



*A Higher  
Educational Institute  
with a  
Distinct Identity*

In Belgium BBI is currently the only higher education management school with teaching carried out in English, specialising in the training and development of international hospitality managers. As a "BUSINESS SCHOOL" of international dimension, our strategy is to be dynamic, open-minded with a vision committed to the way of development.

We attach great importance to our tradition of pluralism and tolerance. Our policy is to actively support the concept of equal opportunities for each student. No application will be rejected on the basis of discrimination which is legally prohibited by human rights law such as discrimination based on race, nationality, ethnic origin, religion, beliefs, sex or disabilities.

We are based within one of the most upscale business environment on the outskirts of Brussels capital of Europe. Its modern and functional building is situated at the heart of particularly attractive environment with open green spaces facilities. BBI offers you a brand new environment to study, with more space, with more comfortable classes and amenities.

One of BBI's main characteristics is the team spirit which reflects daily life in the service industry. The organization, teaching philosophy and the relationship between teachers and students are all built on dialogue. This favours open discussions and contributes to and strengthens the strong cohesion needed for team working.

Classes reflect our desire to infuse real expertise into the field of hospitality management, and to adapt to the requirements of the industry. They focus on theoretical and practical learning, acquiring methodologies and languages, an introduction to basic and practical research, and, thanks to our partnerships with companies, real-life case studies.

That is precisely because hospitality management is changing so quickly, that in addition to teaching this discipline; we help each student to develop their own sense of initiative, which in turns generates innovation and creativity, while refining their skills as a true leader who is capable of facing up to varied situations.

In order to do this, we ensure that our classes are in line with what is happening in the industry. Every year, professional placements are included in the training programme, enabling our students to develop in an atmosphere as close as possible to the daily reality of life in a company and the world of business.

Finally, BBI's close relationship with the national and international hotel chains enables our students to begin their professional careers very quickly. Many of our students have already found employment before they obtain their degrees.

Besides, the hospitality background of its former students has become more and more valued in other areas of economic life, and BBI graduates can be found not only in management positions in the greater hotels all over the world, but also in management consultancies, and in marketing, sales or HR positions in companies which are not directly linked to hospitality.



**STATE REGISTRATION  
BRUSSELS BUSINESS INSTITUTE FOR HIGHER EDUCATION  
“College of International Hospitality Management”**

BBI is a non-profit foundation approved by Belgian Royal Decree and legally constituted as a private Higher Educational Institution with a public service mission, in conformity with the Article 24 of the Belgium Kingdom Constitution. As an educational foundation, our College of International Hospitality Management is the successor and the direct continuation of “BBA – Business School of Hotel Management”, which was founded in 1990. The college carries on the traditions of quality, rigour and excellence.

## **MISSION STATEMENT**

### **THE MISSION**

The mission statement of BBI is to empower its students to succeed in today’s dynamic world by integrating management education, professional skills, and career- focused education. To this end BBI employs its faculty members, services, curricula, and facilities to equip students with the conceptual and practical tools required to become contributing members of society and to achieve success in employment fields with high growth potential.

### **THE VISION**

BBI aims to be recognized as a world class institution for education, sought out by the hospitality industry, professional, national and international bodies. BBI seeks to promote expertise in leadership and management for a service-intensive global economy and to install in our students the highest standards of integrity, ethics and social consciousness.

BBI’s “Vision” is to be achieved, in part, through the highest standard academic programmes of the nation, offered in English, an extensive network of strategic partnerships that, through the alliances and use of alumni, will influence the thinking of industries, national and international bodies. Through our programmes,

BBI seeks to provide the students with: strong analytical, communication and team building skills; the ability to perform in a culturally diverse workplace; the capability to apply and integrate knowledge from the core disciplines of management.

### **THE VALUES**

BBI’s values are: Students first – Innovation – Teamwork – Rigour – Success - Respect for each other - A fun, open working environment – Learn from mistakes and each other.

## **THE TEACHING STAFF**

BBI’s teaching is carried out by professors, certified hospitality educators, qualified lecturers and instructors, who are recruited for their professional skills and teaching ability. The objective for the teaching staff is to simplify and as much as possible give concrete expression to complicated theoretical notions, to adjust teaching to the level of understanding of all the students and above all to encourage students to think outside the box by developing their own way of thinking. This is why each class is given by subject specialists.

As members of different professional organizations and university faculties, our teaching staffs follows continuous professional training programmes in order to keep them up to standard, both theoretically and practically, and this guarantees their seriousness, effectiveness and professionalism as regards new technologies and the latest work techniques. Their skills are periodically examined by the accreditation body. Their teaching qualification (CHE – Certified Hospitality Educator) is renewed every five years, following examinations.

In addition, with the aim of supplementing and diversifying its teaching, BBI calls on numerous well-known professionals and foreign lecturers to share their experiences with the students in the form of talks or case studies which add to the theoretical classes.

## ACCREDITATIONS & EDUCATIONAL LICENCE



### **INTERNATIONAL ACCREDITATION FROM “WTO” WORLD TOURISM ORGANISATION / UNITED NATIONS THEMIS FOUNDATION - TEDQUAL SYSTEM**

BBI has been awarded by the prestigious TEDQUAL accreditation from the World Tourism Organization – United Nations – and its THEMIS Foundation, which is the international hallmark of excellence in tourism and hospitality management education. It represents the highest standard of achievement for tourism & hospitality schools worldwide.

The World Tourism Organisation and its WTO-THEMIS Foundation have developed the “TedQual Certification System” (Tourism Education Quality) with the aim of contributing quality and efficiency to the application of the rules of the game in the Hospitality and Tourism Education. The “TedQual” is a Quality Assurance for higher education available to all teaching institutions, from any country in the world. By establishing “TedQual” WTO aims to set a quality assurance system so that gradually, standardization is obtained in terms of management, structure and organization. The “TedQual” takes into account that the Institution should seek competitiveness within a frame of reference through the same market criteria which would be applied to any private entity, and which is perfectly compatible with the objectives of a public nature.

The methodological framework of the “TedQual” is based on Total Quality which provides the means to detect gaps between the needs/expectations of professionals and output of the education programmes and systems. It also facilitates the subsequent adjustment of methods and contents to the real demand for human resources



### **EDUCATIONAL LICENCE THE EDUCATIONAL INSTITUTE FOUNDATION OF THE AH&LA (USA)**

BBI has an exclusive educational licence for Belgium and G.D. of Luxemburg. BBI's overall teaching programmes are officially accredited by “The Educational Institute of The American Hotel and Lodging Association USA” (EI). This foundation is recognized worldwide as being the principal leader in the field of teaching and professional training for international hotel management.

“The Educational Institute” is recognised by the “Department of Education” and accredited by “The American Council of Education ACE” of the “US Department of Education”. In partnership with several universities, including “Michigan State University”, E.I. is an educational research powerhouse and provides a crucial link between hospitality management university teaching and the professional world of international hospitality and tourism management. The EI is present in more than 120 countries and in more than 1,000 teaching establishments.

With a view to responding to the highly specific needs of the international hotel sector, the institute has integrated into its study programme special didactic support in the form of a certain number of modules edited by “The Educational Institute”. The EI modules determine, in part, the attribution of the BBI degree. They correspond directly to the USA study credits for hospitality studies. A certificate for passing a module is given nominally to each student. This entitles students to continue their studies at American or European universities which have a partnership with BBI.

BBI is in the accreditation process to be registered with the Flemish government of Belgium as an institution of higher education. BBI's curriculum will be accredited by the Dutch-Flemish Accreditation Organization (NVAO- Nederlands-Vlaamse Accreditatie Organisatie). This official organization was established by international treaty between the Flemish and Dutch governments with the aim of ensuring the quality of higher education, as recommended by the European Union, to enhance and develop higher education in Europe

### ***PARTNERSHIP - EHB "ERASMUS HOGESCHOOL BRUSSEL"***

As a requirement for the recognition of BBI by the Flemish education authorities, BBI has signed in 2008 an exclusive collaboration and synergy agreement with the Hotel Management faculty of EHB, itself accredited by the NVAO. This collaboration is intended to give opportunities of exchange and curricula development in both institutes. With the objective to build on the internationalization, such collaboration will have the following benefits:

- New scientific information
- Increased educational opportunities for students
- New networks and stimulating interactions between educational members
- Expanded problem-solving capacity
- New methodology and technology
- Expanded social knowledge

### ***DOUBLE DIPLOMA (DD)***

The European Commission drew attention to joint programmes and degrees and expressly calls upon the higher education sector to increase the development of modules, courses and curricula at all levels with "European" content, orientation or organisation. This concerns particularly modules, courses and curricula offered in partnership by institutions from different countries and leading to a recognised "Double Degree".

This commitment had already been highlighted in the "Bologna Declaration" which explicitly set as an objective the promotion of the necessary European dimension in higher education. Double Degrees are an important part of international cooperation in higher education. It means a degree programme which is developed and provided by higher education institutions in cooperation and which awards two diplomas.



**DD AGREEMENT  
SAVONIA University of Applied Science  
Tourism and Hospitality Department - Finland**

**SAVONIA University of Applied Science, Tourism and Hospitality Department in Kuopio/Finland**, and BBI have decided to collaborate further on since the existing "bilateral agreement" established in 2005, in order to award "double diploma" to students of both institutes at "Bachelor" level. Both institutes have agreed to start in developing the "double diploma" to students registered as from 2008-2009 in respective institutes.

#### **Core modules**

The programme of each institution offers a high number of similarities which facilitates their equivalence. In order to offer to the students a qualitative adequacy of the programmes, the pedagogic board of each institution selected in common a number of CORE SUBJECTS in each programmes.

## QUALITY ASSURANCE

The institute gives utmost importance to quality rather quantity and has structured its operations with the spirit of *total quality management* (TQM) based on the EFQM Excellence Model and its eight fundamental concepts. Mainly, BBI has adopted as a general concept the eight fundamental principles of “EXCELLENCE” as defined by EFQM in its operations and management, such as; results orientation, customer focus, leadership and constancy of purpose, management by processes and facts, people development and involvement, continuous improvement, innovation and learning, partnership development and corporate social responsibility. BBI has implemented a formal, structured and documented an internal quality assurance system, named **QUALITY CARE**. In the understanding of TQM in BBI, quality assurance (QA) means the implementation of procedures, processes and systems used to manage and improve the quality of its education and all other activities. The purpose of BBI’s Quality Assurance System (QAS) is to ensure the relevance, goal-orientation, quality, and continuous assessment and improvement of the activities.

### **Quality Model**

BBI has chosen to organize its management and operational structures as well as its educational programmes of study on a European Total Quality Model. This approach is based on the “EUROPEAN FOUNDATION OF QUALITY MANAGEMENT” (EFQM) concept, of which the European platform for educational quality “TRANSNATIONALE INSTITUTIONELE SAMENWERKING” (TRIS) has developed a system applicable to the higher educational sector. This system is a quality method of self-evaluation, as continuous process, of the institution and its programmes of education.

## PROGRAMMES

BBI offers 3-year Bachelor and 2-year Master programmes, both professionally oriented in a truly international framework. We will ensure those creative individuals with passion and who share common values that they will be ready to face the challenges in the hospitality industry management. We provide first-class education for a career in the Hospitality sector - the fastest growing industry in the world. The programmes mainly reflect the American educational format, stressing a hands-on, pragmatic and interdisciplinary approach to learning. The three main core areas of the curricula are:

- Operations management education
- Business management education
- Practical education – internships

### ***Undergraduate programme: 180 ECTS credits Bachelor Degree in International Hospitality Management***

The Bachelor **professional degree** is awarded at the end of three years of study. It is described as “Career-oriented programme”, meaning that it directly prepares students for professionals’ activities. Therefore, at the end of this programme, students who graduate can, depending on their personal ambitions, directly enter the world of work or can continue studying for a **professional Master**.

This programme focuses on theoretical subjects (academic disciplines) and comprehension ability (hospitality operations and all related facilities). It provides knowledge of team working and decision-making. The programme offers a combination of operational skills and solid business management knowledge, in order to enhance students’ knowledge of general management and finance, vital for this professional career path.

### ***Graduate Programme: 120 ECTS credits Master Degree in International Sustainable Hospitality Management***

The MA professional degree is awarded after two years of study. This programme aims to consolidate knowledge acquired during undergraduate training and to increase knowledge about the numerous aspects of business management. The programme also offers students a range of specific skills leading to their selected specialisation, enabling them to adapt to current industry requirements.

This programme provides in-depth knowledge of practical research and critical analysis. Students will gain a firm practical understanding of the management trends that make a difference at an international level. Students learn the facets and techniques in the science of hospitality business management, focusing on objectives relating to their area of specialisation. They learn to integrate different specialisations and techniques in the broad framework of goal-oriented organisations and also apply management theory in their field of specialisation.

The professional master degree is a customized programme which provides professional advanced specialisation in the following fields:

- Marketing
- Human Resources
- Finance
- International Management
- Resort, Club & SPA

## ECTS – EUROPEAN TRANSFER CREDIT SYSTEM

Our programmes fully comply with the general objectives of the Bologna Agreements which broadly aim to facilitate the construction of a “European Higher Education Space”. From the moment when they were signed, we have applied the principles of the agreements, including the implementation of the European Credit Transfer and Accumulation System – ECTS.

## DURATION OF THE PROGRAMMES

Bachelor (3x60=180 Credits)	First Year	1620 hours of study including 3 months <b>Basic Operational Internship</b>
	Second Year	1620 hours of study including 3 months <b>Advanced Operational Internship</b>
	Third Year	1620 hours of study including 3 months <b>Management Internship</b>
Master (2x60=120 Credits)	Two Years	2980 hours of study including 12 months <b>Advanced Management Internship</b>

The number of hours per year is based on the ECTS criteria in the form of a numerical value allocated to each course unit (for a total of 60). They reflect the quantity of work each course unit requires in relation to the total quantity of work necessary to complete a full year of academic study at the institution, that is, lectures, practical work, seminars, tutorials, fieldwork (internships), private study – in the library or at home – and examinations or other assessment activities. The grading system is based on the adequacy of the institutional grading system and the ECTS promoted by the European Community (Bologna Declaration).

## LANGUAGE TEACHING

The institution having an international orientation, the courses are **fully taught in English**, while some seminars may be given in other languages depending of the visiting lecturer’s nationality (always translated in English when necessary).

English language is the undisputed “**Lingua Franca**” of the world. It is the mean of communication within and between international corporations, and it is the language of choice in most publications devoted to the art of management, economics and business administration.

As our teaching programmes are carried out in English, students should have good understanding of the language to start their studies. That's why each candidate must undergo a language assessment before enrolment.

*For those students whose mother tongue is not English, the level of English (as a second language) acquired during their high school education is generally sufficient for the beginning of the undergraduate programme. The programme is structured so as to ensure that fluency in English is reached progressively by participating in all the courses. This is why our students master written and spoken English by the end of their studies.*

## **OTHER LANGUAGES**

In accordance with the principles laid out in the Bologna Agreements, studying languages is part of “**Transversal skills and knowledge development**”. As the institute prepares the students to join the international business world, and recognizing the importance of communication, with future customers and colleagues from many parts of the world, BBI places a strong emphasis on language skills within the programmes offered.

There are no prerequisites for taking language courses. Classes are streamed and put the emphasis on oral and then written communication. Depending of the number and the language abilities of the candidates, the following options are offered: Dutch, French, Spanish, German, Chinese and Japanese.

## **UPDATING KNOWLEDGE**

BBI holds specialised seminars and workshops in order to promote professionalism and individual skills in the industry. These seminars serve as discussion and analysis groups. They periodically bring together professionals, teaching staff, students and international guests.

## **TESTING KNOWLEDGE THROUGH CONTINUOUS ASSESSMENT**

In order to enable both the students, lecturers and junior lecturers to regularly evaluate how well students have assimilated the different subjects, numerous knowledge tests, practical evaluations (Case Study Analysis), individual and group assignments are spread out throughout the year. This requires participation from students in class, as well as sustained study outside of class.

## **STUDENT EVALUATION OF TEACHING QUALITY**

Our institution systematically runs evaluations of teaching and teaching staff quality. At the end of each academic year, all students are invited to fill in an evaluation questionnaire. In this way, the teaching staff and academic board obtain feedback and can make the appropriate improvements.

## **ADDITIONAL EVENTS**

During both courses, BBI organises short study visits, lectures, visits to different hotels and businesses which are of particular interest, as well as the European institutions, in order to develop students' general knowledge.

**UNDERGRADUATE PROGRAMME**  
**BACHELOR IN INTERNATIONAL HOSPITALITY MANAGEMENT**

<b>YEAR 1</b>		<b>Course Unit</b>	<b>Module</b>	<b>Credit 60</b>
1	Accounting (I) – Accounting Workbook & Applied Mathematics		BA 1261	4
2	Front Office Operations & Management		BA 1333	5
3	Managing Beverage Service – Oenology		BA 1346	3
4	Management of Food and Beverage Operations		BA 1241	4
5	Marketing Principles (I) + Sustainable Management Introduction		BA 1271	4
6	Security, Safety and Loss Prevention		BA 1387	3
7	Housekeeping Operations & Management		BA 1338	4
8	Computer Systems Technology (I) – “FIDELIO” Property Management System		BA 1134	3
9	Language Unit		BA 1000	3
<b>Assignment (AS) - Workshop (WS) – Internship (TS)</b>				
10	Project Paperwork I – Housekeeping Case Study		AS 1036	3
11	Project Paperwork II – Marketing Case Study		AS 1037	3
12	Computer Systems Technology (II) – “EXCEL” Practice for Hospitality		WS 1035	3
13	Case Study - Hospitality Management + Sustainable Management		WS 1038	3
14	Final Work Paper / Revenue & Yield Management “Optimising Pricing Strategies”		AS 1094	7
15	Basic Operational Internship of 3 Months		TS 5001	8

<b>YEAR 2</b>		<b>Course Unit</b>	<b>Module</b>	<b>Credit 60</b>
1	Marketing (II) – Services and Communications		BA 2370	4
2	Planning and Control for Food & Beverage Operations		BA 2464	5
3	Computer Systems Technology (III) – Management Information System		BA 2468	3
4	Food Safety and Sanitation – “HACCP”		BA 2245	4
5	Accounting (II) – Accounting Workbook & Applied Mathematics		BA 2362	4
6	Service in Food & Beverage Operations – Restaurant & Catering		BA 2349	3
7	Purchasing and Procurement Management		BA 2445	4
8	SPA Retail + Sustainable Management Introduction (II)		BA 2220	3
9	Organisation & Administration in the Hospitality Industry		BA 2207	3
10	Language Unit		BA 2000	3
<b>Assignment (AS) - Workshop (WS) – Internship (TS)</b>				
11	Project Paperwork III – F&B/Computer (EXCEL) Case Study		AS 2040	3
12	Project Paperwork IV – F&B/Food Production & Culinary Art		AS 2041	3
13	Marketing in the E Commerce		WS 2043	3
14	Final Work Paper / Menu Planning and Costing “Menu Engineering”		AS 2094	7
15	Advanced Operational Internship of 3 Months		TS 5002	8

<b>YEAR 3</b>		<b>Course Unit</b>	<b>Module</b>	<b>Credit 60</b>
1	Group Business and Convention Management		BA 3478	3
2	International Hotels Development and Management		BA 3428	5
3	Leadership and Management - Human Resources (I)		BA 3304	4
4	Marketing (III) – Sales and Advertising		BA 3472	5
5	Professional Training Organization		BA 3354	3
6	Facilities and Design Management – Project Management and Engineering		BA 3281	3
7	Resort & Leisure + Sustainable Management Introduction (III)		BA 3424	3
8	Economics (PI) & Statistics (PII) for Hospitality Management		BA 3700	4
9	Language Unit		BA 3000	3
<b>Assignment (AS) - Workshop (WS) – Internship (TS)</b>				
10	Project Paperwork V – Management/Risk Analysis Case Study		AS 3050	3
11	Project Paperwork VI – Financial /Stock Analysis Case Study		AS 3051	3
12	Basic Financial Management (III)		WS 3053	3
13	Case Study – (PI) - Sustainable Management		WS 3052	3
	Case Study – (PII) - Official Protocol & Ceremonial: A Tool for Public Relations			
14	Final Work Paper / Marketing & Sales Plan” Strategy Development & Budget Analyses		AS 3094	7
15	Management Internship of 3 Months		TS 5003	8

**GRADUATE PROGRAMME**  
**MASTER IN INTERNATIONAL SUSTAINABLE HOSPITALITY MANAGEMENT**

**MASTER DEGREE – M1 Advanced Specialization Programme**

	Module	Credit	60
1	Managerial Accounting & Applied Statistics (IV)	MA 4462	5
2	Hotel Investments Management (P1) – Issues and perspectives	MA 4400	5
3	Hospitality Asset Management (P2) – Principles & Practices		
4	Supervision - Human Resources (II)	MA 4250	4
5	Business Behaviours and Ethics	MA 4885	3
6	Corporate Financial Management (V)	MA 4466	5
7	International Human Resources & Sustainable Management	MA 4358	3
8	Project Evaluation and Feasibility Analysis	MA 4050	5
9	Entrepreneurship and Innovation Management	MA 4051	5
<b>Workshop (WS) &amp; Assignment (AS) / Compulsory units for each specialization</b>			
10	Marketing Research Methodologies (IV)	WS 4060	3
11	International Business (I)	WS 4061	3
12	Introduction to European Institutions	WS 4062	3
13	Principles of International Laws	WS 4063	3
14	International Food Logistics & Management Aspects	WS 4064	3
15	Final Work Paper / Business Plan – Strategies and Development – Research	AS 4094	10

**MASTER DEGREE – M2 Advanced Specialization Programme**

	Module	Credit	60
1	ISC – Choice of specialization / 2 Elective Unit		8
2	Dissertation "Guidance and Preparation"	MA 5096	18
3	Advanced Management Internship of 12 months (EU or USA)	TS 5004	34
<b>ISC - Elective unit / Selection per personalized programme</b>			
1	MARKETING MANAGEMENT		
	o Sustainable Marketing for Tourism and Hospitality (V)	MA 5372	4
	o Fundamentals of Destination - Management and Marketing (VI)	MA 5323	4
2	FINANCE MANAGEMENT		
	o Financial Control for Hotel (VI)	MA 5080	4
	o Finance – Uniform System of Accounts for Hospitality Industry (VII)	MA 5081	4
3	HUMAN RESOURCES MANAGEMENT		
	o Managing Hospitality Human Resources (III)	MA 5357	4
	o Hospitality Law	MA 5391	4
4	INTERNATIONAL MANAGEMENT		
	o Hospitality Strategic Management	MA 5082	4
	o International Business (II)	MA 5083	4
5	CLUB & SPA MANAGEMENT		
	o Club and Condominium Management	MA 5313	4
	o Accounting for Club Management	MA 5366	4

***A Word about “Sustainable Development”***

Globalisation and the required adaptation of our society to the new environments that it creates remain a serious and complex challenge. What can one say about the new challenges that are already part of our daily life: climate change caused by our indiscriminate over consumption, the social and economic crisis caused by a lack of ethics and good governance in the management of large companies. These elements without doubt contribute to the global unrest that we are experiencing.

Aware of the great changes that this causes, both in our daily lives and also in the professional world, our educative duty is to encourage a return to humanism and to make our students realise the importance of sustainable development and its prime importance in the hotel industry. That is why our professional master degree, “Sowing the Seeds of Change”, develop all aspects on environmental and sustainable management systems, since it is both a factor of progress as well as a creator of employments.

## **PROFESSIONAL INTERNSHIPS**

Internships are a vital supplement to teaching and are an integral part of the study programmes. They are compulsory and are mainly carried out in major international hotel chains and tourism bodies, depending on national and international availability.

The internship also serves as a valuable international experience for a student seeking global hospitality career. Over 80% of BBI students carry out their internships abroad. Each year, they take this opportunity to enrich their professional and personal experience.

The length of the internships is as follow:

- **For the 3 years of the Bachelor programme :** **9 months (Worldwide)**
- **For the 2 years of the Master programme:** **12 months (Worldwide)**

The internships are structured around a progress and supervision plan established by the institute, the details of which are to be found in the student's internship notebook entitled "TRAINEE MANUAL". This contains a programme and progress-guide, allowing an objective evaluation of the work carried out by the student during his/her internship.

In this way, students remain in constant contact with BBI and inform it throughout their "Trainee Manual", on the results of their work plan and progression. At the end of the training period the students establish also a report to show how they have developed.

BBI helps each student to select the most appropriate internship by organizing several hotel company visits as well as "Career Days". The internship agreement, signed by the student, the company and BBI is established in accordance with the European Training Student Charter as drawn up by HOTREC; this body represents professionals from the different national federations.

## **FOCUSING ON QUALITATIVE STUDENT DEVELOPMENT**

BBI's main objective is not just to train the students in excellence in the field of hospitality management, but also to enhance their personal development by offering them the opportunity to evolve and work in an international environment.

With a student body of 35 nationalities, our students are one of our institution's key strengths. Coming from different backgrounds and cultures and with diverse experiences, they are all highly motivated and have a real calling to work in hospitality and tourism industry. Students are immediately immersed into an international environment as they rub shoulders with many different nationalities from the beginning of their studies.

Thanks to this extraordinary cultural diversity, our students learn to know, understand, respect and live alongside others. Based on this multicultural environment, BBI facilitates the blossoming and personal development of its students, in three main areas:

### **THE INDIVIDUAL**

Developing the individual's capacity to communicate, to welcome guests with enthusiasm, to lead, motivate and train a team as well as to manage their responsibilities with a spirit of professional excellence.

### **TECHNIQUES**

Enabling students to fully master management methods and practices and enabling them to concretely apply this knowledge in all company job areas.

### **A SPIRIT OF CREATIVITY**

Developing students' ability to be open to the world, to take initiatives and to detect, accept and manage change, qualities which are vital for both future managers and company directors.

Students will study strategic leadership in detail, while consolidating their knowledge of the direct aspects of company management. This strategic leadership training will prepare each student for the numerous professional challenges with which they will be faced and for which concerns about short-term profitability, market share and long-term planning, are key factors for success. Managing daily operations, comparing marketing strategies, managing property and assets, and international development, are just a few examples of subjects that they can choose to study in depth as options, with teaching provided by subject specialists.

Thanks to case studies and different real life on-the-ground projects, they will learn to analyse the macro and micro-economic environments. This will enable them to consider different situations with the eye of a professional decision maker, who is capable of resolving problems, while harnessing the human and financial resources available in order to achieve the company's objectives.

Students will also study the effects of globalisation as well as how to manage change and will discover the specific challenges they pose for businesses. They will be able to develop their knowledge of foreign languages. In addition, our "successful communication" classes – both oral and written – will polish their skills as true leaders who are capable of facing up to varied situations in different cultural contexts.

Finally, based on a subject of interest and linked with your chosen professional sector, students will also have the opportunity to demonstrate their research, analysis and presentation skills by writing a dissertation in the master programme.

## **INTERACTIVE TEACHING METHODS & COMPETENCIES**

BBI requires students to participate in the learning process-to think, to contribute, and to grow. Interactive classroom methods are our tools toward this end. When students participate, the professor enhances their interest and improves their retention. Interactive activities involve interaction among students and the use of available resources and activities to enhance the learning process. The professor's role includes identifying the performance desired and the conditions for completing the activity. Once the activity begins, the activity becomes student driven. The professor then assumes the role of coach and monitor. At the end of the activity, the professor's role becomes that of debriefing and identifying the relevance of the exercise.

### **COMPETENCIES**

BBI is committed to be industry driven. The programs must adequately prepare students for the current practices of the industry and BBI must equip students with knowledge and skills that allows them to provide leadership in their careers.

The competences described in each chapter of each textbook (syllabus) all together are the basis for the general competences, the professional competences and the specific competences to be learned by the students.

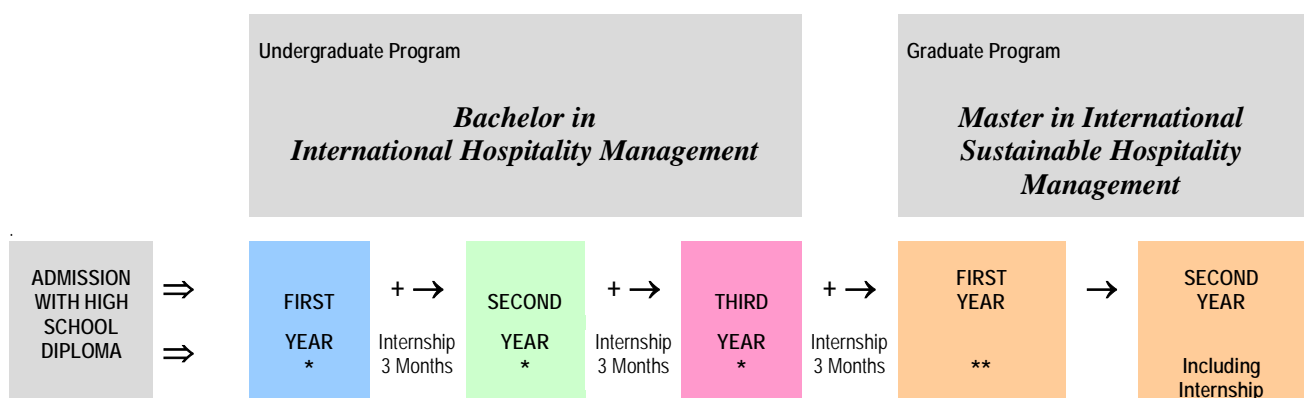
### **Competences Description**

- **Creativity**  
To take initiative, be ready for change, accept and master it  
To heighten innovative, creative and curiosity powers
- **Ethical awareness**  
To manage the responsibilities in a spirit of professional excellence  
To stress the concerns for fairness, equity, integrity and ethics
- **Leadership**  
To enhance the capacity to lead, motivate and form a team  
To orient the work towards the big picture, vision and goal setting
- **Problem solving**  
To acquire the perfect mastery of the methods and means of management  
To deepen the abilities to think strategically, to create solutions in complex situations

- **Self efficiency**  
To apply the acquired skills within all the functions of the organization  
To continue to learn, adapt and develop  
To intensify the aspects of confidence, independence and self-direction
- **Sensitivity to diversity**  
To develop the capacity of being open to the world  
To enhance the sensitivities to individual cultural and ethnic differences
- **Service orientation**  
To enhance the capacity to welcome guests with respect and enthusiasm  
To raise the concerns for guest or customer satisfaction
- **Team building**  
To develop the capacity to communicate  
To improve the collaboration, affiliation and teamwork skills

## STUDENT ADMISSION

Admission scheme for candidates following the undergraduate and/or the graduate program



\* STUDENTS coming from other institutions can enter either year 2 or year 3 if they have sufficient ECTS CREDITS

\*\* PREREQUISITE = Bachelor Degree

Admission scheme for candidates coming from OTHER institutions following the graduate program



\* PREREQUISITE = Bachelor Degree / If not in Hospitality field = PERSONALIZED CURRICULUM

BBI seeks to admit students who have a real desire to study for a career in the field of international hospitality. Students must have a true desire and possess the qualities needed to successfully complete their studies, as well the managerial qualities required by companies.

During the selection procedure, the Admission Committee takes into account each prospective student's entire profile. After preliminary selection based on the application, prospective students must attend an interview and a series of tests focusing on the following criteria: language knowledge, general culture and intelligence, ability to analyse, resume and express themselves.

In spite of the importance awarded to their previous academic qualifications, motivation, the will to succeed, references and the results of the aforementioned tests are taken into serious consideration.

## **PROCEDURES**

Candidates have to fill up the application document: "Dossier for Admission - N° 240", available on "**CONTACT**" tab. Applications will only be analysed after the dossier and all supporting materials have been received. Candidates will be definitively selected by the Admissions Committee on the basis of their dossier, interview and test results. Entrance interviews are held at the institute or in international locations as the case may be or by video-conference or by phone.

When the candidate is accepted by the Admissions Committee, he has to complete the "Registration Form" for enrolment and settle an initial down payment to ensure admittance. The registrar's office will then provide a "School Declaration" certifying that the candidate has been officially admitted to follow either the undergraduate or graduate programme.

## **MEMBERSHIP – ACADEMIC NETWORKING**

- CHRIE International - The Hospitality and Tourism Educators
- EFQM European Foundation for Quality Management
- IHM Institute of Hospitality Management UK (ex HCIMA)
- AEHT European Association of Hotel and Tourism Schools
- EAIE European Association for International Education
- IH&RA International Hotel & Restaurant Association
- EHE European Hospitality Education
- AMFORTH World Association for Hospitality and Tourism Education and Training
- EUREDU European Academic Council of Private Higher Education

## **ALUMNI CLUB - DEVELOPING BBI'S IDENTITY**

Contact between former students and the institute does not come to an end on graduation day. The majority of former students stay in regular contact with BBI and their fellow students through the Alumni Club. This club was created by the first graduating class, and is the link between both former and current students. The Club's purpose is to:

- Periodically bring together former students who have received their degrees since the club was founded.
- Organize meetings with the aim of offering or helping students to look for jobs or professional placements.
- Organize trips, visits and study seminars.
- Share and exchange professional news in the field of hospitality and tourism management and related new technologies.

As future close-knit and competent industry leaders throughout the world, BBI graduates keep the spirit of the institute alive. This spirit is passed on each year and is at the very heart of each year group. Today, the Alumni Club constitutes a network of distinguished industry professionals.

## **STUDENT' SERVICES**

### **HELPING STUDENTS TO BUILD THEIR CAREERS**

Our careers service aims to help each student to look for jobs and to select companies, as well as advising our students on what they need to do to achieve their objectives. BBI helps students prepare for their future careers by organizing careers events every year in partnership with leading international companies. Examples of chains that have recently recruited using these sessions include: The Accor Group – Sofitel, Mercure, Novotel – Radisson SAS, Hyatt, Hilton International, Intercontinental, Marriott, Sheraton, Euro Disney, Holiday Inn Worldwide, Kempinski, etc..

### **FINANCING STUDIES**

Students wishing to finance their studies themselves, by means of a bank loan, are able to make inquiries concerning the procedure to be followed via the institute. The conditions for such financing are the competencies of the bank alone, with which the student deals directly, without the intervention of BBI. BBI is collaborating with “ING Bank – VIP EXPAT Financial Services”, and advice on study loan of general banking matters can be obtained by contacting [woluwe.sl-shopping@ing.be](mailto:woluwe.sl-shopping@ing.be). General information on EXPAT services can be found at [www.ing.be/expat](http://www.ing.be/expat)

### **LODGING NEAR THE CAMPUS**

Students wishing to find accommodation in the vicinity of the institute can enquire as to the procedure to be followed via the institute. The lodging of students is managed by an independent organisation and an annual contract between the student and this organisation is drawn up. The financial conditions depend on the type of accommodation.

### **WORKING IN BELGIUM**

By Belgian law, all registered students are allowed to find a “Student Job”. This work permit allows the student to work 20 hours per week, which certainly would not be enough to support the living cost totally; however this is an opportunity to introduce the student to the working life in Belgium.

### **INTERNSHIP INCLUDED IN THE PROGRAM OF STUDY**

During the student’s internship period, the hotel company will grant the same working conditions to the Trainee such as applied to the staff of his establishment; in particular the supply of warm drinks and meals during the working hours. The enterprise may also grant an **allowance** to the Trainee, and if it is the case the refund of local transportation expenses.

## **CONTACT**

**BBI – Brussels Business Institute for Higher Education**  
**College of International Hospitality Management**

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