



THE ART AND SCIENCE OF HOSPITALITY MANAGEMENT



# Bachelor of Science Programme

International Hospitality Management



## THE ECOLE HÔTELIÈRE DE LAUSANNE | WELCOME

When you enter the world of the Ecole hôtelière de Lausanne, you immediately feel the energy and enthusiasm, a sense of shared purpose. It is a place where everyone is different yet everyone feels at home. Walk down the main hallway of the school and you will hear ten different languages being spoken – a microcosm of the hospitality industry itself.

With more than 100 years of teaching hospitality management, we are an institution steeped in traditions as rich as those of the most venerable hotels around the world. Yet come to visit us, and you will find a young, dynamic institution with ultra-modern facilities.

Lausanne is officially bilingual – our Bachelor's degree programme is offered in English or French. With about 90 nationalities represented among our 1,800 students, you will experience a truly international education, being exposed to people, languages, mentalities, cultures, customs, foods and festivals from all around the world.

The Ecole hôtelière de Lausanne offers one thing that many other hospitality schools cannot: a century-old tradition of excellence in international hospitality management. No matter where in the world your career will take you, the Lausanne name is known, respected and admired.

"Hospitality has become an essential function in every industry. It's much more than just a supporting function: companies in general understand that today the product *is* the service. Banks and asset management companies, for instance, recruit at Lausanne because they know that EHL graduates combine financial savvy, a strong customer focus, and expertise in guest relations: a rare combination!"

**Ruud J. Reuland**

General Director, Ecole hôtelière de Lausanne

## AN EXCITING CAREER | A GROWING INDUSTRY

The international hospitality industry is vast, dynamic and diverse. It is one of the biggest and fastest-growing sectors in the world economy today.

Hospitality is not only hotels, resorts and restaurants. It is also wellness centres and spas, cruise lines, conference centres, airlines and sports facilities management. You can aim to be a general manager at a top hotel, but you can also choose to specialize in hospitality-related marketing, finance, event management, IT development or human resources.

Hospitality today increasingly includes many new areas: private banks and hotel investment companies, hospitals, humanitarian organizations, revenue management and executive search organizations. Companies have learned that to perform optimally they must first focus on their clients' needs and desires. The hospitality interface has become essential.

Your studies at EHL will strike a unique balance between the scientific and artistic elements of management.

Courses are part of an integrated whole, allowing you to see how all areas in a hospitality enterprise impact on each other.

Our modular approach will allow you to combine business and strategy courses with hands-on practical work, projects and special events designed to develop your artistic and people skills.

Learning is active, based on group work, case studies, investigation and experimentation. It takes place both on and off campus, at school and on the job.

Since it was founded in 1893 as the world's first school of hospitality management, Lausanne has developed an educational philosophy built on the twin pillars of art and science.

The **scientific** aspect is focused mainly on quantitative management competencies. Increasingly today, figures drive decisions; you will therefore acquire the hard skills needed to measure the impact of a business plan. We will help you develop the knowledge to make informed decisions and the confidence to convince others that they are feasible.

The **artistic and creative** aspect has two different sides. First, you will develop the performance talents needed to stage a memorable hospitality experience. This involves both tangible and intangible elements: design and style, architecture, lighting, ambiance, fine dining and fine wines, as well as service that is so perfect and discreet that guests are not even aware of it! Secondly, you will focus on the business creativity skills needed for innovative management. You will learn to think in new ways, weigh risk – and make decisions which are not only well-informed, but also daring.



LEADERSHIP | TEAMWORK



**Savoir-faire, savoir-être**

The EHL experience is built on “savoir-faire” – a combination of know-how and tact – and the mixture of selflessness and style referred to as “savoir-être”.

EHL's mission is to form the future leaders of the industry. But you can lead only if you can convince others that you are making the right decisions. Decisions that look right on paper won't work if your team is not motivated to implement them. Negotiating depends on people skills. Persuading other people and bringing them on board is an essential part of leadership.

### Learning leadership through experience

At EHL, we put students into concrete situations in which they can develop leadership skills from the very beginning. Working in groups, each member of the team is confronted with questions concerning role distribution, the need to listen and share, rivalry and conflict, and the cultural barriers to getting things done. In addition, there are the logistics of having to prioritize tasks and managing workload and deadlines that are also an important part of leadership – and also depend on other people.

Students learn that they can't just say they want to lead and try to take over in an authoritarian way. They have to learn to listen and show that they *can* lead.

# BACHELOR

## PREPARATORY YEAR | FUNDAMENTALS OF HOSPITALITY

Fundamentals of Hospitality will give you a thorough grounding in hospitality operations while helping you to analyze and assess what you are learning.

### One-stop all-round professional experience

Running a hotel is a complex business, with many different specialized areas. You need to learn it from the inside out, at every level, if you want to be credible as a manager later on. That is why you will spend the first part of the year on campus, gaining direct experience of all the key operational posts in a hotel: reception, housekeeping and food and beverage. You will work as part of a team – the best preparation for learning how to lead!

### Academic courses

At the same time, you will be following academic courses which will enable you to draw the most from what you are learning: languages and foreign cultures, quantitative reasoning and critical thinking.

### Internship

At the conclusion of the on-campus training, you will take your skills into the industry for an intense 16-week internship, where your knowledge and readiness will enable you to get the most from your professional experience.

## YEAR I | PRINCIPLES OF HOSPITALITY MANAGEMENT

Courses this year concentrate on the core business skills and knowledge required to manage revenues and costs, as well as the people skills needed to implement policies successfully.

### Core business courses

Your main classes will focus on accounting, economics, and statistics, together with the latest business software applications. These skills are placed in the economic context of the hospitality and tourism environment. You will also study marketing, business law and languages. By the end of the year, you will have acquired the essential knowledge to deal with everyday management issues efficiently, plus the tools which will allow you to become an effective decision-maker.

### Human resource management

Learning to manage people in the hospitality industry means being attentive to each link in the services value chain. It is also about overcoming cultural barriers and forging links between generations. As part of your human resource management curriculum you will follow courses in psychology, sociology, interpersonal relations and cultural diversity. Even more importantly you will be part of a multi-cultural environment which will take you outside your own mind-set. You will work on a daily basis with people whose backgrounds, ideas, expectations, sensitivities and work habits are very different from your own. You will learn to be a bridge-builder.

### PREPARATORY YEAR

- **Hospitality from the inside:** a cross-section of operational jobs
- **Learning the value of teams:** the power of the group
- **Reinforcing quantitative and reasoning skills:** learning to think logically
- **Foreign languages and communication:** working across cultures; and new communication tools
- **Industry internship:** the best way to learn is to *do*

### YEAR I

- **Core business skills and knowledge:** key competencies for the future
- **Management tools for decision making:** business models and specialized software
- **Human resource management:** group dynamics, managing talent, best practices, employee empowerment, building an ethical environment

## BEHIND THE SCENES | AND ON-STAGE

Working in EHL's on-campus restaurants and bars is an unusual, concentrated opportunity to experience the authentic pace and challenges of different food and beverage concepts ranging from fast food through theme restaurants to gastronomy. Your hotel experience will be alternately as host and guest, working behind the scenes and then enjoying your experience as a guest with the inside knowledge that will allow you to assess it with a connoisseur's eye.

## LEARNING TO FOLLOW | LEARNING TO LEAD

You will continue to work in teams both in practical and academic classes this year and throughout your studies. Special coaching during group work sessions will help you learn to listen to others – and also to be attentive to what they are *not* saying. You will see when teams work, and when they don't. You will also learn to see yourself as others see you. If you aim to be a credible and convincing leader, able to carry and motivate your team, this may mean changing some of your own habits and preconceptions.

# PROGRAMME

## YEAR II | CREATING ADDED VALUE...

### An integrated approach to creating value

The second year focuses on how to create added value for hospitality companies, customers and guests, through optimizing service processes. The modular approach ensures that every aspect of a hospitality company is taken into account in creating value: human resources, finance, marketing, and operations, including rooms and food and beverage.

This year concentrates on calculating the impact of decisions in financial terms. It is divided into three integrated modules, each centred on a different aspect of value creation.

### A new perspective

By analyzing service processes, you will discover what is really value-producing and what isn't. Many enterprises coast along utilizing service offers which are unexamined and do not add value. This situation calls for new, alert thinking to respond to evolving service needs. You will learn to use customer data efficiently to determine what clients really want and to build the right customer experiences. Creating added value for your clients will energize your company and make you indispensable as a forward-thinking manager.

## YEAR III | BUILDING COMPETITIVE ADVANTAGE

Your final year brings together the various threads of your previous studies.

### Internship

A 20-week internship between years II and III will allow you to put into practice everything you have learned both on the managerial and operational level.

### Concentrations

At this point, you will also select an area of specialization in line with your career interest. Focusing on a specific discipline such as finance, entrepreneurship or marketing will allow you to increase your personal value proposition.

### The Student Business Project

This is a consulting mandate from a real-life enterprise. As part of a small project team, you will carry out an assignment which can range from planning and market studies, client surveys and business analyses to the creation of new hospitality and F&B concepts.

More than 70% of Student Business Projects have been adopted and implemented by the enterprise that mandated the project.

### YEAR II

- **How to add value:** a new perspective on operations
- **Critique and evaluation:** testing each step in the value chain
- **Serving and further anticipating customer needs:** the customer experience
- **Marketing:** new trends in hospitality marketing; e-marketing and the virtual world

### YEAR III

- **Industry internship** at management level
- **Strategic management:** entrepreneurship and leadership
- **Trends and innovation:** researching new trends and making innovative proposals
- **Concentrations:** gearing towards your career
- **Specialized final-year projects:** applied research project, Student Business Project

## ... AND MARKETING IT

We will help you discover not only how to create value, but also how to market it. Customers today are finding the information they require on their own terms – when they need it, not when it's convenient for us to deliver it. It has become increasingly difficult to reach target markets effectively. The mobile customer, RFID tagging, localization, biometrics, inter-operability, e-marketing... At EHL, you will gain a head start in the technology race.

## ONE STUDENT BUSINESS PROJECT...

"I loved our SBP, which was a mandate from a major hotel chain to evaluate their management training programme. We spent an incredible amount of time on the project, but it was worth it. Corporate headquarters was so interested in our proposals that they designated a large sum in their operational budget to put most of our ideas into practice! There have been other benefits, too. One of our group members developed a data base for the programme and I accepted a position in an accelerated management training course!"

**Selima Benchenaa**  
EHL graduate



## I | THE CAMPUS



The EHL campus is set in a beautiful forested area close to lakes and mountain trails, yet is only 10 minutes away by car from the lively university town of Lausanne, and an hour away from the international city of Geneva.

The school has been designed as an integrated learning space which will allow you to master the arts and sciences of hospitality in optimal conditions, within a technologically rich learning environment. It is self-contained, yet open to the world: at any one time, a third of the students are off-campus, and the constant flow of ideas and experience they bring back from the outside makes for a lively, vigorous learning community.

The campus has been purpose-built to allow on-site access to professional hospitality experience throughout your studies. It is run like a hotel, with rooms and accommodation, reception, conference facilities, and five different restaurants including a fine-dining restaurant open to the public, four main kitchens and four satellite kitchens, a state-of-the-art auditorium and banqueting facilities.

There are 300 single or double studios on campus where most students choose to live during their first year of studies. A group of older students act as mentors and are present around the clock for help and advice and to facilitate your entry into student life. After your first year of studies, you may prefer to share a flat or house with other students; there is plenty of rented accommodation available nearby, in or around Lausanne.



## II | ...AND THE VIRTUAL CAMPUS



At Lausanne, you'll also step into a world that isn't just bricks and mortar. From the beginning, you'll find yourself in the very different landscape of the virtual world. EHL's fully wireless environment will give you 24-hour access to the internet and the school's electronic resources.

All students are provided with their own laptop, used for group work and moderated on-line discussions, research, exams, and i-Learning (the dynamic and interactive form of e-learning). Our Helpdesk is there to offer support, with individual advice, laptop repairs, and system updates.

Today, technology determines the way in which people dream, plan, and organize their lives. The internet has become a platform for all businesses. Learning how people behave in the virtual world, and analyzing how they seek and process information as they move between their real and alternate worlds, is a key to gaining competitive advantage in the hospitality industry.

# GETTING INVOLVED:

## III | WORKING HARD OR HARDLY WORKING?



It's hard to tell the difference between work and leisure at Lausanne. EHL students are so passionate about hospitality that they practise it for work and for enjoyment. They're aiming for a top career – but they'd almost do it for free!

You'll find that EHL students mostly just want to be on their feet doing something. Campus life gives them the opportunity to test-drive what they learn in class; and in return, student activities feed back into their hospitality management courses.

### Student-run projects

Some projects are major events with significant budgets and responsibilities. The eagerly-awaited *Fête finale* welcomes about 650 guests for dinner and over 1,400 for the following gala celebration. It is a major organizational challenge, involving budgeting, fundraising, revenue management and profitability, communication and conflict management, legal questions related to event management, and prevention and awareness activities: a whole curriculum in itself.

### Clubs and events

Every year, the Culinary Challenge pits students against staff in friendly gastronomic rivalry, and the *Fête universelle* brings together students from the 90-odd nationalities on campus. Clubs and activities include the wine society, theatre and music, photography, video-making, and evolutionary cooking, as well as the production of the student newspaper and Yearbook – both, of course, bilingual. All these events and activities help student to develop their own management style and try out their leadership skills.

### Student fund

This fund allows student-initiated ideas to become reality through co-curricular projects in which work and leisure are closely tied.

Students identify the best proposals, then develop a budget, pitch the project, implement it and ensure the follow up. Working hard or hardly working?

For EHL students, it's difficult to say: it's what they love to do!



## IV | THE TECHNO-CAMPUS

Lausanne's advanced technological environment enriches both study and leisure.

### EHL's CyberHotel

This is a unique new concept: a hands-on learning space equipped with specialized hospitality technology. You will discover current property management systems used by hotel corporations and try out new systems not yet on the market.

### EHL's Mediahl

The Mediahl helps you use the resources of the media to develop your communication and presentation skills. A media platform will allow you to make high-quality videos for your professional and personal life. You will also have access to Lausanne's public TV and radio stations (TVRL and Lausanne FM), where you will work like a TV reporter, quickly and under pressure, with valuable professional feedback. Mediahl trains you to communicate when the stress is on and you are in the public eye. You will develop stage presence – a vital quality for hospitality management!



# EHL EXPERIENCES

## V | SOCIAL COMMITMENT



Events committee

Hospitality is about channelling all your energies to delight other people and surpass their expectations. This is maybe why our students show a keen awareness of others' needs and a strong sense of responsibility towards others.

### Groups and committees

A group of students known as the Campus Peer Counsellors live on campus and provide round-the-clock help and support for other students. They are a team of committed students who have been specially trained by the school psychologists. Another group, the Student Social Responsibility Group, is active in social and environmental projects. Other students take part in prevention activities: they help raise awareness about alcohol or drugs, or organize special focus groups and relaxation courses to help students deal with stress.

### Student government

The School Council is the official student voice in meetings with faculty and management. Student Council members follow leadership courses and learn to mediate in situations which are similar to those they are studying in their management courses. Students are also members of the Disciplinary Commission.

### Helping internationally

EHL Smile is a charity that uses EHL know-how to found hotel schools in countries such as Ethiopia, Cambodia or Madagascar. Students raise money by organizing entertainment events: a visiting circus, gala dinners and charity runs. They also give help to build the schools, plan curricula, and train staff, and work at establishing a sustainable structure to ensure that the torch is carried on by each successive generation of students.

### Student ambassadors

Over 100 students are active as "EHL ambassadors". They welcome visitors to EHL, including key industry figures, VIPs, members of government or educational institutions and local constituencies as well as candidates and their families and newly arriving students. They participate in shaping the image of the school and building its future through their knowledge and contagious enthusiasm. At the same time they learn on the job about PR and guest relations and build valuable contacts.

## VI | DELIGHTING THE SENSES

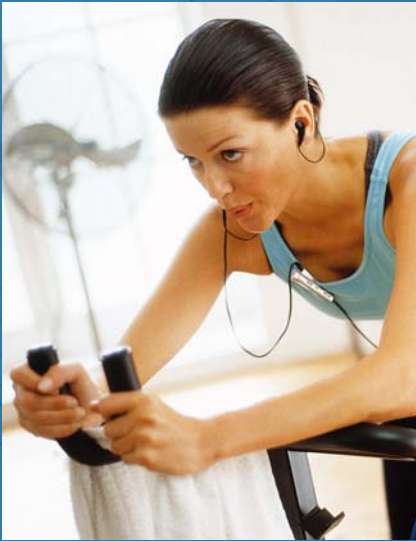


Hospitality is different from any other business because of its appeal to the senses. One of the aspects of the EHL campus that students appreciate most is the rich sensory experience it offers, from design and ambiance to the delights of *haute cuisine*.

Each day you can choose among a host of dining experiences, ranging from EHL's award-winning *Berceau des Sens* restaurant, which offers leisurely dining and fine wines to be chosen with the expert guidance of the *sommelier*, through the many different cuisines offered at EHL's restaurants, including Asian, Mediterranean, brasserie, health-food and a salad bar options.

Appreciating wine and the fine art of wine-tasting is an essential part of the European hospitality experience. You will discover the ways in which wine impacts all your senses. You will also develop your palate, explore the pairing of food and wine, learn to discriminate between young and old wines, good and great vintages, and recognize the supreme moment when a wine reaches its peak of depth and flavour.

## VII | SPORTS AND WELLNESS



### A wide range of activities

Sports and wellness are an integral part of life at EHL. You may choose among many traditional teams sports as well as individual activities ranging from yoga and indoor cycling all the way to para-gliding and martial arts. You can sign up for fencing, krav maga, Nordic walking, aerobics and body-pump, walking, cricket, rowing, running, or indoor cycling. Sports facilities include a gymnasium and fully equipped Nautilus and free weight fitness centre, playing fields, and tennis, volleyball and basketball courts.

### Individual training and team sports

You may sign up for a personal training programme of exercise, nutrition and relaxation, with individual guidance and coaching. In parallel, team sports bring together staff and students in local league competitions, and you can participate in regional tournaments as a member of the football, volleyball, basketball, ice hockey, cricket, rugby, or tennis teams.

### An ideal setting

Within walking distance of the school are golf courses and riding stables, cross-country skiing trails and fitness trails. You can go hiking, karting, sledding and enjoy the outdoors. With Lake Geneva and the surrounding mountains nearby, the Lausanne area offers unlimited possibilities for water sports, skiing and snowboarding.



### Sports and the community

Many sports events raise funds for student projects or charities. The Sailing Committee participates in a yearly competition organized by the University of Paris, with fund-raising and logistics support from other students. Staff and students run in the Lausanne marathon and take part in international endurance competitions such as Euralp – a 30-day expedition across the Alps, from France to Austria – or in the Mont Blanc expedition through France, Switzerland and Italy.

## VIII | THE USES OF ENCHANTMENT



Lausanne isn't quite like any other campus. The decor and atmosphere change like stage sets, reflecting different events hosted on campus and the student-generated concepts developed for EHL's different restaurants.

Partitions disappear, or are created, carpets are laid down, amazing props are conjured up with ingenuity and resourcefulness... Music and sound effects, presentations in which the usual elegance of EHL's dress-code turns to fantasy, new ways of thinking and doing: the creativity of our students is without bounds.

Every day you will find a complex, subtle interplay between your learning experiences and the continual transformation of your learning environment. Lausanne is not just a campus – it's a place where you create your career!



## CAREER BUILDING | GET YOUR *NET* WORKING

Building your future career begins your first day on campus. From the start, you will learn to ask the right questions about yourself and about the industry – what kinds of opportunities are available, and where your particular talents and ambitions fit.

A constant stream of key visitors, conferences and events on campus ensures on-going interaction with the industry throughout your studies. EHL alumni are active participants, sharing their experience and contacts, and helping students scout out career prospects. You will be aware of new trends and openings almost as soon as they happen.

**Career guidance:** Our career service advisors are there to support you throughout your studies, helping you to make the choices that are right for *you*, and ultimately, positioning you to seize your opportunity when it arrives. Regular career workshops will help you learn to play to your strengths. We don't assume that your talent alone will speak for itself, although the EHL label gets you off to a jump start!

**On-site recruitment:** Each semester, the Alumni and Career Services Centre has a full recruitment calendar, welcoming many companies from the international hospitality industry who are eager to select Lausanne graduates. EHL is the first stop for hospitality recruiters in search of the next generation of leadership talent.

**Networking opportunities:** Senior students also accompany staff and faculty to many international conferences and events. Participating in these activities provides a privileged learning experience, contacts and visibility, giving you the opportunity to introduce and position yourself for your future career. Your final-year internship is also important, often a spring-board for your first job. During your time at Lausanne, we make your career *our* business!

### The EHL alumni network

As a Lausanne graduate, you'll be part of a lifelong learning community and support network. Our alumni occupy some of the most fascinating positions in the global hospitality industry. They make up an extensive alumni organization with activities, events and learning opportunities in dozens of locations around the world. But they are also an informal network that can help you find a challenging new job, "learn the ropes" in a new city, provide a knowledgeable insider's opinion of a country, a company or an employment opportunity.

## THE EHL TALENT PROFILE | HAVE YOU GOT WHAT IT TAKES?

**The head and the heart:** a business flair combined with people skills

Quantitative skills – and the sense to apply them

**Creativity, with a talent for innovation:** don't follow the leader!

Creating needs before people know what they are...

**A strong customer focus:** your delight is our business

The will to develop a true service culture

**Persuasiveness:** high touch, not high tech

The capacity – and charisma – to convince

**Resourcefulness:** I am your solution

Can you think on your feet, make quick decisions, thrive on pressure?

**Motivation:** I can't wait for tomorrow!

The word our students use is *passion*



## BACHELOR PROGRAMME | ADMISSION CRITERIA

Basic qualifications for enrollment are:

- A secondary school diploma which qualifies you for university entrance in the educational system in which you completed your studies
- An English language test result (TOEFL iBT 100 or equivalent)

Previous work experience in a hospitality enterprise is highly recommended.

Your application should include full details of your academic record. You must also submit one essay, copies of your transcripts, language test results and diplomas, and employer recommendations if applicable. It is also important to include full details of your extra-curricular activities and achievements.

Our admissions policy is selective. The students we admit are a gifted and passionate group who we believe will one day become the leaders of the international hospitality industry. These students will be your fellow learners.



## WHO IS ACCEPTED | BACHELOR OF SCIENCE PROGRAMME



The Ecole hôtelière de Lausanne demands excellent academic performance. You need to be able to analyze, synthesize and think strategically. But we know from experience that academic potential is not enough in itself. We are looking for young men and women who also have the talent to drive this business.

How do we determine whether you have the EHL talent profile? By a thorough evaluation of your complete application package and also by inviting you for an in-depth selection day at EHL. You should be able to show that you are both creative and business-focused. Most important of all is a strong customer-service orientation.

However, because the industry is so diverse, there is no "ideal profile". We hope that you will surprise and interest us with your individual combination of talent, experience and motivation.

**For further details and/or to apply online, please consult [www.ehl.edu](http://www.ehl.edu)**

**For any questions, please call our admissions staff at +41 21 785 11 11 or e-mail us at [admissions@ehl.ch](mailto:admissions@ehl.ch)**



concept and design: the magic pencil; photography: Ryński - 10.2009

ADDRESS	PROGRAMME	INFORMATION	EN
<p>Ecole hôtelière de Lausanne Le Chalet-à-Gobet Case postale 37 1000 Lausanne 25 Switzerland T: +41 21 785 11 11 F: +41 21 785 11 21 E: admissions@ehl.ch www.ehl.edu</p>	<p>The Bachelor of Science programme prepares students for senior management positions in the international hospitality industry. A business programme with a strong hospitality focus, it provides an inside, in-depth knowledge of complex hospitality operations as well as business models for strategic decision-making. Extensive work experience obtained through two internships and professional consulting mandates give students an extra edge when starting their careers.</p>	<p>The Ecole hôtelière de Lausanne (EHL), founded in 1893, was the first hotel school in the world. Today it develops the next generation of leadership talent for the world's fastest growing economic sector: the international hospitality industry.</p> <p>With more than a century of experience in hospitality management education, we are an institution steeped in traditions as rich as those of the most venerable hotels around the world – yet a visit to the school reveals a young, dynamic institution with ultra-modern facilities.</p>	<p>Our educational philosophy is based on two pillars: the <i>arts</i> and <i>sciences</i> of hospitality management. Our programmes give students the operational skills they need to be credible in the work environment while developing the modern business competencies which will allow them to become effective managers.</p> <p>We are one of the most culturally diverse schools in the world: the student body is 60% international, with about 90 different nationalities among students, and 35 among faculty and staff.</p>