



Course catalogue
Bukhara State University -VATEL
Vatel: MBA in International Hotel Management
BukhSU: 70411201- Master Degree in International
Hotel Management
Academic yaer: 2023-2024, 2024-2025

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APPROVED

Rector
Bukhara State University



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SEBBAN

President
Vatel Group France



MBA IN INTERNATIONAL HOTEL MANAGEMENT MBA PROGRAM (2 YEARS)

MASTER DEGREE IN INTERNATIONAL HOTEL MANAGEMENT (2 YEARS)

MBA 1st year				MBA 2nd year				
TOPICS	WEIGHT	VOLUME	ECTS	TOPICS	WEIGHT		VOLUME	ECTS
					Mid	Final		
CU1 MANAGEMENT				CU1 MANAGEMENT				
OPERATIONAL AUDITING	4	84	8	OPERATIONAL MANAGEMENT	3	4	48	8
FINANCIAL ANALYSIS	3	42	6	FINANCIAL MANAGEMENT	3	4	48	8
CORPORATE STRATEGY	2	42	4	MARKETING MANAGEMENT	3	4	48	8
HUMAN RESOURCES	3	42	6	HUMAN RESOURCE MANAGEMENT	3	4	48	8
MARKETING STRATEGY	3	63	6	CORPORATE STRATEGY	3	7	13	10
				VIBG (tutoring)	--	--	9	--
CU2 LAW AND TAXATION				CU2 PROFESSIONAL SKILLS				
ECONOMIC LAW	2	42	4	FINAL DISSERTATION (tutoring)	--	3	--	3
TAXATION	2	42	4	FINAL DISSERTATION (oral defense)	--	4	--	4
CU3 TOURISM AND COMPUTER SCIENCES								
COMPUTER SCIENCES	2	42	4					
HOSPITALITY STRATEGY	2	42	4					
ECONOMY OF TOURISM AND HOSPITALITY	2	42	4					
CU4 FOREIGN LANGUAGES				CU3 FOREIGN LANGUAGES				
FOREIGN LANGUAGES 1	3	63	6	FOREIGN LANGUAGE	3	4	39	8
FOREIGN LANGUAGES 2	2	42	4					
				CU4 INTERNSHIP IN A COMPANY				
				MANAGEMENT TRAINING (1)	--	3	840	3
TOTAL	30	588	60	TOTAL	18	37	1093	60

(1) : 24 week internship (base 35h / week)4

Course content



OPERATIONAL AUDITING

MBA 1 : CU1 MANAGEMENT

Goals & Skills

Goal of the course:

- Knowing how to analyze sales in the restaurant services;
- Knowing how to analyze sales in the hospitality industry services;
- Knowing how to put together a complete budget;
- Knowing how to schedule and sequence a project.

Skills to be acquired:

- Knowing how to calculate costs;
- Knowing how to determine prices in restaurant services;
- Knowing how to determine prices in the rooms division.

Summary:

Students deepen their managerial knowledge in auditing and managerial controls acquired in their third year (M3 or Foundation Year). This course should allow students to acquire the skills required to work as a management auditor or a profit center manager.

Teaching and assessment method

Prerequisites:

- Knowledge and skills acquired during Bachelor courses or in the Foundation Year

Assessment:

- Common exam Operational auditing / Financial analysis and Taxation
- 2 mid-term exams in the year
- a minimum of 1 individual or grouped test per semester
- 1 grade from the moodle platform, to measure attendance and work on digital contents

INTRODUCTION

Definitions and methodology

- Calculation and managerial cost-control strategy
- Control and monitoring of the activity
- Performance measurements
- Steering the organization

Revision of the basics

- Complete costs
- The profitability threshold
- Cash reserves budget

THE FULL-COSTING METHOD WITH AN EQUATION SYSTEM

Structure of full-costing

Calculation methods

THE RIFC METHOD (RATIONAL IMPUTATION OF FIXED COSTS)

Principles

Implementation

THE DASHBOARD

Presentation of the dashboard

- Definition of indicators

Designing a dashboard

Steering the activity

Comparison with the Uniform System

ANALYSIS OF SALES

In restaurant services

- Menu engineering
 - The BCG Method
- PRI - Price Response Index
 - Customer reactions to the prices proposed
- ARI - Article Response Index
 - Customer reactions to the products proposed

In hospitality services

FOOD AND BEVERAGES CONTROLS

Causes of the increase in the raw materials ratio

- Traceability in the foodstuffs flow
- Inventory and stock files
- Meals for employees and services free-of-charge

Calculation of the raw materials ratio

- Using accounting for purchasing

Bar controls

- Gap between consumptions / theoretical sales

PRICING

In restaurant services

- Multiplier coefficient method
- The Omnes Principle
 - Expanding the product range
 - Dispersion of prices
 - Highlighting products
- Target cost

In the rooms division

- The Hubbard Method
 - Pricing depending on the profitability of investments
- Opening and closing pricing classes
 - Constrained demand / unconstrained demand
 - RevPar optimization

EMPLOYEE EXPENSES AND OVERHEAD

Total cost of an employee

- Payroll / Turnover ratio
- Productivity indicators

Overhead controls

- Controls through standards
- Overhead audits

CONCRETE EXAMPLE: A FULL RESTAURANT BUDGET

Drawing up a budget

Estimation of a monthly profit/loss

Calculating profit-sharing with goals to be reached

SCHEDULING AND SEQUENCING A PROJECT.

Project management

- GANTT chart / PERT method

Optimization of scheduling and sequencing

- Critical path
- Margins of fluctuation
- Minimization of constant duration costs

FINANCIAL ANALYSIS

MBA 1 : CU1 MANAGEMENT

Goals & Skills

Goal of the course:

- To be able to do the financial analysis of a company

Skills to be acquired:

- Knowing how to calculate financial analysis ratios;
- Knowing how to put together a funding table;
- Knowing how to do a financial diagnostic;
- Knowing how to assess the value of a company.

Summary:

Students are initiated to financial analysis by manipulation known or new notions which allow them to make a diagnosis of a company and learn its value. They learn how to make the right choices in terms of investment and a financial plan.

Teaching and assessment method

Prerequisites:

- Knowledge and skills acquired during Bachelor courses or in the Foundation Year

Assessment:

- Common exam Operational auditing / Financial analysis and Taxation
- 2 mid-term exams in the year
- a minimum of 1 individual or grouped test per semester
- 1 grade from the moodle platform, to measure attendance and work on digital contents

INTRODUCTION

Balance sheet / Financial statement

Restatement / calculation of ratios / analyses

CHOICE DU FUNDING FOR INVESTMENTS

Flows that investments generate

- Criteria demonstrating profitability
 - Calculation of the NPV (Net Present Value)
 - Calculation of the IRR (Internal Rate of Return)

Discount rate and cost of equity

- Principles
- Analysis

FUNDING TABLES

Funding table of PCGs (Partial Credit Guarantees)

- Determination of NWC (Net Working Capital)
- Origin in variations in NWC
- Use of variations in NWC

Interpreting tables

- Differences and ambiguities
- Building and analyzing a table between N and N+1

CASH RESERVES

Cash reserves budget

- Budget period
- Budget content
- Simulation methods

Managing cash reserves

- Cash reserves position
 - Banking position
 - Value dates position
 - Forward-looking position
- Managing cash in hand
- Managing short-term credits
- Negative cash reserves and “zero” cash reserves

FINANCIAL ANALYSIS: DIAGNOSING DIFFICULTIES

The Conan-Holder method

The Banque de France method (“Centrale des bilans”) - Centralized results of all companies

METHODS TO ASSESS COMPANIES

Assessments based on goodwill

- Calculating goodwill by the indirect method
- Calculating goodwill by the direct method
- Calculating goodwill by the abbreviated goodwill income method

Assessment by net assets

- Mathematical values
- Functional values

Assessment using flows

- Assessment of capital and debts
- Assessment of flows of available liquid assets

CORPORATE STRATEGY

MBA 1 : CU1 MANAGEMENT

Goals & Skills

Goal of the course:

- Being able to carry out the strategic diagnosis of a company
- Understanding different corporate strategies

Skills to be acquired:

- Knowing how to define SBU (Strategic Business Units) and KSF (Key Success Factors)
- Thorough comprehension diagnosis tools
- Knowing how to define the various corporate strategies

Summary:

Students are placed in the position of a high-level manager and understand the various corporate strategies in place. They learn how to analyze their economic environment both internally and externally using matrix tables and diagnostic methods.

Teaching and assessment method

Prerequisites:

- Knowledge and skills in marketing and management acquired during Bachelor courses or in the Foundation Year

Assessment:

- Common exam Corporate Strategy / Hospitality Strategy
- 2 mid-term exams in the year
- a minimum of 1 individual or grouped test per semester
- 1 grade from the moodle platform, to measure attendance and work on digital contents

STRATEGIC DIAGNOSTICS

Strategic diagnosis approaches

- Corporate strategy : definitions and concepts
- Strategic approach : from analysis to diagnosis

External analysis

- Competitive area
- Macro-environment analysis : PESTLE tool
- Competitive intensity analysis : 5 forces' Porter matrix
- Key Success Factors and Opportunities / Threats identification

Internal analysis

- Analyzing Porter's value chain
- Analyzing resources and skill sets
- From Strength and Weaknesses to Key Competencies

Synthesis of the strategic diagnosis

- SWOT – Competitive advantage – Strategic issues

STRATEGIC CHOICES

Corporate strategies

- Main strategic moves
 - Specialisation
 - Differentiation
 - Vertical integration
- Internationalization strategies
- Strategic growths
 - Internal growth
 - External and joint growths

Business strategies

- Porter's competitive strategies
 - Cost leadership
 - Differentiation
 - Niche
- Bowman strategy clock
- Blue Ocean strategies

HUMAN RESOURCES

MBA 1 : CU1 MANAGEMENT

Goals & Skills

Goal of the course:

- Comprehending the strategic approach to HR
- Having an international vision of HR
- An introduction to talent management

Skills to be acquired:

- Building an international HR strategy
- Thorough comprehension of skills and talent management

Summary:

Students are invited to think of a global HR strategy. They begin to acquire the skills and knowledge required to work in the human resources department in an international hotel chain.

Teaching and assessment method

Prerequisites:

- Knowledge and skills in human resources and management acquired during Bachelor courses or in the Foundation Year

Assessment:

- 2 mid-term exams in the year
- a minimum of 1 individual or grouped test per semester
- 1 grade from the moodle platform, to measure attendance and work on digital contents

MARKETING OF HUMAN RESOURCES

Recruitment marketing

- Developing an employer's brand
- The marketing mix applied to HR
- Data management

Social marketing

- Attracting employees and talents
- Recruiting talents
- Retaining talents

SKILLS MANAGEMENT

The repository of skill sets

- What methods to use?
- How to roll this out in a company
- Talent management as an integral part of HR strategy

Expanding skill sets

- For who?
- How?
- Interest for the company
- Interest for the employees
- Pros / limitations (controls vs autonomy)

TALENT MANAGEMENT

Definition

- What is a talent?
- Differences between skill sets and talents

Managing talents

- Developing talents
 - Assessment
 - Training
 - Conflict management
 - Valuing
- Recognizing talents
 - The success mindset
 - Compensation
 - Valuing exceptional talents

Talent management

- Integration of talents into corporate strategy
- Towards a rupture of the skill-based approach?

INTERNATIONAL HUMAN RESOURCES

Hotel chains and international chains

- Motives and goals of internationalization
- Incidences of internationalization on HR functions

International management of human resources

- International mobility
- Managing expatriate employees
- Prerogatives of the HR function
 - Career management
 - Compensation management
 - HRIS (information system)

HRM and cross-cultural issues: a comparative analysis (country to be chosen by the professor)

- Recruitment
- Induction of new employees
- Training
- Assessment
- Mastering compensation policies
- Professional mobility

MARKETING STRATEGY

MBA 1 : CU1 MANAGEMENT

Goals & Skills

Goal of the course:

- Being able to build an efficient marketing strategy in a hotel

Skills to be acquired:

- Thorough comprehension of segmentation and targeting
- Thorough comprehension of the role played by social networking in marketing strategy
- Understanding how revenue management works

Summary:

Students are invited to use the marketing concepts acquired during previous years to define a marketing strategy. Their vision changes as compared to the operational vision they had in their Bachelor's or Foundation Year. They gain additional knowledge in terms of using social networking in corporate communication. They are introduced to revenue management.

Teaching and assessment method

Prerequisites:

- Knowledge and skills in marketing acquired during Bachelor courses or in the Foundation Year

Assessment:

- 2 mid-term exams in the year
- a minimum of 1 individual or grouped test per semester
- 1 grade from the moodle platform, to measure attendance and work on digital contents

DEFINING A MARKETING STRATEGY

Terminology

- Competitive advantage
- Differentiation strategy
- Marketing plan

The criteria in an efficient strategy

- The choice of segmentation and targets
 - Principles and definitions
 - Segmentation criteria
 - Typology
 - Techniques of online targeting
 - Conditions of a good segmentation
- The definition of an attractive positioning
 - Definition
 - Differentiation / Identification
 - Criteria of a good positioning
 - Simple / attractive / believable / different / sustainable / profitable
- Developing a strong brand
 - Brand influence
 - Reputation and image
 - Breadth of brands (product brand, umbrella brand, etc.)
 - Extension of brands (continuous, non-continuous extension)
 - Brands and internet
 - E-branding and online brands

MARKETING OF SOCIAL NETWORKS

Site inventory of social networks

- Inventory
- Use
- Links with marketing

Behavior of internet users on social networks

- Active internet user participation
- Comments and recommendations
- Denunciation and misappropriation of trademarks
- Internet user's opinions and trust

Social networks: what strategy to roll out?

- Loss of control on brands vs influence
- Goals targeted
 - What policy? (commercialization, communication, etc.)
 - How to include social networks in a marketing strategy

Managing your presence

- A company's blogs

- Pages on networks
- Video channels
- Being present on Twitter®

E-reputation

- Paid (advertising on social networks)
- Earned (virality and increased audiences)
- Owned (controlled supports)

Shared brands

- Crowd-funding
- Management of shared brands

ECONOMIC LAW2

MBA 1 : CU2 LAW AND TAXATION

Goals & Skills

Goal of the course:

- Thorough comprehension of the basics of brand laws and laws concerning domain names
- Thorough comprehension of the basics of laws on economic competition

Skills to be acquired:

- Knowing how to define, file and defend a brand
- Becoming aware of the importance a brand has from a legal point of view
- Thorough comprehension of the key rules governing the right to competition

Summary:

This course targets economic laws. Brand law is studied as it was in the marketing course, and the right to competition as a complement to economics and corporate strategy. Students will not be trained to become experienced legal experts, but will be initiated in complex legal concepts with a very strong international outreach.

Teaching and assessment method

Prerequisites:

- Knowledge and skills in legal culture acquired during Bachelor courses or in the Foundation Year

Assessment:

- 2 mid-term exams in the year
- a minimum of 1 individual or grouped test per semester
- 1 grade from the moodle platform, to measure attendance and work on digital contents

²Subject content should be adapted to comply with local laws.

LAWS OF ECONOMIC COMPETITION

Introduction

- Principle of free competition
 - At a national level
 - At a European level
 - In the world
- Laws of economic competition
 - Sources at a national level
 - Sources at a European level
 - Judicial authorities

Agreements

- Elements making up agreements
 - Companies
 - Collusion
 - Restriction of economic competition
- Prohibition of agreements
 - Prohibition
 - Nullity
- Exemptions
 - Individual exemptions
 - Exemptions by category

Abuses in the dominant position

- Elements making up abuses
 - Domination
 - The market
 - Geographical
 - Products
- Sanctions
 - Abuses in behavior
 - Abuses in structure

Abusively low prices (domestic law)

BRAND LAW

Principles and definitions

- Definition
- Concerned signs
- Graphic representation
- Nominative / verbal brands
 - Family name
 - Geographic brand

- Your slogan
- Acoustic brands
- Figurative brands
- A complex brand

Brand protection

- The legal framework
 - Nationwide
 - International
 - A communitarian brand
- Validity terms
 - Distinctive character
 - Availability
 - Specialization principle
 - Territorial status
 - The non-deceptive character
 - Legality
- Filing a brand
 - Filing the request
 - Procedure
 - Length of protection
 - Filing a brand in Europe and abroad

Rights and obligations of the brand

- Right to prohibit its use
- Obligation of use
 - Revocation proceedings
 - Foreclosure
 - Absence of renewal
- Contracts
 - Divestiture
 - License

Brand protection: industrial counterfeiting actions

- Assessment of industrial counterfeiting
 - Similarity of signs
 - Similarity of products and services
- What happens in this action
 - Quality to act
 - Type of infraction
 - Deadlines to take actions
- Sanctions
 - Civil sanctions
 - Penal sanctions
 - Assessment of the prejudice and reparation

DOMAIN NAMES

Extensions

- DNS (Domain Name System)
- Levels of domains

Legal framework

- Legal nature
- Registration bureau
- Registrar

Reservations for domain names

- Principles
 - First come / first served
- Motives behind a refusal for registration
- Legitimate interest and good faith exception

TAXATION3

MBA 1 : CU2 LAW AND TAXATION

Goals & Skills

Goal of the course:

- Thorough comprehension of the principles of taxation in the hospitality industry.

Skills to be acquired:

- Thorough comprehension fiscal incidences on employee compensation
- Knowledge of fiscal incentives
- An introduction to international taxation

Summary:

Students deepen their knowledge in taxation and study the consequences it has on a company, both in terms of human resources and in terms of the activity and the equity the company itself holds. They are introduced to a few notions of international taxation with group operation taxation.

Teaching and assessment method

Prerequisites:

- Courses in taxation and/or legal culture in the Bachelor's or Foundation Year. The basics in management must be thoroughly understood (cf. Bachelor or Foundation Year)

Assessment:

- 2 mid-term exams in the year
- a minimum of 1 individual or grouped test per semester
- 1 grade from the moodle platform, to measure attendance and work on digital contents

³To be adapted to comply with local standards

TAXATION AND HUMAN RESOURCES

Traditional employee compensation

- Base salaries
- Overtime
- In-kind benefits

Complementary employee compensation

- Bonuses
- Profit-sharing
- Participation
- Allowances paid out to employees

VAT

VAT compared to Sales tax (US + Canada)

VAT international rules

- VAT mechanism :
 - Within the EU
 - around the world

RESTRUCTURING A COMPANY

Registration duties

- Formation and capital increases
- Mergers
- Dissolution of a company

Direct taxes

- Individual companies
- Corporations

An introduction to international taxation - group operations case

Tax treaties

- International rules
- Notion of tax-resident
- Taxes on revenues

Presumption of fictitiousness of compensation paid out in tax havens

- Tax haven criteria
- Short list of tax haven
- Advantages and drawbacks
- Risk involved

Price controls of transfers between linked companies

TAXATION CURRENT EVENTS

Discussions on tax system and taxation current events (local and international level)

COMPUTER SCIENCES

MBA 1 : CU3 TOURISM AND COMPUTER SCIENCES

Goals & Skills

Goal of the course:

- Knowing how to use Excel to run your hotel
- Knowing how to create a web site

Skills to be acquired:

- Mastery of Excel advanced use, included a applicative logic
- Thorough comprehension of data bases
- Knowing how to install and use CMS-WordPress

Summary:

Students will apply their knowledge in computer software to the tourism and hospitality sectors. They will create a web site using WordPress.

Teaching and assessment method

Prerequisites:

- Courses in computer sciences in the Bachelor's or Foundation Year. Thorough comprehension of the basics of the Office® pack

Assessment:

- 2 mid-term exams in the year
- a minimum of 1 individual or grouped test per semester

USING EXCEL TO RUN A HOTEL

Practical example: the Omnes PrinciplesSection 2:

Practical example: the Hubbard MethodSection 3:

Practical example: Menu engineering

DATA BASES

Using a data base

- *Creating tables*
- *Primary and secondary keys*
- *Using tables*

Analyzing the content of a table

- *Queries*

Forms

- *Creation*
- *Page layout*
- *Different types of forms*
- *Principle form / sub-form*
- *Creating menus and macro commands*

INTERNET AND THE HOSPITALITY INDUSTRY

Creating an internet site for a hotel

- *Introduction to CMS*
- *The architecture of a site*
- *Technical analysis of shared components*

Stages in creating an internet site

- *Knowing how to install and use CMS-WordPress*
- *Articles, menu categories, modules*
- *Animations*
- *Template, size and CSS*

ECONOMY OF TOURISM AND HOSPITALITY

MBA 1 : CU3 TOURISM AND COMPUTER SCIENCES

Goals & Skills

Goal of the course:

- Knowledge of the main trends impacting the hospitality and tourist economy

Skills to be acquired:

- Thorough comprehension of the principles of tourist economy
- Having an informed opinion on the on-going risks and economic innovations in the field

Summary:

The hospitality and tourism sectors are currently undergoing deep changes. In this course, students will understand the new challenges that this field must and is going to take on as it reinvents itself.

Teaching and assessment method

Prerequisites:

- Knowledge in tourism at a Bachelor's or Foundation Year level and knowledge in geopolitical issues

Assessment:

- 2 mid-term exams in the year
- a minimum of 1 individual or grouped test per semester
- 1 grade from the moodle platform, to measure attendance and work on digital contents

TOURIST AND HOSPITALITY ECONOMY IN THE INTERNET, SOCIAL NETWORKING AND ECONOMIC UBERIZATION ERA.

E-tourism

- The economic impact of online reservation sites compared with traditional channels
 - OTA face to classical channels
 - Economic impact of OTA

Vacation rentals 2.0 - the Airbnb® example

- Characteristics
- An economic analysis and new consumer habits
- Impact on the creation of new startups in this concept
- Reactions of hotel owners and economic competition
- Results and outlook this model has in tourism

What future do traditional tourist reservations hold?

- Results
- Trends
- Outlook

THE TOURIST ECONOMY AND HOTEL ECONOMY IN THE ERA OF TERRORIST THREAT

Background

- Destinations impacted
- Destinations unharmed
- Risks and impacts of terrorist threat on destination

Measures taken by governments of concerned countries

- Crisis management plans
- Promotion and investments plans

THE TOURIST AND HOSPITALITY ECONOMY IN THE ERA OF ENVIRONMENTAL CHANGES

Environmental change and global tourism

- Tourism as being responsible for environmental change
 - Results and trends
 - Policies and mitigation measures

The tourism and the hospitality industry as leading players in sustainable development

- Eco-labelling and CSR in the hospitality industry
- Ethics and tourist education
- Sustainable development public policies in touristic countries

THE TOURIST ECONOMY AND HOTEL ECONOMY IN THE ERA OF THE PROTECTION OF HERITAGE AND CULTURE

UNESCO World Heritage list

- UNESCO's mission
- Funding heritage

- Selection criteria and the admissions process
- Economic impact of admission for destinations

From heritage value to touristic value

AIR TRANSPORT AND DESTINATIONS : INTERRELATED INTERESTS AND FORMER CHANGES

Air transport industry diagnosis

Strategies and business models of air transport companies, and impacts on destinations

- Towards new models
- Impacts on destinations

HOSPITALITY STRATEGY

MBA 1 : CU3 TOURISM AND COMPUTER SCIENCES

Goals & Skills

Goal of the course:

- Understanding hotels business models and strategies, independently owned or inside groups and chains
- Understanding innovation and strategies of worldwide hospitality groups, and links with global platforms

Skills to be acquired:

- Mastering business models principles and their applications to hospitality industry
- Analyzing strategic decisions making of hospitality groups
- Identifying innovation sources of hospitality and tourism industry
- Analyzing the place of OTA platforms inside hospitality and tourism industry

Summary:

Students face to business models and strategies build by independent hotels and hotel groups around the world. They analyze them, in order to deeply understand executive decisions in both micro level (hotel) and macro one (groups and platforms). They include innovation and digitalization mutations to those strategic thinkings.

Teaching and assessment method

Prerequisites:

- Knowledge in hotel environment, current events in hospitality, tourist economy in the Bachelor's or Foundation Year

Assessment:

- Common examen Corporate strategy / Hospitality strategy
- 2 mid-term exams in the year
- a minimum of 1 individual or grouped test per semester
- 1 grade from the moodle platform, to measure attendance and work on digital contents

INTRODUCTION

Current events in hotel chains

Current events in tourism

HOTEL BUSINESS MODELS

Business model concept

- Principles of business models
- Business model CANVAS, design tool

Hotel business model

- Independently owned hotel generic business model
- Various types of hotel business model : volunteer chain affiliation, chain hotel, franchise, ...

HOTEL GROUPS STRATEGIES

Hotel groups

- Overview and classification of worldwide hotel groups
- Local and national groups features

Hotel groups strategies and diversification

- Global strategie and area strategies of worldwide hotel groups
- SBU portfolio and BM portfolio of hotel groups

INNOVATION, HOSPITALITY AND PLATFORMS

Innovation and new models

- Innovation in hotel industry
- New business models and formats of hotels

From hotel industry to hospitality industry

Platform mutation of hospitality industry

- Platforms, key actors of the industry
- Value capture from platfoms and impacts on hotels business models

FOREIGN LANGUAGES I

MBA 1 : CU4 FOREIGN LANGUAGES

Goals & Skills

Goal of the course:

- Being able to promote a company and sell its products and services in a foreign language

Skills to be acquired:

- Mastering marketing vocabulary
- Mastering communication vocabulary
- Knowing how to organize a meeting
- Knowing how to discuss and debate on the various hospitality strategies

Summary:

The students carry out marketing and communication actions in a foreign language. They learn how to organize a meeting and debate on the corporate strategy in the language studied.

Teaching and assessment method

Prerequisites:

- B1 CEFR level at the minimum and knowledge of vocabulary in hotel and restaurant services

Assessment:

- 2 mid-term exams in the year
- a minimum of 1 individual or grouped test per semester
- 1 grade from the "GoFluent" platform, to measure attendance and work on digital contents

MARKETING & COMMUNICATION

Knowing the hospitality market

- In the country where students are studying
- In the world
- Knowing how to fix marketing goals

Knowing how to carry out a market study

Launching a marketing action

- For a product
- For a service

Advertising

- Key points in advertising
- Distribution channels
- Reservation centers
- Travel agencies

External communication

- Knowing how to communicate on your hotel

CORPORATE COMMUNICATION

Formal communication

- Internal communication
 - By email
 - By phone
- External communication
 - Commercial correspondence
 - On social networks

MEETINGS AND SEMINARS

Organization

- Inviting
- Summoning
- Agenda
- Schedule
- Closing the meeting

Presenting a project

- Public speaking
- Speeches

CORPORATE STRATEGY

Strategy of independent hotels

Strategy of international hotel chains

FOREIGN LANGUAGES II

MBA 1 : CU4 FOREIGN LANGUAGES

Goals & Skills

Goal of the course:

- Being able to promote a company and sell its products and services in a foreign language

Skills to be acquired:

- Mastering marketing vocabulary
- Mastering communication vocabulary
- Knowing how to organize a meeting

Summary:

The students carry out marketing and communication actions in a foreign language. They learn how to organize a meeting in the language studied.

Teaching and assessment method

Prerequisites:

- B1 CEFR level at the minimum and knowledge of vocabulary in hotel and restaurant services

Assessment:

- 2 tests per semester, on “Gofluent” platform

MARKETING & COMMUNICATION

Knowing the hospitality market

- In the country where students are studying
- In the world
- Knowing how to fix marketing goals

Knowing how to carry out a market study

Launching a marketing action

- For a product
- For a service

Advertising

- Key points in advertising
- Distribution channels
- Reservation centers
- Travel agencies

External communication

- Knowing how to communicate on your hotel

CORPORATE COMMUNICATION

Formal communication

- Internal communication
 - By email
 - By phone
- External communication
 - Commercial correspondence
 - On social networks

MEETINGS AND SEMINARS

Organization

- Inviting
- Summoning
- Agenda
- Schedule
- Closing the meeting

Presenting a project

- Public speaking
- Speeches

Course content

2nd year MBA - Management 5



INTERNATIONAL BUSINESS SCHOOL
HOTEL & TOURISM MANAGEMENT

OPERATIONAL MANAGEMENT

MBA 2 : CU1 MANAGEMENT

Goals & Skills

Goal of the course:

- Having a strategic managerial vision of a company through an operational activity of a hotel.

Skills to be acquired:

- Knowing how to roll out internal and external communication actions
- Knowing how to do everyday management tasks in the hotel's activity
- Knowing how to manage and set up an event
- Mastering the sale of products and services in a hotel

Summary:

The goal of this course is to teach students operational expertise and leadership which they must have to take the right managerial decisions when running a department in a hotel.

Teaching and assessment method

Prerequisites:

Knowledge in communication, managerial and marketing know-how acquired in the previous years

Schedule:

This course is based on concrete examples which will allow students to act as if they were managing a hotel. They learn how to use the knowledge acquired during the years before while looking beyond everyday activities to see what the operations manager in a hotel oversees.

Assessment:

1 mid-term exam + 1 final exam

KNOWING how to communicate

Learning how to roll out internal and external communication actions

- Communication on all traditional and digital information channels
- Relations with local stakeholders and partners

Events

- Promoting events and organizing events
- Steering the technical roll-out of an event
- Steering the logistics of an event
- Drawing up reports and results of projects or events managed or hosted
 - Proposing ways of improvement

KNOWING HOW TO SELL

Selling a Luxury offer vs selling a low-cost offer

- Low cost
 - Definition
 - Paying services
 - Quality
- Luxury hotels
 - Definitions
 - Implementation
 - Pros and cons

Customer experience

- The importance of customer experience in hospitality
- Innovations in terms of customer experience
- Selling and customizing innovative products and services

Innovation through design

- The importance of design in products and services
- The latest trends

KNOWING HOW TO MANAGER AND DEVELOP A HOTEL

Out-sourcing services

- Trends in out-sourcing
- Interest and limitations

Partner relationships

- Development of partnerships with local private and public stakeholders
- Lobbying actions

Measuring performance

- Dashboards
- Assessment of projects
- Identification of ways of improvement

ENSURING QSE (QUALITY SAFETY ENVIRONMENT) IN A HOTEL

Quality

- Respecting procedures
- Controlling equipment
- Acquisition and management of labels, standards or certifications
- Setting up audits

Safety

- Respecting regulations for the installation and hosting of people
- Controlling maintenance of equipment and installations

The environment

- CSR in hotel services
 - Diversity, disabled people, environment, etc.
- Including sustainable development stakes in the corporate development strategy

Sustainable development / Fair trade

FINANCIAL MANAGEMENT

MBA 2 : CU1 MANAGEMENT

Goals & Skills

Goal of the course:

- Financial management of a hotel

Skills to be acquired:

- Thorough comprehension of strategic financial management
- Knowing how to use valuation tools
- Knowing how to mitigate financial risks

Summary:

Students are introduced to corporate finances through strategic decisions and act as if they were the financial manager. They are introduced to key financial themes through case studies and must use the knowledge acquired in previous years.

Teaching and assessment method

Prerequisites:

Knowledge acquired in administration, auditing and financial analysis

Schedule:

Teaching must be based on case studies and must have links with the General Strategic Planning course.

Assessment:

1 mid-term exam + 1 final exam in the year 2 written tests during the semester

STRATEGIC AND OPERATIONAL MANAGEMENT

Strategic management

- A balanced scorecard
- Action plans

Operational management

- Financial reports
- Budget controls
- Dashboards

VALUATION OF THE COMPANY

Discounted cash flow

Price earnings ratio

Scenarios method and sensitivity analysis

The business plan: (to be linked with the General Strategic Planning course)

AUDITS AND INTERNAL CONTROLS

Risk identification

- Metarisk mapping
- SMP
- Internal audit mission
- Manuel of procedures
- QCI (Quality Control Inspections)
- Documentary audits

Risk securing

- Interest rate swaps
- Future rate agreement
- Interest rate option
- Documentary credits
- Future contracts
- Standby letter of credit

FINANCIAL COMMUNICATION

Regulatory obligations

- Which obligations?
- AMF - Authority on Financial Markets
- Modalities and diffusion of information

Financial marketing

- Offer and demand

Economic and financial communication

- Quanti / quali measurements
- Limitations
- Insider trading offenses

MARKETING MANAGEMENT

MBA 2 : CU1 MANAGEMENT

Goals & Skills

Goal of the course:

- Knowing how to take strategic decisions in terms of marketing and communication

Skills to be acquired:

- Knowing how to build a marketing and communication with a given budget
- Knowing how to calculate the return on investment of a strategic marketing or communication action
- Knowing how manage a hotel's marketing activity

Summary:

The students are introduced to communication and marketing with a strategic and decisive point of view. They learn how to analyze a marketing situation that will allow them to decide whether or not to put in place a communication, marketing or advertising strategy.

Teaching and assessment method

Prerequisites:

Knowledge in marketing strategy acquired in M4

Schedule:

This course must be based on the communication and marketing strategy of a hotel. Students must work with concrete examples. Students must act as if they were marketing managers of a hotel who are defending their marketing strategy.

Assessment:

1 mid-term exam + 1 final exam in the year. 2 written tests during the semester

THE BASICS OF COMMUNICATION

Push communication

- On and offline
- Controlled by the company
- Intrusive for consumers
- Roles and weight of influencers and decision-makers

Pull communication

- Consumers as players in seeking information
- The role internet plays

Word of mouth

- Word of mouth in the era of internet
- Viral marketing as a communication strategy

COMMUNICATION STRATEGY

Strategic stakes of communication

Communication strategy

- Communication mix
 - Media communication
 - Non-media communication
- Communication plan
 - Elements required in a communication plan
 - Implementation

Creation and budget of advertising

- Creation and advertising strategy
 - Copy strategy
 - Star strategy
 - Disruption
- Budget
 - Marginal yield
 - Communication goals
 - Peckham's law

MANAGING THE MARKETING ACTIVITY

Managing profitability

- Financial controls
- Return on marketing expenditure (ROME)
- Return on marketing investment (ROMI)

Managing profitability

- For communication
 - Advertising
 - Promoting sales

- For distribution
 - Sale force
 - In distribution itself

Strategic management

- Marketing audits
- Controlling terms

Controlling customer satisfaction

- Methods
- Measurements
- Monitoring

CONCEPTS AND COMMERCIAL TOOLS

Patronage and sponsoring

- Definitions
- Goals targeted
- Integration into the communication and marketing strategy

Culture as a marketing tool

HUMAN RESOURCE MANAGEMENT

MBA 2 : CU1 MANAGEMENT

Goals & Skills

Goal of the course:

- Learning how to manage a human resource department

Skills to be acquired:

- Knowing how to organize an HR department
- Knowing how to manage and develop an HR department

Summary:

Students have acquired knowledge and strong skill sets in HR management. This course allows them to act as the HR manager in a hotel. They apply their knowledge in team management to a support and transversal department which is the HR department.

Teaching and assessment method

Prerequisites:

HR courses in the Bachelor's or Foundation Year + HR courses in M4
Extensive knowledge in operational management of human resources

Schedule:

Students are in the position of a manager in human resources in a hotel, from building to development of the department and must put in place strategic decision-making as the HR manager. All knowledge acquired previously in team management and in HR management will be required to solve HR issues.

Assessment:

1 mid-term exam + 1 final exam

BUILDING YOUR HR DEPARTMENT

The role an HR manager plays

Functions in the HR department

- Traditional functions (Managing employees, social laws, payroll, etc.)
- Complementary functions: internal communication, etc.

HR management of human resources

- Recruiting employees for the HR department
- Training
- Motivating

DEVELOPING YOUR HR DEPARTMENT

Organization of the department

- Work in project mode
- HR procedures to be put in place
- Innovating
- Influencing

Putting a budget in place

Putting dashboards in place

Putting performance indicators in place

THE HR STRATEGY AS A PART OF THE CORPORATE STRATEGY

What HR strategy matches your corporate strategy?

The influence of HR on the other departments in the company.

CORPORATE STRATEGY

MBA 2 : CU1 MANAGEMENT

Goals & Skills

Goal of the course:

- Having students acquire a better transversal mindset on the various aspects an organization has
- Preparing for the final exam based on a case study
- An initiation to entrepreneurial work

Skills to be acquired:

- Thorough comprehension of a corporate strategy
- Learning how to build a business plan and define a business model

Summary:

This course allows students to prepare themselves for the final GSP exam and to be introduced to entrepreneurial work.

Teaching and assessment method

Prerequisites:

Knowledge in corporate strategy acquired in M4.
Managerial know-how acquired in the previous years.

Schedule:

Students are invited to use their knowledge in corporate strategy and problem-solving methodology in practical exercises and a brief construction of a business plan

Assessment:

1 mid-term exam + 1 final exam in the year.

INTRODUCTION

Definition of general corporate policies and stakes for organizations
The strategic approach: global schema

AN INITIATION TO ENTREPRENEURIAL WORK

The business plan

- Definition
- Goals
- Bases

Building a business plan

- Project
- Business model
- Executive summary

Financial outcome of a business plan

- Installation
- Use

FOREIGN LANGUAGE

MBA 2 : CU3 FOREIGN LANGUAGE

Goals & Skills

Goal of the course:

- Being able to work and manage employees in a foreign language

Skills to be acquired:

- Thorough comprehension of “business” vocabulary
- Becoming more at ease and fluent when speaking
- Mastering written communication

Summary:

The students are introduced to management actions in a foreign language. They learn how to affirm their leadership by mastering a foreign language in their working relationships.

Teaching and assessment method

Prerequisites:

CECR level B2

Schedule:

Teaching takes place using professional documents. The class is broken down into small groups. Oral communication is the most important aspect. Nonetheless, written communication should not be completely neglected.

Assessment:

1 mid-term exam + 1 final exam in the year

MANAGEMENT AND LEADERSHIP

Chairing a meeting

- Expressing your point of view
- Stating your case
- Contesting
- Summarizing what was said

Recruiting an employee

- Resume
- Cover letter
- Job interview

Discussing and solving managerial issues

FINANCE

Management / auditing / financial vocabulary

Presenting a budget and a cost killing decision

Discussing / stating your case on a budget with the correct financial terms

MARKETING

Vocabulary in commercial performances

Building a sales proposition

Managing a sales team

Commercial negotiations

SOCIETAL RESPONSIBILITY EVALUATION (SRE)

Speaking about sustainable development and fair-trade stakes

Speaking about problems in sustainable tourism and upcoming tourism innovations