenges.


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# Finance & Real Estate Domain

## 9622AS – Strategic Hotel Investments

30 hours of contact — 2.7 US credits

### Summary

This course is about strategic hotel investments and the different roles, objectives, decision criteria, and processes used by hotel owners (Institutional, Private and private equity funds), hotel management companies, and/or lending institutions.
The course is built on weekly business cases presented by the students to professionals, who will be either in class or on Teams.
Following the session with the guest speaker, there will be a debrief session during which the professor and the students will be sharing their views and feedback on the presentations.

The course is very much focused on real life whereby the learning is done through doing, listening to the presentations and interacting with well-known and respected professionals. The students are being prepared to step into the investment world in various roles.

The course is centered on a bespoke role-playing exercise during which the students will buy and sell hotels, finance them, and negotiate hotel management, franchising and/or lease agreement terms in order to "to get the deal done" for their respective stakeholder(s). The course requires students to prepare written presentations defending their ideas and decisions, and to be challenged by the guest speakers.

This workshop format is a unique experience in hospitality education as it offers students and hotel industry executives the opportunity to interact during an actual strategic hotel investment scenario that plays out in real time. It is also an amazing opportunity for the students to start building a network, and, for some of them, secure a job.

The exercise is not a computer simulation but rather a strategic investment role playing exercise involving human interaction. Every week, the Students will be a different stakeholder looking at a deal from a different angle. Students are assigned to teams of approximately five students each,
The teams are provided with some of the information about their organization and role, but also the guest speakers so they can tailor and adapt their pitch accordingly.
Such information may include real-life memos, operating budgets, market data, and lending structures. Additional research and extensive analysis are required to successfully represent their organization's objectives and evaluate alternative solutions.

Industry executives provide regular challenges and feedback to students throughout the course. The academic team and industry executives guide the students in providing the organization(s) they represent with a comprehensive solution for the strategic investment decision(s) they face.

### Objective

Upon successful completion of this course, students will be able to make and evaluate solid strategic hotel investments by better understanding the roles of multiple stakeholders and their decision-making processes and criteria. Students will develop a 360° view on hotel deals.

## 9636AS – Private Equity & Venture Capital

30 hours of contact — 2.7 US credits

### Summary

This course is aimed at students who would like to deepen their understanding of finance-related topics beyond listed equity markets by learning more about private market investing, with a particular focus on Private Equity (PE) and Venture Capital (VC).

Students wishing to consider a career in private banking and wealth management may seek to broaden their knowledge of a highly topical subject in this sector, as high net worth individuals increase their wealth allocations towards alternative assets, including private investments.


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The course might also be of particular interest to students who would like to develop their own entrepreneurial venture and may wish to know more about how VC investors assess opportunities and structure deals to finance and support fledgling companies.

Given the increasing role played by PE investors in the overall hospitality sector, it may also attract students seeking to embark on a hospitality management career, as they are most likely to interact with this type of company owner in the future.

### Objective
On successful completion of this course, you will be able to analyze and make recommendations about PE and VC investments, either as an investor or on behalf of an investee company.

## 9650AS – Hotel Real Estate - Planning & Development
30 hours of contact — 2.7 US credits

### Summary
This elective gives students the opportunity to learn about the mechanics of the hotel real estate development process, broken down into ten steps – starting from sourcing an opportunity, to underwriting, construction and opening a new hotel. Working in teams, we will explore each step in a real life project allowing you to immediately apply your learning, with the help of your team members and lecturer. The topics covered include understanding corporate expansion strategies, site evaluation and selection, market feasibility and research, space planning and costing, concept design and branding, applying business models and preparing projections. Through role-plays, students will negotiate key commercial terms, from both the owner's and operator's perspective, and perform a high-level investment analysis to determine the viability of the project. Students will benefit from the real-life examples provided by the lecturer, who has worked in real estate asset and fund management, real estate development, Hotel Planning and Development as well as financing. Students will gain a practical understanding of the development process.

### Objective
Upon successful completion of this course, students will be able to comprehend the hotel development landscape in terms of brands, business models and market expansion strategies. They will also be able to explain the development process and understand the importance of the underlying hotel development planning process, including space planning, costing and underwriting/feasibility.

## 9666AS – Investment Management
30 hours of contact — 2.7 US credits

### Summary
The objective of this course is to analyze the portfolio construction techniques, asset allocation processes and investment strategies used by various financial institutions to manage the assets of private and institutional clients. Students will begin by examining the impact of different asset combinations on portfolios. They will then examine how to decompose the risk of an existing portfolio to determine if it is coherent with their risk budget. They will then review asset pricing models, and use factor models to generate forecasts.

### Objective
Upon successful completion of this course, you will be able to make recommendations to private or corporate clients on asset allocation and fund selection to maximize performance per unit of risk.

## 9668AS – Mergers & Acquisitions
30 hours of contact — 2.7 US credits

### Summary
This course aims to give students a well-rounded understanding of mergers and acquisitions (M&A). Through hospitality case studies and real-world applications, students will study the strategic, accounting, financial, and governance rationales associated with M&A transactions, use valuation methodologies, and learn about deal structures and due diligence. Students will also acquire technical skills in the accounting aspects of transactions involving affiliated business entities and preparing consolidated financial statements. Finally, students will cultivate a crucial comprehension of key


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governance matters in M&A encompassing antitrust compliance, bidding strategies, disclosure requirements, takeovers, takeover defenses, and integration planning.

### Objective
Upon successful completion of this course unit, students will be able to develop a framework with which they can execute M&A transactions, apply valuation methodologies, perform accounting consolidation, and identify and deal with key issues surrounding M&A transactions in the hospitality industry.

### 9669AS – Risk Management & Alternative Investments
30 hours of contact — 2.7 US credits

### Summary
By the end of this course, students will have developed a comprehensive understanding of risk assessment. They will acquire proficiency in using derivatives for effective risk management strategies. Additionally, students will grasp the impact of illiquidity on alternative investments, discerning the illiquidity risk premium and its role in portfolio management. Furthermore, they will learn to value collectibles and speculative assets, considering their unique characteristics and implications for portfolio diversification.

### Objective
Upon successful completion of this course, students will have developed the skills needed to analyze, manage, and incorporate various forms of risk and alternative assets into investment portfolios.

## Leadership & Strategy Domain

### 9618AS – Influence & Leadership: Negotiation & Communication Tools
30 hours of contact — 2.7 US credits

### Summary
As future managers, students must be able to put in place relevant influence and persuasion strategies. Knowing how to use these strategies will help students develop leadership skills and will be useful in negotiations and other scenarios where communication is important. Developing competencies related to influence and persuasion will boost students' performance when communicating or engaging in intense interactions. Furthermore, students' social and personal skills will also be developed, thus enhancing their leadership abilities. Indeed, leadership is defined as the ability to motivate and bring people together, but the ability to influence and negotiate is also an essential part of being a successful leader.

### Objective
Upon successful completion of this course, you will be able to evaluate situations where influence and persuasion are important, and select the appropriate tools and strategies to leverage your leadership skills.

### 9626AS – Crisis/Strategic Communication
30 hours of contact — 2.7 US credits

### Summary
For all companies, reputation is only as good as its communication.
No company is immune to crisis, but it is the manner in which they react to it that will make a difference. In the workplace, our students (and future leaders) will be faced with crises, both natural and human-made and they will need to have the skills to deal with them. This course is designed to help students learn how to best communicate in a time of crisis and strategically keep their reputation intact. In groups, students will be presented with a crisis that they have to manage over six weeks, covering three phases (pre-crisis, crisis, and post-crisis), and resulting in a comprehensive and thorough communication plan. This plan will serve as a takeaway for their future careers. Students will be expected to use a variety of communication channels and apply Situational Crisis Communication Strategy (SCCT) to both live and online crises.


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### Objective
Upon successful completion of this course, you will be able to match a crisis type to its appropriate crisis communication strategy and draft effective messages (oral and written) to protect your company's reputation.

## 9639AS – Hospitality Technology Strategy
30 hours of contact — 2.7 US credits

### Summary
The speed at which technologies change is something to which the hospitality industry has had a hard time adapting. Hotels have seen new technologies as a major cost without thought on the overall benefit of adopting a new technology. Also technology adoption has been done in departmental silos which has brought system interfacing issues in the industry and has not allowed hotels to take "Data Driven Decisions". New norms such as cloud computing and open APIs. For a hotel to have the correct technology strategy, technology infrastructure is a foundation needed before applying the correct technology tools needed for successful hotel operations. Context needs to be given for individual properties as well as chained operations and the more complex international aspect of applying similar technologies across multiple geographies. Also a successful "Guest facing" technology strategy must be applied. Customer habits change fast and their technology desires must be taken into account when building a successful technology strategy. This course will give students an understanding of technology systems and tools that exist that can be implemented to improve hotel operations, reduce costs as well as the technologies expected from the modern guest.

### Objective
Upon successful completion of this course, students will have a broader knowledge of how technology is utilized in hospitality operations, (for guest facing technology as well as back of house technology) and will be able to evaluate what makes a successful technology adoption.

## 9663AS – People Analytics: Adding Value through People
30 hours of contact — 2.7 US credits

### Summary
In today's rapidly evolving business landscape, organizations are increasingly recognizing the critical role of their workforce in achieving strategic objectives. People analytics provides a strategic edge by enabling businesses to make evidence-based decisions regarding talent acquisition, retention, performance management, and organizational development. The course emphasizes the role of people skills in organizations (e.g. emotional intelligence, networking, employee recognition). Students will learn how to assess these skills, develop them, and how to demonstrate their positive impact in organizations. The course includes lectures, discussions, hands-on exercises, student presentations, and guest speakers. Students will be actively involved throughout the course in finding information, interpreting data, and making data-driven recommendations for organizations. The final project will involve designing and delivering a people skills training program.

### Objective
Upon successful completion of this course, students will be able to make data-driven decisions concerning people management.

## 9677AS – Leading in the Age of AI
30 hours of contact — 2.7 US credits

### Summary
Artificial intelligence is reshaping competitive advantage across travel, hospitality and related service sectors. This unit introduces students to the strategic foundations of AI-first organisations, showing how data, algorithms and platform economics are redefining value creation, pricing and customer relationships. Industry cases contrast digital-native leaders with incumbents that re-engineer their operating models to stay relevant. A second, practice-focused block builds leadership capability to scope and steer responsible, human-centered AI initiatives while managing their opportunities, risks and ethical implications.


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### Objective
Upon successful completion of the unit, students will be able to design the transformation toward an AI-first organization. Designing an AI strategy will enable the student to anticipate challenges, manage critical decisions for the strategic analysis of a business and to propose responsible, ethical and human-centric business solutions for the age of AI.

## Module: BOSC Diploma Work
18 ECTS credits

### 9646SC – SBP (Student Business Project)
9 weeks – 12 US credits

### Summary
During this module students will work in teams of six on junior consulting mandates for established organizations or entrepreneurs. Based on the mission given by the client students will be responsible for scoping, planning and executing the project under guidance from experts and faculty members.
Typical projects may include topics such as concept development, marketing and financial planning, or event creation. In all cases students will have to implement or execute proper market research methodology in order to support their recommendations.
For each project the expected output includes:

- A Project Plan
- A Research Report
- A Research Update presentation and Final presentation
- A Final Report

### Objective
At the end of this module, you will have developed a holistic approach to project development and client relationship management. They will have leveraged all their knowledge, tools and frameworks acquired during their studies and applied them to a real-life situation. In addition, students will have learnt to create, present and defend their recommendations. Students will have learnt to be proactive in identifying relevant data and information sources, implementing qualitative and/or quantitative research methods and interpreting the results.

### 9647SC – Bachelor Thesis
9 weeks – 12 US credits

### Summary
Under faculty supervision, students are required to develop an independent, scientific research topic into a 20-40 page document, which may be generalized to a hospitality-specific problem. A research hypothesis is tested using appropriate statistical methods against the backdrop of a comprehensive literature review. Students will identify sources of information and data that have a high level of integrity, use existing conceptual knowledge to build valid arguments and creatively extend existing knowledge about a particular topic, employ different statistical tools to test hypotheses, develop a coherent report or thesis, and respond orally and in writing to critical evaluation of their ideas. While not intended to have the depth of a post-graduate thesis, the dissertation must stand on its own merit and must be defended orally by the student before a faculty jury.

### Objective
On successful completion of this module, you will be able to write a well-researched dissertation, which includes a literature review and is based on a well-defined methodological approach, and present results in an appropriate academic format.


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# DEFINITION D'UN MODULE

Selon les exigences de la Déclaration de Bologne qui s'appliquent à toutes les universités européennes, un programme d'études doit être structuré sous forme de modules. Un module comprend un ou plusieurs objectifs d'apprentissage.

L'EHL offre deux types de modules: les modules intégrés et les modules non-intégrés. Les modules non intégrés réunissent un ensemble de cours entièrement indépendants. Les modules intégrés comprennent un ensemble de cours qui traitent tous de la même question centrale.

| Les critères suivants permettent de définir le niveau du module selon les Accords de Bologne : | Trois catégories permettent de définir le type de module : |
|---|---|
| **B** - Basic level module/course unit:<br>Module d'introduction aux concepts de base d'une discipline | **C** - Core module/course unit:<br>Module correspondant à la discipline principale d'un programme d'études |
| **I** - Intermediate level module/course unit:<br>Module d'approfondissement des concepts de base | **R** - Related module/course unit:<br>Module servant à étayer la discipline principale |
| **A** - Advanced level module/course unit:<br>Module de promotion et de renforcement de la compétence disciplinaire | **M** - Minor module/course unit:<br>Module facultatif ou complémentaire |
| **S** - Specialized level module/course unit:<br>Module d'acquisition de connaissance et d'expériences dans un domaine spécialisé | |


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