

# Master of Business Administration in Hospitality

24 months  
Online and on-site



EHL HOSPITALITY BUSINESS SCHOOL

# At EHL, we give you the edge in hotel management.

- Graduated degree program
- Blends online learning with 15 days on campus
- 24 months
- March and August intakes



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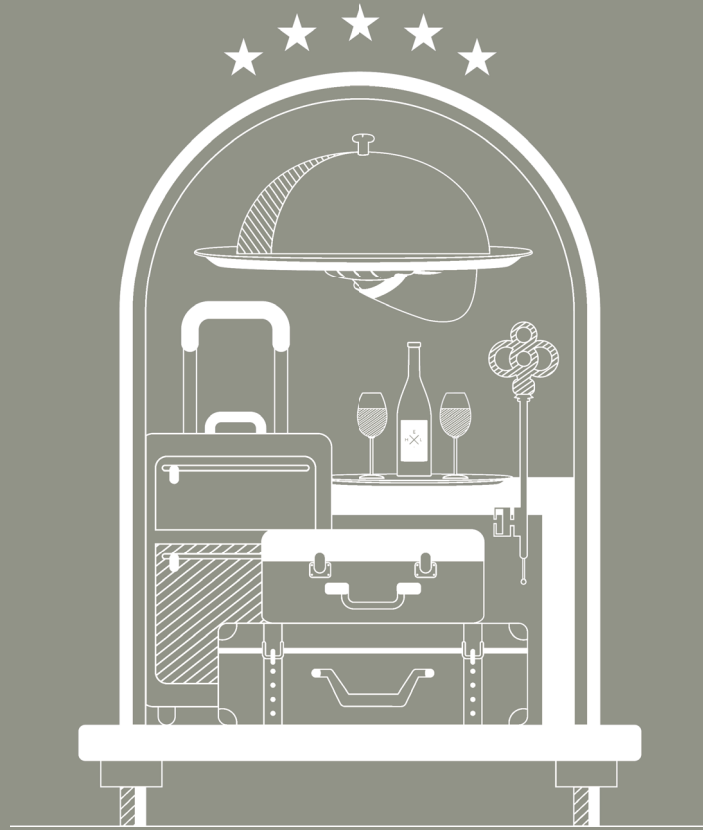
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# Introduction



# MBA in Hospitality



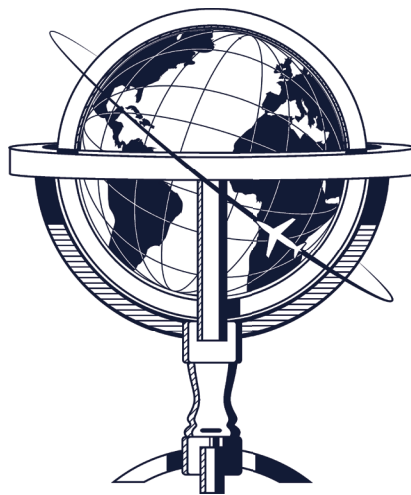
Combining EHL's heritage with a forward-thinking lens, our MBA in Hospitality will position you for the future – for your next hotel management role and the next phase in the industry.

As the only MBA in Hospitality, our program will equip you with the skills and knowledge you need to successfully manage a hotel. The modules take a business-first approach. With an emphasis on strategy, we teach you how to optimise revenue, plan ahead through business cycles, manage premises, engage a large and diverse team, and make key financial decisions. In an industry where uncertainty is always prevalent, the strategies you learn will put you one step ahead to ensure your hotel achieves long-term profitability and meets the changing demands of your stakeholders.

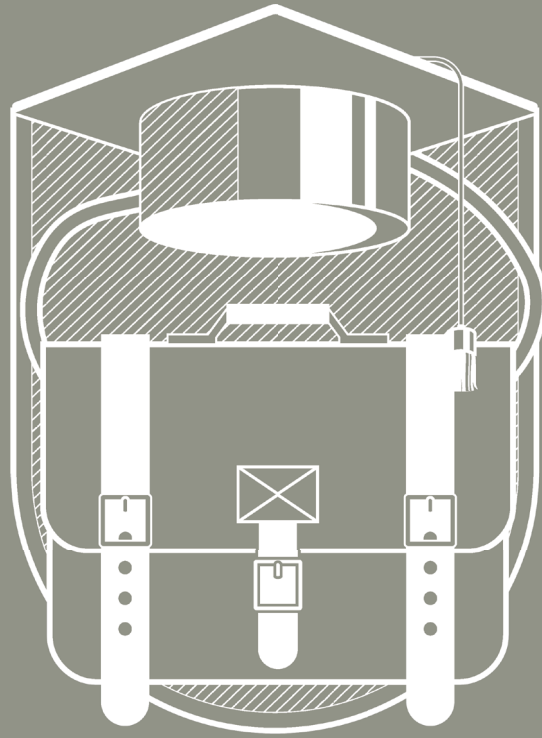
Our MBA in Hospitality is based on the real world. By studying while you work and exploring your own specialism through a capstone project, you will see the difference your new skills make to your current role, and your next one.

# Earn your MBA without leaving your job

Mostly taught online, with three one-week courses on-site at our Lausanne campus, you can fit the program around your commitments. We also offer additional support to help you manage your course and work time to get back into studying with confidence.







# Program Experience

# Life at EHL



## Learn from experts in their field

EHL is the world's top ranking hospitality management school. For over 125 years, we have nurtured leaders in hospitality management by taking a business-first approach. Our faculty members have held senior management positions in hospitality, helped turn around companies, and guided financial institutions through mergers and acquisitions. From this expertise, you will learn the theories and practical considerations of successful hotel management.

## One-to-one wellbeing support

Our MBA is challenging and rewarding. To help you make the most of your studies, you will work closely with the school's MBA team. They will get to know you and your work commitments, and then offer support to manage your time effectively. They can also help you plan ahead for seasonal demands at work, and even postpone modules if needed.



## Be a part of our active global network

Our 25,000-strong network is the most socially active of any hospitality management school in the world. When you study with EHL, you gain coaching and advice from experienced hotel professionals located in 140 countries. You will also meet industry experts who will support you during your course.



# Your MBA learning experience

## Design your studies around you

Our MBA is a blended program with the majority of modules taught online. It takes 24 months to complete the program with the option to extend timelines if needed, giving you the flexibility to balance your studies alongside your work and personal life.

We also encourage you to connect your studies to your career through a capstone project that lets you explore a theme aligned with your professional aspirations.

## Be part of a small cohort

We only admit a handful of MBA course participants each intake. This encourages you to form a close and collaborative study group. You will really get to know each other, with virtual and in-class debates and group work that help you engage in open discussions and share your own professional experiences. Our alumni tell us that connections made on their MBA extend beyond the course, becoming connections throughout their career.



## Exchange ideas in person in Lausanne

Across the 24-month program, three one-week courses are taught at our campus in Lausanne, giving you the opportunity to meet your classmates, faculty members and more than 50 course participants from other cohorts. Debate key topics, explore different theories, and network with people who can help your career progress.

While here, you will experience the EHL spirit and our world-class facilities first-hand, including our on-site Michelin-starred restaurant. You can also explore the city with Lake Geneva and surrounding mountains as your backdrop.

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*EHL's blended MBA in Hospitality is the ideal program for working professionals looking to update their skill set. The flexibility to study at your own pace suits the unpredictable nature of hospitality, where many of us never know what the next week will bring.*

*As someone who had already been in the industry for over twenty-five years at the time of joining the program, the various modules provided an up to date perspective where much of my knowledge outside of my main field of expertise was outdated and no longer relevant. Throughout the different modules, I saw how much our industry had evolved and the speed at which it continues to move, highlighting the need for many of us to engage in ongoing education in order to stay up to date with the latest trends and developments.*

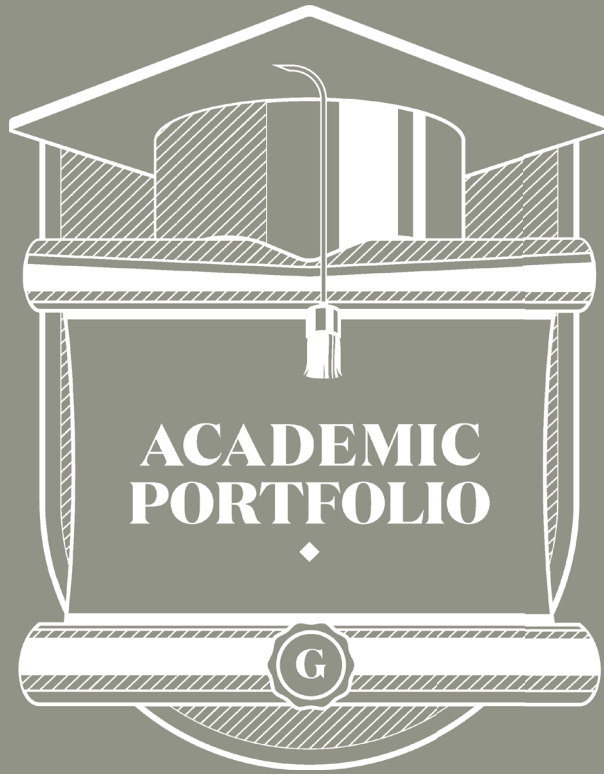
*Aside from the academic elements, the program provided a wonderful opportunity to engage with experts from the field and make lifelong friends, in the form of fellow students from my cohort.*

**PHILIP JONES**

Vice President Operations Gulf  
(Premium Brands) ACCOR

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# Study Topics

# Study Path

Designed to equip you with the skills for success as a hotel General Manager or executive in the hotel industry, our program takes you through the latest sector developments and demands.

With your peers, you will learn how to tackle current and future challenges to take a hospitality business to its next stage of growth.



## **Program Introduction I** Online module: 3 weeks

Familiarize yourself with our online learning programs and start exploring the trends and influences shaping the hospitality industry.



## **Driving Hotel Revenues I** Online module: 15 weeks

Learn the latest best practices and ways to maximize your market share. You will gain a deeper understanding of distribution, e-marketing and revenue management.



## **Mastering Hotel Financials I** Online module: 15 weeks

Gain key analytical skills using financial statements and practices within the hospitality management context. This module teaches you how to make well-informed decisions.



## **Meeting the Experts 1 I** On-site course: 1 week at EHL, Campus Lausanne

Meet and network with your classmates and EHL faculty as you explore disruptive industry trends with hospitality experts.



## **Hotel Development and Real Estate Investments I** Online module: 15 weeks

Uncover the fundamentals of hotels as an asset category. Learn how a hospitality asset is best managed to provide a return to owners and investors, even through challenging times.



## **Building High-Performing Teams I** Online course: 10 weeks / On-site course: 1 week at EHL Campus Lausanne

Develop a deeper understanding of your strengths, values, and professional objectives. Practise how to use elements of your own character to become a highly effective leader.



## **Performing through Business Cycles I** Online module: 15 weeks

Learn how to deal with sudden growth as well as periods of stagnation and decline. At the same time, nurture flexible managerial skills and strong organizational abilities.



## **Meeting the Experts 2 I** On-site course: 1 week at EHL, Campus Lausanne

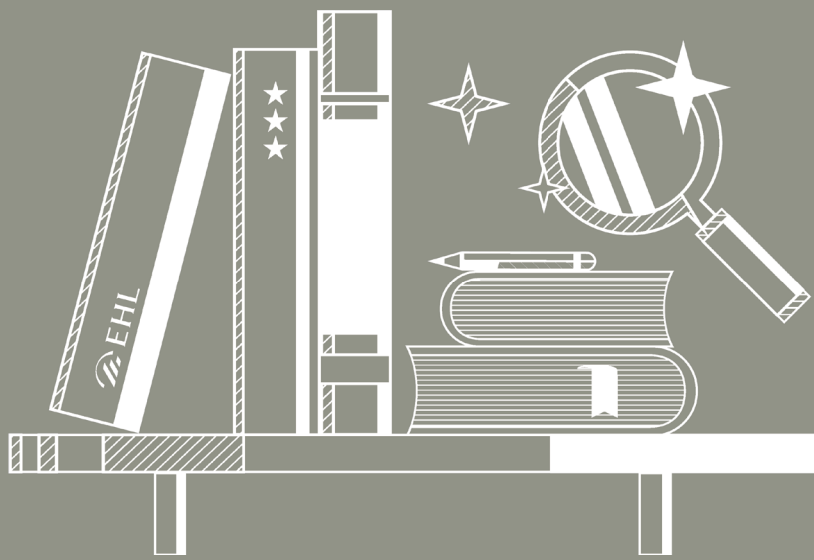
Build on the relationships you forged at your first Meeting the Experts week and explore more topics together.



## **Capstone Project I** Online module: 15 weeks + 225 project hours

Gain research skills to effectively apply theories and practical approaches to a topic of your choice. This final project is your opportunity to apply everything you have learned to a business situation that relates to your career.





# Program Details

# Program Details

## Program pace

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24 months  
6x online modules  
3x 1-week courses on campus  
15x hours of study each week  
1x capstone project

## Blended learning

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Our MBA is delivered through six online modules along with three one-week courses on campus in Lausanne. Combining virtual learning with in-person experiences helps you to manage study time around your work and personal commitments.

## Virtual online classroom

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As well as the week-long programs on-site in Lausanne, you will also attend virtual Live Connect classes every two weeks. These two-hour virtual classrooms allow you to ask questions, present ideas and take part in round table discussions with your classmates and faculty members.

## Regular assessment

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We set up regular evaluations so that you can see the progress you make. The six online modules are divided into three courses, which run for five weeks each. At the end of each course, we will assess your mastery of the topic and guide you towards the next stage of your learning.

## Capstone project

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The course concludes with a capstone project, similar in academic rigor to a thesis. The project is an opportunity to apply your learnings to address a real-world challenge. A professor will supervise you as you choose your own topic. Examples of past

themes include:

- Labour shortages
- Sustainability and impacts on local communities
  - Hotel security
  - Food safety
  - Voucher deals





# Faculty

# Meet your Faculty

We recruit leading professors from across the world. Combining rigorous academic experience with industry expertise, our faculty will show you the link between theory and practice. They understand disruptions across industries and the latest trends, and they will challenge you to apply theory to your own practice as you work to become a leader in your own right.

## Achim Schmitt

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### **Full Professor and Dean of Graduate School**

PhD in Business Administration and Management, University of Geneva  
MBA module "Performing through Business Cycles"

## Isabella Blengini

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### **Associate Professor**

PhD in Economics, Boston College (USA)  
MBA module "Performing through Business Cycles"

## Stefano Borzillo

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### **Academic Director of Graduate School & Senior Lecturer**

PhD in Organizational Behavior, HEC Genève  
MBA module "Building High-Performing Teams"

## Maggie Chen

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### **Assistant Professor**

PhD in Marketing, University of Surrey  
MBA module "Driving Hotel Revenues"

## Valentina Clergue

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### **Assistant Professor**

PhD in Economics, HEC Lausanne  
MBA module "Driving Hotel Revenues"

## Sowon Kim Crettex

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### **Associate Professor**

PhD in Management, University of Geneva  
MBA module "Building High-Performing Teams"

## Margarita Cruz

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### Assistant Professor

PhD in Economics, Università della Svizzera italiana  
MBA module "Performing through Business Cycles"

## Giovanni-Battista Derchi

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### Assistant Professor

PhD in Management, HEC Lausanne  
MBA module "Mastering Hotel Financials"

## Stéphane Haddad

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### Academic Director Graduate School & Senior Lecturer

MBA in Finance, CASS University, London  
MBA module "Mastering Hotel Financials"

## Cindy Heo

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### Associate Professor

PhD in Business Administration, Temple University  
MBA module "Driving Hotel Revenues"

## Demian Hodari

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### Associate Professor

PhD in Strategic Management, University of Surrey  
MBA module "Meet the Experts"

## Mori Masaki

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### Associate Professor

Doctor of Philosophy in Business Administration, Real Estate, Georgia State University, U.S.A  
MBA module "Hotel Development and Real Estate Investments"

## FACULTY

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### Cédric Poretti

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#### Assistant Professor

PhD in Financial Accounting, HEC Lausanne  
MBA module "Mastering Hotel Financials"

### Steffen Raub

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#### Full Professor

PhD in Management, University of Geneva  
MBA module "Capstone Project"

### Nicole Rosenkranz

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#### Associate Professor

PhD in Economics, University of St-Gallen  
MBA module "Performing through Business  
Cycles"

### Rene-Ojas Woltering

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#### Assistant Professor

PhD in Business Administration, University of  
Regensburg  
MBA module "Hotel Development and Real  
Estate Investments"

### Laura Zizka

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#### Assistant Professor

PhD in Management, Walden University  
MBA module "Meet the Experts"





# Admission & Fees

# Admission Requirements



## Academic

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A bachelor's degree in hospitality or tourism from an accredited institution of higher education.  
A bachelor's degree in other relevant fields, such as business management, with professional experience in hospitality or customer-facing functions.

*In certain circumstances, EHL may waive the academic requirement for outstanding candidates with substantial professional experience.*



## Professional

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Demonstrated leadership potential.  
Minimum of three years' experience in the hospitality or tourism industry.



## English language

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Demonstrated collegiate-level skills in the English language.  
Full conditions can be found on our website.

## Other

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On-site modules require adherence to EHL campus rules and regulations, including EHL dress code. If necessary, participants are responsible for obtaining a visa in order to attend the various on-site modules. Our Student Services team is available for advice and assistance.

# Admission Process

Your application must be submitted on the [ehl.edu](http://ehl.edu) website with the following documents:

- |  |   |
|--|---|
| → A CV/resume  | An application fee of CHF 175.- must be paid via bank transfer to complete your application. Please note that this amount is not refundable nor transferable to another application.  |
| → A cover/motivation letter                                  |   |
| → A recommendation letter                                    |   |
| → TOEFL or IELTS test scores for non-native English speakers | Upon receipt of your full application, the Admissions Commission will evaluate it and decide if you are selected for an interview. Interviews will be conducted by video conference. Following the interview, the Admissions Commission will make a final decision and contact you with a decision. |
| → A copy of your passport/ID card                            |   |
| → A copy of your transcripts and diploma                     |   |

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# Admission Deadline

There are two application deadlines for each intake, allowing the Admissions Office to build a dynamic and diverse student body. Applying early gives you the advantage of securing your seat and time to prepare for your studies.

→ **March intake deadlines:**  
1<sup>st</sup> of November & 1<sup>st</sup> of February

→ **August intake deadlines:**  
1<sup>st</sup> of May & 1<sup>st</sup> of July

# Tuition & Fees

Detail	Amount
Application fee	CHF 175
<b>Tuition &amp; Fees</b>	<b>CHF 36,920</b>

*All amounts are in Swiss Francs and include VAT where applicable.  
Pricing covers all teaching materials and access to EHL services, which includes coaching sessions and selected alumni events.*

## Payment installments

Upon acceptance to the program, you will be required to pay an upfront payment of CHF 11,720. The upfront payment covers the first two modules and service fees. The remaining of the tuition fees will then be paid before the start of each module. Payments vary between CHF 3,200 and CHF 8,400 approximately every 5 months..

## Additional expenses

For the two on-site modules, travel costs such as visas, airline tickets, meals and accommodation are not included in the program fees and need to be budgeted separately. An estimated budget for one week in Switzerland is approximately CHF 1,900.

## Questions?

If you have any questions please feel free to contact our Recruitment and Admissions team: [mba@ehl.ch](mailto:mba@ehl.ch)



# Module & Course Outline



## Program introduction

The first objective of this module is to help you familiarize yourself with the online learning environment as well as the support and tools available throughout the program. The second objective is to give you a comprehensive look at the current state of the hospitality industry which paves the way towards the subsequent modules and courses of the MBA.



**THE PROGRAM INTRODUCTION MODULE IS COMPOSED OF FOUR COURSES:**

**US CREDITS**

**1**

*Introduction to the MBA Program* will give you an overview of the academic program roadmap from the beginning of the program until the culminating Capstone project.

*Hospitality Management in the 21st Century* displays the business evolution towards the current state of the industry and allows you to grasp a comprehensive overview of the upcoming modules/courses and their rationale.

*IT Fundamentals* will allow you to create a roadmap for further development of your knowledge of IT applications.

*Academic Integrity* allows you to have an understanding of EHL's expectations regarding academic coursework and EHL's involvement throughout the program.

**3 weeks**

Online





## Driving Hotel Revenues

Constant change in the distribution environment has increased the number of distinct price points and strategies that a hotel must manage. In this module, you'll learn the latest industry practices and gain an integrated view of distribution, e-marketing and revenue management, in order to increase your market share.



THE DRIVING HOTEL REVENUES MODULE  
IS COMPOSED OF THREE COURSES:

US  
CREDITS

5

*High Performance Distribution Strategy for Hotels* explores new ways to enhance the hotel distribution mix. You'll practice methods to assess the true value of each distribution channel and learn how to leverage online travel agencies without being held hostage.

*Revenue Management for Market Leaders* will give you the analytical tools to develop an effective market segmented revenue strategy. From price optimization and demand forecasting to availability control and inventory allocation, you'll learn how to communicate complex revenue management concepts in a simple yet knowledgeable manner.

*Strategic Marketing and branding* will give you the skills to conceptualize and execute a successful marketing strategy that will generate short- and long-term impact for your hospitality business.

15 weeks

CHF 5,200

Online



# Mastering Hotel Financials

Understanding financial concepts is crucial for senior management in hospitality. In this module, you'll learn how to use financial statements and apply the latest financial practices within the hospitality context, in order to make well-informed decisions.



THE MASTERING HOTEL FINANCIALS MODULE  
IS COMPOSED OF THREE COURSES:

US  
CREDITS

5

*Hotel Financial Statements Analysis* will show you how to interpret financial reports, so that you can plan and monitor the performance of your hospitality business. You'll learn how to apply financial analysis tools to real-world hospitality business decisions.

*Hotel Performance Measurement and Control* will give you the knowledge to design an organization capable of implementing its strategy effectively and winning in any competitive market.

*Advanced Corporate Finance for the Hospitality Industry* will prepare you to analyze capital structure decisions and synthesize financial information in support of asset purchase or disposal. You'll learn how to identify and manage key financial risks faced by hospitality companies.

15 weeks

CHF 5,200

Online



# Hotel Development and Real Estate Investments

A key objective for today's senior hotel professionals is to increase their hotels' asset value. In this module, you'll develop an understanding of hotels as an asset category intended to provide a return to owners and investors. You'll apply industry methods for evaluating hotel developments and real estate investments. After gaining familiarity with the latest tools and metrics, you'll be able to confidently engage in negotiations with stakeholders.



THE HOTEL DEVELOPMENT AND REAL ESTATE INVESTMENTS MODULE IS COMPOSED OF THREE COURSES:

US CREDITS

5

*Hotel Asset Management* will give you a solid understanding of the latest strategies for hotel asset management. You'll explore different contractual models for hotels and levers to increase asset value.

*Valuation of Hotel Investments* demystifies the complexity of hotel valuations. You'll familiarize yourself with financial concepts relevant to hospitality projects, and you'll practice applying various valuation methods to real world examples. The course covers net present value, discounted cash flow, multiples and comparable sales.

*Feasibility Analysis, Development and Negotiations* reveals the mechanics of the hotel development process, from evaluating hotel sites to negotiating commercial contract terms. You'll learn the tools to conduct a hotel feasibility analysis and how to negotiate the main commercial terms for a hotel development deal.

15 weeks

CHF 5,200

Online



# Building High-Performing Teams

Effective leadership is essential to the development and continued success of high-performing teams. In this module, you'll develop an understanding of your strengths, values and objectives. Then you'll practice how to use your personal style to become a highly effective leader.



**THE BUILDING HIGH-PERFORMING TEAMS MODULE IS COMPOSED OF THREE COURSES:**

**US CREDITS**

**5**

***Personal Leadership Development** (on-site course) builds on the psychological foundations of leadership. You'll learn techniques to distinguish between different leadership styles in organizations. Using analytical and self-reflection tools, you'll chart your desired development path as a leader.*

***Maximizing Individual and Collective Performance** builds your understanding of team dynamics and develops your people management skills. You'll practice motivational and inspirational techniques and learn how to create an organizational culture that fosters high-performing teams.*

***Leading in a Multicultural Environment** analyzes effective leadership approaches for dealing with culturally diverse teams. You'll develop your cultural sensitivity and learn how to adapt your communication and management techniques accordingly.*

**10 weeks + 1 week on-site at EHL, Lausanne Campus**

**CHF 6,400**

Online / On-site



## Performing Through Business Cycles

The hospitality industry is a cyclical business characterized by imbalances between supply and demand. In this module, you'll learn how to deal with sudden growth as well as periods of stagnation and decline, all of which demand flexible managerial skills and strong organizational abilities.



THE PERFORMING THROUGH BUSINESS CYCLES MODULE IS COMPOSED OF THREE COURSES:

US CREDITS

5

*Managing Underperforming Properties* will give you the tools for turnaround management. You'll practice formulating strategies for periods of growth and apply the latest models for business rejuvenation.

*Trends, Innovations and New Business Models* will enable you to spot the global environmental factors that call for adapting your hotel business model. You'll acquire techniques in forecasting, trend spotting, scenario planning and organizational adaptation.

*Hospitality Economics* will equip you with the tools needed to understand and analyze the economic environment of a wide range of hospitality businesses. You will understand how different economic incentives affect agents' behavior and thus how to interact with your competitors on the market.

15 weeks

CHF 5,200

Online





## Meeting the Experts

Along with your fellow MBA students, you'll meet renowned hospitality experts from global hotel chains, integrated resorts, online travel agencies and investment firms. The private setting will foster lively discussions focusing on two of the most important capabilities effective leaders must master.



**THE MEETING THE EXPERTS MODULE  
IS COMPOSED OF TWO COURSES:**

**US  
CREDITS**

**4**

*Crisis Communication Management* (1 week)

*Driving Hotel Performance* (1 week)

*In these sessions, you'll be able to compare your experiences and the knowledge you've acquired throughout the program with the decisions and methods employed by experts in real world situations.*

**2 weeks on-site (2 x 1 week at EHL, Lausanne Campus)**

**2x CHF 3,200**

On-site

*Speakers and locations will be announced 6 to 9 months before the start of the module.*



## Capstone Project

The MBA personal work synthesizes theoretical knowledge, skills, prior experience and extra-curricular involvement into one business project of professional interest.



THE CAPSTONE PROJECT MODULE  
IS COMPOSED OF THREE COURSES:

US  
CREDITS

10

**Business Research Methods** focuses on statistical analysis, an important tool for improving the quality of decision-making in many areas of management.

**Project Management / Consultancy** explores how to organize activities in a team: discovering the scientific foundations of teamwork, recognizing the basic steps in project management and how to apply the main tools, documents and calculations.

**Academic Writing, Research & Integrity** provides you with writing strategies and critical thinking skills that will allow students to become credible academic writers at an MBA level.

**Capstone Thesis** provides an opportunity for you to address a real world challenge in hospitality, using the skills and knowledge gained throughout your MBA program.

15 weeks + Capstone Project (225 hours)

CHF 2,000

Online

EHL Hospitality Business School is a pioneer in hospitality education since 1893. With undergraduate, graduate and certificate programs, EHL offers students a range of on-campus and online education opportunities for different stages of their professional journey.

EHL is consistently recognized as the best hospitality management school in the world with the highest graduate employment rates in the industry.



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**Hes·so**